



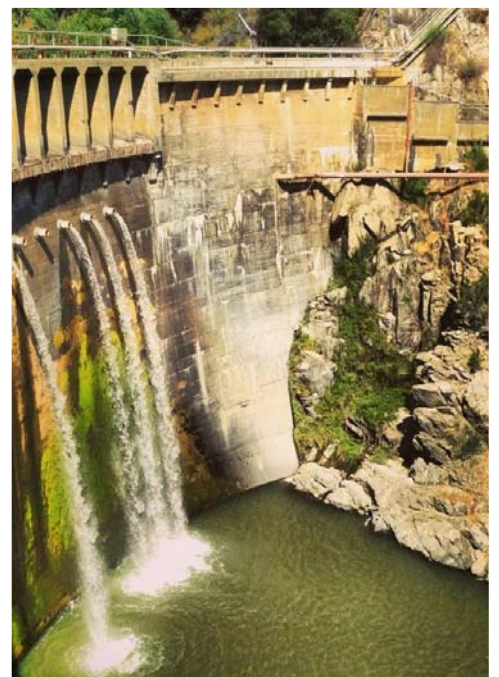
County of Monterey

RECOMMENDED

BUDGET

Fiscal Year Ending June 30th

2017





This page intentionally left blank.

RECOMMENDED BUDGET

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

FISCAL YEAR ENDING
JUNE 30, 2017

FERNANDO ARMENTA

JOHN M. PHILLIPS

SIMÓN SALINAS

JANE PARKER (CHAIR)

DAVE POTTER (VICE CHAIR)

1ST DISTRICT

2ND DISTRICT

3RD DISTRICT

4TH DISTRICT

5TH DISTRICT

LEW C. BAUMAN

COUNTY ADMINISTRATIVE OFFICER

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, 2015. 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, 2015

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

Executive Director

County of Monterey Board of Supervisors

Mission Statement

The Mission of Monterey County is to Excel at providing Quality Services for the benefit of all Monterey County residents while developing, maintaining, and enhancing the resources of the region.



Fernando Armenta
District 1

John M. Phillips
District 2



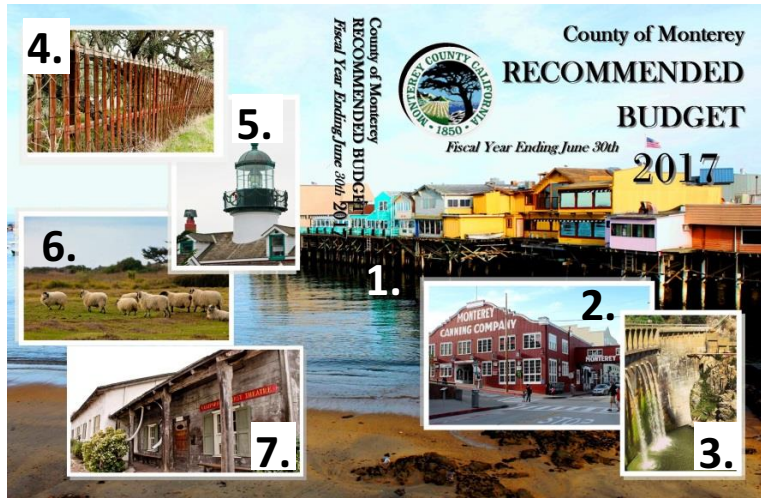
Simón Salinas
District 3

Jane Parker
District 4



Dave Potter
District 5

ABOUT THE COVER



"Cannery ... is a poem, a stink, a grating noise, a quality of light, a tone, a habit, a nostalgia, a dream. Cannery Row is the gathered and scattered, tin and iron and rust and splintered wood, chipped pavement and weedy lots and junk heaps, sardine canneries of corrugated iron, honky tonks, restaurants Its inhabitants are, as the man once said, ... "Saints and angels and martyrs and holymen" and he would have meant the same thing."
 — John Steinbeck, Cannery Row

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

1. Old Fisherman's Wharf is perhaps one of the most historical places on the Monterey Peninsula. In 1770 it was the original landing area of Spanish explorer, Gaspar de Portola. Thomas Larkin constructed the Wharf in 1845 and as the sardine industry grew and the Wharf fell into disrepair, the City of Monterey assumed ownership in 1913. Since that time, Fisherman's Wharf has been an important part of the fishing industry as well as being an iconic landmark.
2. One of the most iconic locations in Monterey, Cannery Row is home to the Monterey Bay Aquarium, the street made famous by John Steinbeck in his novel "Cannery Row" was originally known as Ocean View Avenue and was officially changed to Cannery Row in 1958 to honor the author. In 1921 it was home to 17 sardine canneries and employing over 5,000 people. Monterey soon became the "Sardine Capital of the World." However, due to sardine population decline in the 1950s the industry collapsed as quickly as it started and the last cannery closed in 1973.
3. Passing through a peaceful valley studded with majestic oaks, tall sycamores and arching willow trees, the Carmel River winds its way for over 36 miles before being released into the Pacific Ocean at Carmel River State Beach. The San Clemente Dam built in 1921 was a major water source for the Monterey Peninsula, but was removed due to seismic concerns and in an effort to restore the Carmel River to its natural course and flow.
4. State Route 68 is a state highway that runs from Salinas to Pacific Grove and has been deemed a California Scenic Route as well as being part of the historical Juan de Anza trail that linked all of the California missions during the Spanish colonial period. Highway 68 passes through rolling pastures filled with beautiful lupins, oak woodlands and Monterey pine forests and for a couple of miles is bordered by established landmark "The Red Fence." The red fence most likely dates from the 1930s and was originally part of Maria Munras and Tom Field's property.
5. Since 1855, the Point Pinos Lighthouse in Pacific Grove has been guiding mariners to safety along the rocky coastline of the Monterey Peninsula, making it the oldest continually operating lighthouse on the West Coast of the United States with even the original Third-Order Fresnel lens. The lighthouse is still used as a navigational aid for private mariners as well as the U.S. Coast Guard and Homeland Security. The Point Pinos Lighthouse is listed on the National Register of Historic Places.
6. The 160-acre Mission Ranch was originally owned by Juan Romero and in 1852 he deeded the property to a Monterey storekeeper for \$300. In the 1850s the ranch became one of the first dairies in California and supplied the County with fresh cheese and butter in addition to growing potatoes for the Sierra gold miners. In 1986, actor and former Carmel Mayor Clint Eastwood purchased Mission Ranch and saved it from being turned into a condominium development, restoring the ranch to its former glory.
7. California's First Theatre was built in 1846-47 by Scotsman and English Sailor Jack Swan using lumber salvaged from a shipwreck. Originally, the structure served as a lodging house and tavern for sailors, whalers and soldiers. In 1850, U.S. Army officers from Colonel Stevenson's 1st New York Volunteers convinced Swan to construct a small stage and produced melodramas as a money-making venture. Tickets sold for \$5 and receipts for the first ever staged performance in California totaled \$500. Today, California's First Theatre is part of Monterey State Historic Park.

Fiscal Year 2016-17 Recommended Budget

Submitted by
Dr. Lew C. Bauman, County Administrative Officer



Prepared by
County Administrative Office
Budget and Analysis Division

Dewayne Woods, Assistant County Administrative Officer
Paul Lewis, County Budget Director

Jaime Ayala,
Associate Administrative Analyst

Assessor
Child Support Services
Economic Development/
Redevelopment & Housing
Elections
Information Technology
Library
Treasurer-Tax Collector/Revenue Division

Raquel Escorcía,
Associate Administrative Analyst

District Attorney
Emergency Communications
Probation
Public Defender
Sheriff-Coroner

Veronica Fernandez,
Associate Administrative Analyst

Auditor-Controller
Board of Supervisors
County Administrative Offices
County Counsel/Risk Management
Health Department

Juan Pablo Lopez,
Associate Administrative Analyst

Equal Opportunity Office
Parks Department
Budget Book Production Manager
Performance Budgeting System Coordinator
Enterprise Resource Planning Liaison

Lucila Sanchez,
Associate Administrative Analyst

Agricultural Commissioner Office
Cooperative Extension Department
Clerk of the Board of Supervisors
Human Resources
Resource Management Agency
Departments
Labor Relations Liaison

Rod Walker,
Principal Administrative Analyst

Department of Social Services
Military & Veterans' Affairs Office
Natividad Medical Center
Water Resources Agency
Department Finance Manager Lead

Ebby Johnson

Administrative Support Staff
Budget Committee Support Staff
Budget Workshops Coordinator
Budget Hearings Coordinator
Printing Services Coordinator

Budget Committee:

Chair, Supervisor Fernando Armenta
Vice-Chair, Supervisor Jane Parker

Special Thanks to:

County Department Heads
Department Finance Managers/Staff

Cover Design by:

Supervisory District 5
Layout Design by: Jaime Ayala,
Associate Administrative Analyst

About Monterey County

Monterey County is located on the beautiful Pacific Coast of California, south of San Francisco and north of Los Angeles. The County is comprised of 3,771 square miles (3,381 land & 491 water) and includes 12 incorporated cities and 16 unincorporated areas. The County seat and largest municipality is Salinas.



Monterey County was one of the original counties of California, created in 1850 at the time of statehood. The County derived its name from the Monterey Bay which was named by Sebastian Vizcaino in 1602, in honor of Gaspar de Zuniga y Acevedo, Conde de Monterrey, the Viceroy of New Spain. The word itself is composed of the Spanish words “monte” and “rey”, which literally means “king of the mountain.”

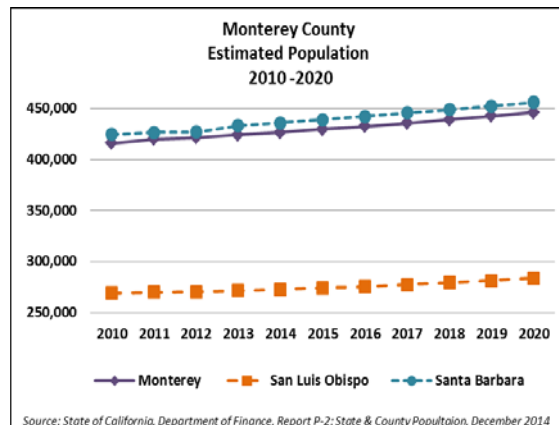
Monterey County is known to the world for its majestic coastlines including Big Sur, California State Route 1, and 17-Mile Drive on the Monterey Peninsula, as well as the agriculturally rich Salinas Valley, also known as the “salad bowl of the world”. It is also home to Pinnacles National Park near the City of Soledad and the site of a Monarch butterfly preserve in the City of Pacific Grove.

Monterey County Quick Facts	
Square Miles	3,322
Coastline Miles	90
Number of cities	12
Number of road miles maintained	1,235.31
Number of bridges maintained	175
Number of County library branches	17
Library Card holders	220,896
Number of hospitals	4
Number of County Parks	9
Number of State Parks/Beaches	18

Sources: Monterey County Economic Development Department, Resource Management Agency, Library, and MTYCounty.com

Population

Monterey County is one of 58 counties in the State of California and part of the Salinas, CA Metropolitan Statistical Area. The California Department of Finance projects the County’s population at 432,475.



Monterey County’s population growth parallels growth in comparable counties of San Luis Obispo and Santa Barbara. The projected change in total population from 2015 to 2016 is 1% (429,584 to 432,475), consistent with Monterey County’s population growth trends steadily increasing over the past 50 years.

With over 154,720 residents, Salinas represents the largest city in Monterey County. The cities of Marina, Soledad, Monterey and Seaside form the second

largest group in population ranging from 20,872 to 33,672 residents each. The smallest cities include Sand City, Del Rey Oaks and Carmel by the Sea with populations ranging from 362 to 3,747. The population for the unincorporated areas of Monterey County is 110,707.

Area	Population	% of Total
Carmel-By-The-Sea	3,747	1%
Del Rey Oaks	1,660	0.4%
Gonzales	8,357	2%
Greenfield	16,870	4%
King City	13,417	3%
Marina	20,872	5%
Monterey	28,163	7%
Pacific Grove	15,388	4%
Salinas	154,720	36%
Sand City	362	0.1%
Seaside	33,672	8%
Soledad	24,540	6%
unincorporated	110,707	26%

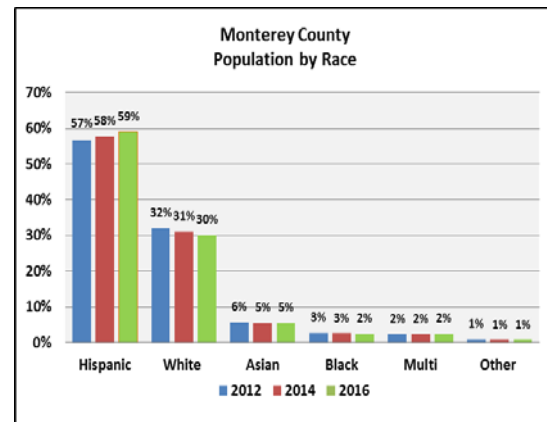
Source: State of California, Department of Finance, May 2015

Monterey County's population is relatively young with 44% of the population under the age of 30. The next largest age group consists of adult ages 30-59 comprising 38% of the population. Older adults ages 60 to 100+ make up the County's smallest age group at 18%. The median age for Monterey County's population is 34 years, compared to 35.2 years for the State of California.

Monterey County 2016 Estimated Population By Age Groups	
Age	Population
0-9	62,907
10-19	57,887
20-29	67,842
30-39	65,161
40-49	51,437
50-59	49,438
60-69	41,676
70-79	21,568
80-89	11,218
90-99	3,235
100+	106

Source: State of California, Department of Finance, Report P-2: State & County Population, December 2014

Monterey County's population reflects its diverse community. The Hispanic population grew by 2% between 2012 and 2016, while the White population decreased by 2% over the same time period. The Asian and Black populations experienced a 1% decrease, while all other groups have experienced very little growth and remain at the same percentage.



Source: California Department of Finance, 2016

Income

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 with close to 1,200 organizations and an estimated impact of \$2.0 billion dollars according to a study commissioned by the Nonprofit Alliance of Monterey County.

Per capita income in Monterey County continues to be at the low end of the spectrum in comparison to the State and nearby counties. In 2014, Monterey County had a per capita personal income of \$25,048 which is lower than the per capita income for California and neighboring counties of San Luis Obispo, Santa Clara and Santa Barbara.

Per Capita Income and Median household Income Selected Counties and California			
	Per Capita Income	Median Household Income	Persons in Poverty
Monterey County	25,048	58,582	17.0%
San Luis Obispo County	30,382	59,454	14.5%
Santa Barbara County	30,526	63,409	17.4%
Santa Clara County	42,666	93,854	8.5%
California	29,906	61,989	16.4%

Source: U.S. Census Bureau, QuickFacts 2014

The Median Household Income in Monterey County is \$58,582 which is 6% below the State and the lowest compared to neighboring counties.

Employment and Industry

Complementing the area's natural strengths, many of Monterey County's workers are employed by the Agriculture and Tourism industries. However, since 2013, agriculture has been the top industry. According to the 2014 "Economic Contributions of Monterey County Agriculture Report" completed by the Monterey County Agricultural Commissioner, the total economic contribution of agriculture was \$8.12 billion and it accounted for 76,054 jobs in the County. The second largest employer was the government sector with 34,380 jobs and an output of \$4.5 billion. The third largest industry was real estate with an output of \$3.5 billion. The hospitality industry also impacts the economy accounting for 20,153 jobs. The chart that follows lists the major employers in Monterey County.

Employer Name	Industry
Azcona Harvesting	Harvesting-Contract
Breast Care Center	Diagnostic Imaging Centers
Bud of California	Fruits & Vegetables-Growers & Shippers
California State University	Schools-Universities & Colleges
Casa Palmero	Hotels & Motels
D'Arrigo Brothers Co.	Fruits & Vegetables-Growers & Shippers
Dole Fresh Vegetables Co.	Fruits & Vegetables-Growers & Shippers
Growers Co.	Fruits & Vegetables & Produce-Retail
Hilltown Packing Co.	Harvesting-Contract
Mann Packing Co.	Fruits & Vegetables-Growers & Shippers
Misionero Vegetables	Fruits & Vegetables-Growers & Shippers
Monterey County	Government Offices-County
Monterey County Office of Education	School Districts
Natividad Medical Center	Hospitals
Naval Postgraduate School	Schools-Universities & Colleges
Pebble Beach Co.	Resorts
Rocket Farms	Farms
Salinas Valley Memorial Healthcare	Hospitals
Southern Monterey County Memorial Hospital	Hospitals
Taylor Farms	Fruits & Vegetables-Growers & Shippers
US Defense Dept./Manpower Data Center	Government Offices-Us

Source: State of California Employment Development Department

Labor Force and Unemployment

Labor Force 2015 Annual Averages	
Labor Force	221,800
Employment	204,300
Unemployment	17,500
Unemployment Rate	7.9%

Source: California Employment Development Department
Labor Market Information Division, Historical Unemployment
Rate & Labor Force Data Tables

Monterey County's annual unemployment rate in 2015 was 7.9%; however the unemployment rate in Monterey County in January 2016 was 11.2%, up from a revised 10.5% in December 2015 and below the year-ago estimate of 12.5%. This compares with an unadjusted unemployment rate of 5.7% for California and 4.9% for the nation during the same period. Monterey County's jobless rate remains higher than both the State and the nation.

Occupational Share of Employment for Monterey County		
Occupation	May 2014 Employment	
	Estimates	1 Qtr. 2015 Hourly Wage
Farming, Fishing, and Forestry	19%	\$10.45
Office and Administrative Support	12%	\$18.73
Food Preparation and Serving-Related	10%	\$12.71
Sales and Related	8%	\$17.68
Education, Training, and Library	8%	\$29.91
Transportation and Material Moving	6%	\$16.23
Healthcare Practitioners and Technical	4%	\$45.09
Management	4%	\$49.81
Building & Grounds Cleaning & Maintenance	4%	\$15.34
Production	3%	\$16.99
Installation, Maintenance, and Repair	3%	\$23.52
Business and Financial Operations	3%	\$37.58
Protective Service	3%	\$32.51
Construction and Extraction	2%	\$25.91
Healthcare Support	2%	\$16.89
Personal Care and Service	2%	\$13.79
Community and Social Services	1%	\$24.46
Computer and Mathematical	1%	\$41.27
Arts, Design, Entertainment, Sports, & Media	1%	\$20.56
Life, Physical, and Social Science	1%	\$39.02
Architecture and Engineering	1%	\$38.49
Legal	0%	\$40.82

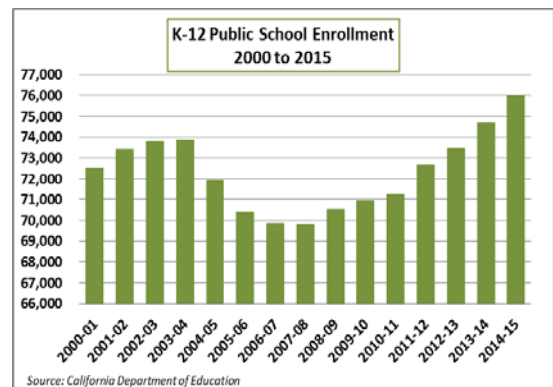
Source: State of California Employment Development Department, Labor Market Division

In 2012, according to the State of California Employment Development Department's Labor Market Division, Monterey County's local economy strength lies in occupations that generally pay lower wages, explaining why the per capita income levels are relatively low compared to nearby counties. In Monterey County 19% of the labor force consist of occupations in farming, fishing and forestry. In the first quarter of 2015, the median hourly wage was \$10.45 per hour. The second highest occupational category is office and administration support, accounting for 12% of the workforce with a median wage of \$18.73 per hour. The food preparation and serving related occupations represent the third largest share of Monterey County's employment, with 10% and a median wage of \$12.71 per hour. The top three occupations in Monterey County represent 41% of all employment and have two of the lowest median hourly wages. Monterey County continues its

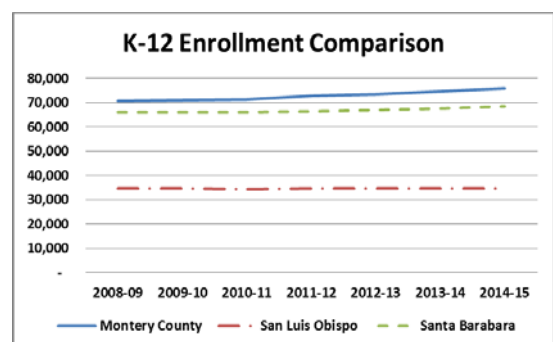
efforts to attract more high skilled jobs to the local economy by encouraging its residents to seek higher educational opportunities that will in turn create a more highly skilled labor force.

Education

The education system in Monterey County tasked with developing a skilled labor force primarily consists of a public school system headed by the Monterey County Office of Education (MCOE). MCOE was established more than 150 years ago by California's Constitution and provides vital resources to support 24 school districts, two community colleges, and a state university.



Enrollment in K-12 Public Schools in 2014-15 was 75,997 in Monterey County. After experiencing continuous declines in enrollment growth, Monterey County's K-12 enrollment began growing steadily in 2009. Since 2009, enrollment in Monterey County has grown by 7.8%.

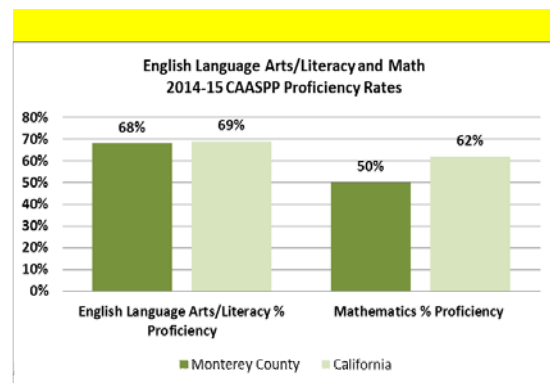


In comparing enrollment within the same time period, San Luis Obispo experienced less than a 1% growth (0.2%) and Santa Barbara County experienced a 4% growth. Therefore, Monterey County is faring well when compared to comparable counties in terms of enrollment.

Historically, educational attainment in Monterey County, along with other measures of educational performance, has lagged behind California and other Central Coast counties. However, in 2013-14, Monterey County continued the steady increase of K-12 enrollments with 18% of its population enrolled. When compared to San Luis Obispo County (13%), Santa Barbara County (16%), and the State overall (16%), Monterey County's number of K-12 enrollments as a percentage of total population is the highest.

Along with growing enrollment the school system is seeing an increase in revenue due to the passage of Proposition 30 which is helping to alleviate the financial challenges of years past. The State has implemented a new funding formula which lifts State restrictions and provides school district boards the flexibility on the use of funds. This new funding formula increases the local responsibility for student achievement.

In recent years, Monterey County began to close the gap with respect to English Language Arts/Literacy proficiency and Math proficiency. However, a comparison of Monterey County to the State show that Monterey County still lags behind in proficiency when comparing the California Assessment of Student Performance and Progress (CAASPP) test results.



The high school graduation rate (81.6%) for Monterey County is just above the State rate (81.0%) while the drop-out rate has dramatically improved (9.6%) and is below the State rate (11.5%).

Monterey County continues to post lower graduation rates compared to neighboring counties. However, it should be noted that between 2010 and 2014, Monterey County's high school graduation rate increased from 71.2% to 81.6% while both San Luis Obispo and Santa Barbara counties showed less growth. Although Monterey County has trailed behind its two comparison counties with respect to graduation rates, recent data show it is catching up.

High School Graduation Rates 2012 to 2015			
County	2012	2013	2014
Monterey	79.1%	80.0%	81.6%
San Luis Obispo	87.7%	88.7%	89.3%
Santa Barbara	85.2%	84.7%	84.3%
California	78.9%	80.4%	81.0%

Source: California Department of Education, Dataquest

Monterey County continues to make strides towards preparing its students for higher education. Since 2008, the percent of Monterey County high school graduates having completed UC or CSU required courses has increased. Preparing students for higher education will allow them to take advantage of the vast educational opportunities available in the area.

Higher Education and Research Institutions

Monterey County is home to a range of institutions of higher learning, both public and private, large and small, general and highly focused institutions, particularly related to marine research. The higher education and research institutions located within the Monterey County contribute approximately \$1.9 billion to the local economy, including more than \$365 million in research and grant funding. More than 12,110 faculty, staff and researchers are directly employed by these institutions and some 78,000 students are enrolled annually.

Institutions include:

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



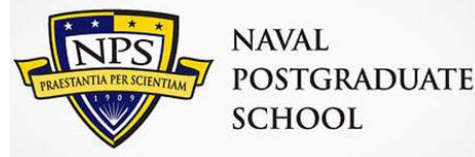
- Central Coast College
- Defense Language Institute, Foreign Language Center
- Defense Manpower Data Center
- Elkhorn Slough National Estuarine Research Reserve
- Fleet Numerical Meteorology & Oceanography Center, US Navy
- Gavilan College
- Golden Gate University
- Hartnell College
- Hopkins Marine 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 Research Laboratory
- U.S. Geological Survey (USGS), Pacific Science Center
- University of California, Santa Cruz (UCSC)

Social Services

The need for government assistance has continued to grow in Monterey County, even while nearby regions have shown signs of decreased need. This trend has persisted for the past decade, even though most financial analysts say the recession is over. Monterey County via its Social Services Department provides temporary public assistance benefits and services to assist eligible residents in meeting their basic needs.

One of the programs available to assist families is CalWorks (California Work Opportunities and Responsibility for Kids) which is designed to assist families toward a path of work and self-sufficiency. It provides financial assistance to economically disadvantaged families. Monterey County has the highest yearly enrollment when compared to its neighboring counties.

CalWorks FY 2014-15			
Applications Filed vs Approved			
County	Filed	Approved	Approved %
Monterey	9,228	3,503	38%
San Luis Obispo	1,943	1,005	52%
Santa Barbara	4,803	2,364	49%

Source: California Department of Social Services, Calworks Annual Summary January 2016

Another program the County administers is CalFresh (Formerly named Food Stamps). CalFresh supplements the food budget of low-income households to meet their nutritional needs. The amount of help is based on household size, family income and resources. Monterey County has the highest number of recipients compared to San Luis Obispo County and Santa Barbara County.

CalFresh FY 2014-15		
County	Recipients	Population %
Monterey	51,671	12.1%
San Luis Obispo	18,604	6.8%
Santa Barbara	36,940	8.4%

Source: California Department of Social Services

The table that follows contains information regarding health care, social and economic factors, and physical environment for Monterey County.

Monterey County Snap Shot		
	Monterey	California
Health Care		
Uninsured adults	30%	25%
Uninsured children	9%	8%
Health Care costs	\$7,782	\$9,313
Could not see doctor due to cost	21%	16%
Social & Economic Factors		
Children in poverty	24%	24%
Homicides	9	6
Physical Environment		
Air pollution-particulate matter	7.2	9.3
Drinking water violations	1%	3%

Source: County Health Rankings 2015

Agriculture



Monterey County is one of the nation's top agricultural producers of the State. Agriculture 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. 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 2014, Monterey County accounted for over \$4.5 billion in crop farming, which was a 7% increase over 2013 production.

Gross Production Value		
Categories	2014 Total Value	2013 Total Value*
Vegetable Crops	\$ 3,098,138,000	\$ 2,833,775,000
Fruit & Nuts	\$ 1,033,798,000	\$ 964,050,000
Nursery Crops	\$ 286,577,000	\$ 312,346,000
Livestock & Poultry	\$ 64,286,000	\$ 76,504,000
Field Crops	\$ 18,724,000	\$ 19,990,000
Seed Crops & Apiary	\$ 5,466,000	\$ 8,998,000
TOTAL:	\$ 4,493,428,000	\$ 4,215,663,000

Source: Monterey County Report 2014

*Adjusted Figure

Monterey County is known as “The Salad Bowl of the World” and the gross production values for 2014 reaffirm it with a total vegetable crop value of \$3.1 billion.

Monterey’s agriculture contributes a total of \$8.12 billion in economic output which is 18.5% of the County’s total economic output. The \$8.12 billion in economic output consists of \$5.68 billion in direct economic output and \$2.44 billion in addition economic output in the form of expenditures by agriculture companies and their employees.

A 2014 report “Economic Contributions of Monterey County Agriculture” showed that local agriculture accounts for more than 76,054 jobs in Monterey County with 55,702 being direct employees and 20,352 additional jobs made possible through expenditures by agricultural companies and their employees.

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

Monterey County's Ten Million Dollar Crops			
Crops	2014 Crop Value	2014	2013
		Crop Ranking	Crop Ranking
Leaf Lettuce	\$ 775,432,000	1	2
Strawberry	\$ 709,296,000	2	1
Head Lettuce	\$ 651,136,000	3	3
Brocoli	\$ 412,084,000	4	4
Nursery	\$ 286,577,000	5	5
Wine Grapes	\$ 247,357,000	6	6
Cauliflower	\$ 188,173,000	7	9
Celery	\$ 180,685,000	8	7
Misc. Vegetables	\$ 159,702,000	9	8
Spinach	\$ 157,834,000	10	10
Mushrooms	\$ 106,283,000	11	11
Spring Mix	\$ 88,256,000	12	13
Salad Products	\$ 64,834,000	13	12
Beef Cattle	\$ 54,095,000	14	17
Cabbage	\$ 47,756,000	15	15
Raspberries	\$ 44,986,000	16	16
Artichokes	\$ 40,650,000	17	14
Kale	\$ 31,112,000	18	20
Lemon	\$ 28,067,000	19	26
Onions, Green	\$ 26,180,000	20	22
Peas	\$ 24,331,000	21	18
Carrots	\$ 21,555,000	22	19
Onions, Dry	\$ 18,000,000	23	25
Rangeland	\$ 17,014,000	24	23
Asparagus	\$ 16,745,000	25	24
Parsely	\$ 11,358,000	26	-

Source: Monterey County Crop Report 2014

Hospitality

Monterey County has long been a tourist destination attracting nearly 8.4 million visitors annually. Tourism is the third largest industry in the County, generating \$2.3 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, Pinnacles National Park, 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.



COUNTY DEPARTMENT SPOTLIGHT

CLERK OF THE BOARD

Clerk of the Board Office

The Clerk of the Board (COB) provides support to the Board of Supervisors and Monterey County residents, facilitating access to information through program management, technology, transparency and excellent customer service.

The Department organization includes five full time employees, servants committed to providing the highest level of customer service to the public, County departments and public agencies: Gail T. Borkowski, Clerk of the Board, Sally Kidalov, Assistant Clerk of the Board, Denise Hancock, Board Clerk, Iracema Lopez, Board Clerk, and Joel Pablo, Senior Secretary. These positions carry out a myriad of tasks and manage all statutory and legislatively mandated programs within the Department. The Clerk of the Board office is located at 168 W. Alisal St. 1st Floor, Salinas, CA 93901. They can also be contacted via telephone at (831) 755-5066 or visit the website www.co.monterey.ca.us/cob.



Clerk of the Board Staff 2016: Iracema Lopez, Denise Hancock, Gail T. Borkowski, Sally Kidalov & Joel Pablo.

Vision Statement

The Clerk of the Board strives to provide timely, respectful, quality service to employees, customers and residents with the goal of meeting or exceeding customer's expectations.

The Clerk of the Board's vision aligns with the following Board Strategic Initiative: "Efficient and Effective Government Operations": Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.

Clerk of the Board staff responds to each inquiry courteously and respectfully and strives to provide the information requested or assist in directing the inquiry to the appropriate department or agency. They have bilingual capabilities to better serve Monterey County residents.

History of the Clerk of the Board Office



The Clerk of the Board office was established as a separate County department in August of 2008 pursuant to Ordinance No. 5113. Until that time, the Clerk of the Board's office had been a division of the County Administrative Office, with the County Administrative Officer serving as the Ex-Officio Clerk of the Board.

Daily Operational Duties

Daily operations of the office of the Clerk of the Board include agenda creation, recording and maintenance of ordinances, resolutions and other official County records. The Clerk of the Board facilitates public access to records relevant to the business of the Board of Supervisors in compliance with regulations and state law governing public access.

COB staff responds daily to requests for information via email and phone, as well as over the counter public inquiries. Inquiries include requests for general information related to County operations, requests to view archived records of Board of Supervisor actions, and requests for information related to other programs managed in the COB's office. As the archivist of County records, staff responds to inquiries and requests from other County staff and agencies.

Mandated Functions & Programs

The Clerk's office is responsible for carrying out its mandated functions which include, but are not limited to:

- Supporting the Board of Supervisors and County departments in the agenda process.
- Maintaining and archiving County records.
- Managing the Boards, Committees and Commissions & Special District appointment process, including the Maddy Act posting of vacancies.
- Serving as Filing Officer for Statements of Economic Interests (FPPC Form 700).
- Conflict of Interest Codes/Biennial Amendment Notification process.

- Serving as Administrative Officer and Clerk to the Assessment Appeals Board and managing the application and hearing process.
- Serving as Secretary to the City Selection Committee.
- Responding to Public Records Act Requests.
- Serving as Clerk to various other Board governed special districts and agencies.
- Providing administrative support for Land Use appeals and Williamson Act applications.



Board of Supervisors

The Clerk of the Board's office coordinates the Board of Supervisors' agenda process with County departments, special districts and agencies. The Clerk of Board's office implemented a new agenda management system in 2012 which provides a better process for the review and routing of agenda items, effective agenda creation, as well as better access and more timely information to the public.

Clerk of the Board staff provides training to new users of the system and support to existing users.

The Clerk of the Board serves as the archivist for legislative records of Board of Supervisors actions and makes those records available to the public, departments and agencies.

Assessment Appeals



An assessment appeal is the due process a taxpayer may initiate if the assessed value of his or her property cannot be agreed upon with the County Assessor. The Assessment Appeals Board (AAB) is a quasi-judicial body consisting of impartial persons, appointed by the Board of Supervisors. The AAB conducts an impartial hearing based upon the evidence presented by the applicant and the Assessor's office and determines the value of the property in question. This process provides for the equalization or fair assessment of a property's value.

The Clerk of the Board is the designated Clerk to the Assessment Appeals Board. Applications for Changed assessments are filed with the COB for properties located in Monterey County.

The Clerk of the Board manages the assessment appeals process from start to finish, including providing all required legal notices of hearings and notifying applicants of decisions.

The process requires that Clerk of the Board staff receive and review applications for completeness & timeliness, notifies the applicant and/or

agent at various points in the process of receipt and scheduled hearing dates, schedules applications for hearing before the Assessment Appeals Board, and most importantly assures that applications are resolved within two years of the receipt date.

The number of applications received varies from year to year and is impacted significantly by the strength or weakness of the economy. The majority of applications are resolved via stipulation or withdrawal. The applications that proceed to hearing are resolved within the two-year time period, which speaks to efficiencies in processing applications, effective negotiations with Assessor's staff, and timely scheduling. The Assessment Appeals Board is skilled and provides a fair process to resolve taxpayer appeals.



Boards, Committees & Commissions (BCCs)

Legislation encourages County residents to participate in local government by serving on local boards, committees and commissions. California Government Code, section 54950 et seq. mandates activities related to the management of board, committee and commission programs.

The Clerk of the Board provides support to the Board offices in the appointment

process by receiving notifications of appointments, placing appointments on the agenda for Board approval, providing appointees with information related to their appointment and updating the website.

The Local Appointments List is posted annually and contains a list of all appointive terms that will expire during the next calendar year, including the name of the incumbent appointee, date of appointment, term expiration and necessary qualifications for the position.

Currently, data entry and tracking are manual processes and require significant staff time and oversight. A new cloud-based system is in development and will include a standardized application form, allowing 24/7 access for application submittal online, as well providing easy access to BCC appointment information. The new system will support consistent and accurate tracking of appointments and terms by the Board offices and the Clerk of the Board.

Statement of Economic Interests (FPPC Form 700)

The Fair Political Practices Commission (FPPC) is a non-partisan commission that has primary responsibility for the impartial and effective administration of the Political Reform Act. The Act regulates campaign financing, conflicts of interest, lobbying, and governmental ethics, as well as regulating filings to increase accountability and access to information about public officials.

Public trust in the political system is important to County residents, staff and the Board of Supervisors. The Board of Supervisors approves Conflict of Interest Codes for County departments, agencies and special districts that designate

positions whose occupants must file Statements of Economic Interests (Form 700).

The Clerk of the Board is the Filing Official for Monterey County, utilizing department and agency liaisons in support of the Form 700 filing and Conflict of Interest Code amendments processes. The COB's office provides oversight and annual training to filing liaisons and filers related to Form 700 completion in the NetFile system. Filers are directed to contact the FPPC hotline for assistance with questions related to filing details.

The NetFile system was certified by the FPPC for electronic filing in 2015. This supports the FPPC objective to streamline filings, reduce redundancies and provide options for more timely and accurate disclosures. The public can access filings in the NetFile system through the COB website: <http://ssl.netfile.com/pub/?aid=COM>.

Other programs managed by the Clerk of the Board include:



- Bingo Permits approvals and issuance
- Dance permit approvals and issuance
- Land Use Appeals
- Williamson Act Contracts
- Public Records Act Requests
- City Selection Committee Secretary (GC section 50279.2)



This page intentionally left blank.

Table of Contents

County Residents Organization Chart.....	1	CAO Non-Departmental	188
County Administrative Officer's Message.....	3	Contributions - Proposition 172.....	191
Executive Summary.....	7	Contributions-Other Agencies	192
Appropriation Limits.....	38	Trial Courts	193
Recommendations	39	Contingencies.....	195
FY 2016-17 Forecast.....	41	County Memberships.....	196
Strategic Initiatives.....	83	Medical Care Services	197
General Financial Policies.....	87	Other Financing Uses.....	198
Fund Structure.....	97	Other General Expenditures	199
Schedules	99	Non-Program Revenue	200
Analysis of Revenues by Object and Subobject	131	Homeland Security Grant	201
Countywide Position Summary.....	135	Human Resources	203
Board of Supervisors	157	Human Resources Departmental	208
County Administrative Office.....	163	Labor & Employee Relations.....	211
CAO Departmental	169	Employment & Information Services.....	212
Administration & Finance	173	Learning & Organizational Development	214
Budget & Analysis	174	Employee Benefits	216
Contracts/Purchasing.....	176	Human Resources Administration	218
Intergovernmental & Legislative Affairs	178	Human Resources Non-Departmental	220
Office of Emergency Services	180	Dental	222
Office of Community Engagement & Strategic Advocacy	182	Vision.....	223
Fleet Administration	184	EAP.....	224
Shuttle.....	186	Disability.....	225
Vehicle Asset Management Program.....	187	Unemployment	226
		Misc Benefits	227
		OPEB	228
		Economic Development	229
		Cluster Loans	236
		Development Set-Aside	237
		Revolving Loan Program	238
		Community Development Reuse.....	239
		Community Development Grant	240
		Boronda Housing Set Aside	242
		Castroville/Pajaro Housing Set Aside	243
		Inclusionary Housing	244
		Economic Development Administration.....	246
		E Garrison Public Financing Authority	248
		Castroville/Pajaro Project.....	249
		Fort Ord Project	250
		East Garrison Project.....	251
		WDB-OET	253
		East Garrison Community Services District	256
		East Garrison Development Reimbursement.....	257

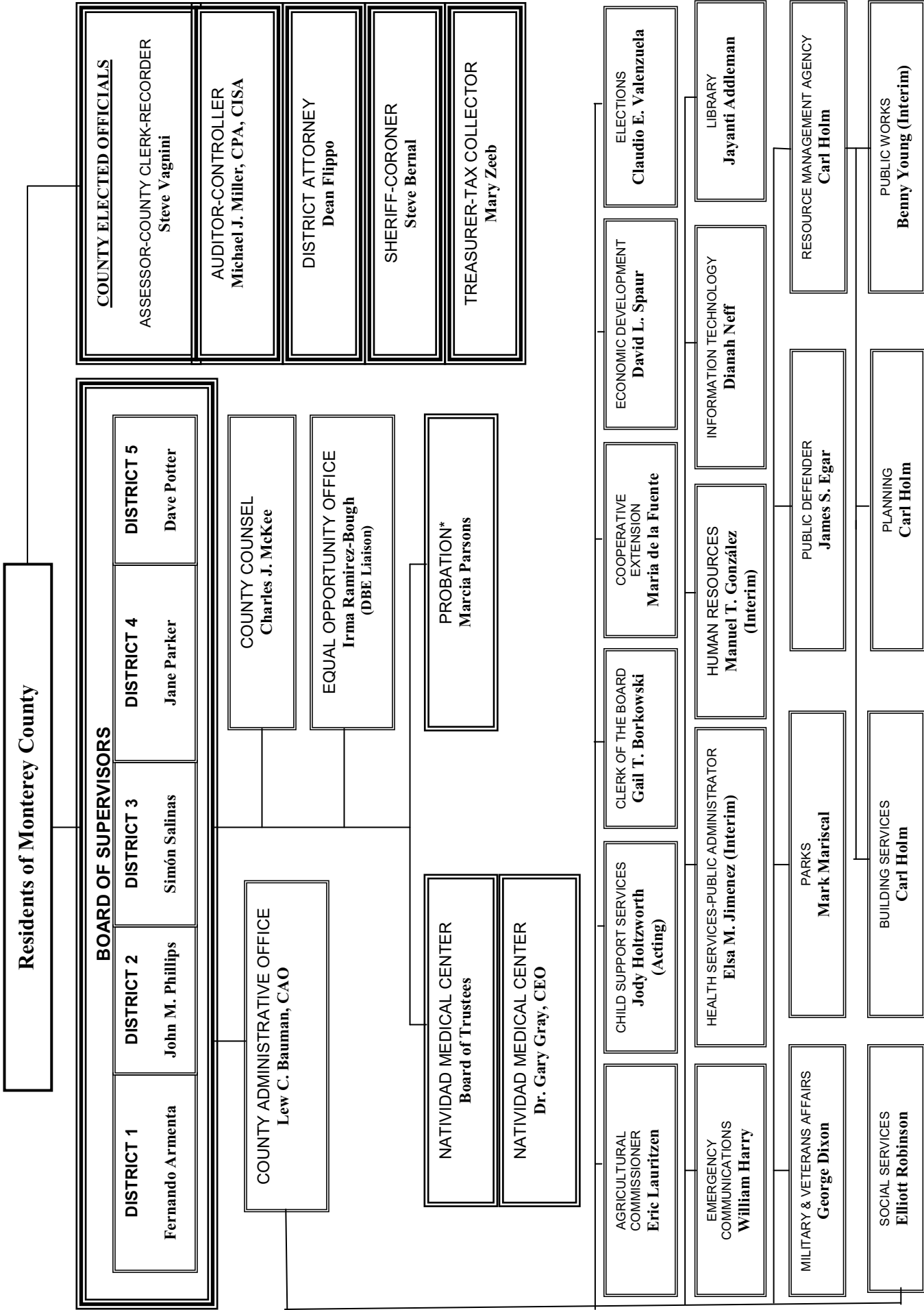
Equal Opportunity Office	259
Auditor-Controller	263
Auditor-Controller Departmental	267
Auditor Controller	269
Debt Management	271
Disbursements	273
Systems Management	275
General Accounting	277
Internal Audit	279
Auditor-Controller Non-Departmental	281
County Overhead Recovered	283
Enterprise Resource Project	284
PIC Debt Service	286
Short Term Borrowing	287
Annual Audits	288
Treasurer-Tax Collector	289
Property Tax	294
Revenue	296
Treasury	298
Assessor-County Clerk-Recorder	301
Assessor	306
Clerk/Recorder	309
County Counsel	311
County Counsel Departmental	316
County Counsel	318
Risk Management	320
County Counsel Non-Departmental	322
Grand Jury	324
General Liability	325
Workers' Compensation	326
Enterprise Risk	327
Clerk of the Board	329
Assessment Appeals Board	333
Clerk of the Board	334
Elections	337
Emergency Communications	343
Emergency Communication	347
Emergency Communication	349
Information Technology	351
ITD Administration	356
Applications	358
Customer Service	361

Enterprise Operations	363
Infrastructure	365
Security	367
Information Technology Dept.	368
District Attorney	371
Child Support Services	377
Public Defender	383
Alternate Defenders Office	388
Alternate Defenders Office	390
Public Defender	391
Public Defender	393
Sheriff-Coroner	395
Fiscal Division	404
Civil Unit	405
Coroner Division	406
Professional Standards Division	407
Records and Warrants Division	408
Custody Compliance and Administration Division	409
Custody Compliance and Administration Division	410
Court Services Division	411
Court Services Division	412
Transportation Unit	413
Inmate Medical Program	414
Jail Operations Division	415
Jail Operations Division	416
Inmate Programs Division	417
Jail Support Services Division	418
Enforcement Operations and Administration Division	419
Enforcement Operations and Administration Division	421
Investigations Division	422
Investigations Division	423
Special Operations Division	424
Sheriff's Office Administration Division	426
Administration Bureau	427
Probation	429
Alternative Programs	436
Alternative Programs	438
Juvenile Hall	439
Youth Center	441
Youth Center	443
Adult Probation	444
Adult Probation	446
Juvenile Probation	447
Juvenile Probation	449
Probation Administration	450

Agricultural Commissioner.....	453	EMS Operating.....	542
Agriculture/Weights & Measures	458	Uncompensated Care	544
Produce Inspection	460	Consumer Health Protection Services.....	545
Resource Management Agency.....	461	Recycling and Resource Recovery Services	547
Land Use/Community Services	471	Solid Waste Management Services.....	549
Building Services	475	Environmental Health Review Services	551
Planning	477	Hazardous Materials Management Services	553
Development Services.....	479	Environmental Health Fiscal and Administration	555
Environmental Services.....	480	Public Guardian/Administrator/Conservator	557
Public Works/Facilities	482	Children's Medical Services	559
Architectural Services	486	Public Health	561
Facilities Maintenance.....	487	Drinking Water Protection Service	564
Grounds.....	489	Behavioral Health	566
Litter Control.....	490	Behavioral Health	567
Road & Bridge Engineering.....	491	Behavioral Health	569
Roads & Bridges- Maintenance	493	Health Realignment	570
Administration/General Services.....	495	Health Dept.Administration.....	571
Facility Master Plan Projects	498	Animal Services.....	574
County Disposal Sites.....	499	Bienestar Salinas.....	576
Courier	500	Marina Integrative Clinic	577
Mail	501	Laurel Vista	578
Utilities	502	Clinic Services Quality Improvement	580
Real Property	503	Customer Service Center	582
Facilities Maintenance Projects	504	Bienestar King City	583
Shuttle Operations.....	505	Social Services.....	585
County Sanitation District.....	506	CalWORKS / TANF	594
County Service Areas	507	General Assistance	595
RMA Administration.....	508	IHSS Wages / Benefits.....	596
Capital Projects.....	510	Out of Home Care	597
Special District Administration.....	511	Community Action Partnership.....	599
Health.....	513	Community Programs.....	601
Clinic Services Administration	525	IHSS Public Authority	602
Alisal Health Center.....	527	Military & Veterans Services	603
FQHC Billing	529	Social Services.....	605
Laurel Family Practice.....	530	Area Agency on Aging	607
Laurel Internal Medicine.....	532	Social Services Realignment	609
Laurel Pediatrics	534	Protective Services	610
Laurel Women's Health Clinic	536	Library	611
Marina Health Center	537	Cooperative Extension Service	617
Seaside Family Health Center.....	538	Cooperative Extension	623
Laurel Administration.....	540	Cooperative Ext -Reimbursed Projects.....	624
Ambulance Service	541		

Parks	625	Natividad Medical Center	657
Parks (General Fund)	631	Contributions/Obligations, Liabilities and Other	667
Jacks Peak	634	Capital Budget Summary	687
Laguna Seca Park	635	Annual Work Program for Road Fund	695
Laguna Seca Rifle Range	636	Forecast and Budget Development Process	697
Laguna Seca Track	637	Budget Reporting and Development Schedule	699
Manzanita Park	638	Glossary of Terms	703
Royal Oaks	639	Glossary of Acronyms	709
San Lorenzo County Park	640	Glossary of Funds	719
Special Events	641		
Toro Park	642		
Historian	643		
Park Administration	644		
North County Administration	645		
Parks (Fish and Game)	646		
Parks Resorts	647		
Resort at Nacimiento Lake	650		
Resort at San Antonio Lake	651		
North Shore Lake San Antonio	652		
South Shore Lake San Antonio	653		
Lakes Events	654		
Lakes Administration	655		

COUNTY OF MONTEREY





This page intentionally left blank.

County Administrative Officer's Message

MONTEREY COUNTY

COUNTY ADMINISTRATIVE OFFICE

LEW C. BAUMAN
COUNTY ADMINISTRATIVE OFFICER



COUNTY ADMINISTRATIVE OFFICE
168 W. Alisal Street, 3rd Floor
Salinas, CA 93901-2680
(831) 755-5115
www.co.monterey.ca.us

May 13, 2016

Honorable Board of Supervisors
County of Monterey
Salinas, California 93901

SUBJECT: FISCAL YEAR 2016-17 RECOMMENDED BUDGET

I am pleased to present the Fiscal Year (FY) 2016-17 Recommended Budget for your consideration during budget hearings on June 1, 2016. The County of Monterey continues its commitment to maintaining long-term structural balance while preserving services and investing in critical County infrastructure. Since FY 2011-12 the County has strengthened its financial position ensuring the County's long-term financial security. Your Board has made these investments while being responsive to emerging needs within the community, and increasing contributions to partnering organizations working for the betterment of Monterey County.

The recommended spending plan for FY 2016-17 includes expenditures for all funds, departments and programs of \$1.4 billion, an increase of \$146.7 million from the current year adopted budget. Almost a third of the increase in appropriations is attributed to increased labor costs, including increases in employee health insurance rates and increases to the County's retirement contribution rates, as well as the addition of 169.2 positions to County payrolls since the adoption of the current year budget. The largest increase in staffing is in Natividad Medical Center, with a recommended increase of 84.5 positions. Having served close to 1,400 trauma patients in its first year, the increase in positions permits the hospital to meet the increased demand in its Level II Trauma Center and expanding family practice residency program. The Health Department has also been increasing its staffing levels, adding 52.3 positions to better serve the needs of the community resulting from implementation of the *Affordable Care Act* (ACA) and the newly insured under *Covered California*.

Recommended appropriations for the General Fund total \$634.5 million, representing growth of \$32.0 million over the current year adopted budget, financed by \$622.2 million in revenue and \$12.3 million in use of fund balance for capital projects and other one-time planned needs. Discretionary "non-program" revenues are estimated at \$206.2 million, representing an increase of \$13.5 million over the current year budget. This growth is attributed to higher property tax revenues, an increase in transient occupancy tax (TOT) monies, and additional vehicle license fee revenues.

Recommended General Fund appropriations increase by \$32.0 million over the current year adopted budget. Much of this increase reflects the underlying cost of providing baseline service levels. Over the last three budget cycles General Fund cost drivers - including pay raises authorized under current bargaining agreements, retirement rate increases, increases in health insurance rates, and upgrade costs for the County's enterprise resource planning (ERP) system have consumed the growth in

revenue. Departments that operate on a cost reimbursement basis can pass along some of these costs to the Federal and State government. Other departments rely on augmentations of County contributions to meet increased costs. Over the last few budget cycles, these departments have endeavored to “do more with less” by eliminating vacant positions and cutting discretionary spending to keep their budgets balanced. Through this process, departments have seen erosion of their operational flexibility to withstand further cost increases without compromising service and staffing levels. As a result of these cost pressures, many departments requested increases in County contributions to offset service level impacts.

In order to balance initial baseline budgets for next fiscal year, in initial submittals to the Budget Office, departments proposed cuts of 156.4 positions, including the loss of 83.0 vacancies and 73.4 filled positions. Criminal justice departments and the Resource Management Agency (RMA) proposed the largest reductions in positions. While criminal justice departments proposed these reduced positions due to rising cost pressures, RMA’s proposed position reduction was largely a result of increases in expenditures in the Road Fund due to recent winter storm events. These expenditures coupled with the substantial decrease in the County’s Highway Users Tax (HUTA) revenue resulted in the depletion of Road Fund reserves which the department had previously anticipated would carry over to FY 2016-17 to be used to offset operating costs.

To avoid these proposed countywide position reductions and mitigate potential operational impacts, departments submitted augmentation requests to the Budget Office totaling \$39.8 million in appropriations, supported by \$9.6 million in program revenue and \$30.3 million in requested General Fund Contributions – far exceeding available resources. In developing the Recommended Budget, the County Administrative Office targeted available funding toward restoration of at-risk filled positions to preserve the County’s service levels, particularly in public safety departments. The Recommended Budget restores 83.3 General Fund positions, including 49.3 filled positions and 34.0 vacancies. The Recommended Budget also includes 72.5 new positions of which 62.0 are for the Health Department to support the expansion of primary care and behavioral health services and funded by program revenue. Significant augmentations funded by General Fund Contributions include:

- An increase of \$5.9 million to the Sheriff’s Office to restore all 17.0 of its at-risk filled positions and to restore 24.0 vacancies in the patrol and jail operations and \$1.7 million to continue funding the replacement of patrol cars.
- An increase of \$2.6 million in support of other County public safety programs, including: \$2.0 million to Probation to restore 20.0 filled positions at risk of layoffs due to cost pressures; \$347,974 to the Public Defender for restoring one position and two vacant positions and fund replacement of computers; and an increase of \$246,978 to the District Attorney to restore funding for operational expenses such as extraordinary trial related expenditures. Other non-public safety augmentations include: an increase of \$294,587 to Social Services for the expansion of homeless services in Monterey County; an increase of \$350,475 to the County Administrative Office to restore one filled Emergency Planner position, fund contributions to the Monterey Peninsula Regional Water Authority, and fund the OpenGov contract; and an increase of \$202,764 to the Assessor-County Clerk Recorder to restore one Appraiser II position.

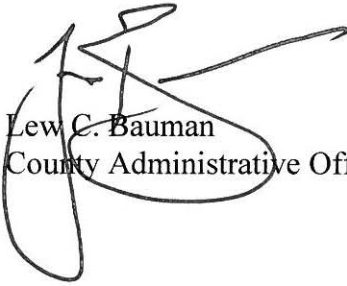
Other key elements of the recommended General Fund budget include:

- Maintains a strategic reserve of \$70.3 million (\$56.1 million for the General Fund and \$14.2 million for Natividad Medical Center).
- Appropriates \$6.2 million for operational contingencies, in compliance with the Board's policy for a contingency appropriation equal to one percent of estimated General Fund revenue.
- Increases the County's contributions of transient occupancy tax revenue to the Monterey County Convention and Visitors' Bureau (MCCVB), Arts Council, and Film Commission by \$142,753.
- Provides a \$95,495 increase in County contributions for support of fire agencies and emergency communications agencies.

Due to the limited discretionary funding available this year and the substantial amount of requests for additional general funds, a number of requests are not funded in the Recommended Budget. Those requests include a reduction in filled positions in the following departments: eight positions in the Parks Department's resort operations due to a continued decline in revenue, one position in County Counsel, and five positions in RMA due to the sustained decline in gas tax revenue. Also not included in the Recommended Budget are future wage increases. In 2013, your Board approved three year agreements with most bargaining units. Those agreements expire at the end of this fiscal year (June 30, 2016). In considering future agreements, careful thought must be given to the County's fiscal capacity to sustain additional operating costs, particularly in light of the significant increases in employee benefit costs, without further impacting departmental staffing levels and service goals.

In light of the challenges faced by departments, this Recommended Budget document represents a continuing collaborative effort by staff and department heads. Your Board's strategic initiatives and financial policies provide the cornerstone for this financial plan toward achieving your Board's goals and objectives. Your Board's Budget Committee provides consistent leadership, and engages your entire Board in fiscal oversight that maintains the County's financial stability and positive credit ratings. In support of this fiscal management, department heads and their finance managers provide the foundation of the system. These departmental finance teams continue to mitigate challenging budgetary obstacles and the fluctuating pressures of State-County realignments. We are pleased to submit this Recommended Budget to your Board for consideration as the plan for financing your Board's strategic priorities.

On behalf of the Administrative Office and the Department Head Team I thank your Board of Supervisors for continued leadership, and stewardship of the County's long-term fiscal and operational integrity.


Lew C. Bauman
County Administrative Officer



This page intentionally left blank.

Executive Summary

Introduction

The County Administrative Office is pleased to present the *Fiscal Year (FY) 2016-17 Recommended Budget*. This *executive summary* provides an overview of the County's fiscal condition, issues affecting the budget, and recommended spending plan for the fiscal year that commences July 1, 2016. Following the executive summary is information about the County's fiscal outlook, strategic initiatives, and financial policies. 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 departmental budgets in a narrative format, offering readers a more detailed understanding of each department's services and finances. The recommended budget concludes with discussion about the County's financial contributions to other agencies, fiscal obligations, and other resources that may prove helpful to the reader.

The recommended budget will be presented to the Board of Supervisors (Board) for consideration at public budget hearings scheduled to begin on June 1, 2016. Upon adoption, the budget provides needed spending authority for the next fiscal year and represents the Board's spending 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-County 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 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 that articulates the goals and objectives 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, within the



The 2016 Monterey County Board of Supervisors, as shown above, includes from left to right: Dave Potter (representing Carmel, Carmel Valley, Big Sur, Pacific Grove, Pebble Beach, Monterey, Hwy 68, Las Palmas); Simón Salinas (representing East Salinas, Spreckels, Chualar, Greenfield, Gonzales, Ft. Hunter Liggett, King City, Soledad, Lake San Antonio, South County); Jane Parker (Chair, representing Del Rey Oaks, Marina, Sand City, Seaside, Southwest Salinas); John M. Phillips (representing Aromas, Boronda, Castroville, Las Lomas, Moss Landing, North Salinas, Pajaro, Prunedale, and Royal Oaks); and Fernando Armenta (representing most of urban Salinas).

parameters of available financing. 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.

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. By encouraging open communication with stakeholders throughout this process, the County Administrative Office seeks to create an informed and rational spending plan for the new fiscal year.

Current Financial Condition

The County's current financial condition is one in which there has been steady growth in revenue but also one in which the costs of departments doing business has reached a point where the County can no longer continue expanding programs or take on new commitments without re-prioritizing existing programs. During the recession, general fund revenues experienced a dramatic decrease, requiring operational reductions. Since then, the County's General Fund revenues began a positive growth trend and have since exceeded pre-recession levels. General Fund revenue has grown \$55.8 million over the last four fiscal years - FY 2011-12 to the FY 2015-16 Adopted Budget - and an additional increase of \$37.6 million is projected for FY 2016-17. Similarly, the County's discretionary "non-program" revenue has increased by \$38.2 million over the same time period, with an additional increase of \$13.5 million projected for FY 2016-17. The County's revenue growth allowed the Board to make a number of positive investments, including:

Improving the County's financial security and infrastructure: The County invested \$17.8 million in County matching funds to secure \$35.0 million in State SB 81 funding to build the new 120-bed Juvenile Hall and replace the existing 1950s facility; committed \$8.9 million in County matching funds to acquire \$80.0 million in State funds to build a 576-bed Jail expansion; approved the issuance of Certificates of Participation (COPs) to preserve the historic East and West Wings of the Monterey County Courthouse; and, authorized \$13.0 million to acquire the \$36.0 million Schilling Place complex. The Board also continues to build a strategic reserve that includes \$56.1 million for the general fund and \$14.2 million for Natividad Medical Center to help weather natural disasters or local emergencies.

Rebuilding the County's workforce: The County added 729 positions (305.5 in General Fund) since adoption of the FY 2011-12 budget to better meet department's workload demands and service goals. The recommended budget adds an additional 169.2 positions next fiscal year. In addition, the Board approved wage increases for County employees. In 2013, the Board approved three-year bargaining agreements. In the first year, Miscellaneous (non-safety) unit employees received a 3.5% raise in exchange for paying the member portion of PERS contributions, followed by a 2% raise in the second year and a 3% raise in the third year. Most safety unit employees received a 3.5% raise in the first year with additional increases of 1% and 2% in the second and third year respectively. In addition, the County has protected valuable benefits to our employees, covering an estimated \$11.8 million in employee health insurance increases over the span of three years and \$6.5 million in increased County Public Employee Retirement System (PERS) contributions for employee pensions. These benefits added \$18.3 million in costs.

Focus on Public Safety: The County added \$16.7 million in increased appropriations to the Sheriff's Office since FY 2011-12, enabling the office to add 47 filled "sworn" officers, and approving funding for an additional 11 patrol deputies and the addition of six custody control specialists in December 2015. Additional augmentations are recommended for next fiscal year and are discussed later.

Contributions to Other Agencies: The Board increased discretionary contributions to other agencies by \$1.8 million since FY 2011-12, including an additional \$757,051 for development set-aside agencies, an increase of \$707,970 for fire agencies, and \$381,487 in increases to cities as an incentive for participating in the 911 consolidated dispatch center.

Despite increases in revenue growth projected for FY 2016-17, significant cost pressures (both countywide and department specific) have consumed this revenue growth constraining the County's financial capacity to continue priorities or take on new commitments without re-prioritizing existing programs.

During the April 12, 2016 budget workshop with the Board of Supervisors, the County Administrative Office provided perspective on the fiscal context in which the budget is being built and offered information on requested augmentations. As shown below, baseline requested expenditures totaled \$617.6 million, representing a growth of \$20.5 million over the current year adopted budget and supported by additional program revenue. The baseline budget also included \$6.2 million for operational contingencies, in accordance with the County's policy to set aside a portion of the budget equal to one percent of estimated general fund revenue for critical, unanticipated needs. Yet, in order to balance baseline budgets to expected revenue, after taking into account significant cost increases, departments made a number of difficult choices cutting operating expenditures and reducing staffing levels. In total department's cut 83.0 vacancies valued at \$9.3 million. Due to having already exhausted opportunities for cost savings from reductions made in prior budget cycles or because they do not have vacant positions departments also cut 73.4 filled positions valued at \$8.2 million to balance their preliminary "baseline" budgets.

	2015-16 Adopted	2016-17 Requested Budget:			2016-17 Recommend Budget
		Baseline	Augment Requests*	Total Request	
Available Financing:					
Use of Fund Balance	\$17.9	\$8.3	\$0.0	\$8.3	\$12.3
Revenues	<u>584.6</u>	<u>615.6</u>	<u>9.6</u>	<u>625.2</u>	<u>622.2</u>
Total Financing Sources	\$602.5	\$623.8	\$9.6	\$633.4	\$634.5
Financing Uses:					
Assignments to Fund Bal	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Expenditures	597.1	617.6	39.8	657.4	628.3
Contingencies	<u>5.4</u>	<u>6.2</u>	<u>0.0</u>	<u>6.2</u>	<u>6.2</u>
Total Financing Uses	\$602.5	\$623.8	\$39.8	\$663.6	\$634.5
Balance	\$0.0	\$0.0	(\$30.2)	(\$30.2)	\$0.0

*Includes requests from other funds for contributions from the General Fund. Augmentations do not include requests received outside of the system, such as request from Water Resources Agency for additional Interlake Tunnel Contributions or a "placeholder" request for medical marijuana oversight operations.

The County Administrative Office received augmentation requests for additional General Fund Contributions (GFCs) above baseline levels totaling \$39.8 million, supported by an estimated \$9.6 million in program revenue and requested increases in GFC totaling \$30.2 million. These augmentations combined with requested baseline budgets and the contingency appropriation totaled \$663.6 million, exceeding available financing by \$30.2 million. By law, the County must adopt a balanced budget that aligns expenditures to available financing. To balance the budget, the County Administrative Office proposes a spending plan consisting of \$634.5 million in financing uses, financed by \$622.2 million in revenue and \$12.3 million in use of fund balance to support planned capital projects and other one-time planned needs. Balancing this budget required difficult choices; growth in resources were targeted to restoring funding for most at-risk filled positions with the balance supporting the most critical requests including restoration of critical vacant positions and other non-personnel department needs. Nevertheless, many requests for well-substantiated needs remain unfunded due to the County's ongoing fiscal limitations, including the loss of eight filled positions at the Parks Lakes Resorts, five filled positions in RMA, a filled Management Analyst position in County Counsel, a countywide reduction of 47 vacancies, requests for 66.5 new positions throughout various departments, and various other needs ranging from support for enhanced homeless services to funding for capital projects.

Recommended Budget – All Funds

Recommended appropriations for all funds, departments and programs total \$1.4 billion next fiscal year, supporting a workforce of 5,203.2 authorized positions and providing needed funding for 24 general fund departments, the County's hospital, and the Monterey County Free Libraries. Significant budget changes since adoption of the FY 2015-16 budget include:

- **Increased labor costs.** Costs to support the County's workforce grow \$38.9 million under the recommended budget. This growth

is largely attributable to growth in positions, increases in employee health insurance rates and contributions to CalPERS on behalf of employees' pensions. Since adoption of the current year budget 169.2 positions were added to the County payroll. The largest increase in staffing is in Natividad Medical Center, with a recommended increase of 84.5 positions. Having served close to

	2014-15 Actual	2015-16 Adopted	2016-17 Recommend
Expenditures			
Salaries & Benefits	\$ 511.8	\$ 566.3	\$ 605.2
Services & Supplies	288.1	330.5	368.0
Other Charges	99.0	112.1	74.9
Fixed Assets	40.7	53.1	135.4
Op. Transfers Out	179.9	148.7	172.9
Gain/Loss on Capital Assets	0.2	-	-
Contingencies	-	5.4	6.2
Total Expenditures	\$ 1,119.6	\$ 1,216.1	\$ 1,362.7
Revenues			
Taxes	\$ 171.6	\$ 175.7	\$ 191.4
Licenses, Permits & Franchises	20.8	19.5	21.9
Fines, Forfeitures & Penalties	9.6	11.9	11.8
State & Federal Aid	443.5	464.2	547.6
Charges for Current Services	297.3	292.3	323.0
Other Revenues	213.1	210.4	229.1
Total Revenues	\$ 1,155.9	\$ 1,174.1	\$ 1,324.9
Use of Fund Balance	\$ (36.3)	\$ 42.0	\$ 37.9
FTE Positions	4,840.0	5,034.0	5,203.2

Note: excludes Water Resources Agency

1,400 patients in its first year, the increase in positions will allow the hospital to continue to meet the increased demand in its new Level II Trauma Center and its expanding family practice residency program. The Health Department also made substantial additions to its staffing levels as it continues to expand its capacity in its Behavioral Health Bureau and Clinic Services Bureau to better serve the needs of the community due to the implementation of the *Affordable Care Act* (ACA) and the newly insured under *Covered California*. The Health Department increased its positions by 52.3 with the majority of position growth in clinic services for expanded hours at its primary care service locations. These two departments alone represent 81% of the year-over-year increase in positions and over half of the \$38.4 million growth in salary and benefit expenditures. In addition, in January 2016, CalPERS increased PERS Choice, the most popular employee health insurance plan, by 21.3%. As a result, expenditures for employee health benefits increase \$18.5 million from the current adopted budget¹. Additionally, with the continued increases in PERS for employee retirement contributions, County costs grew \$4.4 million over the prior year.

- **Expansion of primary care and behavioral health services.** The recommended Health Department budget includes overall growth of \$13.0 million. Much of this growth (\$12.5 million) is attributable to the enhanced capacity in behavioral health and clinic services. Clinic services have approximately 45,000 Medi-Cal patients, an increase of 10,000 since the ACA was implemented. To meet the growing need for services, the Health Department is planning for new clinic construction and expansion of primary care clinic operations in Salinas and Seaside.
- **Capital projects construction.** The recommended budget for Resource Management Agency increases \$67.6 million over the current year adopted budget. The majority of this increase (\$65.0 million) is attributable to construction costs for major capital projects including a New Juvenile Hall and Jail Housing Addition project. Both projects expand capacity, with the New Juvenile Hall including replacement of 120 beds and the Jail Housing project adding 576 new beds. Construction on both of these projects will run through FY 2017-18.
- **Cost pressures for social services.** Recommended appropriations for the Department of Social Services increase \$16.9 million over the current year adopted budget. Much of this growth is due to the addition of 19 staff added in the current year, mostly for support of the In-Home Supportive Services Program (IHSS) and Family and Children Services, and to cover general cost pressures related to health insurance increases, community service contracts, costs associated with the Enterprise Resource Planning (ERP) upgrade, negotiated rent increases, and information technology infrastructure replacement. Additionally, increased appropriations reflect a 3.5% statutory increase for IHSS Maintenance of Effort (MOE), County share of negotiated increased IHSS provider wages, and a 3.0% Cost of Living Adjustment (COLA) on all Foster Care and Adoption Assistance payments.
- **Infrastructure improvement replacement.** The recommended budget provides \$2.9 million for full year debt service required to finance tenant improvements to the 1441 Schilling Place and Government Center buildings, East and West Wing renovation, and removal of the Government Center modular buildings. The \$2.9 million represents a \$1.3 million increase over the current (partial) year funding level.
- **Countywide cost pressures.** Most of the remaining increases in recommended appropriations cover countywide increased operating costs, including previously discussed increases in employee health insurance and retirement contribution rates, and higher charges for the upgrade of the County's ERP system. Departments also experienced various cost pressures specific to their

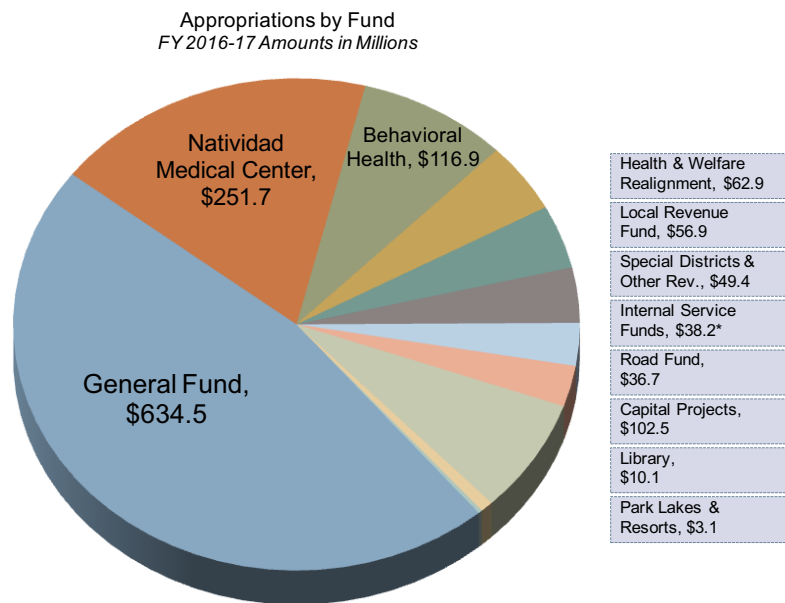
¹ A portion of the increase in employee health insurance is due to growth of 169.2 positions, while most can be attributed to the premium increase.

operations which are discussed in their narratives. These and other countywide operating cost pressures are covered in more detail later.

The chart below displays recommended appropriations to the various funds overseen by the County Board of Supervisors.

The general fund is the County's largest fund. With recommended appropriations totaling \$634.5 million, the general fund budget represents almost half of total 2016-17 recommended appropriations. Natividad Medical Center is the County's second largest fund, with appropriations totaling \$251.7 million, or about one-fifth of the County's budget.

The County's appropriations for behavioral health, social services, and public safety programs related to the *2011 Realignment* are included in three funds: the *Behavioral Health Fund* (\$116.9 million in recommended appropriations), *Health and Welfare Realignment Fund* (\$62.9 million in recommended appropriations), and the *Local Revenue Fund* to account for public safety and other realignment funds (\$56.9 million in recommended appropriations). Monies for realigned programs are accounted for in these funds and transferred to general fund operating departments on a cost reimbursement basis.



* 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), County Sanitation Districts (CSDs), 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 \$49.4 million.

Internal service funds (ISFs), which include the County's general liability, workers' compensation, and employee benefits funds, totaling \$38.2 million. 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 including the Alternate Benefit Option (ABO) and Dependent Care Assistance Plan (DECAP).

Other special revenue funds include the Road Fund (\$36.7 million) and the Library Fund (\$10.1 million). The Parks Lakes and Resorts Enterprise Fund includes \$3.1 million in recommended appropriations.

Capital projects funds, used to account for financial resources for implementation of Board approved capital equipment purchases or facilities, are recommended at \$102.5 million.

Revenues in support of County services are estimated to be \$1.3 billion with sources displayed below, 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 also receives revenue from competitive grant programs, such as grants supporting district attorney programs and homeland security. Total federal and State aid for 2016-17 is estimated at \$547.6 million, or 41% of total financing, an increase of \$83.4 million over the current year mostly due to State grant funding for construction projects and funding in support of social services, health clinic, and behavioral health services.

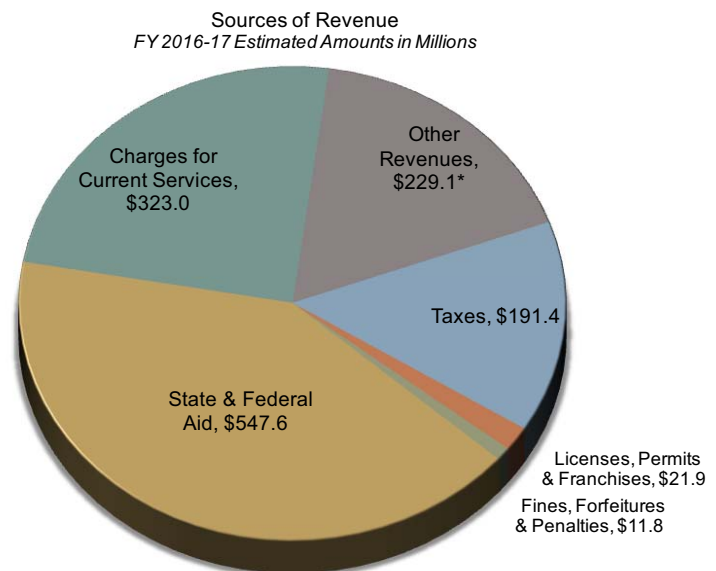
Charges for Services. This revenue is generated from various fees charged by the County for its services, such as fees collected by the County's hospital and health clinics, park admission fees, recording fees, special assessments, election services fees, jail booking fees, and various other fees. Estimated financing from this revenue source totals \$323.0 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 2016-17 total \$191.4 million (14% of total revenue) and comprise the bulk of the Board's discretionary monies. These monies are expected to grow \$13.5 million over the 2016-17 adopted budget level, mostly as a result of higher assessments of property values.

Licenses, Permits, and Franchises. Revenue in this category is generated through franchise fees, building permit fees, and related licenses and permits. Estimated revenue for this category totals \$21.9 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 \$11.8 million (1% of total).

Other Revenue. This category includes various other types of revenue such as *operating transfers* in from other funds, 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 \$229.1 million (17% of total). Funding includes \$180.3 million in operating



* Includes operating transfers received from other funds (\$180.1 million), rents & concessions (\$23.0 million), investment income (\$7.7 million), tobacco settlement monies (\$3.5 million), and various miscellaneous revenues.

transfers between funds such as the operating transfers between the Realignment funds and the general fund discussed earlier as well as \$17.1 million for Natividad Medical Center (NMC) capital projects. Funding for NMC represents an accounting change in FY 2016-17 instituted as a budgetary control feature to prevent comingling of operational and capital funds. Funds for NMC will be held in the Facilities Master Plan (Fund 404) and as capital project expenditures are incurred, funds will be transferred to NMC.

Beyond any growth in annual revenue, the County also has funding held in reserve. The County established these reserves (fund balance assignments) in prior years utilizing one-time unplanned operating surpluses to meet specific future purposes. By far the largest commitment is the Strategic Reserve of \$70.3 million for responding to natural disasters or other local emergencies. The \$70.3 million includes \$14.2 million for Natividad Medical Center, with the balance of \$56.1 set aside for general fund emergencies. There are also reserves to cover the County's share of costs for the new juvenile hall and the jail expansion. Other reserves include \$8.1 million for the vehicle asset management program and \$9.9 million for the employee compensated absences liability. The recommended budget uses \$4.4 million of the juvenile hall reserve and \$461,013 of the jail expansion reserve to fund next year's construction costs for these projects.

Major Assignments of Fund Balance	Current Amount
Strategic Reserve	\$70,292,695
New Juvenile Hall	\$9,200,492
Capital Projects (Jail Expansion)	1,471,091
Vehicle Replacement	8,053,066
Compensated Absences	9,853,593

Recommended Budget – General Fund

The general fund supports most County services and basic governmental functions including public safety and criminal justice, health, social services, land use, recreation, environment, administration and finance. Recommended appropriations total \$634.5 million, an increase of \$32.0 million over the current year adopted budget. Highlights of the recommended budget for the general fund include:

- Utilizes \$12.3 million in fund balance for infrastructure projects and other planned one-time needs.** The recommended budget uses special purpose fund balance reserves to pay for planned, one-time expenditures, including next year's costs related to construction of the jail housing addition and new juvenile hall, vehicle replacement costs, debt service for the Next Generation

	2014-15 Actual	2015-16 Adopted	2016-17 Recommend
Expenditures			
Salaries & Benefits	\$ 331.8	\$ 369.6	\$ 391.7
Services & Supplies	125.4	140.7	150.3
Other Charges	30.7	59.9	25.5
Fixed Assets	5.2	11.2	10.5
Op. Transfers Out	54.5	15.7	50.2
Contingencies	-	5.4	6.2
Total Expenditures	\$ 547.6	\$ 602.5	\$ 634.5
Revenues			
Taxes	\$ 162.6	\$ 165.9	\$ 178.0
Licenses, Permits & Franchises	20.6	19.3	21.9
Fines, Forfeitures & Penalties	8.4	9.2	9.2
State & Federal Aid	208.9	206.6	220.2
Charges for Current Services	62.0	73.6	78.3
Other Revenues	110.3	109.9	114.6
Total Revenues	\$ 572.8	\$ 584.5	\$ 622.2
Use of Fund Balance	\$ (25.2)	\$ 17.9	\$ 12.3
FTE Positions	3,274.8	3,332.5	3,445.3

*Numbers may not add up due to rounding.

(NGEN) Radio Project, Laguna Seca Track maintenance, funding to purchase library books for the newly rebuilt San Lucas Library, and support of social services, including homeless services.

- **Estimated revenue increase of \$37.6 million.** Non-program revenue, the source of discretionary GFCs allocated by the Board, is estimated to grow \$13.5 million as assessed home values drive property tax revenues higher. Growth in secured property assessment valuation is estimated to grow 5.5% over the previous year. Additionally, the Department of Social Services anticipates it will claim an additional \$13.4 million in reimbursements from the federal and State governments to cover increases in its operating expenditures. The Health Department also expects its general fund revenues to grow, mostly due to increased patient fees and governmental revenue for services provided at the County's health clinics.
- **Labor cost increase of an estimated \$22.1 million.** General fund departments added 112.8 positions since adoption of the current year budget, increasing costs to the general fund by an estimated \$5.1 million in salaries alone. Most of these position increases are in the Sheriff's Office, Health and Social Services. Position growth in the Sheriff's Office is mostly supported with increases in general fund contributions while the Health Department and Social Services position growth is supported by increases in program revenue. Other sources of increased labor costs include higher PERS contributions, increased health insurance premiums, and scheduled step advances.
- **Provides funding for the jail expansion and the new juvenile hall.** The County has embarked on critical infrastructure projects to build a new 120-bed juvenile hall at a cost of approximately \$52.8 million and expand the County jail at an estimated cost of \$88.9 million. The recommended budget appropriates, as operating transfers from the general fund to capital project funds, \$4.4 million next fiscal for the juvenile hall and \$461,013 for the jail expansion to cover the County's share of construction costs for these two projects next fiscal year.
- **Supports expansion of County primary care clinics.** As a result of the Affordable Care Act, approximately 40% of County residents are eligible for Medi-Cal, of which approximately 130,000 are enrolled in Medi-Cal Managed Care. This, coupled with the newly insured through the Covered California, has increased demand for access to primary care services in County clinics. In addition, as of May 2016, all remaining uninsured up to 18 years of age (approximately 6,000-8,000) are eligible for full scope Medi-Cal, further impacting demand for primary care services. New clinic construction and expansion is underway to meet increased demand for services, including expansion of services in Seaside and Salinas.
- **Includes \$6.2 million for operational contingencies.** In compliance with the County's financial policies, the budget appropriates \$6.2 million (1% of estimated general fund revenue) for critical, unanticipated needs that emerge next fiscal year and cannot be funded within departments' appropriated resources². The \$6.2 million appropriation represents an increase of \$0.8 million over the current year adopted budget.
- **Provides increased Proposition 172 contributions to fire protection service providers.** Contributions to these providers increase \$95,495 in accordance with established formulas set by County policy.
- **Increases contributions to economic development agencies.** Under current formulas, the County's contributions of transient occupancy tax revenue to the Monterey County Convention and

² The 2016-17 Recommended Budget appropriates \$6.2 million (1% of general fund estimated revenues) for operational contingencies in accordance with the County's financial policies. The \$6.2 million appropriation is financed by a combination of non-program revenue growth and use of current and prior year reserves.

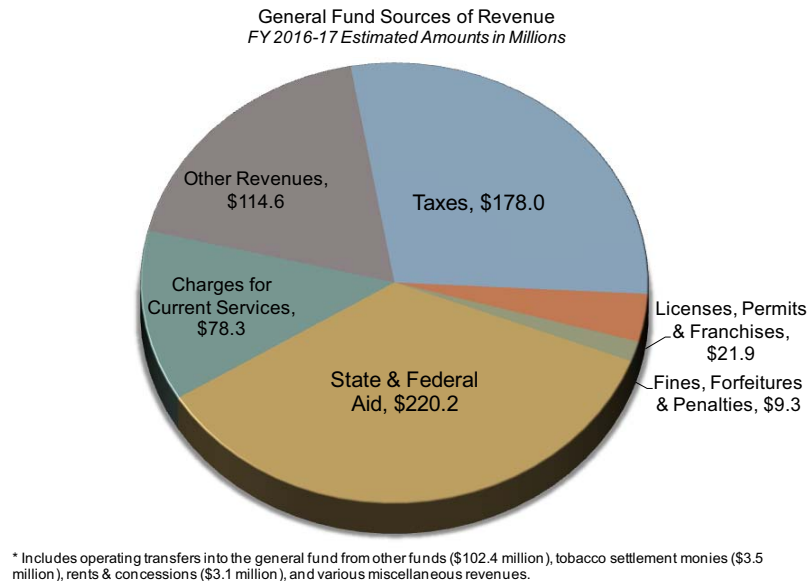
Visitors' Bureau (MCCVB), Arts Council, and Film Commission will increase \$142,753 next fiscal year.

- **Increased Emergency Communications users' offset contribution.** Under the current formula, user agencies offset will increase \$52,297 next fiscal year.

General Fund Revenues

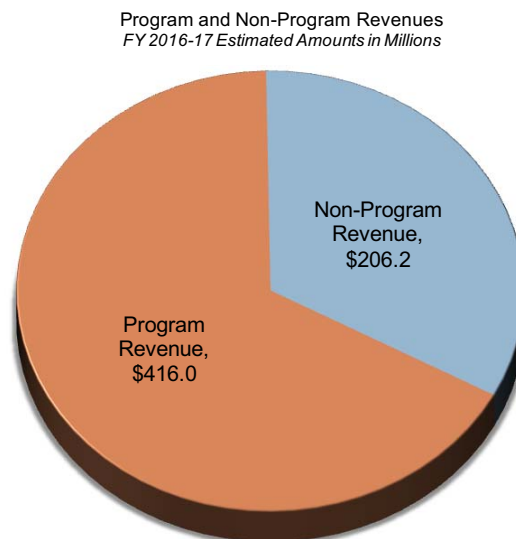
Estimated general fund revenues total \$622.2 million for FY 2016-17. Sources of estimated revenues are displayed to the right. Revenue from federal and State sources are estimated at \$220.2 million (35% of total revenue), an increase of \$13.6 from the current year. The County's social services and health programs are the largest recipients of these revenues and rely on these monies as the primary means of supporting their programs.

Revenue from *Taxes* total an estimated \$178.0 million, an increase of \$12.0 million over the current year adopted budget, and represent the bulk of the County's discretionary monies, allocated to departments in the form of general fund contributions. Other sources of funding include: *charges for services* (\$78.3 million); *other revenues* (\$114.6 million), which include operating transfers received from the three realignment funds mentioned earlier and reimbursements for service departments for indirect cost chargeback program; revenue from *license, permit, and franchise fees* (\$21.9 million); and *finest, forfeitures, and penalties* (\$9.3 million).



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 by law must be spent on designated activities. The recommended budget includes estimated program revenues of \$416.0



million, two-thirds of the total general fund revenue.

Non-program revenues total an estimated \$206.2 million (one-third of total revenue), distributed to departments in the form of GFCs. Non-program revenues include property taxes, transient occupancy tax (TOT), sales and use tax, vehicle license fees (VLF), and a number of 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, County finance and other administrative functions, meet maintenance of effort requirements, and to provide matching funds as a condition for receiving federal and State assistance.

The estimated \$206.2 million in non-program revenue represents an increase of \$13.5 million compared to the current year budget. Driving the increased revenue is higher property tax revenues, increased TOT monies and an increase in sales and use tax. While there is also a slight increase in VLF, most of the increase in VLF revenue is redirected to public health programs under AB 85 (Chapter 24, Statutes of 2013). After accounting for this redirection, non-program revenues available for allocation by the Board will grow a more modest \$12.2 million over the current year adopted budget.

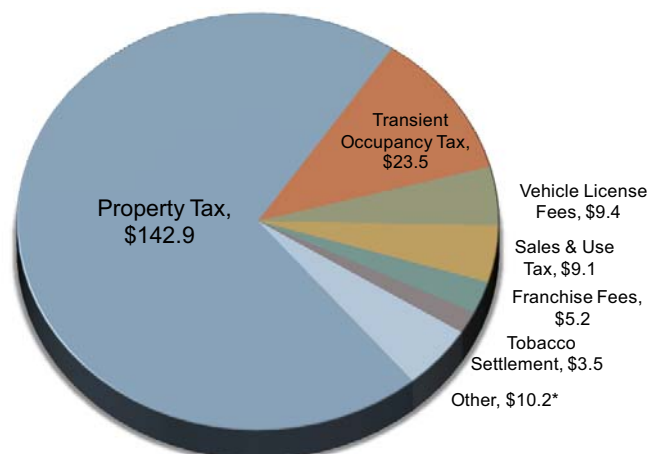
Sources of non-program revenue are displayed in the chart to the right. Property tax revenue comprises the bulk of non-program revenue, totaling an estimated \$142.9 million (70%) for next fiscal year. Transient occupancy tax, often referred to as a hotel or room tax, is estimated at \$23.5 million, while sales and use tax revenue is estimated at \$9.1 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

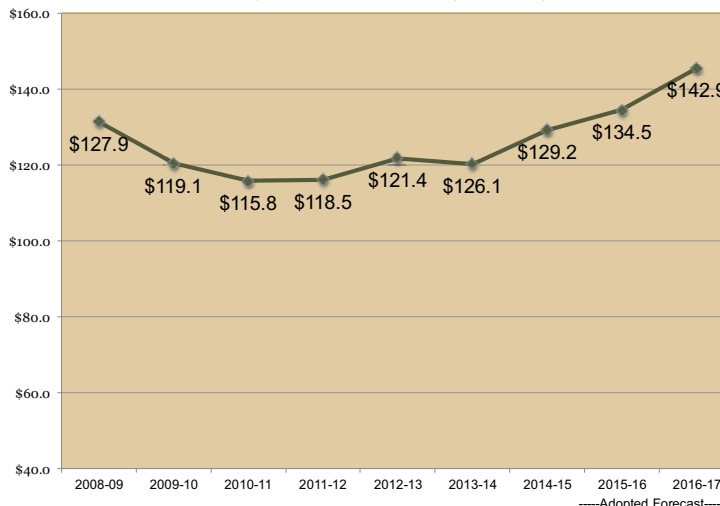
Property tax revenues sustained steep reductions through the economic downturn and its aftermath, declining a total of \$12.1 million between FY 2008-09 and FY 2010-11. This decline was a defining factor behind four years of budget reductions following the onset of the recession. Since that time, assessed values have recovered with revenues projected to exceed FY 2008-09 levels in the current year. The

General Fund Sources of Non-Program Revenue
FY 2016-17 Estimated Amounts in Millions



* Includes residual monies from RDA dissolutions (\$6.1 million), property transfer taxes (\$2.6 million), payments of interest on delinquent taxes (\$1.7 million), and miscellaneous

Property Tax Revenue Trend (in Millions)

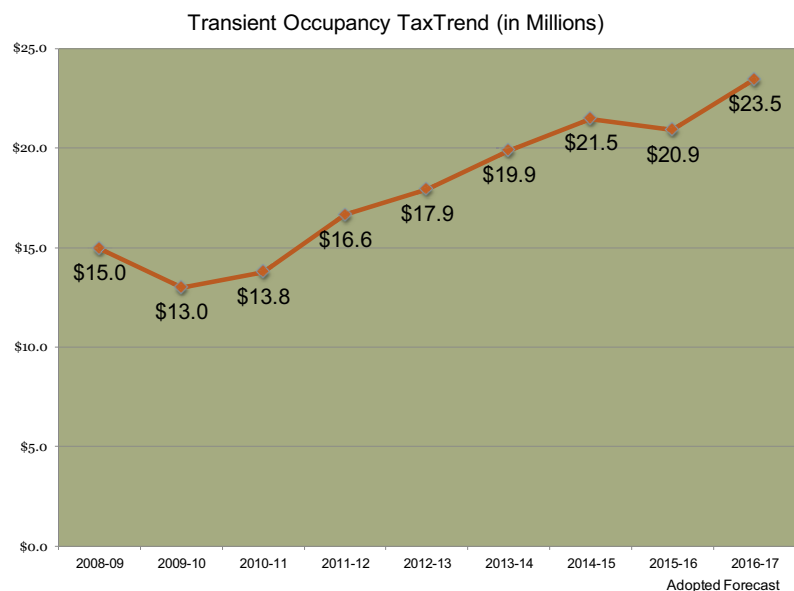


County's Assessor expects a 5-6% overall increase in assessed values for secured properties next fiscal year. For forecasting purposes, the County Administrative Office assumes the mid-point of the estimate range (5.5%), which would yield an \$8.4 million increase next fiscal year. Provided below is historical data on assessed values of secured properties in Monterey County.

Year	Assessed Value	% Change	Year	Assessed Value	% Change
2000	\$27,385,568,377	9.2%	2008	\$51,722,007,534	2.24%
2001	\$30,376,611,689	10.9%	2009	\$49,942,645,752	-3.44%
2002	\$33,401,392,602	10.0%	2010	\$47,821,644,024	-4.25%
2003	\$34,735,589,595	4.0%	2011	\$47,911,791,128	0.19%
2004	\$37,618,475,259	8.3%	2012	\$48,539,057,728	1.31%
2005	\$41,785,586,512	11.1%	2013	\$50,336,754,911	3.70%
2006	\$46,691,755,027	11.7%	2014	\$53,361,804,831	6.01%
2007	\$50,591,103,941	8.4%	2015	\$56,535,193,647	5.95%

Transient Occupancy Tax

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, including those traveling from abroad. For this reason, economic conditions both in the U.S. and abroad influence these revenues. The County's TOT revenue is estimated at \$23.5 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 \$9.1 million for FY 2016-17, an increase of \$1.4 million over the estimated level included in the current year adopted budget.

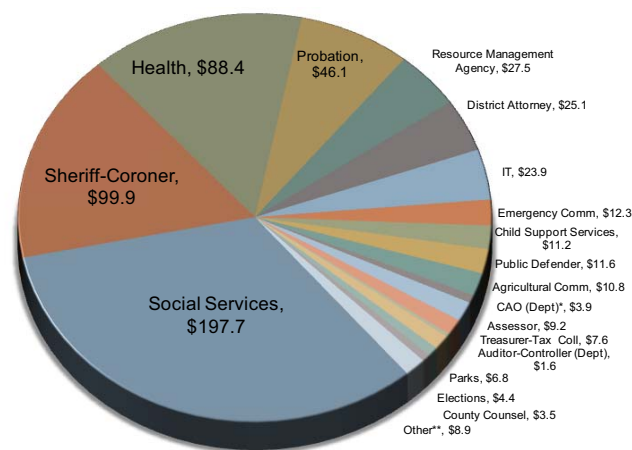
Franchise Fees

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 \$5.2 million, an upward adjustment of \$471,430 compared to the current year adopted budget. 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 \$634.5 million. Over 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 appropriations for Health and

General Fund Appropriations by Department (in Millions)



* Excludes non-departmental costs.

** 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.

Social Services total \$88.4 million and \$197.7 million, respectively, and are primarily supported by federal and State revenue. The Sheriff's Office (\$99.9 million), Probation (\$46.1 million), and the District Attorney (\$25.1 million) rely on a mix of federal and State revenue and general fund contributions, while the Public Defender (\$11.6 million) is primarily supported by general fund contributions. Emergency Communications (\$12.3 million) 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 (\$27.5 million), Information Technology (\$23.9 million), Child Support Services (\$11.2 million), and the Agricultural Commissioner (\$10.8 million). The remainder of appropriations is comprised of the various finance and administration departments, Elections, and Parks. The table on the next page details recommended appropriations for general fund departments compared to the current year adopted budget and prior year actual expenditure levels. Augmentations are discussed later.

Growth in appropriations is inclusive of general fund contribution adjustments made due to the new indirect cost chargeback program. Beginning in FY 2016-17, the Auditor-Controller's Office implemented an indirect cost chargeback program. Under this program, costs for "overhead" departments will be charged to general fund operating departments. To minimize operational impacts to operating departments, general fund contributions for FY 2016-17 included adjustments to redistribute GFC from overhead departments collecting charges to the operating departments that will incur the charge.

Department	2014-15	2015-16	2016-17	Growth:	
	Actual	Adopted	Recommend	Dollars	%
Agricultural Commissioner	\$9,489,142	\$9,796,296	\$ 10,773,746	\$ 977,450	10.0%
Assessor-County Clerk-Rec.	7,484,598	7,787,385	9,216,720	1,429,335	18.4%
Auditor-Controller (Dept)	5,073,692	5,748,973	1,572,867	(4,176,106)	-72.6%
Board of Supervisors	2,968,566	3,155,387	3,496,285	340,898	10.8%
Child Support Services	10,903,940	10,958,855	11,156,499	197,644	1.8%
Clerk of the Board	684,025	847,025	932,217	85,192	10.1%
Cooperative Extension Service	501,846	551,051	585,576	34,525	6.3%
County Admin Office (Dept) ¹	5,345,862	9,432,488	3,874,510	(5,557,978)	-58.9%
County Counsel	4,968,800	5,413,333	3,494,771	(1,918,562)	-35.4%
District Attorney	22,153,178	23,345,763	25,057,096	1,711,333	7.3%
Economic Opportunity	2,651,398	3,085,149	3,383,766	298,617	9.7%
Elections	3,528,924	5,458,012	4,446,673	(1,011,339)	-18.5%
Emergency Communications	10,214,010	12,990,726	12,300,188	(690,538)	-5.3%
Equal Opportunity Office	659,738	798,102	227,202	(570,900)	-71.5%
Health	67,721,343	83,516,600	88,395,873	4,879,273	5.8%
Human Resources	2,679,299	3,076,789	260,975	(2,815,814)	-91.5%
Information Technology	19,462,223	22,163,336	23,912,415	1,749,079	7.9%
Parks	5,339,126	5,502,636	6,774,584	1,271,948	23.1%
Probation	39,269,283	42,743,962	46,134,212	3,390,250	7.9%
Public Defender	9,855,736	10,916,835	11,611,562	694,727	6.4%
Resource Management Agency	20,727,980	25,888,094	27,523,958	1,635,864	6.3%
Sheriff-Coroner	87,827,217	89,240,219	99,871,366	10,631,147	11.9%
Social Services	162,531,977	180,808,660	197,683,677	16,875,017	9.3%
Treasurer-Tax Collector	6,177,869	7,144,357	7,586,408	442,051	6.2%
Non-Departmental Costs ²	<u>39,418,859</u>	<u>32,132,862</u>	<u>34,205,937</u>	<u>2,073,075</u>	6.5%
	\$547,638,630	\$602,502,895	\$634,479,083	\$31,976,188	5.3%

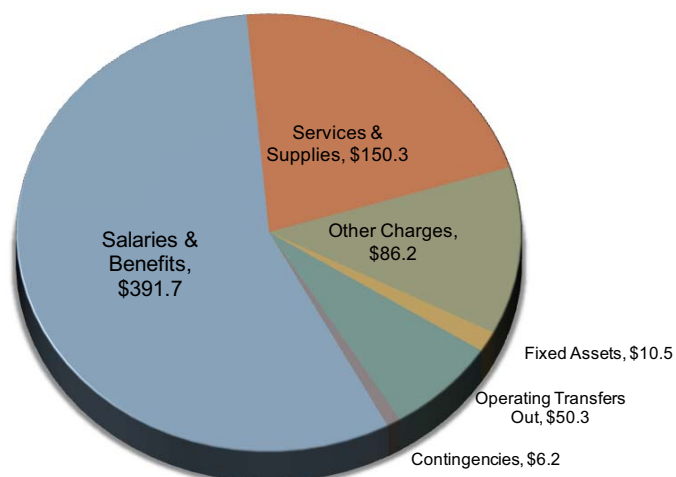
¹. Includes \$2,216,694 for vehicle replacement under the countywide Vehicle Asset Management Program.

². Non-departmental costs include bond payments, trial courts transfers, contributions to fire districts and other agencies, and various countywide expenditures and expenditure offsets (e.g., IT interfund transfers).

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

- Salaries and benefits expenditures, totaling \$391.7 million, comprise almost two-thirds of general fund appropriations. Taking into consideration that funds in *other charges* pay 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.
- 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 \$150.3 million, or about one fourth of budget.
- Other charges* total \$86.2 million in the recommended budget and consists of \$73.0 million in public assistance and out of home care payments, as well as transfers to County departments for debt service, capital projects, indirect cost chargeback discussed earlier, and various other expenses.
- The remaining recommended appropriations include operating transfers to other funds (\$50.3 million), funds for fixed assets/equipment (\$10.5 million), and funding for operational contingencies (\$6.2 million).

General Fund Expenditures by Category (in Millions)

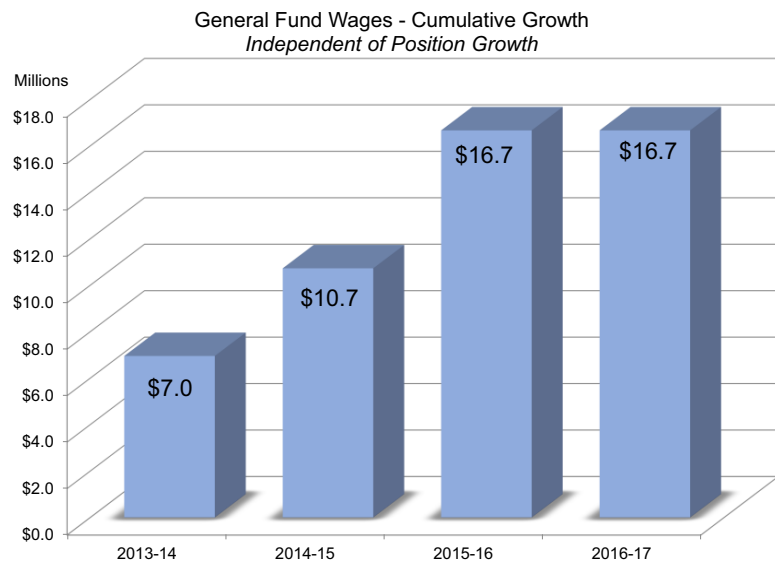


* Includes public assistance & out of home care payments (\$73.0 million) and transfers to County departments for debt service, capital projects, and support of various programs/projects. Chart does not include payments (negative expenditures) from other funds for reimbursement for services provided to non-general fund departments.

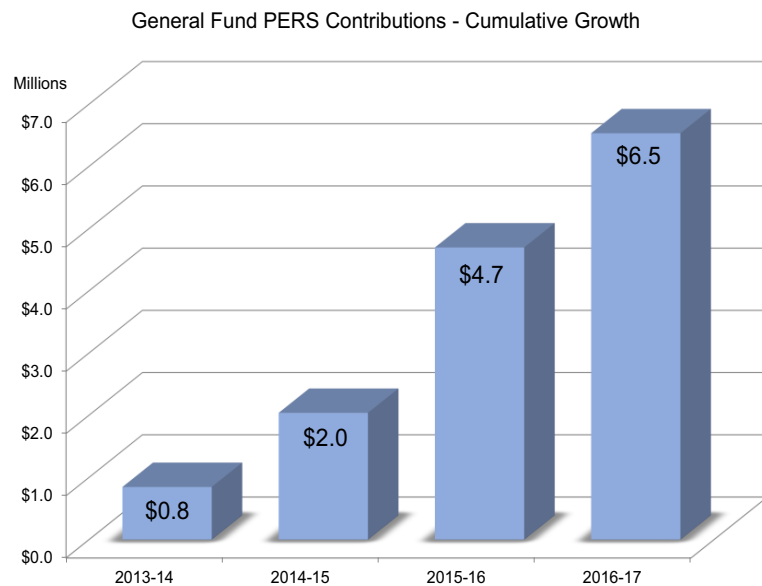
Cost Drivers

The growth in appropriations is supported by estimated increases in revenue, including department (program) revenues and County discretionary non-program revenue. However, the County's revenue growth has not kept pace with escalating costs. Some departments that operate on a cost-reimbursement basis, such as Social Services and Health, can pass along much of the increased cost to the federal and State government or other sources. Other departments cannot, and rely on augmentations of GFC to meet increased costs. Over the last several budget cycles, departments have endeavored to "do more with less", sometimes eliminating vacant positions when necessary and cutting discretionary spending to keep their budgets balanced. Through the process, many departments have seen erosion of their operational flexibility to withstand further cost increases without compromising staffing and service goals. The Recommended Budget attempts to direct next year's estimated growth in discretionary revenue to minimize these impacts but the revenue growth is not sufficient to meet the multitude of needs, or for that matter, address a number of unfunded infrastructure needs.

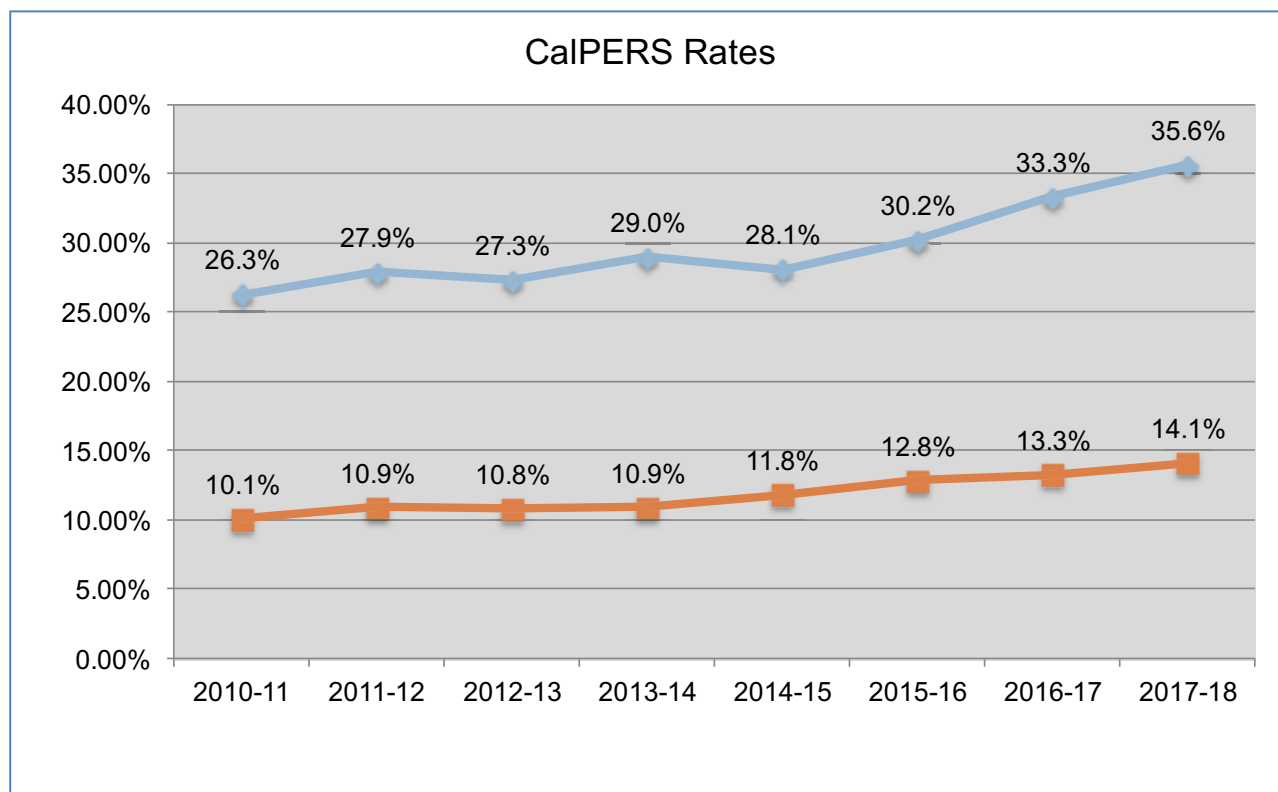
One area of increased costs is the growth in salary expenditures since 2013-14, when the County entered into three-year bargaining agreements with most employee organizations. Most Miscellaneous (non-safety) bargaining units agreed to pay an additional 3.5% of salary (for a total of 7%) towards their retirement in exchange for a 3.5% wage increase, followed by a 2% wage increase in 2014-15 and 3% in the current year. Safety units also signed three-year deals, with most employees receiving a 3.5% wage increase in exchange for a permanent 3% increase in their retirement contributions (total of 12%), with additional wage increases of 1% in FY 2014-15 and 2% in the current year.³ The bargaining agreements added an estimated \$16.7 million over the three year period independent of position growth or the rise of PERS retirement rates. Coupled with position growth, wages have increased salary expenditures from \$197.8 million in 2012-13 to \$247.2 million in FY 2016-17. With current bargaining agreements expiring at the end of the current budget year, future wage impacts on the general fund are unknown and thus no growth is reflected for FY 2016-17.



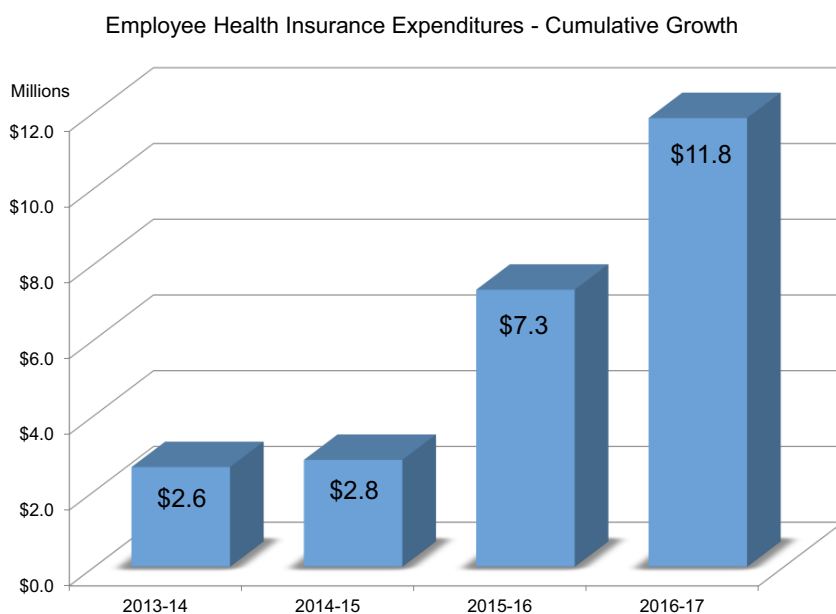
Another cost driver is the County's contributions to CalPERS on behalf of employees' pensions. For several years now, CalPERS has prepared local agencies to expect increases in required annual contributions to reduce the size of unfunded liabilities and to account for changes in the actuarial assumptions and methodology CalPERS employs to determine contribution requirements. Rates for Miscellaneous and Safety plan employees will grow an estimated 0.5% and 3.1% of payroll respectively in FY 2016-17. Independent of increases in wages or position counts, the rate increases will add \$6.5 million to County payrolls over a four year period. CalPERS projects rates to further increase by 2.3% of wages for Safety plan employees in FY 2017-18.



³ In prior labor agreements, most safety employees paid 9% of salary towards their retirement plus a 4.5% "voluntary" contribution, for a total contribution of 13.5%. Under current agreements, employee organizations agreed to a permanent 3% contribution in addition to their normal 9% contribution, for a total of 12%.

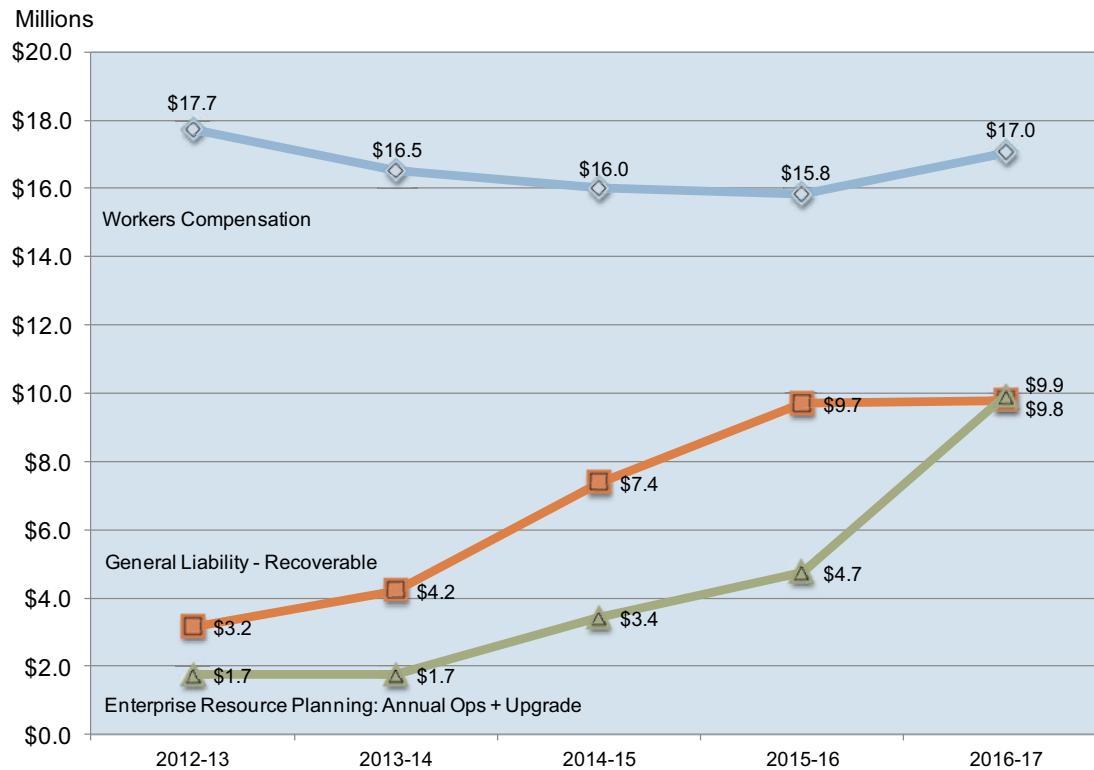


Another area of increased general fund expenditures is in the County's employee health benefits. The most recent premium information provided by CalPERS increased PERS Choice, the most popular plan, to 21.3% beginning in January 2016. Employee health insurance costs are projected to increase \$4.5 million in the current year with an additional \$4.5 million in FY 2016-17 for a total increase of \$9.0 million. Combined with prior year's premium increases, total general fund expenditures for employee benefit insurance have increased \$11.8 million over the last four fiscal years. The increase for January 2017 is still unknown and thus not included in projected growth for FY 2016-17.



Additionally, the County continues investing in its information technology infrastructure. The Auditor-Controller is leading the upgrade of the County's ERP system, which includes the Performance Budget, Advantage Financial, SymPro Debt and Investment, Advantage Human Resource Management and Learning Development Network. The current ERP software has reached the end of its lifecycle and is no longer supported by the vendor. Charges to departments in support of the ERP

system increased \$1.3 million in the current year and will increase an additional \$5.2 million next fiscal year. The project team expects costs to total \$15.1 million over the lifecycle of the upgrade. County departments have also experienced significant increases in charges for general liability insurance and worker’s compensation.



Baseline Budget Impacts

The countywide cost pressures are consuming growth in revenue and constraining departments’ capacity to maintain existing levels of operations. 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 at the Lakes Resorts and the Road Fund’s loss of revenue due to a decrease in State Highway Users Tax (HUTA) which has declined \$12.6 million since FY 2013-14. To balance baseline budgets, many departments cut any remaining discretionary spending and then reduced staffing levels, first cutting vacant positions and then, as a last resort, deleting filled positions with the hope that the positions will be restored with an augmentation later in the process. Unfortunately, many departments had already cut vacant positions in prior budget cycles, eroding their ability to weather additional cost pressures.

Departmental baseline budgets initially included a countywide reduction of 156.4 positions, including the loss of 83.0 vacancies and 73.4 filled positions due to rising PERS rates, increases in health insurance premiums, and other cost pressures such as the increased ERP charges⁴. Many of the position reductions were in criminal justice departments with the Sheriff’s Office deleting 41.0 positions, including 17.0 filled positions, to balance its baseline budget request. Probation deleted from its initial budget 25.0 positions, of which 20.0 are filled.

⁴ In some cases, the CAO worked with departments to mitigate impacts to staffing levels, reducing the number of positions impacted; as such, the final number of impacts will differ from initial reductions.

RMA initially deleted 35.0 positions (13.0 filled). The Parks Department, which continues to fall well short of its expected revenue, cut 13.0 positions (11.0 filled) to balance its budget. The Health Department initially deleted 15.0 positions (3.0 filled).

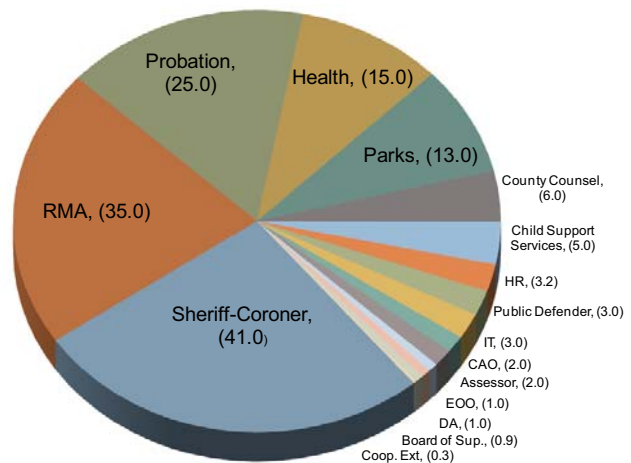
Other departments with initial position reductions include County Counsel (initial reduction of 6.0 positions), Child Support Services (5.0 positions), Human Resources (3.2 positions) Information Technology and Public Defender (each with a loss of 3.0 positions), the County Assessor and County Administrative Office (loss of 2.0 positions each), the District Attorney and Equal Opportunity (each with a loss of a position), the Board of Supervisors (reduction in time base totaling a loss of 0.9 position), and Cooperative Extension (reduction in time base totaling a loss of 0.3 position).

Augmentation Requests

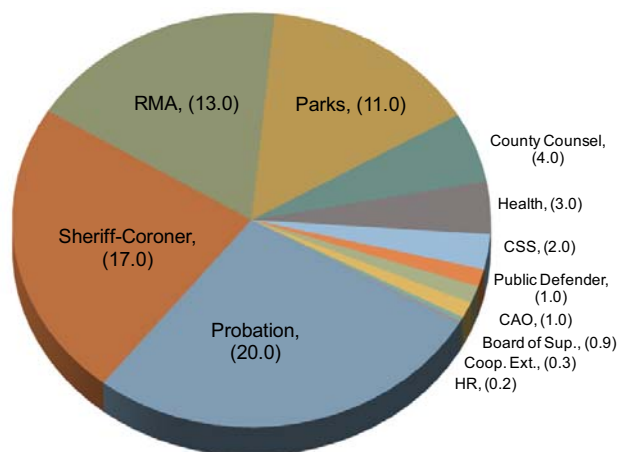
Departments generally have two sources of funding to mitigate potential operational impacts of rising costs and avoid position reductions. Some departments earn their own “program” revenue and this is especially true for health and social services programs. These program revenues will grow an estimated \$15.4 million next fiscal year. The departments earning these additional revenues can use them to help offset inflation in operational costs. However, these departments are also impacted by the 2011 Realignment and must fund increased responsibilities transferred from the State. In addition, the County also has the estimated \$13.5 million increase in discretionary “non-program revenue”.

During the annual budget process, departments submit augmentation requests for a share of growth in non-program revenues. However, these requests have far exceeded revenue growth in recent years. The task for the County Administrative Office is to review and prioritize augmentation requests according to the greatest need, while taking into consideration the Board’s priorities.

Baseline Position Reductions (Filled and Vacant)



Baseline Position Reductions (Filled FTEs)



To avoid position reductions and mitigate potential operational impacts, departments submitted augmentation requests totaling \$39.8 million in appropriations supported by \$9.6 million in program revenue and \$30.3 million in requested general fund contributions.

General Fund	2016-17 Requested Augmentations	2016-17 Recommended Augmentations
Appropriations	39,811,530	16,618,224.00
Department Revenues	9,550,599	5,264,589
General Fund Contributions	30,260,931	11,353,635

Augmentation requests include requests from general fund departments as well as from other funds for contributions from the general fund. These requests seek to restore filled positions and most of the vacancies identified for initial baseline budget reductions as well as meet various service and operational funding needs. Departments also submitted requests to add 138.0 new positions and fund various infrastructure needs, particularly in the County park system and within the Resource Management Agency. Other major requests included funding for vehicle replacements for the Sheriff's Office, enhanced homeless services, funding for flood prevention and maintenance, and capital projects at Parks.

Discretionary financing available to fund augmentations of general fund contributions for next fiscal year total \$11.4 million. This financing includes:

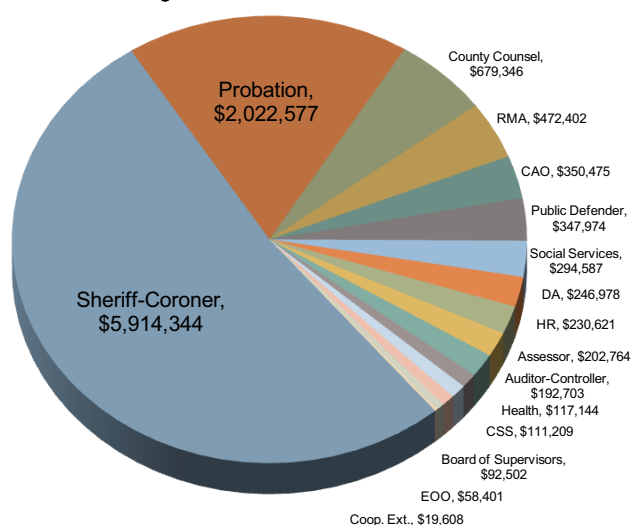
- \$1,136,829 use of estimated FY 2015-16 year-end unassigned fund balance for support of one-time needs, including funding for the Sheriff's Office cost to replace patrol vehicles next fiscal year, expand homeless services, and purchase library books for the newly re-built San Lucas Library;
- \$1,257,096 use of estimated FY 2015-16 year-end unassigned fund balance for support of the Sheriff's Office to re-pay the Vehicle Asset Management Program for patrol vehicles purchased in FY 2015-16;
- \$1,822,322 use of the reserve (fund balance assignment) for compensated absences; and
- \$7,137,388 in non-program revenue growth, which includes the \$13,475,524 in estimated growth for next fiscal year, partially offset by recent and existing commitments, such as costs to finance the annual appropriation for operational contingencies, pay the full-year costs of debt service for the East/West Wing renovation project, meet Health Realignment obligations, and cover increased compensation for IHSS workers approved after adoption of the FY 2015-16 budget.

In total, County staff has identified \$11.4 million in discretionary financing available to finance departmental augmentation requests. Details of recommended augmentations are provided below:

- Increase of \$5.9 million to the Sheriff's Office to restore all 17.0 of its at-risk filled positions, 24.0 vacancies, and \$1.7 million to continue funding the replacement of patrol cars.
- Increase of \$2.0 million to Probation to restore 20.0 filled positions at risk of layoffs due to cost pressures.
- Increase of \$472,402 to the Resource Management Agency to cover professional service costs associated with general plan implementation, supported by redirecting funding previously allocated for two director positions, and 1.0 new Shuttle Driver.
- Increase of \$192,703 to the Auditor-Controller's Office to fund 5.0 new positions for the Enterprise Resource Planning project funded by the deletion of a vacant Chief Deputy Auditor Controller and use of Fund 403 (Enterprise Resource Project) monies.

- Increase of \$347,974 to the Public Defender to restore 1.0 position at-risk of layoff due to increased operating costs, funding to restore vacant positions including 1.0 Investigator III and 1.0 Management Analyst I, and one-time funding in the amount of \$37,500 to replace computers.
- Increase of \$679,346 to County Counsel to restore 1.0 filled Senior Deputy County Counsel, 1.0 filled Deputy County Counsel IV, 1.0 Deputy County Counsel II, and 1.0 vacant Deputy County Counsel IV.
- Increase of \$294,587 to Social Services to expand homeless services.
- \$350,475 to the County Administrative Office to restore 1.0 filled Emergency Planner, funding towards contribution to Monterey Peninsula Regional Water Authority and funds to continue the OpenGov contract.
- Increase of \$246,978 to the District Attorney to restore funding for operational expenses such as trial related expenditures that were reduced due to cost pressures.
- Increase of \$230,621 to Human Resources to restore 1.0 vacant Senior Clerk Confidential, 1.0 vacant Administrative Services Assistant, restoration of a full time Secretary and funding for legal consultation services for labor relations.
- Increase of \$117,144 to the Health Department to restore 1.0 vacant Environmental Health Specialist III and the addition of 67.0 positions in the Health Department which are fully funded by program revenues.
- Increase of \$101,382 to the Assessor-County Clerk Recorder to restore 1.0 vacant Appraiser II.
- Increase of \$92,502 to the Board of Supervisors to restore the reduction in time base for full time positions.
- Increase of \$58,401 to the Equal Opportunity Office for the restoration of 1.0 vacant Equal Opportunity Analyst.
- Increase of \$25,587 to Child Support Services for restoration of 2.0 filled positions partially funded by federal funding.
- Increase of \$19,608 to Cooperative Extension to restore the reduction in time base for a full time Accounting Technician.

Recommended Augmentations of General Fund Contributions



Department	Dept. Requested GFC Increase	CAO Recommend GFC Increase	Recommended Position Augmentations:			
			Restore Vacancy	Restore Filled	New Position	Total
Agricultural Commissioner	\$251,211	\$0	0.0	0.0	0.0	0.0
Assessor-County Clerk-Rec. ¹	202,764	202,764	2.0	0.0	0.0	2.0
Auditor-Controller ²	442,472	192,703	0.0	0.0	5.0	5.0
Board of Supervisors	92,502	92,502	0.0	0.9	0.0	0.9
Child Support Services ³	111,209	111,209	0.0	2.0	0.0	2.0
Clerk of the Board	0	0	0.0	0.0	0.0	0.0
Cooperative Extension Service	41,208	19,608	0.0	0.3	0.0	0.3
County Admin Office	635,471	350,475	0.0	1.0	2.0	3.0
County Counsel	1,074,901	679,346	0.0	4.0	0.0	4.0
District Attorney	893,505	246,978	0.0	0.0	0.0	0.0
Economic Development	952,925	0	0.0	0.0	2.0	2.0
Elections	0	0	0.0	0.0	0.0	0.0
Emergency Communications	0	0	0.0	0.0	0.0	0.0
Equal Opportunity Office	190,286	58,401	1.0	0.0	0.0	1.0
Health	948,831	117,144	3.0	3.0	62.0	68.0
Human Resources	471,264	230,621	2.0	0.2	0.0	2.2
Information Technology	0	0	0.0	0.0	0.0	0.0
Library	190,000	0	0.0	0.0	0.0	0.0
Parks	3,912,944	0	0.0	0.0	0.0	0.0
Probation	2,805,165	2,022,577	0.0	20.0	0.0	20.0
Public Defender	978,600	347,974	2.0	1.0	0.5	3.5
Resource Management Agency ⁴	11,320,394	472,402	0.0	0.0	1.0	1.0
Sheriff-Coroner	11,135,092	5,914,344	24.0	17.0	0.0	41.0
Social Services	805,047	294,587	0.0	0.0	0.0	0.0
Treasurer-Tax Collector	0	0	0.0	0.0	0.0	0.0
Totals	\$37,455,791	\$11,353,635	34.0	49.3	72.5	155.8

¹ Augmentation of \$202,764 included a \$101,382 reduction to the baseline budget, for a net augmentation of \$101,382.

² Augmentation requests funded by the deletion of vacancies and the use of Fund 403 monies.

³ Augmentation of \$111,209 included a \$85,622 reduction to the baseline budget, for a net augmentation of \$25,587.

⁴ Augmentation requests supported by the redirection of funding previously allocated to two director positions.

The County Administrative Office worked collaboratively with departments to minimize staffing and operational impacts to departments, yet due to the limited discretionary funding available this year and the substantially amount of requests for additional general funds, there were inevitably a number of requests that remain unfunded in the Recommended Budget. Those requests included a reduction in filled positions in the following departments: eight positions in the Parks Department, one position in County Counsel and five positions in Resource Management Agency.

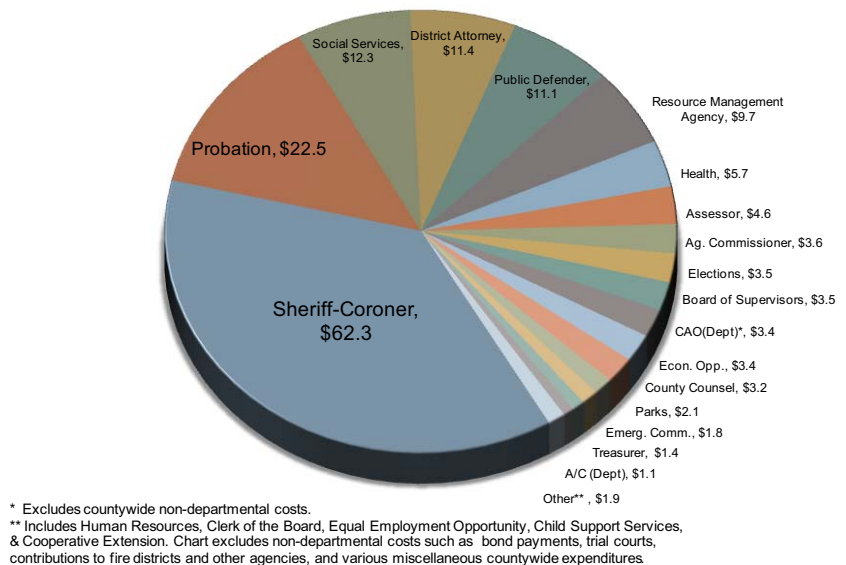
2016-17 General Fund Contributions

The County's non-program revenues are allocated as general fund contributions. Generally, departments receive GFC equal to their current year allocation, plus a share of the next year's estimated growth, as prioritized during the annual budget process. However, as mentioned previously, additional adjustments were made for the Auditor-Controller's new indirect cost chargeback program. General Fund contributions were removed from "overhead" departments commensurate to the increase of revenues received under this program and redirected to operating departments that will now be charged for overhead costs.

The recommended budget allocates roughly half of available general fund contributions to support the public safety function, with the largest share, \$62.3 million, allocated to the Sheriff's Office, followed by \$22.5 million for Probation. The District Attorney receives \$11.4 million while the Public Defender receives \$11.1 million. General fund contributions for other departments include: \$12.3 million for Social Services, \$9.7 million for the Resource Management Agency, and \$5.7 million for Health. The

Assessor's Office, funded by \$4.6 million in GFC, and the Agricultural Commissioner, funded by \$3.6 million in GFC, also receive funding from a combination of revenue from various charges for services and intergovernmental revenue. Other significant allocations of GFC include: \$3.5 million each for Elections and the Board of Supervisors, \$3.4 million each for CAO and Economic Opportunity, \$3.2 million for County Counsel, \$2.1 million for Parks, \$1.8 million for Emergency Communications, \$1.4 million for Treasurer-Tax Collector and \$1.1 million for the Auditor-Controller. The chart above reflects departments general fund contribution inclusive of recommended augmentations.

Recommended General Fund Contributions by Department



Monterey County's Employees

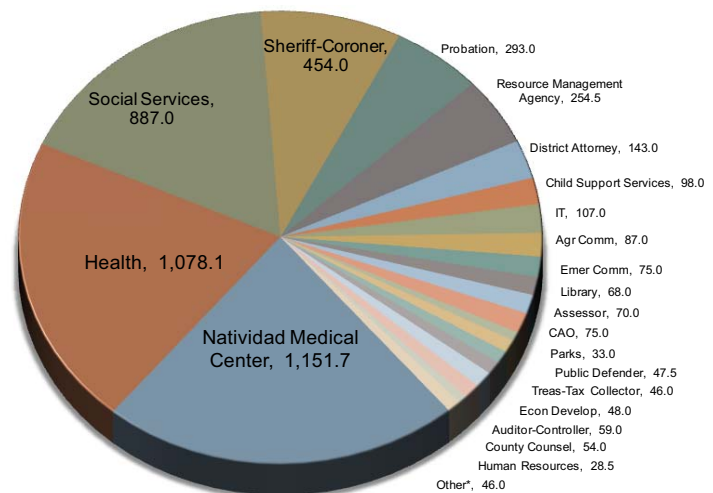
As political subdivisions of the State, counties are charged with delivering a multitude of services, mandated by federal/State laws and/or local priorities. By their nature, County programs and services require a dedicated workforce to address a diverse combination of responsibilities:

- 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, and 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, and weed abatement.

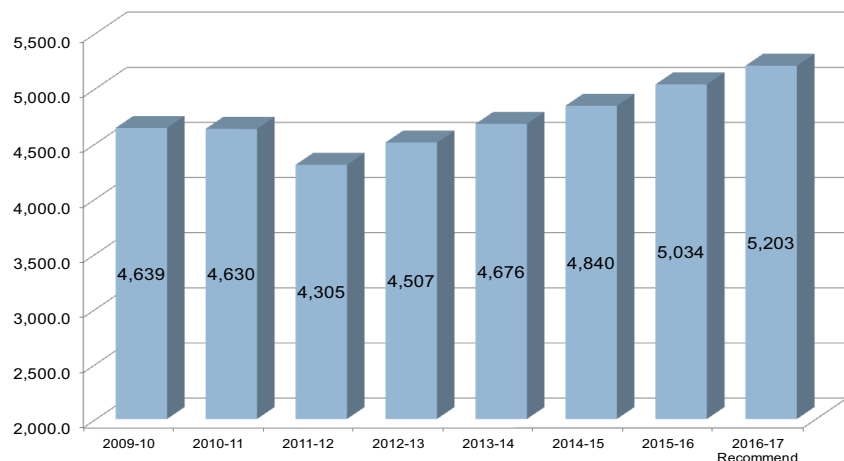
The County's employees are its most critical resource for delivering the multitude of services represented in the above categories. The recommended budget includes 5,203 positions, increasing by 169.2 positions since adoption of the 2015-16 budget. Natividad Medical Center increased its positions by 84.5. Having served close to 1,400 patients in its first year, the increase in positions will allow the hospital to continue to meet the increased demand in its new Level II trauma center and its expanding family practice residency program. The Health Department continues to expand its capacity in its behavioral health program and health clinics to serve the increasing number of clients enrolled into Medi-Cal managed care under the *Affordable Care Act* (ACA) and the newly insured under *Covered California*. The department increased its positions by 52.3 with the majority of position growth in clinic services for expanded primary care services.

Full-Time Equivalent Positions by Department



* Includes the Board of Supervisors (20), Elections (12), Equal Opportunity (5), Clerk of the Board (5), and Cooperative Extension (4).

Full-Time Equivalent Positions (All Funds)



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

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

Maintaining responsible reserve levels is a key component of a sound financial management strategy. A major component of this strategy is the County's existing Strategic Reserve policy which provides for a strategic reserve equal to 10% of general fund revenue. The main purpose of the strategic reserve is to build the County's capacity for funding settlement of legal judgments that exceed reserves normally designated for litigation, offset short-term revenue reductions due to economic down-turns, and address natural disasters as determined by the County Administrative Officer or the Board. During the recession, the County suspended assignments to the strategic reserve to ease the impact to departments. However, in FY 2014-15, an additional \$10.0 million was assigned to the strategic reserve, resulting in a balance of \$70.3 million. Included in this amount is \$14.2 million transferred from Natividad Medical Center (NMC).

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 NMC Fiscal Year (FY) 2016-17 Recommended Budget uses the following revenue and operating expenses assumptions:

Natividad Medical Center	Actuals 2014-15	Adopted Budget 2015-16	Recommend 2016-17
Cash Position	\$ 50,721,336	\$ 56,399,154	\$ 38,586,893
Revenue	258,806,795	219,310,611	262,167,925
Expenditures	244,237,687	219,342,512	251,667,562
Ending Net Position	65,290,444	56,367,253	49,087,256
Change in Cash Position	5,677,818	9,250,208	10,500,363

- Available generated revenue is estimated at \$262.2 million, an increase of \$42.9 million over the current year adopted budget. Net patient revenues are expected to increase by 13.8% in FY 2016-17 primarily attributed to the Medicaid expansion through Covered California, new enrollees in the MediCal Managed Care, and revenue from trauma services. Additionally, governmental revenue is expected to increase by 2% primarily attributed to the 2010 Patient Protection and Affordable Care Act (PPACA) commonly called the Affordable Care Act (ACA).
- The FY 2016-17 Recommended Budget includes using the County's Capital Fund, Fund 404-Facilities Master Plan Projects, to hold funds for Board approved projects whose costs are above \$100,000; transfer approximately \$27.1 million from Fund 451 to Fund 404; and increase appropriations in Fund 404 by an estimated \$17.1 million for building and improvement, information technology, medical and other equipment projects. Fund 404 will reimburse NMC, Fund 451, for expenditures incurred for those projects during the fiscal year where the \$17.1 million is part of the estimated \$262.2 million. The approach separates operational funds from capital funds and ensures funding availability for Board approved capital projects.

6/30/16 estimated cash balance is \$65,649,362. Capital projects funding will be transferred for FY 2017 to the County Capital Fund (Fund 404) in the amount of \$27,062,469. \$17,050,514 is budgeted to transfer to Fund 451 during FY 2017.

- Expenditures for FY 2016-17 are budgeted at \$251.7 million, a \$32.3 million (14.7%) increase over the FY 2015-16 Adopted Budget. The increase is related to: annual employee step rate increases, insurance costs, new positions to accommodate for volume increases, an expanding Family Practice Residency Program, increasing quality assurance resources, additional components of electronic health records implementation, and other support positions.

Based on these assumptions, NMC expects to add (including capital expenditures) \$10.5 million to Fund 451 fund balance during FY 2016-17.

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 fund balance in the Road Fund has steadily eroded in recent years as the revenue from the County's Highway Users Tax (HUTA) continues to decrease and overhead expenses increase. It was

Road Fund	Actuals 2014-15	Adopted Budget 2015-16	Recommend 2016-17
A. Beginning Fund Balance	\$ 4,913,155	\$ 4,589,599	\$ (258,298)
B. Revenue	23,125,295	31,044,655	36,998,911
C. Use of Fund Balance	-	-	-
D. Total Financing, A+B+C	28,038,451	35,634,254	36,740,613
E. Expenditures	23,448,851	35,410,211	36,658,794
F. Assignments to Fund Balance		-	-
G. Total Financing Uses, E+F	23,448,851	35,410,211	36,658,794
H. Ending Fund Balance, D-G	\$ 4,589,599	\$ 224,043	\$ 81,819

anticipated during FY 2016-17 budget development that there would be \$1.2 million of one-time funds from the Road Fund unassigned fund balance that would carry over into FY 2016-17 to be used to offset operating costs. However, Resource Management Agency's (RMA) response to the 2016 winter storms has further complicated the financial condition of the Road Fund. The unassigned fund balance for the Road Fund is anticipated to be completely depleted by the end of FY 2015-16 and end in a negative fund balance of \$258,298.

Increased expenditures to the Road Fund are attributable to several factors including increased road maintenance requests, the timing delay of when project funds are received versus when project construction begins, additional increased allocated costs associated with the general liability insurance program and charges from other County departments, and unplanned/unanticipated expenditures related to storm damage. On May 10, 2016 the Board of Supervisors approved use of one-time funds (Transient Occupancy Tax) to be redirected to balance the budget and avoid layoffs for eight filled field maintenance positions by deferring the Blanco Road Overlay project. However, in order to balance the Road Fund Budget by the end of FY 2016-17, reductions were still needed resulting in four filled positions that were not included in the Recommended Budget. The use of one-time funds is a one-year fix as a longer term sustainable solution is needed.

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) revenue. For 2016-17 the Road Fund share of TOT revenue is \$4.9 million (23% of total TOT revenue), of which \$2.0 million supports the Pavement Management Program and \$2.9 million would be used to sustain field maintenance operations and cover the costs incurred due to the 2016 winter

storms. The current recurring revenues are not sufficient to support the fundamental Road and Bridge functions of Monterey County. A more dependable funding source for road and bridge maintenance is needed. Otherwise, severe reductions in maintenance, services to the citizens of Monterey County, and staffing levels will be necessary over time. The Transportation Agency for Monterey County (TAMC) is exploring the possibility of a 2016 ballot measure for a 3/8 cent transportation sales tax to fund transportation projects and road maintenance. However, if passed by voters, funds would not be available until the end of the 2016-17 and it is not clear at this time how much of the revenue would be dedicated to road maintenance.

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.

Demand for library services remain at high levels partly because of

ongoing economic and educational challenges in many of MCFL's service areas, and the lack of alternate cultural resources, but also because of the high quality services that MCFL provides. Most of the special programs that MCFL provides such as homework centers, Science, Technology, Education and Math (STEM) and early literacy classes in preschools, toy kits for children to take home, screening of feature films, summer enrichment and reading programs are almost entirely funded through grants and by MCFL support groups.

The majority of MCFL's budget goes toward staff salaries, both for permanent and temporary staff, and for maintaining its multiple locations, some of which are County/City/School owned and some of which are leased. A small portion of the budget is used for the purchase of library materials, including books and print subscriptions, DVDs and audio materials, databases and online subscriptions, and other library materials. A portion of the budget is also set aside for ongoing and increasing technology needs and maintenance.

The present day library is a source of free access to computers and high speed connection to the Internet, a safe place for children, youth and adults to spend time away from home, a center for homework help, a center for entertainment and exposure to cultural programming and arts, a place for parent education and story times for preliterate children, a hub for job-seekers and other adults seeking basic opportunities for a better life, and a place for people to meet, interact and socialize.

The Fiscal Year 2016-17 Library Recommended Budget reflects an increase in both revenue and appropriations over the last fiscal year. MCFL is anticipating a 2% revenue increase over FY 2015-16.

Monterey County Free Library	Actuals 2014-15	Adopted Budget 2015-16	Recommend 2016-17
A. Beginning Fund Balance	\$ 1,549,669	\$ 1,327,658	\$ 1,137,465
B. Revenue	7,556,684	8,530,424	9,954,562
C. Use of Fund Balance		-	-
D. Total Financing, A+B+C	9,106,353	9,858,082	11,092,027
E. Expenditures	7,778,695	8,720,617	10,119,266
F. Assignments to Fund Balance		-	
G. Total Financing Uses, E+F	7,778,695	8,720,617	10,119,266
H. Ending Fund Balance, D-G	\$ 1,327,658	\$ 1,137,465	\$ 972,761

This estimate is based on the actual receipt of property taxes during the first half of the tax year. Additional property taxes, including supplemental, unsecured and other property tax categories are all experiencing an increase.

The Recommended Budget also reflects an overall increase of 20% in expenses. Increases in expenditures are partially due to the increased cost for employee health benefits and the cost for information technology related equipment, software costs, and services to support a redesign of the library network to bring 1 gigabit/second broadband access to the branches.

Several building and repair projects were initiated in FY 2015-16, with at least two of them carrying over into the FY 2016-17 Budget. The Seaside library renovation project cost the County \$625,000 for internal repairs and refurbishing, and the City of Seaside contributed to repairing the exterior of the building. The construction of the new San Lucas Library is funded by County funding, private donations, grants, and library budget appropriations. The Big Sur Library is undergoing an intensive repair project to mitigate serious deterioration of the building. The estimated cost of this project is \$175,000. The Greenfield Library, which is in dire need of repairs, is also scheduled for a repair project with a projected cost of \$70,000 during FY 2015-16. The Greenfield Library is anticipated to need major additional repairs in FY 2016-17, including wiring upgrades to support high speed broadband connection.

The remainder of the County Library's budget, excluding staff salaries and maintaining multiple locations, is dedicated toward shared County costs. The Library's staffing levels are very constrained, and the funds available for books and library materials, computers/technology, and library supplies 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 obtain funding for new and ongoing library programs and services, and for staff support. The County Library is also continuing to seek other funding opportunities such as partnerships with cities to share operational costs.

Though the increase in expenses exceeds the increase in revenue, the Library anticipates a continued positive balance for FY 2016-17. However, while the gap between MCFL's resources and community needs continues to grow MCFL will continue to actively seek alternative and diversified sources of funding in order to supplement its budget and fill the ongoing gap.

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 health services through various contracts. The program provides a range of inpatient,

Behavioral Health Fund	Actuals 2014-15	Adopted Budget 2015-16	Recommend 2016-17
A. Beginning Fund Balance	\$ 26,125,735	\$ 27,754,477	\$ 19,117,500
B. Revenue	80,276,198	97,003,022	104,927,846
C. Use of Fund Balance		-	-
D. Total Financing, A+B+C	106,401,933	124,757,499	124,045,346
E. Expenditures	78,647,457	105,639,999	116,858,100
F. Assignments to Fund Balance		-	-
G. Total Financing Uses, E+F	78,647,457	105,639,999	116,858,100
H. Ending Fund Balance, D-G	\$ 27,754,477	\$ 19,117,500	\$ 7,187,246

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 per 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.

Local Revenue Fund 2011

In June 2011, the State Legislature passed AB 118 (Chapter 40, Statutes of 2011). AB 118 required counties to create a *Local Revenue Fund 2011* and various accounts within the fund, including: a Local Community Corrections Account, the Trial Court Security Account, the District Attorney and Public Defender Account, the Juvenile Justice Account, the Health and Human Services Account, and the Supplemental Law Enforcement Services

Local Revenue Fund 2011	Actuals 2014-15	Adopted Budget 2015-16	Recommend 2016-17
A. Beginning Fund Balance	\$ 9,084,606	\$ 11,286,065	\$ 9,323,350
B. Revenue	46,172,293	55,791,420	56,876,584
C. Use of Fund Balance	-	-	-
D. Total Financing, A+B+C	55,256,899	67,077,485	66,199,934
E. Expenditures	43,970,834	55,791,420	56,876,584
F. Assignments to Fund Balance		-	-
G. Total Financing Uses, E+F	43,970,834	55,791,420	56,876,584
H. Ending Fund Balance, D-G	\$ 11,286,065	\$ 11,286,065	\$ 9,323,350

Account. Funds directed to these accounts must be used exclusively to fund realigned programs as per statute. For next fiscal year, the Local Revenue Fund 2011 includes a beginning and ending fund balance of \$9.3 million, a \$2.0 million decrease over the current year adopted budget. Expenditures (operating transfers out to the various public safety departments total \$56.9 million, matching available revenues.

Health and Welfare Realignment Fund

In 1991, the State enacted legislation that altered the fiscal arrangement between the State and counties and dedicated portions of Vehicle License Fee (VLF) and Sales Tax revenues to County health, mental health and social services programs. The *1991 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 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's Office and deposited into the Health and Welfare Realignment Fund (Fund 025), then distributed to various budget units through operating transfers. Growth funds above the base are distributed by a defined process and estimated annually by the Department of Finance. The fund expects a \$274,756 improvement to fund balance in 2016-17, based on estimated revenue of \$63.1 million and expenditures of \$62.9 million.

Health & Welfare Realignment	Actuals 2014-15	Adopted Budget 2015-16	Recommend 2016-17
A. Beginning Fund Balance	\$ 4,003,527	\$ 10,847,272	\$ 10,847,272
B. Revenue	29,584,467	65,991,306	63,140,474
C. Use of Fund Balance	-	-	-
D. Total Financing, A+B+C	33,587,994	76,838,578	73,987,746
E. Expenditures	22,605,290	64,883,862	62,865,718
F. Assignments to Fund Balance		-	-
G. Total Financing Uses, E+F	22,605,290	64,883,862	62,865,718
H. Ending Fund Balance, D-G	\$ 10,982,704	\$ 10,847,272	\$ 11,122,028

Parks Lake & Resort Operations

The Parks Resort Enterprise Fund is estimated to end Fiscal Year 2015-16 with a negative \$5.5 million net position. The fund continues to face challenges with declining revenues due to low lake levels and increasing expenditures due to the prolonged drought.

Parks Lake & Resort Operations	Actuals 2014-15	Adopted Budget 2015-16	Recommend 2016-17
A. Beginning Fund Balance	\$ (4,450,220)	\$ (5,520,898)	\$ (5,520,898)
B. Revenue	5,228,528	3,302,235	3,113,798
C. Use of Fund Balance		-	-
D. Total Financing, A+B+C	778,308	(2,218,663)	(2,407,100)
E. Expenditures	6,299,206	3,302,235	3,113,798
F. Assignments to Fund Balance		-	-
G. Total Financing Uses, E+F	6,299,206	3,302,235	3,113,798
H. Ending Fund Balance, D-G	\$ (5,520,898)	\$ (5,520,898)	\$ (5,520,898)

The Recommended Budget confines the ability to operate Lake Nacimiento at ideal capacity and requires the Park Department to close down all operations and infrastructure systems at Lake San Antonio. Funding for permanent and temporary staffing, baseline maintenance and improvements and Invasive Species Protection Program (quagga mussel inspection) was reduced. Based on historical patterns, additional funding in excess of \$2.0 million is required in a low lake level year to cover cost of operations and maintenance. Augmentation requests totaling \$3.7 million were submitted to fill the gap between operating revenues and expenditures in the 2016-17 Recommended Budget.

Budget Hearings

Budget hearings for the FY 2016-17 Recommended Budget are scheduled to begin on Wednesday, June 1, 2016. The budget hearing schedule will be available online at the Monterey County Clerk of the Board's website on or around Friday, May 20, 2016.

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.

Appropriation Limits

COUNTY OF MONTEREY APPROPRIATION LIMITS FOR THE 2016-17 FISCAL YEAR Pursuant to Article XIII B of the California Constitution

<u>FUND</u>	<u>1978-79</u>	<u>Appropriation</u>	<u>Estimated</u>
	<u>Base Year</u>	<u>Limit</u>	<u>Tax proceeds</u>
County General and Library Funds	\$ 33,688,425	\$ 622,583,322	\$ 204,643,578
<u>Special Districts</u>			
052 CSA # 9 Oak Park	42,702	355,348	34,129
053 CSA # 10 Laguna Seca Ranch	9,658	80,370	-
055 CSA # 14 Castroville	530,743	4,416,616	-
056 CSA # 15 Serra Village, Toro Park	87,250	726,057	127,862
059 CSA # 20 Royal Estates	4,977	41,416	1,772
062 CSA # 25 Carmel Valley Country Club	9,339	77,715	31,856
063 CSA # 26 New Moss Landing Heights	1,026	8,538	2,321
066 CSA # 32 Green Valley Acres	1,836	15,278	3,205
069 CSA # 35 Paradise Park	5,283	43,963	4,538
072 CSA # 41 Gabilan Acres	2,727	22,693	7,249
076 CSA # 47 Carmel Views	5,013	41,716	16,170
077 CSA # 50 Rioway Track	944	7,856	981
079 CSA # 52 Cerro Del Oso	2,055	17,101	3,616
081 CSA # 54 Manzanita	219	1,822	1,046
085 CSA # 58 Vista Corado	1,406	11,700	2,065
086 CSA # 62 Rancho Del Monte	5,363	44,629	8,169
128 Storm Drain Maintenance # 2	17,628	146,693	20,549
129 Gonzales Slough Maintenance	5,955	49,555	4,283
151 Pajaro County Sanitation District	254,092	2,114,445	153,500
152 Moss Landing County Sanitation District	37,531	312,317	-

Recommendations

It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 1, 2016 at 9:00 a.m. to adopt the Fiscal Year (FY) 2016-17 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 2016-17 Recommended Budget on June 1, 2016 at 9:00 a.m. and continue Budget Hearings on June 3, 2016 beginning at 9:00 a.m. if necessary.
3. Authorize the County Administrative Office and Auditor-Controller to prepare the FY 2016-17 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, in the event that any unbudgeted/unassigned fund balance is available at year-end FY 2015-16, to allocate in the following order of priority:
 - a. Up to \$1,257,096 for support of the Sheriff's Office to re-pay the Vehicle Asset Management Program for patrol vehicles purchased in FY 2015-16 (Balance Sheet Account [BSA] 3116).
 - b. Up to \$450,000 for support of the pilot project to provide laboratory, radiology, and pharmacy services to improve health outcomes for undocumented residents, with the final amount to be determined by a reconciliation of unexpended project funds (BSA 3120).
 - c. For the *General Fund Contingency Assignment* (BSA 3113) to help cover unanticipated events or emergencies as prescribed in the County General Financial Policy 7.12.
 - d. For a new fund balance assignment, to be named the *General Capital Assignment* (BSA 3065), for support of capital projects, up to an amount of \$9,623,624 (including the \$5,623,624 already authorized to address implementation of jail improvements).
 - e. Up to \$500,000 for the *Public Safety Sales Tax Stabilization Assignment* (BSA 3128), to be renamed the *Revenue Stabilization Assignment*, for the purpose of stabilizing funding levels to County departments and/or external agencies in the event of a loss of revenue, such as Proposition 172 Public Safety Sales Tax and Transient Occupancy Tax Contributions.
 - f. For support of the *Strategic Reserve* (BSA 3111), not to exceed established Board policy of 10% of estimated FY 2016-17 General Fund revenues (excluding NMC Strategic Reserve).
 - g. For the Termination Assignment (BSA 3115), to be renamed the *Compensated Absences Assignment*, not to exceed the compensated absences liability as reported in the FY 2014-15 Comprehensive Annual Financial Report.
5. Increase appropriations for the Health Department (001-4000-HEA007-8096) up to \$450,000 for support of the pilot project to provide laboratory, radiology, and pharmacy services to improve health outcomes for undocumented residents, financed by unassigned fund in the General Fund, with the final amount to be determined by a reconciliation of unexpended project funds.
6. Increase appropriations for Natividad Medical Center (404-9600-8142-NMC002-7614) up to \$17,050,513 for transfers to 451-9600-8142-NMC001; and transfer up to \$27,062,469 from 451-9600-8142-NMC001 to 404-9600-8142-NMC002 for support of the NMC Capital Projects Fund for expenditures planned in FY 2016-17.
7. Authorize the County Administrative Office and Auditor-Controller to increase appropriations as necessary and transfer \$3.6 million from Natividad Medical Center Fund 451 to the General Fund 001 for assignment in the Strategic Reserve (BSA 3111) bringing NMC's total strategic reserve balance to \$17.8 million.
8. Rename the *Capital Projects Assignment* (BSA 3123), which contains funding for the County's share of cost for the jail expansion project, as the *Jail Addition Assignment*.
9. Authorize the County Administrative Office and the Auditor-Controller to release/assign from/to the following Assignments in accordance with program reconciliations completed by the County Administrative Budget Office at the end of FY 2015-16:
 - a. Vehicle Replacement (BSA 3116).
 - b. Laguna Seca Track (BSA 3129).
 - c. Information Technology (BSA 3124).
 - d. Jail Addition (BSA 3123)
 - e. New Juvenile Hall (BSA 3127)

10. Authorize the County Administrative Office to adjust the FY 2016-17 Adopted Budgets for the Other Funds under the authority of the Board of Supervisors to reflect the FY 2015-16 year-end final Available Fund Balance.
11. Authorize the County Administrative Office and Auditor-Controller to make adjustments if needed to position counts, appropriations, revenues, fund balances, etc. to correct clerical errors.
12. Consider approval and adoption of the *Resource Management Agency - Public Works Annual Work Program* for the Road Fund for Fiscal Year 2016-17. California Code of Regulations Section 994 - Road Construction & Maintenance Activity, and Streets & Highways Code Division 3, Chapter 1, Section 2007 require that a Road Fund Budget be submitted to the Board of Supervisors at the same time as other County departments submit their recommended budgets. The RMA - Public Works Annual Work Program outlines planned expenditures within the recommended Work Program (Road Fund) budget by project and activity. It details anticipated administrative, engineering, and reimbursable expenditures along with planned capital project expenses and maintenance activities.

Monterey County Financial Forecast

Introduction

The County Administrative Office is pleased to present the financial forecast for the County of Monterey. The forecast is the first step of the annual budget development cycle, which concludes with the adoption of a balanced budget by July 1 of each year. To meet this timeline, staff conduct a comprehensive mid-year review of planned spending and anticipated revenues for the current year, budget year (FY 2016-17), and two additional out years. The result of this review is an assessment of the County's financial health and service capacity in the current year and beyond.

Development of this forecast is a cooperative effort between all departments and the County Administrative Office. The County Administrative Office projects countywide discretionary revenues, with 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, transient occupancy tax trends, and County debt issues. Department heads and their staff provide critical expertise relevant to operational needs, estimated "program" revenues, and statutory requirements influencing their respective departmental forecasts. The County Administrative Office reviews and consolidates departmental forecasts into an overall financial analysis, including revenue assumptions and expenditure needs.

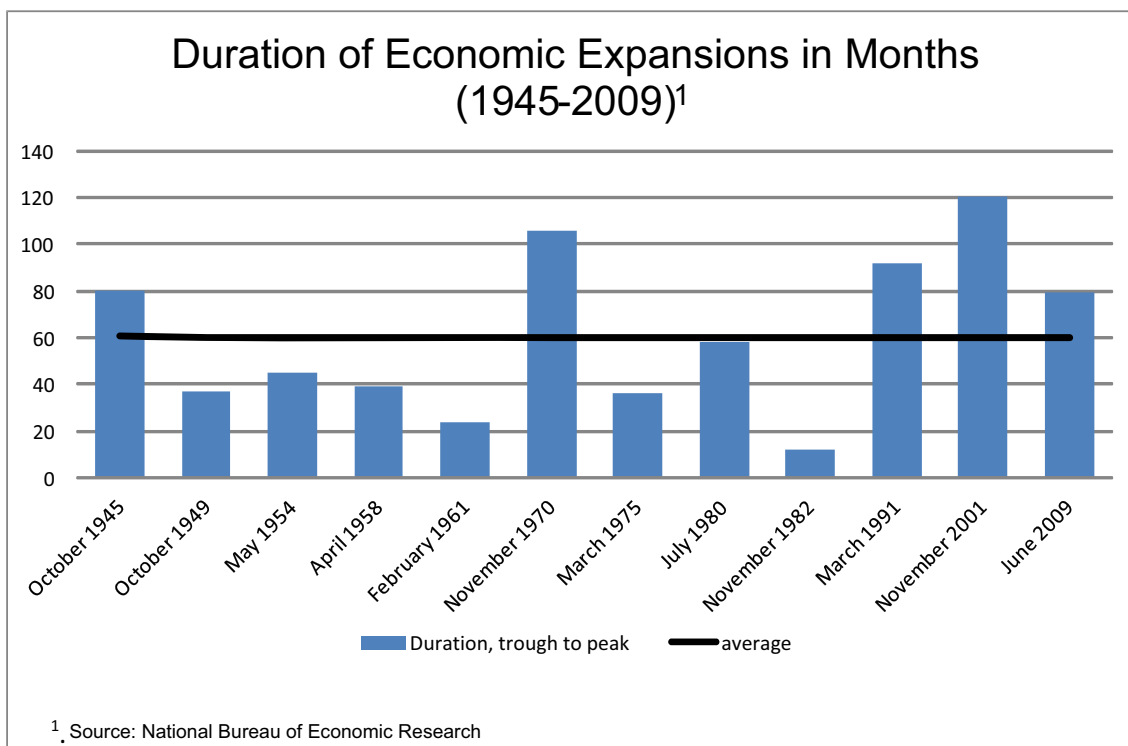
Approach and Assumptions

The forecast is neither a spending plan nor a projection of future policy or spending decisions at the federal, state, or local level. Rather, the forecast is an analysis of revenues and costs for existing levels of staffing and services within the context of current statutes and policies. The forecast includes employee salary and benefits changes as authorized under existing memorandums of understanding (MOUs) and scheduled employee step advances. The forecast also takes into consideration scheduled increases in PERS retirement rates and health insurance premiums. Revenue estimates are based on the most recent financial data and available information about federal and state funding levels. By comparing expenditures required to carry out existing operations to estimated resources, the forecast serves as a key financial management tool to guide the upcoming budget process and help preserve long-term financial stability.



The 2016 Monterey County Board of Supervisors, as shown above, includes from left to right: Dave Potter (representing Carmel, Carmel Valley, Big Sur, Pacific Grove, Pebble Beach, Monterey, Hwy 68, Las Palmas); Simón Salinas (representing East Salinas, Spreckels, Chualar, Greenfield, Gonzales, Ft. Hunter Liggett, King City, Soledad, Lake San Antonio, South County); Jane Parker (Chair, representing Del Rey Oaks, Marina, Sand City, Seaside, Southwest Salinas); John M. Phillips (representing Aromas, Boronda, Castroville, Las Lomas, Moss Landing, North Salinas, Pajaro, Prunedale, and Royal Oaks); and Fernando Armenta (representing most of urban Salinas).

Underlying the financial forecast is the assumption that the economy will continue to recover through the forecast period. This assumption should be carried with caution as the recovery has matured well beyond the average length of recoveries. Since World War II, there have been 11 economic expansions, defined as the phase when the economy (i.e., gross domestic product) moves from trough to peak. The current economic expansion has lasted since June 2009 for 79 months. In contrast, on average, expansions last only around 60 months while the previous 11 expansions lasted an average of 58 months. In consequence, the Department of Finance has modeled a recession for Fiscal Year 2017-18. Economic expansions do not last forever and as the table below notes, the current expansion has exceeded the average length of expansions by almost two years. With no shortage of foreign economic developments and market distress that could weigh in on the current economic outlook, a cautious tone towards the revenue outlook should be adopted.



This forecast assumes continuation of moderate growth through 2018-19 yet it should be underscored that any new budget commitments made in forecast years will increase the severity of cuts the County will have to make in an economic downturn. Given these uncertainties, the County's continued prudent financial management practices, including limiting new on-going commitments seem appropriate for the current environment.

General Fund Highlights

	FY 2014-15	FY 2015-16			FY 2016-17	FY 2017-18	FY 2018-19
	Actual	Adopted	Modified	Year-End Estimate	Forecast		
Available Financing:							
Unassigned Fund Balance	\$16.4	\$0.0	\$6.3	\$6.3	\$0.0	\$0.0	\$0.0
Cancellation of Assignments	3.1	17.9	17.9	17.4	11.7	9.7	8.4
Revenues	<u>572.3</u>	<u>584.6</u>	<u>585.1</u>	<u>572.8</u>	<u>592.2</u>	<u>597.0</u>	<u>606.3</u>
Total Financing Sources	\$591.8	\$602.5	\$609.3	\$596.6	\$603.9	\$606.7	\$614.7
Financing Uses:							
Assignments/Restrictions	36.8	0.0	0.0	0.0	0.0	0.0	0.0
Expenditures	<u>548.4</u>	<u>602.5</u>	<u>603.7</u>	<u>589.8</u>	<u>619.9</u>	<u>627.3</u>	<u>635.6</u>
Total Financing Uses	\$585.2	\$602.5	\$603.7	\$589.8	\$619.9	\$627.3	\$635.6
Unassigned Fund Balance	\$6.6	\$0.0	\$5.6	\$6.8	(\$16.0)	(\$20.6)	(\$20.9)

The General Fund is the main operating fund of the County. The table above summarizes general fund financial results for the prior fiscal year, current year, budget year, and two additional out years.

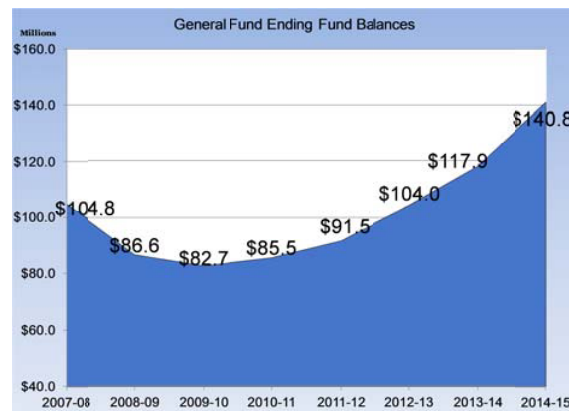
The Auditor-Controller's recently released *Comprehensive Annual Financial Report (CAFR)* identifies an unassigned fund balance of \$16.4 million at the beginning of the prior fiscal year and an ending unassigned fund balance of \$6.6 million. Revenues exceeded expenditures by \$23.9 million, mainly due to an increase in non-program revenue which included a \$12.8 million one-time state reimbursement of pre-2004 SB 90 mandate claims. In addition, revenue totals included a \$14.2 million transfer-in from assigned fund balance for the Juvenile Hall project. Excluding these two one-time events, expenditures would have exceeded revenues by \$3.1 million.

Since the recession, the Board has strengthened financial policies to restore balance between ongoing revenues and expenditures, ending the practice of using one-time gains in fund balance to finance ongoing operations. Under these policies, the County has invested year-end surpluses into shoring up its strategic reserve and other key investments. These investments have added to the County's ending fund balances each year, growing from \$82.7 million in 2009-10 to \$140.8 million at the end of last fiscal year. These strategic investments help prepare the County to weather the next recession and help pave the way for key infrastructure projects. A summary of ending fund balances and major investments of this fund balance for the general fund are identified in the charts below.

The largest commitment is the County's strategic reserve. The one-time increase in revenue helped finance a \$10.0 million increase last fiscal year to the Strategic Reserve. As a result of this one-time investment, the County's Strategic Reserve grew from \$60.3 to \$70.3 million, which includes \$14.2 million for Natividad Medical Center. The County has also reserved \$16.5 million to build the new juvenile hall and \$9.9 million for other capital projects (mostly the jail expansion). Other significant assignments include \$9.9 million to help meet the County's liability for leave accrual payouts, and \$8.1 million for the Vehicle Replacement Program. The

chart to the right identifies major assignments of general fund monies included in fund balances discussed above.

The County began 2015-16 with an unassigned fund balance of \$6.6 million. Subsequently, the Board authorized use of \$291,818 of the unassigned fund balance for the Small Business Loan Program, thereby reducing the unassigned fund balance to \$6.3 million. The general fund is expected to outperform expectations by \$1.1 million in the current year. Departments expect to end the current year with expenditures \$13.9 million below budget. Departments estimate year-end revenues \$12.3 million below expected amounts, mostly due to reduced reimbursement-based billings to federal and state agencies. In addition, the Vehicle Asset Management Program reduced its planned use of fund balance by \$0.5 million. The net result is a \$1.1 million estimated increase in current year unassigned fund balance for a total \$6.8 million.

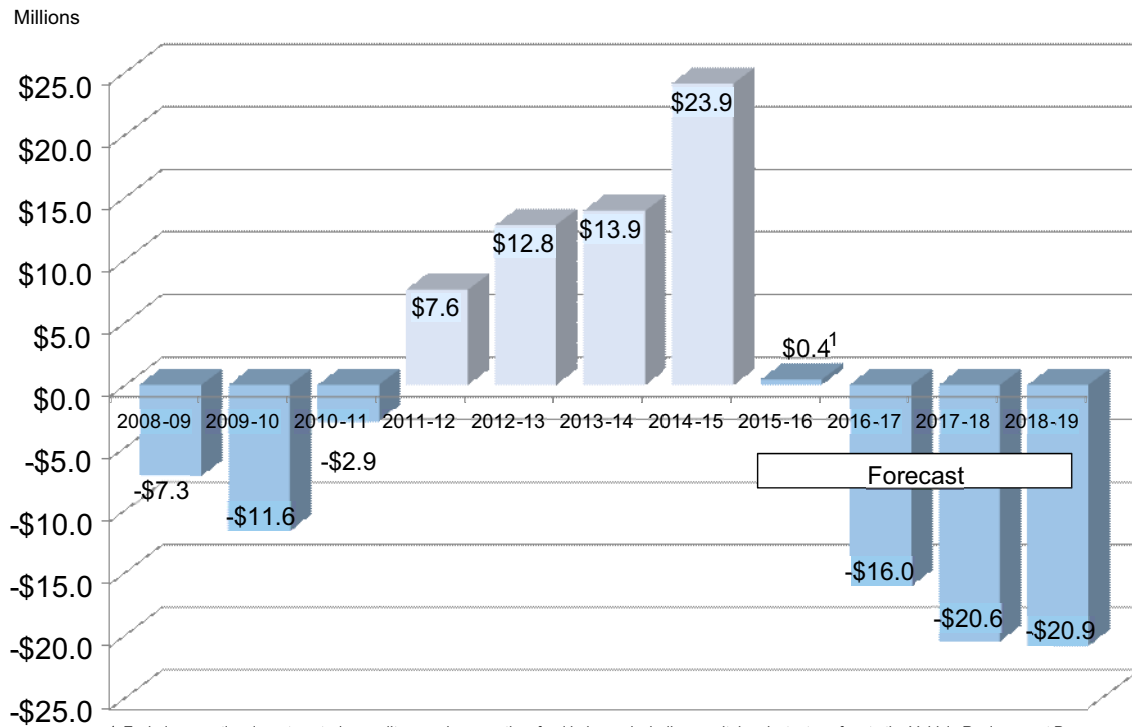


Major Assignments of Fund Balance	Current Amount
Strategic Reserve	\$70,292,695
Capital Projects	9,941,920
Juvenile Hall	16,537,638
Vehicle Replacement	8,053,066
Leave Accrual Payouts	9,853,593

Despite positive operating results, funding gaps re-emerge during the forecast period. Revenues continue to grow moderately with revenue streams surpassing pre-recession levels. However, inflation in the cost of doing business has consumed most of the revenue gains. Some of the current cost drivers will accelerate next fiscal year and while the economy continues to expand and the County revenues continue to grow, departments will be challenged to balance their budgets next fiscal year without service impacts.

The chart below displays recent years' annual operating surpluses and gaps, which measure the ability of an organization to maintain a balanced budget. Such a measure helps determine how well an organization is living within its means. During the recession, the County spent more than it earned in annual revenues, using up one-time savings to support the ongoing cost of operations. In contrast, the surpluses over the last four fiscal years indicate a more sustainable fiscal practice. Looking forward, a hypothetical deficit of \$16.0 million re-emerges in 2016-17 as new financial commitments and other inflationary pressures exceed growth in resources. Areas of increased costs include expenditures associated with the Jail litigation, recent action to fill previously unfunded Sheriff Deputy positions, the 21.3% increase in employee health insurance rates, and significant increases in costs for the Enterprise Resource Program (ERP) project. Not included in the projected deficits are future bargaining agreements, most of which expire at the end of 2015-16. These and other cost pressures will be covered in more depth later in this report.

General Fund Operating Surpluses/Gaps

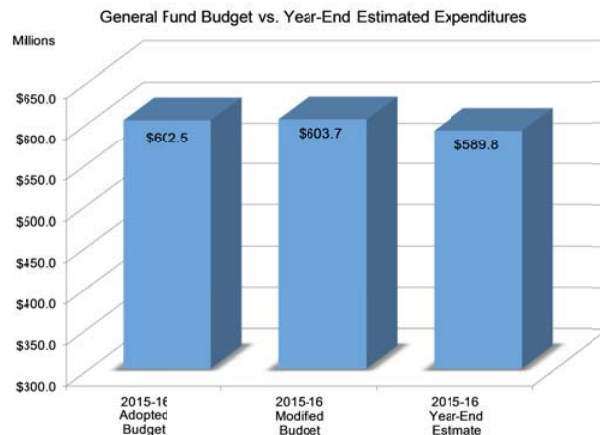


General Fund Expenditures

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 2015-16 Adopted Budget included appropriations of \$602.5 million. The budget grew by \$1.2 million over the course of the fiscal year and included a \$2.4 million increase to pay for the jail settlement lawsuit (funded by a transfer from the contingencies appropriation), a

\$200,000 transfer from contingencies to Economic Development for its strategic plan, a \$500,000 increase to implement a pilot project for uninsured Monterey County residents and \$499,972 increase for improvements at the Laguna Seca Track (funded by the reserve assignment for Laguna Seca). The general fund is expected to end the fiscal year \$13.9 million below budgeted expenditures. Major areas of unused appropriations include:

- The County Administrative Office estimates year-end expenditures \$479,229 below budget



mostly due to lower than anticipated replacement vehicle purchases for the Vehicle Asset Maintenance Program (VAMP).

- The Elections Department estimates year-end expenditures at \$631,891 below budget. The decrease in expenditures is largely due to a lower than projected number of districts requiring an election in November. As a result, the department expects a decrease in revenues from districts for reimbursement of cost of their portion of election.
- The Health Department estimates year-end expenditures at \$9.4 million below budget. Most of this is in salary savings predominantly in Clinic Services due to shortages in staffing which has not allowed the department to expand services as budgeted.
- The Department of Social Services estimates year-end expenditures at \$3.0 million below budget mostly due to a decline in entitlement costs for CalWORKS and General Assistance Program.

The unused appropriations were partially offset by projected over expenditures in several departments as described below.

- The Parks Department's general fund operations expect to end the current year \$99,903 over budgeted appropriations as a result of one-time costs related to campground repair and an increase in vehicle usage and replacement costs.
- The Probation Department expects it will need \$108,672 in additional appropriations to cover costs for the higher than projected number of retirements and annual leave accrual payouts. The department is taking steps to reduce costs in order to remain within their GFC.
- Resource Management Agency general fund operations expect to end the current year \$132,808 over budgeted appropriations, partially offset by \$80,950 in additional estimated revenues. The department experienced increases in property insurance and utilities which were partially offset by salary and benefit savings due to unfilled positions and slightly higher than budgeted revenues.
- The Sheriff's Office expects to exceed appropriations by \$1.7 million. The overage is largely due to filling 11 unfunded Deputy Sheriff-Operations positions and adding six new Custody Control Specialists.

Details about individual forecasted departmental operational results are provided in the departmental forecast summary section.

General fund expenditures have grown significantly since the recession. 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 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.

As part of its realignment of responsibilities to local government, the state required a new fund for behavioral health programs. In FY 2012-13, \$66.0 million was transferred to the new behavioral health fund. Even with the \$66.0 million transfer, overall expenditures have risen significantly under state-county realignment.

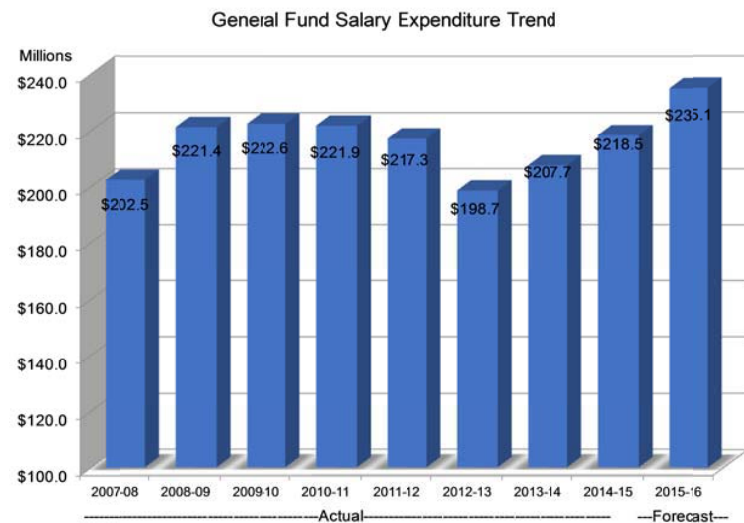
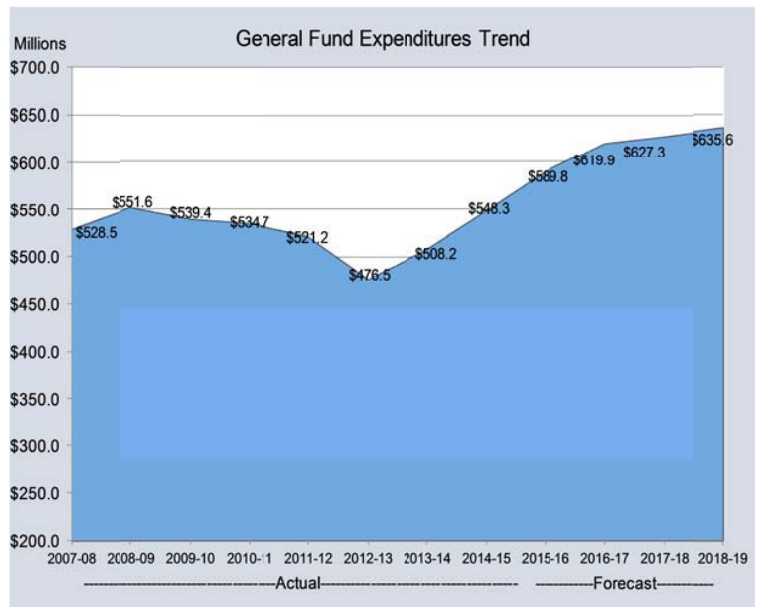
For the forecast years, costs are expected to increase substantially in the budget year, growing by a forecasted \$30.2 million in 2016-17. These increases are the expected result of increasing cost pressures, covered in depth below.

General Fund Cost Pressures

County departments continue to be constrained by the growing cost of running their programs. One area underlying this growth has been salary expenditures, which have increased beginning in 2013-14 due to raises authorized under current bargaining agreements. Most miscellaneous program (non-safety) employees received a 3.5% wage increase (in exchange for a 3.5% increase in their PERS contributions) in

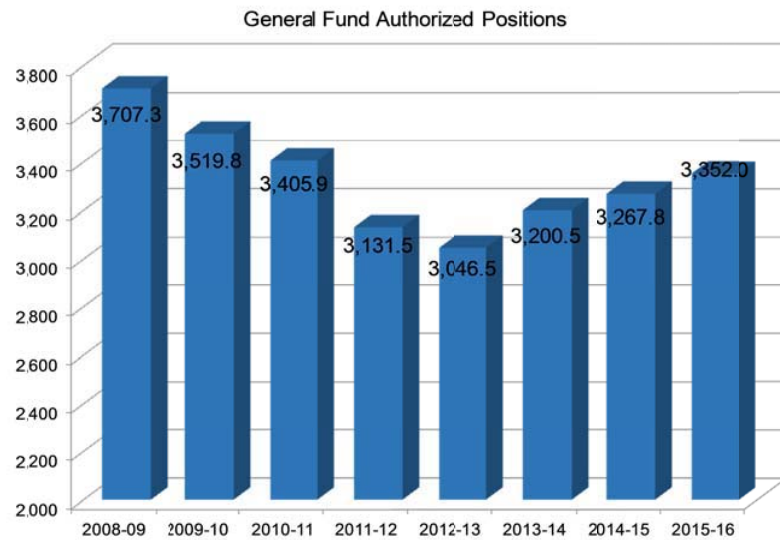
2013-14, followed by a 2.0% raise in 2014-15 and a 3.0% raise in 2015-16. Most safety employees received a 3.5% increase in 2013-14 in exchange for a 3.0% increase in their PERS contributions, plus a 1.0% increase in 2014-15 and a 2.0% increase in 2015-16. By the end of the third year, the bargaining agreements added an estimated \$15.4 million in annual general fund costs. The \$15.4 million estimate is independent of position growth.

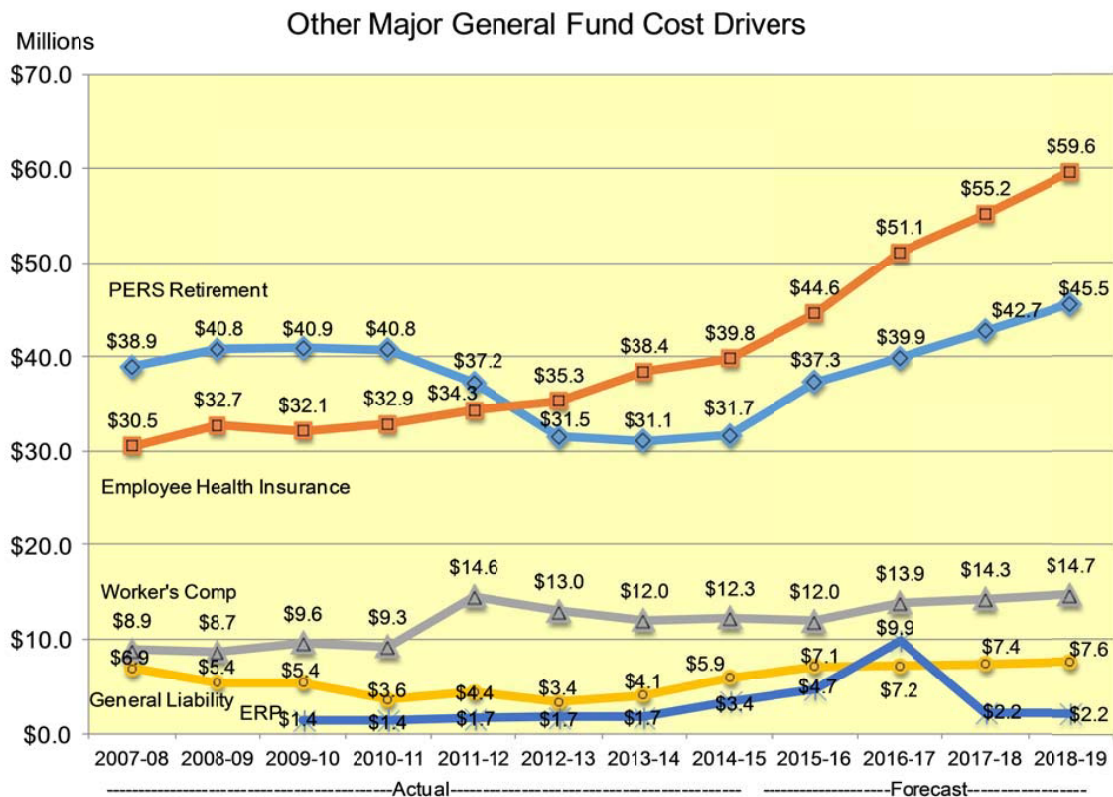
In addition, departments have added positions, particularly in the areas affected by state-county realignment and the Affordable Health Care Act. A total of 305 additional positions have been authorized just over the past two budget cycles. These position augmentations coupled with the pay raises beginning 2013-14 through 2015-16 increased salary expenditures from \$198.7 million in 2012-13 to an estimated \$235.1 million in the current year.



Other major cost drivers include employee retirement and health care, increased costs in the worker's compensation program, and County infrastructure and facility needs. These costs have constrained departments' capacity to meet staffing and service goals, and in many cases required organizational downsizing. Each year departments have reduced levels of authorized positions to submit balanced baseline budgets, hoping to

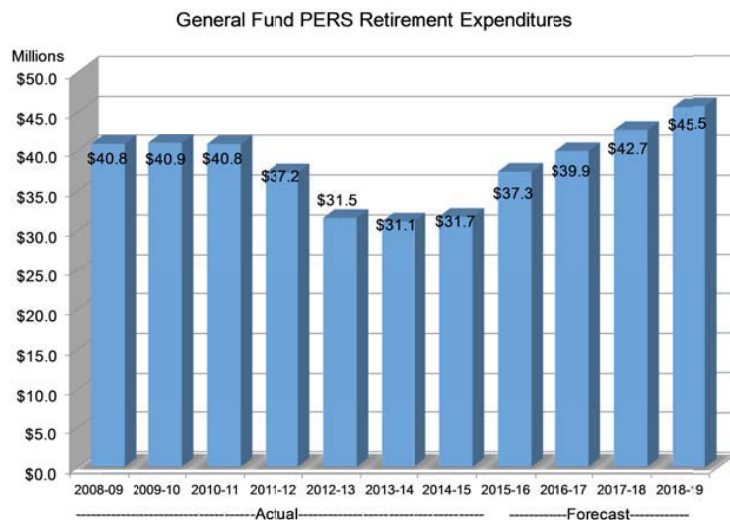
restore these positions through the augmentation request process. As seen in recent years' budget hearings, extensive efforts have been made by County staff and the Board to find ways to save positions and avert layoffs. The upcoming budget process is expected to present similar challenges, as departments again face increased costs and further erosion of discretionary funding to respond to these pressures. As mentioned previously in the forecast, the majority of current bargaining agreements expire at the end of the current fiscal year, as such; cost drivers do not include cost of any bargaining agreements or impacts thereof.





PERS Retirement Contributions

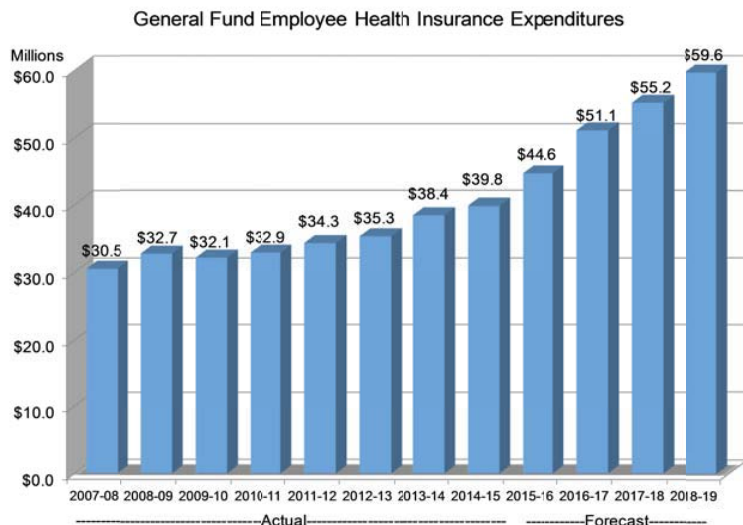
The County's contributions toward employee pensions declined after 2010-11 as employee associations entered into agreements to pay more towards their retirement. In 2013-14, *miscellaneous plan* employees further increased contributions from 3.5% to 7% of salary. These agreements produced significant savings and helped departments to weather budget reductions and avoid significant job losses. Yet, beginning in 2014-15 new developments began reversing this trend, specifically the change in CalPERS actuarial methodology to accelerate payment towards agencies' unfunded liability and having updated its demographic assumptions based on its recent study showing members are living longer and making higher salaries than previously estimated,



thus resulting in higher life-time benefits. The County's unfunded liability is currently at \$371.4 million based on the most recent actuarial analysis provided by CalPERS. CalPERS actuarial methodology and assumptions for future rates continue to require the County to increase its contributions. Rates for miscellaneous plan employees are now growing at about 0.4% of payroll in 2016-17 and 0.8% of payroll in 2017-18, while contributions for safety employees will rise 3.1% of payroll in 2016-17 and 2.3% of payroll in 2017-18. The result in PERS contributions is an estimated \$2.6 million increased cost in the budget year and a \$2.8 million increase in 2017-18 and 2018-19. Furthermore, future contribution rate volatility can be expected as CalPERS continues to refine its actuarial methods. In November 2015, the CalPERS Board approved a risk mitigation strategy that will incrementally lower the discount rate (expected rate of return) in years of good investment returns and help pay down the unfunded liability portion of the pension's fund. Lowering the discount rates will have the effect of increasing employer contribution rates in the future.

Health Insurance Costs

Since the recession, health insurance costs have increased approximately \$14.1 million. Some of this increase occurred during a recessionary period in which insurance companies limited their annual premium increases. However, recent premium changes have increased employee health expenditures significantly. The latest premium information provided by CalPERS increased PERS Choice, the most popular plan, by 21.26% in January 2016, increasing health insurance expenditures by an estimated \$6.4 million in 2016-17. Most of the increase is the direct result of premium growth. The assumed growth for health insurance in 2017-18 and 2018-19 is 8.0%, adding an estimated \$4.1 million and \$4.4 million respectively.



Internal Service Department Charges

In addition to the above salary and benefits cost drivers, departments are also facing rising charges from internal service programs. In 2015-16, the County began replacing its Enterprise Resource Planning (ERP) software which had reached the end of its useful life. Current year charges to departments to pay for the existing ERP maintenance as well as upgrade are projected at \$4.7 million and increasing an additional \$5.2 million in the next fiscal year. The Worker's Compensation Program is also projecting an increase of \$1.8 million in charges as part of the Risk Management Office's plan to move both the Worker's Compensation and General Liability Program to an 80% confidence level from the current confidence level of 70%.

Departmental Impacts

In response to these and other cost pressures, departments continue to operate in a prolonged period of fiscal constraint. The recovery in County revenues has not kept pace with the growing cost to operate at existing staffing and service levels. Excluding *Other Charges* which include mostly entitlement program payments, salary and benefit expenditures have grown from 68.8% of general fund expenditures in 2007-08 to a forecasted 75.6% of expenditures next fiscal year with departments continuing to cut out discretionary spending to make room for salary and benefit increases, PERS rate hikes, and rising health premiums paid on behalf of County employees. These increases, combined with projected internal service department charges and prior year's growth in other service department charges such as general liability charges and infrastructure replacement, have eroded many departments' capacity to afford current operating levels. As these cost pressures mount, the challenge of balancing future budgets will likely require more difficult choices ahead. These difficult choices will be made in the budget process underway and culminating in the budget hearings scheduled for June 1st.

Unfunded Operational and Capital Needs

In addition to departmental cost pressures, a number of major unfunded operating and capital needs were not included in the forecast as the forecast focuses on the future cost of providing existing services and projects. Currently, the projected cost of those needs totals approximately \$29.0 million and includes:

- \$5.8 million operating deficit in the Road Fund. Since 2014-15, the Road Fund has experienced a reduction in Highway User's Tax Allocation (HUTA) receipts. In 2012-13 the Road Fund received \$12.6 million and in FY 2016-17 it is projecting a receipt of \$8.4 million for a combined decrease of approximately 33.0%.
- \$1.5 million operating deficit in the Parks Lake and Resorts operations. The Parks Lake and Resorts operations continue to face challenges with declining revenues and recently closed Lake San Antonio.
- \$4.8 million for infrastructure improvements related to the Jail litigation for safety and violence prevention.
- \$4.0 million towards the Interlake Tunnel project.
- \$3.7 in various critical building repairs, including ADA improvements to the Schilling Place restrooms, youth center re-roofing, repairs for gas leak and transformers at the County Jail and Public Safety building.
- \$2.2 million operating deficit in the Health Department's Public Health unit. The Public Health unit is projecting a decrease in revenue for Targeted Case Management due to a reduction in referrals into the program.

The table below summarizes additional 2016-17 operating and capital needs. The list is not all-inclusive of current issues and it does not include future unknown needs.

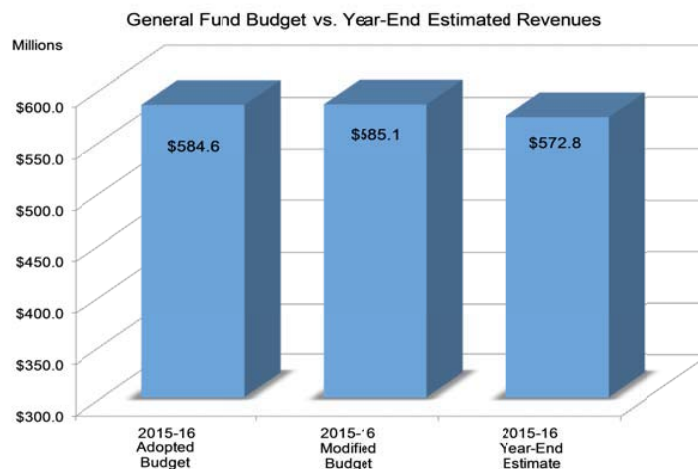
Finally, the forecast does not include any compensation changes associated with bargaining agreements. Most of the County's agreements expire at the end of the current fiscal year. As a general rule, each one percent of salary increase adds approximately \$2.6 million in general fund costs (\$4.2 million for all funds). Information collected from departments indicates roughly 20.0% of these costs would be billable to federal and state agencies, resulting in a net cost to the general fund of approximately \$2.1 million per 1.0% increase.

General Fund Revenues

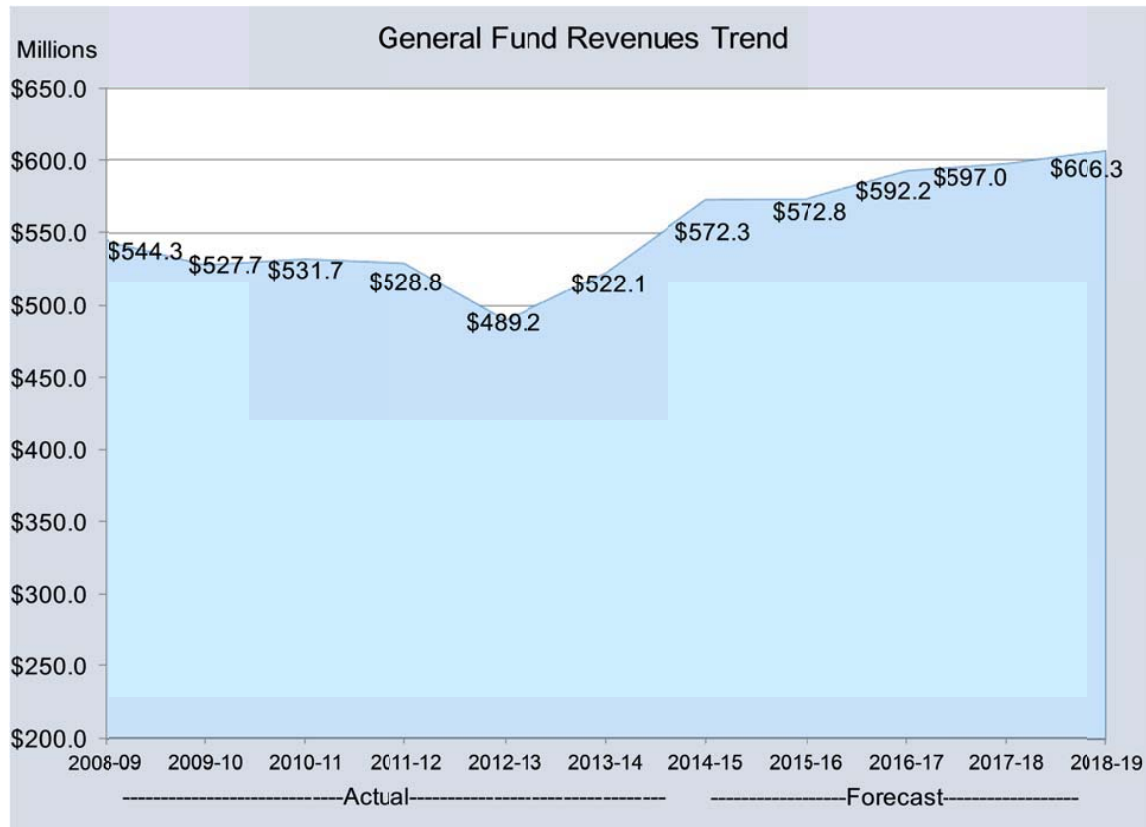
At an estimated year-end total of \$572.8 million, current year revenues reflect a shortfall of \$12.3 million (2.0%) compared to budget. As detailed earlier in this report, departments show a collective year-end reduction of \$13.9 million in expenditures. These results indicate that the majority of departments are taking actions to monitor their revenues throughout the year and adjust expenditures as needed to maintain budgetary balance.

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. However, this trend has changed since 2012-13. The transfer of specific state funds to the new behavioral health fund in 2012-13 is reflected as a reduction in the general fund in 2012-13. Most of the state and federal aid revenue remaining in the general fund supports mandated public assistance, health, and public safety programs. These sources of revenue have grown under state-county realignment along with

	2016-17 Needs
Forecasted Baseline Deficit	\$ 16.0
Operating Needs (not Included in Forecast):	
Parks - Resorts Operating Deficit	\$ 1.5
Health - Targeted Case Management	2.2
Road Fund - Operating Deficit	5.8
Jail Litigation - Staffing	1.7
Year 2 of Jail Patrol Car Purchase Program	1.5
	12.7
Non-recurring Capital Needs (not included in Forecast):	
Jail Litigation - Infrastructure Improvements	4.8
Interlake Tunnel	4.0
Unfunded Critical Building Projects	3.7
Parks Deferred Maintenance & Repairs	3.5
Critical Library Repairs	1.0
	17.0
Total Unfunded Needs	\$ 45.7
Future Labor Agreements	TBD
Medical Cannabis Regulatory Oversight	TBD

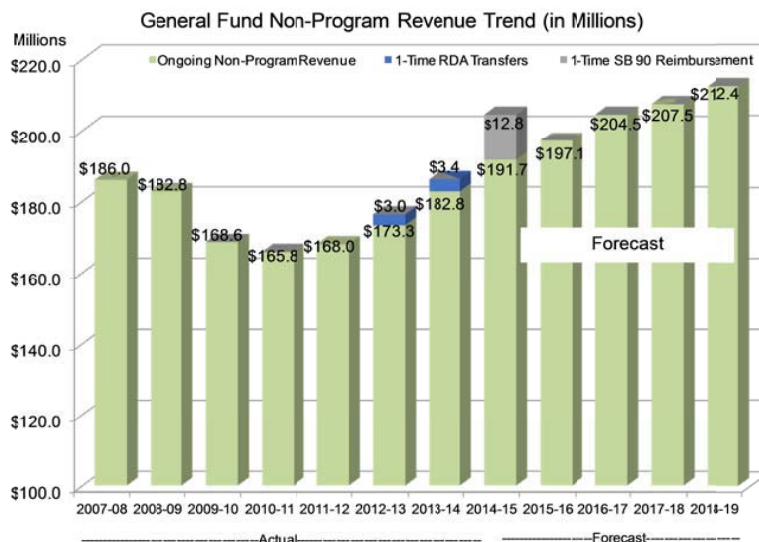


increased responsibilities and associated costs. Although state funding for general fund departments has remained relatively stagnant departments' cost of doing business continues to grow. For the budget year and first forecast year, state revenue is projected to remain fairly stable with a moderate growth in the last forecasted year. While the County's discretionary "non-program" revenue continues to grow, this growth is not expected to be sufficient to meet all of the departmental needs and close their funding gaps.



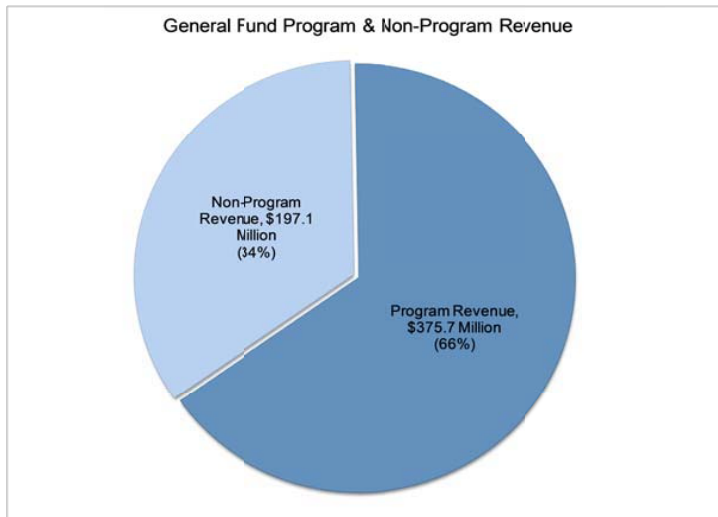
Non-Program Revenue

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

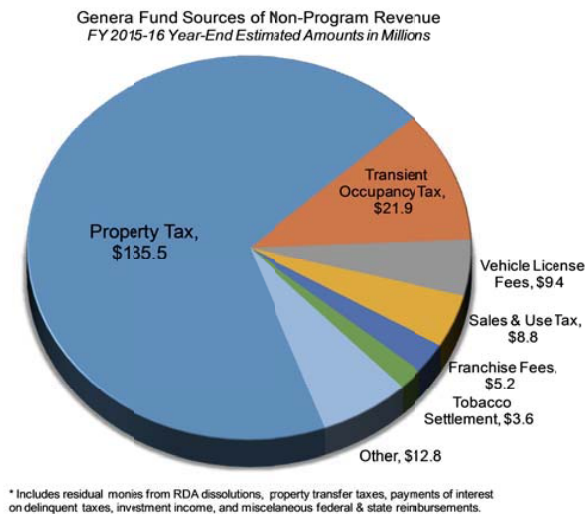


revenues include charges that pay for specific costs related to services provided, or license and permit charges, penalties, and fines and fees that reimburse for costs related to their purpose. Non-program revenues are the County's only true source of discretionary revenues and include property taxes, 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 through the annual budget process. Departments submit augmentation requests to address these funding needs. The County Administrative Office prioritizes requests and makes recommendations to the Board as part of the recommended budget presented at annual budget hearings. In recent years, priority for allocating growth in discretionary non-program revenue has been given to requests seeking to avert layoffs amid rising costs and to requests supported primarily by program revenues. Expectations are similar for the upcoming budget process.



For the current year, non-program revenue is expected to decline \$7.4 million from 2014-15 actuals, when the County received a one-time state payment of SB 90 claims of \$12.8 million. Excluding this one-time event, non-program revenue is estimated to grow \$5.5 million in 2015-16. For 2016-17, non-program revenue is forecasted to grow to \$204.5 million; an increase of \$11.7 million over the current year budgeted level. A more modest growth of \$3.0 million is projected for 2017-18 with a moderate recession modeled into the forecast.



* Includes residual monies from RDA dissolutions, property transfer taxes, payments of interest on delinquent taxes, investment income, and miscellaneous federal & state reimbursements.

Sources of non-program revenue are displayed in the chart above. Property tax revenue comprises the bulk of non-program revenue, totaling an estimated \$135.5 million (69%) of current year estimated non-program revenue. Transient occupancy tax, often referred to as a

hotel or room tax, is estimated at \$21.9 million, while sales and use tax revenue is estimated at \$8.8 million. Other significant sources of non-program revenue include vehicle license fees, tobacco settlement monies, and franchise fees. The County also receives property transfer taxes, investment income, payments of interest on delinquent taxes, and various state and federal reimbursements.

Property Tax

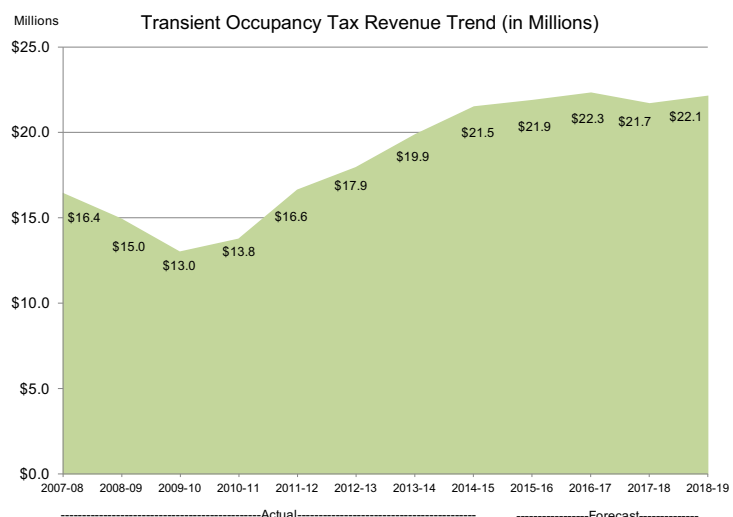
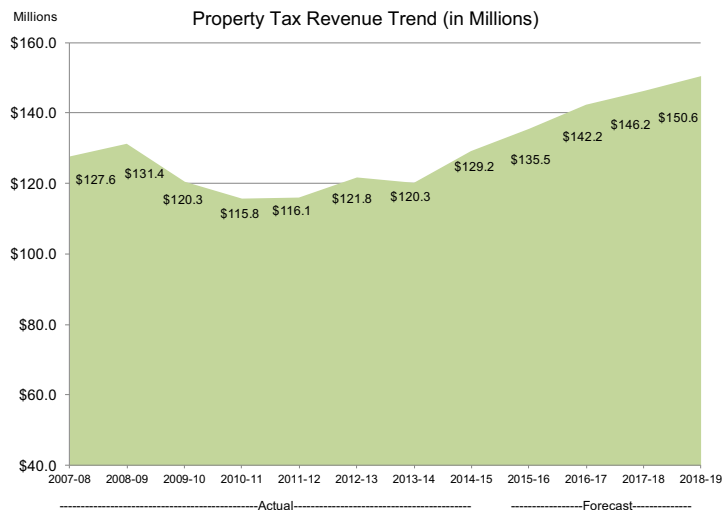
Revenues from property taxes sustained steep reductions through the economic downturn and its aftermath, declining \$15.6 million from peak to trough. This decline was a driving factor behind four years of budget reductions following the onset of the recession. Since that time, assessed values have begun recovering, with assessed values increasing 5.45% for the unincorporated area in 2015-16. The County Assessor projects a 5-6% increase in assessed values for

2016-17, with this forecast adopting the more conservative 5% of the range for 2016-17, which would yield approximately \$6.7 million in increased revenue. Annual growth of 3.0% is projected for the two out years of the forecast, which would produce annual revenue gains of \$4.0 million and \$4.1 million respectively. Even with a moderate recession, a projection of 2.0% growth for inflation and 2.0% for appreciation is plausible; however, our projections are based on a more conservative 3.0% overall growth.

Included in the property revenue estimates are improvements in supplemental tax revenue. In January, the County Assessor reported in his bi-annual report that the average supplemental assessment increased to \$248,880 in the current year, which remains below pre-recession levels but well above the \$62,658 average assessment in 2009-10, during the worst of the recession. The growth in assessed values translates into a current year estimate of \$1.8 million in this revenue source, a significant recovery from the 2009-10 level of \$673,584.

Transient Occupancy Tax (TOT)

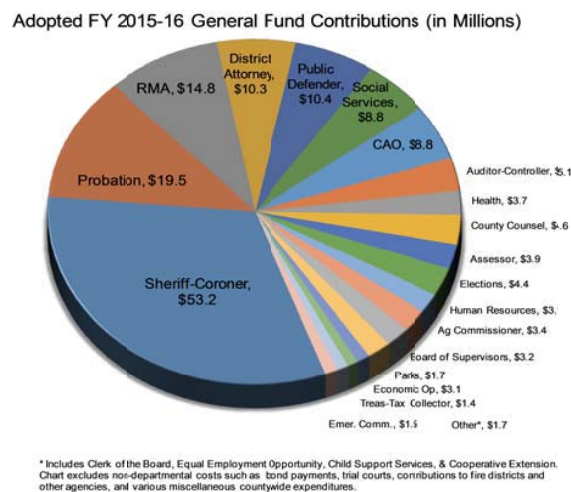
Monterey County relies on TOT as its second largest source of discretionary revenue. Often referred to as the “hotel tax,” TOT is the tax applied on hotel/motel



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 influence these revenues. The County's TOT revenue is estimated at \$22.3 million for next fiscal year, well above the \$13.0 million level during the recession. 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.

General Fund Contributions

The County uses its non-program revenue to finance departments' general fund contributions (GFC), which become the focus of the annual budget process. General fund contributions represent discretionary general fund revenue appropriated by the Board each fiscal year. Departments use these revenues to supplement program-specific revenues to finance operations. Preliminary estimates released to all departments in December 2015 assume total GFC available for appropriation in 2016-17 remains at the current year Board approved level for County departments, as displayed in the chart above.



Planning for the Fiscal Year 2016-17 Budget

The forecast is a planning tool to help policy makers identify potential outcomes under the existing business model. With this information, policy makers can adjust the current model to avoid unwanted consequences. That being said, one such recommended action is to temporarily defer any position related actions.

General fund departments had approximately 372 vacancies as of December 1, 2015 with an estimated 329 remaining unfilled as of February 8, 2016. From a budget perspective, these vacancies equate to approximately \$23.1 million in remaining current year expenditures and \$37.2 million in annualized expenditures in 2016-17. Not all vacancies result in savings to the County. In some cases, departments receive expenditure reimbursements from the state or federal government. Additionally, with rising cost pressures, some departments delay plans to fill vacancies to balance their budget and avoid impacts to existing staffing. The table below summarizes forecasted vacancies and associated estimated expenditures if filled by departments.

The funding gap emerging next fiscal year is more the result of growing expenditures than it is about revenues. Although some departments have experienced program-specific revenue losses, overall general fund revenues are forecasted to grow \$19.8 million (3.5%) next fiscal year compared to prior year actuals. Included in this revenue growth is \$11.7 million in discretionary non-program revenue growth. Meanwhile, departments forecast expenditures to grow \$71.5 million over prior year actuals. Part of this growth can be attributed to the forecast methodology which assumes that vacant positions will be filled. As discussed earlier, filling these vacancies adds an estimated \$37.2 million in costs to departments' forecasted expenditures.

Even without filling vacancies, the County still faces major increases in its cost structure.

Some of these costs are outside of our control (e.g., the 21.3% increase in health insurance premiums, increase in PERS rates, or the jail litigation), while other costs reflect the full year annualized costs of filling of 11 unfunded operations deputies and 6 custody control specialists in the jail and full-year financing costs associated with the East/West wing renovation. In addition, there is an array of unfunded operational and capital needs, including the Interlake Tunnel project, continuing operating gaps at the Lakes Resorts, and in the Road Fund, and a long list of deferred capital needs, from the deferred maintenance of park structures to critical repairs at our libraries. All of these important commitments add value to the County's residents, but the forecast is revealing that the County has reached its financial capacity to take on commitments without having to re-prioritize its existing programs and services. This financial strain has been building the last several years as cost pressures mounted and the County invested in deferred infrastructure needs and took on new responsibilities under state-county realignment.

Building next year's budget will require policy choices to relieve that strain. The County faces a \$16.0 million deficit in current services plus over \$29.0 million in other financial needs as described earlier. And these amounts exclude other important issues such as costs related to bargaining agreements. Funding these needs will require tough choices in the ensuing months as

County-wide Vacancies	CYE 2016 (7 mo)	Vacancies - Salary & Benefit Cost	Forecast 2016-17	Vacancies - Salary & Benefit Cost
General Fund Depts:				
Agricultural Commissioner	11	633,065	11	1,133,577
Assessor-County Clerk-Rec.	4	203,413	3	266,579
Auditor-Controller	9	784,447	7	1,130,151
Board of Supervisors	0	-	0	-
Child Support Services	6	343,511	5	619,606
Clerk of the Board	0	-	0	-
Cooperative Extension Service	0	-	0	-
County Admin Office	4	303,017	2	218,107
County Counsel	7	559,000	6	832,576
District Attorney	11	954,276	8	1,067,445
Economic Opportunity	0	-	0	-
Elections	0	-	0	-
Emergency Communications	11	646,065	8	838,336
Equal Opportunity Office	0	-	0	-
Health	115	6,691,243	118	14,087,198
Human Resources	5	399,069	4	535,752
Information Technology	13	1,021,801	14	1,962,890
Parks	4	236,790	6	629,389
Probation	23	1,412,100	19	1,567,439
Public Defender	2	138,429	2	242,110
Resource Management Agency	21	1,478,208	23	2,923,556
Sheriff-Coroner	38	2,742,043	17	1,985,300
Social Services	82	4,232,655	70	6,540,143
Treasurer-Tax Collector	6	358,451	6	627,511
Sub-total - GF	372	23,137,583	329	37,207,665
Non-GF Depts:				
Parks - Resorts (452)	1	54,485	1	95,579
Library (003)	8	334,629	8	587,153
NMC (451)	166	11,750,938	143.7	20,066,341
RMA - Roads & Bridges (002)	16	822,522	16	1,443,288
Health - Behavioral Health (023)	58	3,126,274	66.5	7,209,774
Sub-total - Other Funds	249	16,088,848	235.2	29,402,135
Total County	621	39,226,431	564.2	66,609,800

the County begins building next year's budget. Prioritizing these choices will be a key topic in the Department Heads budget workshop planned for March 31 and the subsequent budget workshop with the Board of Supervisors on April 12. In the meantime, the County Administrative Office will recommend several prudent measures at the Department Heads workshop and subsequently to the Board of Supervisors to place the County in a stronger financial position in the upcoming budget process and protect our existing services and the workforce that carries out those services. These recommendations include:

- **Immediate adoption of a temporary countywide hiring freeze.** There are currently an estimated 372 vacancies in general fund departments. The County Administrative Office recommends freezing all countywide hires (with the exception of Natividad Medical Center) unless a job offer or conditional job offer has been accepted. If this recommendation is adopted, the County Administrative Office would issue procedures for implementing the hiring freeze to departments. These procedures will include a process for exceptions in cases where departments can demonstrate (1) there is a critical and urgent need to fill the position and (2) the hire would not place at risk the department's existing employees/services.
- **Freeze recurring, non-essential expenditures.** Departments should take all steps necessary to review any discretionary, non-mission critical expenditures and avoid making new obligations or modifying existing commitments in a manner that would add costs next fiscal year. Examples of such commitments may include new purchases of equipment, increases to service contracts, or use of temporary employees.
- **Prioritization Plans.** The County Administrative Office recommends that departments submit information on potential budget reductions and the impacts of those reductions. Specifically, the County Administrative Office would provide departments with a template in which they would identify impacts of hypothetical reductions of up to 20% (in 5% increments) in their general fund contributions. The intent of this information is to prioritize potential areas of budget reduction, relying on the expertise of department heads as to their respective programs and priorities. The information will be discussed in the upcoming budget workshops and will be an important aspect to building next year's recommended budget.

These proposed recommendations are intended as temporary measures to be in effect through the end of the fiscal year until countywide budget needs have been prioritized and adopted by the Board. Such measures are offered in an abundance of caution to avert risks to the County's workforce and the services they deliver. The measures will be re-evaluated and either modified or discontinued after adoption of the budget. In addition to the proposed measures, the County Administrative Office recommends establishing an assignment "FY 2016-17 Critical Needs" to be funded by the estimated \$5.6 million modified budget unassigned fund balance. This assignment would be available to help meet some of the critical, non-recurring needs identified in this report.

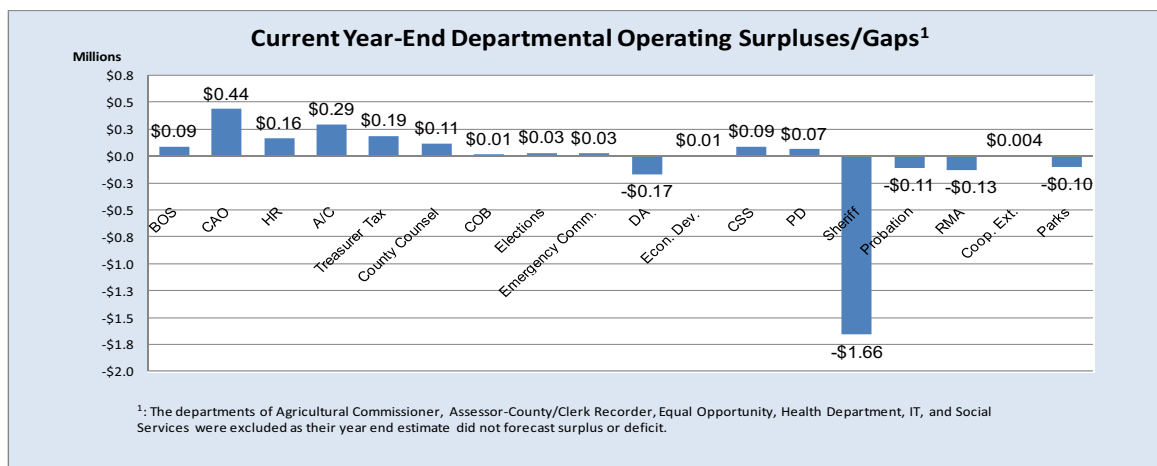
General Fund Departmental Forecasts

This section provides individual departmental forecasts, which compare forecasted needs (i.e., expenditures) based on current staffing and services to available financing. Available financing refers to a department's estimated program revenue plus baseline general fund contributions

adopted by the Board in support of ongoing operations. By comparing departments' forecasted need to a "baseline" amount of available funding, the resulting forecast summaries 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 discretionary general fund contributions 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. The 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 customer departments. 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.

Based on current year-end details, 19 departments estimate ending 2015-16 at or below Board authorized levels of GFC, with a combined surplus of \$1.5 million. In contrast, five departments expect to exceed current GFC authorizations by a combined \$2.2 million. The end result to the general fund is a potential year-end deficit of \$0.7 million in departmental operations. This deficit is offset by the higher-than-budgeted growth in non-program revenue, with the end result being an estimated \$1.1 million improvement to fund balance. In compliance with Board adopted policy, County Administrative Office 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. One of the department's critical revenue sources is from unclaimed gas tax which is 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, there are resulting reductions in program revenue in the following year. In an effort to maintain and maximize revenue, the Agricultural Commissioner attempts to balance annual expenditures against these funding dynamics. In forecasted years revenue is expected to slightly increase due to additional state contracts and an anticipated increase in the County's pro rata share of unclaimed gas tax. Expenditures are anticipated to grow at a higher rate than revenues. Increasing deficits in the forecast years are due to greater PERS retirement costs, health care costs, increased cost of supplies, namely vehicle and building maintenance costs and contributions to County capital projects.

Agricultural Commissioner	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 9,996,296	\$ 9,996,196	\$10,441,459	\$10,597,388	\$10,733,479
B. Revenue	6,399,117	6,399,017	6,527,026	6,532,305	6,537,863
C. Financing Need, A-B	3,597,179	3,597,179	3,914,433	4,065,083	4,195,616
D. Preliminary GFC*	3,597,179	3,597,179	3,397,179	3,397,179	3,397,179
E. Surplus/(Deficit), D-C	-	-	(517,254)	(667,904)	(798,437)

*Year End Estimate includes \$200,000 increase in appropriations to fund inspections for Zebra and Quagga Mussel

Assessor-County Clerk/Recorder – The Assessor-County Clerk/Recorder estimates it will end the current year within its budgeted GFC. Despite a significant increase in health care costs, Salaries and Benefits are within budget due to unexpected resignations and vacancies. Recordings in the Recorder's office are gradually increasing and revenues are expected to be slightly higher than estimated for the current year and continue to increase in forecasted years. The Assessor-County Clerk-Recorder is projecting deficits in the forecasted years as a result of step advances, PERS retirement costs, and rising health rates. These deficits are based on the assumption of GFC financing remaining flat in forecasted years.

Assessor-County Clerk/Recorder	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 7,885,735	\$ 7,897,927	\$ 8,437,019	\$ 8,562,724	\$ 8,795,767
B. Revenue	3,993,344	4,005,536	4,280,980	4,335,980	4,390,980
C. Financing Need, A-B	3,892,391	3,892,391	4,156,039	4,226,744	4,404,787
D. Preliminary GFC	3,892,391	3,892,391	3,892,391	3,892,391	3,892,391
E. Surplus/(Deficit), D-C	-	-	(263,648)	(334,353)	(512,396)

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 the cost plan, short-term borrowing and the annual audits. The table summarizes the finances for departmental operations. The Auditor-Controller estimates it will end the fiscal year with a surplus of \$292,683. The surplus is due to the challenges of filling the positions of Assistant Auditor-Controller and Systems Division Chief Deputy Auditor-Controller.

Auditor-Controller	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$6,020,973	\$ 5,721,060	\$5,798,537	\$7,091,222	\$6,831,806
B. Revenue	686,086	678,856	697,504	700,422	707,597
C. Financing Need, A-B	5,334,887	5,042,204	5,101,033	6,390,800	6,124,209
D. Preliminary GFC*	5,334,887	5,334,887	5,062,887	5,062,887	5,062,887
E. Surplus/(Deficit), D-C	-	292,683	(38,146)	(1,327,913)	(1,061,322)

*Year End Estimate includes increase in appropriations of \$394,000 for Systems Management offset by Interfund Reimbursements and the transfer of \$272,000 from GF Contingencies.

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 six months of the year, the Board's budget will end 2015-16 with a surplus of \$86,306. This is due in part to overall savings on personnel costs related to benefit elections, as well as the step placement on a previously vacant position. Accumulated savings across all districts on operational materials and supplies also contributed to the overall surplus. The deficits emerging in forecast years are driven by cost increases related to increases in PERS rates, health insurance premiums, and technology costs.

Board of Supervisors	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 3,155,387	\$ 3,069,081	\$ 3,282,786	\$ 3,355,593	\$ 3,417,352
B. Revenue	-	-			
C. Financing Need, A-B	3,155,387	3,069,081	3,282,786	3,355,593	3,417,352
D. Preliminary GFC	3,155,387	3,155,387	3,155,387	3,155,387	3,155,387
E. Surplus/(Deficit), D-C	-	86,306	(127,399)	(200,206)	(261,965)

Child Support Services - Child Support Services is funded entirely through federal and state subventions for mandated services. It is projected that the department's funding allocations by the State Department of Child Support Services will continue to stay relatively the same for the next three years. Employee salaries and benefits, charges by service departments and internal service funds, and other cost drivers are projected to increase. The negative GFC represents Countywide Cost Allocation Plan (COWCAP) recovery from these funding sources. The department is anticipating a need for general fund contribution in the upcoming years largely due to increases in health insurance premiums, workers' compensation, and upgrade costs associated with the County ERP system and information technology capital replacements. Unless other means are taken to offset escalating costs, the cost increases will impact Child Support Services' ability to maintain existing resources and to continue delivering an important service to the children and families of Monterey County.

Child Support Services	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 10,958,855	\$ 10,832,137	\$ 11,476,872	\$ 11,803,063	\$ 12,210,529
B. Revenue	11,344,177	11,128,610	11,460,954	11,787,144	12,194,609
C. Financing Need, A-B	(385,322)	(296,473)	15,918	15,919	15,920
D. Preliminary GFC	(385,322)	(385,322)			
E. Surplus/(Deficit), D-C	-	88,849	(15,918)	(15,919)	(15,920)

Clerk of the Board - The Clerk of the Board anticipates ending 2015-16 with an estimated GFC surplus of \$14,615. The surplus is due in part to filling a staff vacancy mid-year at a lower step, as well as nominal savings in services & supplies. Revenues from assessment appeal application filings are projected to remain flat in forecasted years. Expenditures are expected to continue rising in the forecast years due to step advances, increased benefit cost drivers and increased internal service charges for the IT and ERP systems.

Clerk of the Board	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 847,025	\$ 832,410	\$ 855,080	\$ 878,042	\$ 893,435
B. Revenue	20,000	20,000	20,000	20,000	20,000
C. Financing Need, A-B	827,025	812,410	835,080	858,042	873,435
D. Preliminary GFC	827,025	827,025	827,025	827,025	827,025
E. Surplus/(Deficit), D-C	-	14,615	(8,055)	(31,017)	(46,410)

Cooperative Extension - The year-end estimate for the Cooperative Extension is forecasted to have a surplus for 2015-16 of \$4,176 due to salary savings resulting from a leave of absence. The Cooperative Extension projects a GFC deficit emerging in 2016-17, increasing in 2017-18 and 2018-19. The largest increase in costs is from the service departments of IT and ERP, who pass along the impacts of their cost increases to customers. The increased deficit is also attributed to Salary and Benefit cost increases driven by step increases to salaries, PERS increases, health care rates, and a rise in Worker's Compensation.

Cooperative Extension	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 551,051	\$ 532,615	\$ 553,897	\$ 565,990	\$ 578,661
B. Revenue	133,398	119,138	122,487	124,056	125,655
C. Financing Need, A-B	417,653	413,477	431,410	441,934	453,006
D. Preliminary GFC	417,653	417,653	417,653	417,653	417,653
E. Surplus/(Deficit), D-C	-	4,176	(13,757)	(24,281)	(35,353)

County Administrative Office - The County Administrative Office (CAO) budget units are structured into two functional categories: CAO Non-Departmental and CAO Departmental. The CAO Non-Departmental has nine budget units and is associated with functions not directly related to CAO operations, including support of fire services in unincorporated areas, trial court MOE requirements, non-program revenue, medically indigent adult (MIA) obligations, operational contingencies, fleet operations, and debt financing. The table summarizes the finances for the CAO Departmental category which includes Administration and Finance, Budget and Analysis, Contracts/Purchasing, Intergovernmental and Legislative Affairs, Emergency Services, Community Engagement and Strategic Advocacy, Fleet Administration, and Vehicle Asset Management Program (VAMP). These operations estimate a combined year-end surplus of \$435,891 compared to budgeted amounts. The majority of the surplus is the result of lower than anticipated replacement vehicle purchases for VAMP. However, VAMP funding is maintained in a restricted assignment for a dedicated purpose, surplus funding is not available to cover the deficit in staffed divisions. The CAO is projecting deficits in the forecast years as a result of increased benefit expenditures in all staffed divisions. This deficit is offset in the forecast table by an anticipated future surplus resulting from decreased vehicle purchase needs in the VAMP.

County Administrative Office	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 9,432,488	\$ 8,696,722	\$ 9,929,035	\$ 8,176,622	\$ 7,047,509
B. Revenue	673,925	374,050	393,077	379,507	384,466
C. Financing Need, A-B	8,758,563	8,322,672	9,535,958	7,797,115	6,663,043
D. Preliminary GFC	8,758,563	8,758,563	8,758,563	8,758,563	8,758,563
E. Surplus/(Deficit), D-C*	-	435,891	(777,395)	961,448	2,095,520

*Year-end estimated surplus of \$435,891 results from a decrease in expenditures from VAMP. The funding for VAMP is maintained in a restricted assignment for dedicated purposes.

County Counsel - County Counsel estimates it will end the current year with \$7.6 million in general fund expenditures and \$328,553 in revenues, resulting in a year-end use of \$7.3 million in GFC. These results would produce an end-of-year surplus of \$114,618, due primarily to a surplus of \$202,000 under Risk Enterprises, as a result of suspended soil testing for Lake Nacimiento and San Antonio due to continuing drought conditions. The forecast reflects reduced expenditures and GFC because the FY 2015-16 budget included a one-time increase for the purpose of funding a litigation settlement and the purchase of PLL Fort Ord Insurance. The forecast also reflects estimated deficits resulting from vacation buy backs, higher health insurance and PERS contributions, and increases in prices for supplies and legal research services.

County Counsel	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$7,813,333	\$7,633,603	\$5,565,118	\$5,687,583	\$5,783,060
B. Revenue	393,665	328,553	328,553	328,553	328,553
C. Financing Need, A-B	7,419,668	7,305,050	5,236,565	5,359,030	5,454,507
D. Preliminary GFC*	7,419,668	7,419,668	4,619,668	4,619,668	4,619,668
E. Surplus/(Deficit), D-C	-	114,618	(616,897)	(739,362)	(834,839)

*Year End Estimate includes appropriations increase of \$2.4 million for Jail settlement offset by transfer from GF contingencies.

District Attorney - The Office of the District Attorney projects year-end expenditures of \$22.8 million, revenues of \$12.3 million and \$10.3 million in use of GFC, resulting in a year-end deficit of approximately (\$172,449). As a direct consequence involving high profile investigations including a substantial number of officer involved shootings, the recent murder of two children that required investigators to spend significant time in Northern California, and the ongoing increase for discovery of digital evidence by defense lawyers, the department is

experiencing higher-than-budgeted expenditures in overtime and trial preparation costs. The department is working diligently to absorb expenditures with current revenue sources. Additionally, revenues are below budget due to some grant related expenditures being below our anticipated budget and thereby reducing the amount of revenues to offset ongoing expenditures. The department is working to mitigate the estimated deficit through careful use of resources over the remainder of the fiscal year. The forecast also indicates deficits ranging between \$888,000 and \$1.3 million in the forecast years. These deficits are due to forecasted salary step increases and estimated increases in other categories such as employee health insurance.

District Attorney	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 23,345,763	\$ 22,846,144	\$ 24,191,225	\$ 24,414,296	\$ 24,712,100
B. Revenue	13,004,658	12,332,590	12,962,556	13,034,627	13,089,717
C. Financing Need, A-B	10,341,105	10,513,554	11,228,669	11,379,669	11,622,383
D. Preliminary GFC	10,341,105	10,341,105	10,341,105	10,341,105	10,341,105
E. Surplus/(Deficit), D-C	-	(172,449)	(887,564)	(1,038,564)	(1,281,278)

Economic Development Department - The Economic Development Department's (EDD) general fund units estimate year-end expenditures of \$3.3 million, revenues of \$14,927 and \$3.3 million in use of GFC. Compared to budgeted GFC, the department estimates ending the year with a small surplus of \$8,742. This is due to an under estimated interest on loan payments. EDD projects a deficit emerging starting in FY 2016-17. Approximately \$142,000 of the deficit is due to additional Transient Occupancy Tax (TOT) expenses related to the Development Set Aside program. The balance of the deficient is due to increased salaries, corresponding benefits, a significant increase in the ERP Upgrade and ITD Capital Improvements. The deficit continues to rise in FY 2017-18 and FY 2018-19 primarily due to salary and benefit cost increases. Unless other means are taken to offset escalating costs, the increase will impact EDD's ability to maintain existing resources and to continue to promote economic vitality and development in the County of Monterey.

Economic Development	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$3,285,149	\$3,287,069	\$3,302,704	\$3,331,039	\$3,358,522
B. Revenue	4,265	14,927	-	-	-
C. Financing Need, A-B	3,280,884	3,272,142	3,302,704	3,331,039	3,358,522
D. Preliminary GFC*	3,280,884	3,280,884	3,080,884	3,080,884	3,080,884
E. Surplus/(Deficit), D-C	-	8,742	(221,820)	(250,155)	(277,638)

*Year End Estimate includes appropriations increase of \$200,000 for Economic Development Strategic Plan offset by transfer of GF Contingencies.

Elections - Elections administers all federal, state, county, and local public elections. Departmental expenditures and revenues vary based on the number of scheduled elections and unscheduled special elections in a given year. The Department expects to end the current year within its budgeted General Fund Contributions (GFC). Both expenditures and revenues are estimated to be significantly lower compared to the adopted budget due to half as many districts requiring an election in November as originally anticipated. While this resulted in lower expenditures, it also directly reduced the revenue which comes from local districts that reimburse the cost of their portion of the election. Projected expenditures and revenues reflect estimated charges for one scheduled presidential election in FY 2016-17, three scheduled elections in FY 2017-18, and a statewide general election in FY 2018-19. Surpluses in forecast years arise from flat GFC financing assumptions while services and supplies (including ballot printing, postage, and translation) are projected to decrease due to smaller or fewer elections in future years as compared to the current fiscal year.

Elections	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 5,458,012	\$4,826,121	\$ 4,373,834	\$5,018,013	\$ 4,092,416
B. Revenue	1,033,500	431,500	913,500	813,500	1,213,500
C. Financing Need, A-B	4,424,512	4,394,621	3,460,334	4,204,513	2,878,916
D. Preliminary GFC	4,424,512	4,424,512	4,424,512	4,424,512	4,424,512
E. Surplus/(Deficit), D-C	-	29,891	964,178	219,999	1,545,596

Emergency Communications - During 2015-16, the Emergency Communications Department (ECD) is in full implementation of replacement of the 911 Computer Aided Dispatch (CAD) system project. Because of the awarding of a \$1 million federal Urban Areas Security Initiative (UASI) grant, the ECD expects to end the fiscal year under the adopted budget's appropriations by \$25,163. The surplus was partially driven by savings in services and supply expenses. Additionally, \$864,618 is expected to be moved out of the ECD's reserve account to be used in the completion of the Next Generation Radio System (NGEN) project. Due to delays, these monies were collected from participating agencies but were not expended as budgeted in previous fiscal years. The project is within a year of completion.

Emergency Communications	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 12,990,726	\$ 12,911,915	\$ 12,230,673	\$ 12,072,854	\$ 12,532,137
B. Revenue	11,498,804	11,445,156	10,423,307	10,423,307	10,423,307
C. Financing Need, A-B	1,491,922	1,466,759	1,807,366	1,649,547	2,108,830
D. Preliminary GFC	1,491,922	1,491,922	1,491,922	1,491,922	1,491,922
E. Surplus/(Deficit), D-C	-	25,163	(315,444)	(157,625)	(616,908)

Equal Opportunity Office - The Equal Opportunity Office (EOO) expects to end 2015-16 within budget. The forecasted increases in 2016-17, 2017-18 and 2018-19 are the result of increased costs related to the ERP upgrade, IT upgrade and higher salary and benefits costs (employee step advances, rising PERS contributions, etc.).

Equal Opportunity	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 798,102	\$ 798,102	\$ 948,453	\$ 970,548	\$ 949,241
B. Revenue	-	-	-	-	-
C. Financing Need, A-B	798,102	798,102	948,453	970,548	949,241
D. Preliminary GFC	798,102	798,102	798,102	798,102	798,102
E. Surplus/(Deficit), D-C	-	-	(150,351)	(172,446)	(151,139)

Health – The Health Department provides a wide array of services including but not limited to animal services, behavioral health, public health, clinic services, public guardian/conservator/administrator, emergency medical services, and environmental health. The Department estimates year-end expenditures of \$74.6 million, revenues of \$70.4 million, and a financing need of \$4.3 million at year-end. The Department is anticipating a need for increased general fund contribution in the three outlying years predominantly due to County ERP system upgrades and capital needs, County information technology upgrades and replacements, and employee health benefit increases.

Health Department (General Fund)	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$84,016,600	\$74,612,610	\$83,155,267	\$83,626,136	\$84,865,974
B. Revenue	79,766,774	70,362,784	78,099,124	78,009,177	78,249,211
C. Financing Need, A-B	4,249,826	4,249,826	5,056,143	5,616,959	6,616,763
D. Preliminary GFC*	4,249,826	4,249,826	3,749,826	3,749,826	3,749,826
E. Surplus/(Deficit), D-C	-	-	(1,306,317)	(1,867,133)	(2,866,937)

*Year End Estimate includes appropriations increase of \$500,000 for healthcare coverage of uninsured offset by transfer of GF Contingencies.

Human Resources – The Human Resources Department projects expenditures of \$2,911,698 and a general fund financing need of \$3,071,789, resulting in a year-end general fund financing surplus of \$160,091. This surplus is attributed to two partial year vacancies in hard to fill positions including the Human Resource Director. Forecasted years are projecting deficits that increase annually as a result of increases in the costs of services and supplies, and significant increases for benefit expenditures. In addition, funding for positions assigned to the ERP project will end beginning in 2017-18 adding to the overall deficit in funding for current staffing levels.

Human Resources	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 3,076,789	\$ 2,911,698	\$ 3,263,976	\$ 3,580,075	\$ 3,708,919
B. Revenue	5,000	-	5,000	5,000	5,000
C. Financing Need, A-B	3,071,789	2,911,698	3,258,976	3,575,075	3,703,919
D. Preliminary GFC	3,071,789	3,071,789	3,071,789	3,071,789	3,071,789
E. Surplus/(Deficit), D-C	-	160,091	(187,187)	(503,286)	(632,130)

Information Technology - The Information Technology Department (ITD) recovers all departmental costs through charges for services it provides, reflecting a net zero as the anticipated bottom line for all years included in this report. Aside from its operational charges, ITD implemented Capital Improvement Projects (CIP) to replace ITD Infrastructure as of 2014-15. These CIP costs while captured separately from operational costs, are recovered in entirety via charges to the users that benefit from each of the particular projects. ITD CIP costs and operational costs alike are included in both Information Technology and customer department budgets. The three-year forecast is based upon status quo of operational expectations, but reflects estimated fluctuation of planned capital replacement project costs. Estimated CIP costs included

in this three-year forecast are estimated at \$3,010,621 for 2016-17, \$2,800,600 for 2017-18, and \$2,665,000 for 2018-19.

Information Technology	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 22,163,336	\$ 22,163,336	\$ 22,255,425	\$ 20,472,392	\$ 20,579,768
B. Revenue	684,120	684,120	445,730	445,730	445,730
C. Financing Need, A-B	21,479,216	21,479,216	21,809,695	20,026,662	20,134,038
D. Current Charges	21,479,216	21,479,216	21,809,695	20,026,662	20,134,038
E. Surplus/(Deficit), D-C	-	-	-	-	-

Parks - The Parks Department is projecting a potential \$99,903 deficit for 2015-16 due to increasing costs. The department is facing increasing vehicle usage and replacement costs due to the need of a pickup truck for Royal Oaks Park, and higher-than budgeted actual fleet charges. In addition, a one-time campground repair and the prolonging drought increased operating costs. The Department is reviewing and identifying areas where costs can be reduced in order to eliminate the deficit by fiscal year-end. The Department projects potential deficits in its general fund operations for the three-year forecast period due to revenues remaining flat and increased employee salary and benefits, general liability program charges, replacement of vehicles not in fleet program and repair of buildings.

Parks (General Fund)	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$6,002,608	\$6,325,098	\$7,018,203	\$7,027,659	\$7,269,732
B. Revenue	3,799,698	4,022,285	3,698,091	3,730,617	3,816,340
C. Financing Need, A-B	2,202,910	2,302,813	3,320,112	3,297,042	3,816,340
D. Preliminary GFC*	2,202,910	2,202,910	1,682,938	1,682,938	1,682,938
E. Surplus/(Deficit), D-C	-	(99,903)	(1,637,174)	(1,614,104)	(2,133,402)

*Year End Estimate includes appropriations increase of \$499,972 for major improvements at the Laguna Seca Track offset by release of funds from the Laguna Seca Track Maintenance and Repairs Assignment.

Probation - The Department's 2015-16 year-end estimates reflect expenditures of \$42.8 million, revenue of \$23.2 million and general fund contributions (GFC) of \$19.5 million. Based on this estimate, the Department will exceed the current GFC budget by \$108,672. The projected overage is based on unbudgeted costs for a higher than expected number of retirement and annual leave accrual payouts. The total payout costs were estimated at \$389,962 and were partially offset by savings from overtime and supply reductions. Probation will continue to closely monitor its operations and is taking steps to reduce costs in order to remain within the authorized GFC budget. The forecast for 2016-17 through 2018-19, which assumes a static GFC contribution, indicates deficits ranging from \$3.2 and \$6.0 million. The deficits are attributable to increased expenditures outside of the Department's control and revenue that is estimated to continue at levels similar to the current year. The increased expenditures result from higher PERS contributions and cost increases for health benefits, workers compensation insurance, capital replacement and upgrade costs for the County ERP system, and information technology service department operating and infrastructure charges.

Probation	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 42,743,962	\$ 42,830,414	\$ 46,117,025	\$ 47,081,552	\$ 49,174,855
B. Revenue	23,255,017	23,232,797	23,464,812	23,555,420	23,646,028
C. Financing Need, A-B	19,488,945	19,597,617	22,652,213	23,526,132	25,528,827
D. Preliminary GFC	19,488,945	19,488,945	19,488,945	19,488,945	19,488,945
E. Surplus/(Deficit), D-C	-	(108,672)	(3,163,268)	(4,037,187)	(6,039,882)

Public Defender - The Public Defender's function consists of two budget units: the Alternate Defender (ADO) and Public Defender (PDO). The two units estimate combined year-end expenditures of \$10.9 million, revenue of \$493,012, and ending general fund contributions of \$10.4 million. Compared to budget, the Department and both of its units would end the current year \$65,151 under its currently authorized GFC. It is likely however, that the department will need this estimated balance and perhaps more to cover newly appointed capital cases, and the increasing misdemeanor appeals cases. The Department projects deficits in the forecast years due to ongoing trial related costs of the capital cases and anticipated continuing increases in serious and/or violent felonies that cause conflicts due to multiple defendant cases or cases where the PDO or ADO has or is representing victims or witnesses. Adding to the deficits are earned step advances, promotions, retirement costs, infrastructure and service costs, upgrade of aging computers and software, and the records imaging project to keep pace with the Superior Court's new systems.

Public Defender	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$10,916,835	\$10,860,763	\$11,799,096	\$12,169,954	\$12,381,690
B. Revenue	483,933	493,012	540,500	540,500	540,500
C. Financing Need, A-B	10,432,902	10,367,751	11,258,596	11,629,454	11,841,190
D. Preliminary GFC	10,432,902	10,432,902	10,432,902	10,432,902	10,432,902
E. Surplus/(Deficit), D-C	-	65,151	(825,694)	(1,196,552)	(1,408,288)

Resource Management Agency (General Fund) - The 2015-16 current year estimates for the Resource Management Agency (RMA) reflects an overall general fund contribution deficit of \$132,808. While there is salary and benefit savings of \$584,206 projected due to unfilled positions, these savings are offset by increased costs in property insurance and utilities, as well as lower reimbursement of staff costs due to the unfilled vacancies which total \$797,964, resulting in expenditures exceeding appropriations by \$213,758. The current year estimate for utilities, excluding Schilling, is still projecting to exceed the Board Approved Budget by \$255,000 which is contributing to the deficit shown. RMA is projecting higher revenue receipts of \$80,950 which will help to offset some of the increased expenditures; however this increase in revenue is not enough to overcome the projected net deficit in its general fund contribution of \$132,808. RMA will continue to closely monitor its operations including utilities costs and follow up with the Board before the end of the fiscal year if it looks like RMA is not able to absorb the \$132,808 within the current general fund allocation.

At this time, assuming general fund contributions remain flat for in 2016-17 RMA anticipates a GFC shortfall of approximately \$1.6 million. Increases in PERS, employee health insurance and other benefits accounts for \$1.0 million of the \$1.6 million increase. Services, supplies and other costs are projected to increase by \$328,000 as a result of increased risk management charges such as property insurance, as well as increases in internal service department charges from ITD, ERP, and Fleet. The net result of increased costs to RMA's general fund Units is \$1.3 million. In addition, revenue receipts are projected to decrease by \$340,915 due to a reduction in one-time grant funds (Coastal Impact Assistance Program (CIAP) and Department of Water Resources (DWR)). The net impact on RMA's general fund is \$1.6 million. With the continued significant growth in costs outside the control of the agency, RMA states it will be unable to maintain current staffing levels resulting in substantial reductions in existing service levels unless other funding becomes available.

Resource Management Agency (General Fund)	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 25,888,094	\$ 26,101,852	\$ 27,276,104	\$ 27,676,022	\$ 28,281,751
B. Revenue	11,006,868	11,087,818	10,746,903	10,668,583	10,685,811
C. Financing Need, A-B	14,881,226	15,014,034	16,529,201	17,007,439	17,595,940
D. Preliminary GFC	14,881,226	14,881,226	14,881,226	14,881,226	14,881,226
E. Surplus/(Deficit), D-C	-	(132,808)	(1,647,975)	(2,126,213)	(2,714,714)

Sheriff-Coroner - The Sheriff's Office expects to end the current year with \$90.9 million in expenditures, \$36.0 million in revenues, and general fund contributions of \$53.2 million. Compared to budget, the Office estimates that it will exceed the budgeted GFC in 2015-16 by \$1.7 million. Factors contributing to the potential deficit include filling unfunded positions and related supply costs such as tuition for the basic police academy and safety equipment. Additionally, the Office anticipates deficits in the forecast years due to increasing costs related to PERS retirement, health insurance premiums, and allocated costs such as Workers' Compensation insurance premium and Enterprise Resource Planning (ERP) system upgrade costs.

Sheriff	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 89,240,219	\$ 90,862,879	\$ 94,801,916	\$ 95,117,027	\$ 95,988,582
B. Revenue	36,067,794	36,029,895	35,486,653	35,545,792	35,625,688
C. Financing Need, A-B	53,172,425	54,832,984	59,315,263	59,571,235	60,362,894
D. Preliminary GFC	53,172,425	53,172,425	53,172,425	53,172,425	53,172,425
E. Surplus/(Deficit), D-C	-	(1,660,559)	(6,142,838)	(6,398,810)	(7,190,469)

Social Services - The Department of Social Services (DSS) estimates year-end expenditures of \$178.9 million, revenue of \$170.4 million and general fund contribution of \$8.5 million. The current year-end estimated expenditures are less than budget primarily due to a slight decline in entitlement costs for CalWORKs and General Assistance Programs than were projected in the budget. Estimated year-end revenues decreased due to the reimbursement by the State and federal government which only provides funding based on actual expenses. It should be noted that the year-end estimate was completed at a time when only one quarter of fiscal data was available to estimate earned revenues, as a result these estimates may change before year-end closing.

The estimated deficits for the forecast years are directly related to mandated increases in cost of doing business. These include increases in: employee benefits, increased charges by service

departments and internal service funds, State mandated COLAs for Foster Care and Adoption Assistance, and a statutory 3.5% increase in the In-Home Supportive Services (IHSS) Programs' Maintenance of Effort. Additionally, there is a slight increase in Foster Care which is indicative of the increase in cases. Realignment funding will grow during the forecast years to cover most of the increased costs. However, actual Realignment growth funding is not yet known and was excluded from the forecast.

Social Services (General Fund)	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 181,863,089	\$ 178,895,044	\$ 186,772,504	\$ 189,541,063	\$ 192,566,722
B. Revenue	173,353,093	170,385,048	174,320,202	175,641,934	178,366,897
C. Financing Need, A-B	8,509,996	8,509,996	12,452,302	13,899,129	14,199,825
D. Preliminary GFC*	8,509,996	8,509,996	8,985,000	8,985,000	8,985,000
E. Surplus/(Deficit), D-C	-	-	(3,467,302)	(4,914,129)	(5,214,825)

*Year End Estimate includes appropriations increase of \$654,971 for IHSS wage increases, offset by transfer of GF contingencies, and the coordinated assessment referral system for homeless services, offset by transfer of GF Contingencies and Social Services Assignment Fund Balance.

Treasurer-Tax Collector - The year-end estimate for 2015-16 reflects the total of actual reported expenditures and revenues as of December 31, 2015, plus anticipated expenditures and estimated revenues through June 30, 2016 based on current departmental expectations and priorities. Year-end expenditures are estimated at \$292,356 below budget. This includes salary and benefit savings of \$462,493, due to staffing turn-over and additional vacancies in several management positions. This savings is offset partially by increased service and supply expenditures including greater costs for banking and investment services. Estimated year-end revenue is \$104,142 below budget, due to reduced expenditures that would have been covered through related revenue offsets. Overall, the department anticipates ending the year with a General Fund Contribution (GFC) surplus of \$188,215.

The 2016-17 forecast shows expenditures increasing by \$387,495. The increase includes \$123,985 in salary and benefits expenditures for PERS Retirement, Workers' Compensation and healthcare benefits. Without the increased expense in these items, the department's base salary expense remains relatively flat, primarily due to recent new hires at lower steps than former incumbents. The bulk of cost increases in services and supplies are occurring in non-discretionary costs for internal service charges, including communications, general liability, cost recovery for the insurance unit overhead, mail handling charges, fleet maintenance, data processing, Enterprise Resource Program (ERP) charges, Information Technology and ERP capital upgrade costs. Revenue projections primarily reflect allowable cost recovery from the department's services and programs. Expenditure and revenue projections for 2017-18 and 2018-19 generally assume 2% increase in costs, with like increases for offsetting revenues.

Treasurer/Tax Collector	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Expenditures	\$ 7,144,357	\$ 6,852,001	\$ 7,531,852	\$ 7,670,953	\$ 7,815,668
B. Revenue	5,753,669	5,649,528	5,675,614	5,803,532	5,935,286
C. Financing Need, A-B	1,390,688	1,202,473	1,856,238	1,867,421	1,880,382
D. Preliminary GFC	1,390,688	1,390,688	1,390,688	1,390,688	1,390,688
E. Surplus/(Deficit), D-C	-	188,215	(465,550)	(476,733)	(489,694)

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. Natividad received designation as Monterey County's Adult Level II Trauma Center effective January 5, 2015. The designation of a Trauma Center is significant to Monterey County because it provides faster time to care for patients critically in need of physicians and hospital services. The Affordable Care Act (ACA) that started on January 1, 2014 continues to provide citizens in Monterey County access to healthcare insurance that otherwise could not afford it. The healthcare market will continue to focus in Population Health which consists of managing the chronically ill across all settings, from hospital to home.

Volume: Net patient revenues are expected to decrease in 2016-2017 resulting from the renewed five year term 1115 California Waiver. In December, 2015, the Centers for Medicaid and Medicare Services (CMS) approved a five year extension of California’s Section 1115 which provides federal funding for public hospital redesign and incentives as well funding to assist with the uninsured population. Although, CMS agreed to extend 1115 Waiver through 2020 there was an overall reduction in funding due to the reduction of the uninsured population as a result of the Affordable Care Act. Patient volume is expected to grow slightly for trauma services and outpatient procedures. Total revenues are projected to increase by 1.0% over the next three years.

Government Revenues: State and Federal funding for Medi-Cal and the uninsured is projected to be reduced by 12% each year during the forecast period. The funding was determined by both the Federal and State agencies with an assumption that the uninsured population group has been reduced as a result of Healthcare Reform.

Operating Expenses: Operating expenses are projected to increase by an annual average of 2% due to annual cost increases for labor and non-labor services and projected volume increases.

Capital Expenditures: An estimated capital need of \$21 million per year is projected to upgrade the facility primarily in patient care areas, replacement of clinical equipment and investment in required information technology programs.

Net Results: NMC staff projects consuming \$27.7 in fund balance at the end of the forecast period, much of which is due to capital expenditures.

Natividad Medical Center	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Cash Position	\$ 56,421,947	\$ 62,532,541	\$ 66,109,187	\$ 49,720,886	\$ 38,378,412
B. Revenue	219,310,611	239,194,109	237,428,075	240,959,072	242,466,459
C. Expenditures	219,342,512	235,617,463	253,816,376	252,301,545	243,342,092
D. Ending Cash Position (A+B-C)	56,390,046	66,109,187	49,720,886	38,378,412	37,502,779
E. Change in Net Position (D-A)	(31,901)	3,576,646	(16,388,301)	(11,342,474)	(875,633)

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 County's Road Fund has experienced significant reductions in the Highway User Tax Allocation (HUTA) receipts, also referred to as "Gax Tax", over the past few years and this trend is projected to continue into 2016-17. HUTA is the primary funding source for road and bridge maintenance for the County. In 2013-14 the Road Fund received \$12,634,975 in HUTA funds which declined in 2014-15 by \$728,229 or 5.8% for total receipts of \$11,906,746. However, the most significant decline in HUTA receipts is occurring in the current fiscal year where HUTA receipts are estimated to be \$9,108,438 which is a reduction from 2014-15 of \$2,798,308 or 23.5%. The loss of these revenues has resulted in a significant erosion of available fund balance. It is anticipated that by the end of this current fiscal year there will be no available fund balance to sustain operations. The latest projections reflect HUTA receipts to further decline another \$750,006 or 8.23% to \$8,358,432 in 2016-17. The result is an overall decline in Road Fund HUTA revenues of \$4,276,543 or 33.8% over the last three years. The compounding consequence of reduced HUTA receipts into 2016-17 will result in significant operational impacts to the Road Fund if alternative funding is not identified.

The Governor's budget does include a potential for new revenue for road improvement projects by placing a \$65 per vehicle charge on registered vehicles in the State (estimated \$30.9 million vehicles) estimated to bring in an additional \$2.0 billion per year. In addition, existing revenue and reform measures such as Greenhouse Gas Reduction, Low Carbon Road Program, and Caltrans Reforms are anticipated to generate \$0.6 billion per year. However at this time, we are unable quantify how much the County would potentially receive from these initiatives.

Another potential new revenue source may come from the Transportation Agency for Monterey County (TAMC) as they are pursuing a 2016 sales tax initiative to generate funding to be used towards transportation projects within the County. Should this initiative pass a 2/3 vote, the

County would receive between 50 to 60 percent of those generated funds estimated to be greater than \$3.0 million.

In 2015-16 it was anticipated there would be a significant drop in the County's HUTA allocation, as identified in the table below, which eroded almost all of the uncommitted fund balance within the Road Fund. While the current year estimate is anticipating a slightly higher ending fund balance of \$664,827 in 2015-16, which is attributable to implementing a hiring freeze during 2015-16, there will not be sufficient fund balance to draw upon to maintain a balanced budget going into 2016-17. No additional funding sources have been identified at this time.

While the loss of HUTA revenues is a significant factor as to why the Road Fund is projecting to operate in a deficit, there are increased costs that are also contributing to the overall deficit. Assuming status quo, salary and benefit costs are projected to increase by \$1.6 million, as well as internal service department charges are anticipated to grow over \$534,000 based on information that was available at the time the forecast was submitted. While several construction projects planned for in 2016-17 are adding approximately \$9 million in costs under construction in progress, these project costs are offset by Federal, State, and Local Grant funds. However, at this time there is a shortfall in available funds for these projects in 2016-17 of \$610,000 that in prior years available gas tax or fund balance would be used to offset. The Department will be reviewing these projects to identify how to prioritize available funds. Some of the larger projects anticipated to be under construction in 2016-17 are the: Highway 68 Corral de Tierra Road Intersection; Blanco Road Overlay; Peach Tree Road Bridge No. 412; Nacimiento Lake Drive Bridge No. 449; Davis Road Bridge No. 208; Highway 1 Climbing Lane between Carmel Valley Road and Rio Road; and Castroville Railroad Crossing Bicycle/Pedestrian Path. The department is evaluating options for restructuring Road Fund related operations and assessing necessary reductions in services to match estimated 2016-17 funding levels and will be working closely with the CAO's office on proposed changes and potential alternate funding sources.

Fund 002 Road Fund	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Beginning Fund Balance	\$ 4,589,599	\$ 4,589,599	\$ 664,827	\$ (5,868,449)	\$ (10,946,477)
B. Revenue	30,800,122	25,475,367	40,659,132	38,119,245	40,952,448
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	35,389,721	30,064,966	41,323,959	32,250,796	30,005,971
E. Expenditures	35,165,678	29,400,139	47,192,408	43,197,273	47,230,885
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	35,165,678	29,400,139	47,192,408	43,197,273	47,230,885
H. Ending Fund Balance, D-G	\$ 224,043	\$ 664,827	\$ (5,868,449)	\$ (10,946,477)	\$ (17,224,914)

Monterey County Free Libraries - 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.

Current year Revenues are projected to increase at 1.5% based on actual revenues received this current fiscal year 2015-16, and conservatively projected to level off for the next 3 forecasted years. The current year-end revenue estimate is \$8.9 million based on actual property tax revenue received during first half of the tax year.

Current year expenditures experienced a 1% increase on fixed costs related to rents and leases of Library buildings, costs of janitorial and maintenance of buildings, and additional fixed cost increases relating to other County Department services such as insurance, information technology, and union negotiated increases in salaries and benefits. This trend is projected to continue at 1% per year for the next three years.

The three year forecast for the Library Fund indicates that MCFL will continue to maintain the level of fund balance sufficient to offset and stabilize the increasing expenditures. The next two years will continue to allow for a positive ending balance, with a gradual erosion of fund balance by 2017-18 and 2018-2019. Despite anticipated increases in property tax revenues, growth in departmental expenses are outpacing growth in funding. Salaries and benefits continue to represent approximately 58% of the Library's total expenditures. Discretionary spending is a minimal part of the Library's budget; however, the department continues to strive to control all discretionary expenditures.

MCFL's upcoming capital improvements projects for the next three years include two repair projects totaling \$180,000. These projects consist of the Big Sur Library renovation and Greenfield Library repairs. Several library facilities are showing severe degradation and the Library regularly deals with emergency structural and facilities repairs. Other projects include the construction and reopening of San Lucas Library for which outside funding has already been obtained, and the construction and reopening of the Parkfield Library for which funding and construction opportunities are being discussed with the community and will include discussions with the school district.

This fiscal year 2015-16, MCFL is committed to collaborating with the Carmel Valley branch property owner to completing premise improvements such as heating, cooling and ventilation, seismic upgrade, and also recarpeting and painting, which would entail moving of the library materials and equipment. MCFL has committed up to \$15,000 in packing, moving and storing expenses in relation to this project.

Various building repair projects are scheduled for the following fiscal year 2016-17 for various library locations, including floor repair at the Bradley Library, safety driven repairs on drainage and roof repair at the Castroville Library, and continuing with remaining high priority repairs for the Greenfield Library such as wall and floor finishes, repainting, electrical and wiring. In addition, MCFL's two bookmobiles and the Reading Safari van are anticipated to have increasing need for repairs and maintenance, and possibly even replacement of two of the vehicles.

It is MCFL's plan to continue to try to address the future needs presented in the Capital Improvement Plan for the period 2015-2016 to 2019-2020 which includes exploring opportunities for building a new library building or finding other lease alternatives for the Aromas, Gonzales and Prunedale locations, as well as exploring possibilities for other current and future new branches.

MCFL continues to implement its "Financial Plan" to meet the policies and financial performance expectations set forth in the Monterey County Financial Policies. The plan includes attempting to maintain a positive fund balance, and building reserves and a contingency fund. MCFL continues to actively seek and explore several other resources and grants to maintain stability to help meet the growing gap between community need and available resources.

Monterey County Free Libraries	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Beginning Fund Balance	\$ 1,224,476	\$ 1,224,476	\$ 1,339,030	\$ 1,649,280	\$ 1,950,314
B. Revenue	8,530,424	8,914,566	9,051,852	9,071,852	9,081,852
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	9,754,900	10,139,042	10,390,882	10,721,132	11,032,166
E. Expenditures	8,720,617	8,800,012	8,741,602	8,770,818	8,833,703
F. Provisions for Assignments	-	-			-
G. Total Financing Uses, E+F	8,720,617	8,800,012	8,741,602	8,770,818	8,833,703
H. Ending Fund Balance, D-G	\$ 1,034,283	\$ 1,339,030	\$ 1,649,280	\$ 1,950,314	\$ 2,198,463

Behavioral Health - 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 definition of medical necessity. 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 year-end estimates for the Behavioral Health Bureau are expenditures totaling \$91.8 million, revenues totaling \$88.8 million, with estimated ending fund balance of \$24.8 million. As the Department continues to expand to meet an increased demand for services, in part attributable to the Affordable Care Act (ACA), which expanded the Medi-Cal eligible population, and the Medi-Cal Waiver 2020 which will expand Drug Medi-Cal eligible population, and to address the needs for services in unserved or underserved communities in the County, the Department anticipates the need to use fund balance in the forecast years. The anticipated use of fund balance will partially cover operational costs and will provide the matching funds required to draw down Federal Financial Participation (FFP) funds.

Behavioral Health continues to build on the existing strong array of community-based culturally competent behavioral health contract providers. In addition, the Department continues to work on improving access to services, increasing prevention efforts, and on developing sustainable strategies that maximize and ensure a more efficient use of its resources. The Behavioral Health Bureau will continue to balance integration and transformation of service delivery with quality behavioral health care.

Behavioral Health	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Beginning Fund Balance	\$ 27,754,476	\$ 27,754,476	\$ 24,803,473	\$ 17,960,062	\$ 11,270,726
B. Revenue	97,003,022	88,825,506	94,625,506	96,125,506	96,625,506
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	124,757,498	116,579,982	119,428,979	114,085,568	107,896,232
E. Expenditures	105,639,999	91,776,509	101,468,917	102,814,842	104,116,485
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	105,639,999	91,776,509	101,468,917	102,814,842	104,116,485
H. Ending Fund Balance, D-G	\$ 19,117,499	\$ 24,803,473	\$ 17,960,062	\$ 11,270,726	\$ 3,779,747

Parks - Lakes Resorts - The Lakes Resorts Enterprise Fund began 2015-16 with a negative \$5.5 million beginning net position which includes negative \$2.9 million pension liability adjustment and negative \$1.0 million change in net position in 2014-15. It is projected to end the fiscal year with a negative \$6.8 million net position, for a net decline of \$1.3 million. The fund continues to face challenges with declining revenues due to low lake levels resulting from the ongoing drought. Even with the closure of Lake San Antonio, funds have been expended in order to keep the Lake in a caretaker status. The forecast years assume the lake levels remain low and revenues increase minimally, resulting in annual losses in excess of \$1.5 million.

Parks Lake & Resort Operations	Modified Budget 2015-16	Year-End Estimate 2015-16	Forecast		
			2016-17	2017-18	2018-19
A. Beginning Net Position	\$ (5,520,898)	\$ (5,520,898)	\$ (6,795,763)	\$ (8,335,220)	\$ (9,923,720)
B. Revenue	3,302,235	3,457,698	3,351,833	3,485,928	3,643,805
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing (A+B+C)	(2,218,663)	(2,063,200)	(3,443,930)	(4,849,292)	(6,279,915)
E. Expenditures	3,302,235	4,732,563	4,891,290	5,074,428	5,276,257
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses (E+F)	3,302,235	4,732,563	4,891,290	5,074,428	5,276,257
H. Ending Net Position (D-G)	\$ (5,520,898)	\$ (6,795,763)	\$ (8,335,220)	\$ (9,923,720)	\$ (11,556,172)

Expenditure/Revenue History by Department for All Funds								
Department		FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Recommended
Board of Supervisors 1000	Expenditures	\$ 2,898,412	\$ 2,933,046	\$ 2,907,910	\$ 2,786,775	\$ 2,968,566	\$ 3,069,081	\$ 3,496,285
	Revenue	\$ 326	\$ -	\$ 488	\$ -	\$ -	\$ -	\$ -
	GF Contribution	\$ 2,898,086	\$ 2,933,046	\$ 2,907,422	\$ 2,786,775	\$ 2,968,566	\$ 3,069,081	\$ 3,496,285
County Administrative Office 1050	Expenditures	\$ 63,618,261	\$ 64,963,535	\$ 44,311,430	\$ 49,630,191	\$ 69,877,033	\$ 65,505,593	\$ 64,253,409
	Revenue	\$ 211,000,691	\$ 215,294,879	\$ 184,752,485	\$ 197,752,681	\$ 226,883,472	\$ 204,539,935	\$ 214,513,058
	GF Contribution/Fund Balance	\$ (147,382,430)	\$ (150,331,344)	\$ (140,441,055)	\$ (148,122,491)	\$ (157,006,439)	\$ (139,034,342)	\$ (150,259,649)
Departmental 1050_CA0_BR	Expenditures	\$ 8,957,619	\$ 8,057,502	\$ 4,985,750	\$ 5,464,528	\$ 5,345,862	\$ 8,696,722	\$ 3,874,510
	Revenue	\$ 951,768	\$ 1,052,884	\$ 460,178	\$ 281,584	\$ 360,514	\$ 374,050	\$ 448,422
	GF Contribution	\$ 8,005,851	\$ 7,004,618	\$ 4,525,572	\$ 5,182,944	\$ 4,785,348	\$ 8,322,672	\$ 3,426,088
Departmental 1050_CA0N_BR	Expenditures	\$ 54,660,642	\$ 56,906,033	\$ 39,325,680	\$ 44,165,663	\$ 64,531,171	\$ 56,808,871	\$ 60,378,899
	Revenue	\$ 210,048,923	\$ 214,241,995	\$ 184,292,307	\$ 197,471,097	\$ 226,322,958	\$ 204,165,885	\$ 214,064,636
	GF Contribution/Fund Balance	\$ (155,388,281)	\$ (157,335,962)	\$ (144,966,627)	\$ (153,305,434)	\$ (161,791,787)	\$ (147,357,014)	\$ (153,685,737)
Human Resources 1060	Expenditures			\$ 10,442,261	\$ 11,026,265	\$ 12,433,657	\$ 12,298,890	\$ 10,463,922
	Revenue			\$ 10,322,044	\$ 9,528,999	\$ 8,693,114	\$ 8,976,804	\$ 8,848,192
	GF Contribution/Fund Balance			\$ 120,216	\$ 1,497,266	\$ 3,740,543	\$ 3,322,086	\$ 1,615,730
Economic Opportunity 1070	Expenditures	\$ -	\$ 13,440,117	\$ 10,706,998	\$ 36,980,909	\$ 15,942,077	\$ 16,264,499	\$ 25,244,141
	Revenue	\$ 21,430	\$ 11,884,851	\$ 5,779,054	\$ 17,876,612	\$ 13,832,275	\$ 12,262,543	\$ 20,596,012
	GF Contribution/Fund Balance	\$ (21,430)	\$ 1,555,266	\$ 4,927,944	\$ 19,104,297	\$ 2,109,802	\$ 4,001,956	\$ 4,648,129
Equal Opportunity Office 1080	Expenditures	\$ 696,650	\$ 608,746	\$ 584,454	\$ 604,911	\$ 659,738	\$ 798,102	\$ 227,202
	Revenue	\$ -	\$ 78,113	\$ 41,301	\$ -	\$ -	\$ -	\$ -
	GF Contribution	\$ 696,650	\$ 530,633	\$ 543,152	\$ 604,911	\$ 659,738	\$ 798,102	\$ 227,202
Auditor/Controller 1110	Expenditures	\$ 32,818,204	\$ 15,544,834	\$ 15,226,582	\$ 15,171,681	\$ 13,828,772	\$ 16,626,721	\$ 24,379,953
	Revenue	\$ 35,935,815	\$ 17,484,676	\$ 17,486,543	\$ 16,280,579	\$ 16,694,850	\$ 16,807,682	\$ 19,761,249
	GF Contribution/Fund Balance	\$ (3,117,611)	\$ (1,939,842)	\$ (2,259,961)	\$ (1,108,898)	\$ (2,866,078)	\$ (180,961)	\$ 4,618,704
Auditor/Controller - Departmental 1110_AUDC_DV	Expenditures	\$ 5,052,677	\$ 4,950,507	\$ 4,967,737	\$ 4,869,612	\$ 5,073,692	\$ 5,721,060	\$ 1,572,867
	Revenue	\$ 406,235	\$ 685,249	\$ 473,728	\$ 469,027	\$ 520,445	\$ 678,856	\$ 439,511
	GF Contribution	\$ 4,646,442	\$ 4,265,258	\$ 4,494,009	\$ 4,400,585	\$ 4,553,247	\$ 5,042,204	\$ 1,133,356
Auditor/Controller - Nondepartmental 1110_ACNO_DV	Expenditures	\$ 27,765,527	\$ 10,594,327	\$ 10,258,845	\$ 10,302,069	\$ 8,755,080	\$ 10,905,661	\$ 22,807,086
	Revenue	\$ 35,529,580	\$ 16,799,427	\$ 17,012,815	\$ 15,811,552	\$ 16,174,405	\$ 16,128,826	\$ 19,321,738
	GF Contribution/Fund Balance	\$ (7,764,053)	\$ (6,205,100)	\$ (6,753,970)	\$ (5,509,483)	\$ (7,419,325)	\$ (5,223,165)	\$ 3,485,348
Treasurer/Tax Collector 1170	Expenditures	\$ 6,163,532	\$ 5,829,363	\$ 5,975,981	\$ 6,297,639	\$ 6,177,869	\$ 6,852,001	\$ 7,586,408
	Revenue	\$ 5,349,534	\$ 5,041,509	\$ 5,269,936	\$ 5,129,125	\$ 5,268,574	\$ 5,649,528	\$ 6,195,944
	GF Contribution	\$ 813,998	\$ 787,854	\$ 706,045	\$ 1,168,514	\$ 909,295	\$ 1,202,473	\$ 1,390,464
Assessor/County Clerk/Recorder 1180	Expenditures	\$ 6,753,859	\$ 7,238,974	\$ 6,269,915	\$ 6,539,568	\$ 7,484,598	\$ 7,897,927	\$ 9,216,720
	Revenue	\$ 3,054,337	\$ 3,667,832	\$ 3,389,350	\$ 3,035,442	\$ 3,845,156	\$ 4,005,536	\$ 4,592,395
	GF Contribution	\$ 3,699,522	\$ 3,571,142	\$ 2,880,565	\$ 3,504,126	\$ 3,639,442	\$ 3,892,391	\$ 4,624,325
County Counsel 1210	Expenditures	\$ 2,689,614	\$ 2,740,432	\$ 26,431,830	\$ 28,813,438	\$ 28,944,039	\$ 31,217,318	\$ 31,502,744
	Revenue	\$ 319,351	\$ 312,105	\$ 30,194,216	\$ 27,989,396	\$ 26,964,784	\$ 28,395,024	\$ 28,296,724
	GF Contribution	\$ 2,370,263	\$ 2,428,327	\$ (3,762,386)	\$ 824,042	\$ 1,979,255	\$ 2,822,294	\$ 3,206,020
Clerk of the Board 1300	Expenditures	\$ 567,739	\$ 599,911	\$ 611,823	\$ 683,421	\$ 684,025	\$ 832,410	\$ 932,217
	Revenue	\$ (22,446)	\$ 35,997	\$ 30,238	\$ 26,324	\$ 23,082	\$ 20,000	\$ 20,000
	GF Contribution	\$ 590,185	\$ 563,914	\$ 581,585	\$ 657,098	\$ 660,943	\$ 812,410	\$ 912,217
Elections 1410	Expenditures	\$ 3,054,420	\$ 3,979,641	\$ 3,581,941	\$ 3,786,950	\$ 3,528,924	\$ 4,826,121	\$ 4,446,673
	Revenue	\$ 2,120,947	\$ 1,103,433	\$ 881,548	\$ 1,457,345	\$ 1,618,667	\$ 431,500	\$ 913,500
	GF Contribution	\$ 933,473	\$ 2,876,208	\$ 2,700,393	\$ 2,329,605	\$ 1,910,257	\$ 4,394,621	\$ 3,533,173
Emergency Communications 1520	Expenditures	\$ 10,698,927	\$ 12,969,749	\$ 11,622,252	\$ 12,216,799	\$ 10,798,468	\$ 18,291,294	\$ 16,073,820
	Revenue	\$ 16,629,830	\$ 8,428,371	\$ 7,359,867	\$ 9,385,281	\$ 10,597,626	\$ 16,740,487	\$ 13,771,075
	GF Contribution/Fund Balance	\$ (5,930,903)	\$ 4,541,378	\$ 4,262,385	\$ 2,831,518	\$ 200,842	\$ 1,550,807	\$ 2,302,745
Information Technology 1930	Expenditures	\$ 2,356,050	\$ 367,491	\$ 1,710,335	\$ 1,509,346	\$ 1,181,772	\$ 684,120	\$ (1,771,337)
	Revenue	\$ 1,001,537	\$ 1,194,888	\$ 1,011,861	\$ 1,179,546	\$ 1,335,259	\$ 684,120	\$ 770,342
	GF Contribution	\$ 1,354,513	\$ (827,397)	\$ 698,474	\$ 329,800	\$ (153,487)	\$ -	\$ (2,541,679)
District Attorney 2240	Expenditures	\$ 17,156,474	\$ 18,537,824	\$ 19,391,244	\$ 21,601,094	\$ 22,375,004	\$ 22,846,144	\$ 25,835,096
	Revenue	\$ 8,484,541	\$ 9,365,517	\$ 9,963,459	\$ 12,325,047	\$ 13,248,789	\$ 12,332,590	\$ 14,593,921
	GF Contribution	\$ 8,671,933	\$ 9,172,307	\$ 9,427,785	\$ 9,276,047	\$ 9,126,215	\$ 10,513,554	\$ 11,241,175
Child Support Services 2250	Expenditures	\$ 11,114,393	\$ 10,707,437	\$ 10,429,786	\$ 10,841,551	\$ 10,903,940	\$ 10,832,137	\$ 11,156,499
	Revenue	\$ 12,167,796	\$ 10,799,155	\$ 10,523,944	\$ 10,600,684	\$ 11,456,313	\$ 11,128,610	\$ 11,140,443
	GF Contribution	\$ (1,053,403)	\$ (91,718)	\$ (94,158)	\$ 240,867	\$ (552,373)	\$ (296,473)	\$ 16,056
Public Defender 2270	Expenditures	\$ 9,781,506	\$ 9,895,384	\$ 9,535,837	\$ 10,139,117	\$ 9,974,522	\$ 11,019,696	\$ 11,764,562
	Revenue	\$ 460,276	\$ 865,866	\$ 397,709	\$ 563,552	\$ 704,764	\$ 651,945	\$ 711,000
	GF Contribution	\$ 9,321,230	\$ 9,029,518	\$ 9,138,128	\$ 9,575,565	\$ 9,269,758	\$ 10,367,751	\$ 11,053,562
Sheriff/Coroner 2300	Expenditures	\$ 75,017,512	\$ 78,503,954	\$ 78,826,990	\$ 86,169,080	\$ 92,930,663	\$ 96,862,879	\$ 105,871,366
	Revenue	\$ 23,673,023	\$ 29,532,801	\$ 30,474,602	\$ 36,745,011	\$ 43,484,552	\$ 42,029,895	\$ 43,603,367
	GF Contribution	\$ 51,344,489	\$ 48,971,153	\$ 48,352,388	\$ 49,424,069	\$ 49,446,111	\$ 54,832,984	\$ 62,267,999
Probation 2550	Expenditures	\$ 36,480,446	\$ 41,195,708	\$ 44,893,928	\$ 52,817,345	\$ 54,168,671	\$ 42,830,414	\$ 67,869,375
	Revenue	\$ 18,351,683	\$ 26,732,071	\$ 31,938,910	\$ 36,161,593	\$ 36,064,305	\$ 23,232,797	\$ 45,357,981
	GF Contribution	\$ 18,128,763	\$ 14,463,637	\$ 12,955,018	\$ 16,655,751	\$ 18,104,366	\$ 19,597,617	\$ 22,511,394
Agricultural Commissioner 2810	Expenditures	\$ 9,831,436	\$ 9,306,477	\$ 9,159,378	\$ 9,680,593	\$ 9,489,142	\$ 9,996,296	\$ 10,773,746
	Revenue	\$ 6,237,102	\$ 7,204,773	\$ 6,767,189	\$ 6,678,038	\$ 6,602,122	\$ 6,399,017	\$ 7,174,888
	GF Contribution	\$ 3,594,334	\$ 2,101,704	\$ 2,392,189	\$ 3,002,555	\$ 2,887,020	\$ 3,597,279	\$ 3,598,858
Resource Management Agency 3000	Expenditures	\$ 66,576,134	\$ 58,795,199	\$ 59,611,785	\$ 56,126,415	\$ 83,765,322	\$ 92,418,214	\$ 162,400,452
	Revenue	\$ 52,099,060	\$ 41,583,745	\$ 40,982,788	\$ 43,277,591	\$ 61,404,397	\$ 107,437,952	\$ 135,298,064
	GF Contribution/Fund Balance	\$ 14,477,074	\$ 17,211,454	\$ 18,628,997	\$ 12,848,824	\$ 22,360,925	\$ (15,019,738)	\$ 27,102,388

Department		FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Recommended
Resource Management Agency								
Administration*	Expenditures	\$ 270,572	\$ 243,739	\$ 431,364	\$ 562,221	\$ 2,175,310	\$ 6,136,245	
3000_RMAA_BR	Revenue	\$ 4,785	\$ 5,673	\$ 10,594	\$ 2,660	\$ 853,655	\$ 1,022,391	
	GF Contribution	\$ 265,787	\$ 238,066	\$ 420,770	\$ 559,561	\$ 1,321,655	\$ 5,113,854	
Resource Management Agency								
Building Services*	Expenditures	\$ 5,520,707	\$ 4,766,077	\$ 4,449,891	\$ 4,962,060	\$ 4,180,393	\$ 5,124,026	
3000_BLDG_BR	Revenue	\$ 3,703,916	\$ 3,559,779	\$ 3,515,335	\$ 4,861,767	\$ 5,065,967	\$ 5,117,382	
	GF Contribution	\$ 1,816,791	\$ 1,206,298	\$ 934,556	\$ 100,293	\$ (885,574)	\$ 6,644	
Resource Management Agency								
Planning*	Expenditures	\$ 5,406,066	\$ 5,105,783	\$ 4,930,935	\$ 5,373,470	\$ 5,463,278	\$ 5,585,305	
3000_PLNG_BR	Revenue	\$ 1,325,591	\$ 1,523,109	\$ 1,437,402	\$ 1,538,172	\$ 1,684,139	\$ 2,953,545	
	GF Contribution	\$ 4,080,475	\$ 3,582,674	\$ 3,493,533	\$ 3,835,297	\$ 3,779,139	\$ 2,631,760	
Resource Management Agency								
Public Works/Countywide Services*	Expenditures	\$ 4,520,778	\$ 3,995,018	\$ 4,025,176	\$ 2,617,577	\$ 2,657,391	\$ 3,460,458	
3000_PWCS_BR	Revenue	\$ 4,977,458	\$ 3,582,454	\$ 5,511,400	\$ 2,861,456	\$ 2,323,847	\$ 2,119,410	
	Fund Balance	\$ (456,680)	\$ 412,564	\$ (1,486,224)	\$ (243,879)	\$ 333,544	\$ 1,341,048	
Resource Management Agency								
Public Works*	Expenditures	\$ 38,394,141	\$ 44,684,583	\$ 45,221,996	\$ 41,852,720	\$ 69,288,947	\$ 72,112,180	
3000_PWRK_BR	Revenue	\$ 27,714,442	\$ 32,890,455	\$ 30,293,111	\$ 33,776,649	\$ 51,444,283	\$ 96,225,224	
	GF Contribution/Fund Balance	\$ 10,679,699	\$ 11,794,128	\$ 14,928,885	\$ 8,076,070	\$ 17,844,664	\$ (24,113,044)	
Resource Management Agency								
Redevelopment & Housing	Expenditures	\$ 12,463,869						
3000_RHO_BR	Revenue	\$ 14,372,869						
	GF Contribution/Fund Balance	\$ (1,909,000)						
Resource Management Agency								
Land Use & Community Services*	Expenditures							\$ 16,384,760
3000_LUCD_DV	Revenue							\$ 10,209,975
	GF Contribution/Fund Balance							\$ 6,174,785
Resource Management Agency								
Administration & General Services*	Expenditures							\$ 104,653,207
3000_ADGS_DV	Revenue							\$ 82,244,143
	GF Contribution/Fund Balance							\$ 22,409,064
Resource Management Agency*								
Public Works/Facilities	Expenditures							\$ 41,362,485
3000_PWFC_DV	Revenue							\$ 42,843,946
	GF Contribution/Fund Balance							\$ (1,481,461)
Health								
4000	Expenditures	\$ 120,988,717	\$ 120,268,561	\$ 140,241,891	\$ 143,595,027	\$ 179,894,900	\$ 203,019,614	\$ 241,098,735
	Revenue	\$ 107,232,068	\$ 110,268,335	\$ 160,006,008	\$ 149,329,259	\$ 180,979,862	\$ 194,726,551	\$ 223,186,442
	GF Contribution/Fund Balance	\$ 13,756,649	\$ 10,000,226	\$ (19,764,117)	\$ (5,734,232)	\$ (1,084,962)	\$ 8,293,063	\$ 17,912,293
Social & Employment Services								
5010	Expenditures	\$ 170,046,262	\$ 169,622,170	\$ 191,786,707	\$ 200,794,478	\$ 217,697,510	\$ 239,361,196	\$ 257,686,965
	Revenue	\$ 161,660,115	\$ 161,098,502	\$ 186,087,295	\$ 195,558,548	\$ 209,412,641	\$ 230,851,200	\$ 245,436,475
	GF Contribution/Fund Balance	\$ 8,386,147	\$ 8,523,668	\$ 5,699,412	\$ 5,235,930	\$ 8,284,869	\$ 8,509,996	\$ 12,250,490
Library								
6110	Expenditures	\$ 7,892,672	\$ 7,215,801	\$ 7,275,047	\$ 7,778,695	\$ 8,312,832	\$ 8,800,012	\$ 10,119,266
	Revenue	\$ 7,259,994	\$ 7,018,503	\$ 7,802,627	\$ 7,556,684	\$ 7,839,671	\$ 8,914,566	\$ 9,954,562
	Fund Balance	\$ 632,678	\$ 197,298	\$ (527,580)	\$ 222,011	\$ 473,161	\$ (114,554)	\$ 164,704
Cooperative Extension Service								
6210	Expenditures	\$ 519,546	\$ 529,550	\$ 523,130	\$ 516,353	\$ 501,846	\$ 532,615	\$ 585,576
	Revenue	\$ 54,834	\$ 146,388	\$ 135,767	\$ 81,072	\$ 107,947	\$ 119,138	\$ 124,219
	GF Contribution	\$ 464,712	\$ 383,162	\$ 387,363	\$ 435,281	\$ 393,899	\$ 413,477	\$ 461,357
Parks								
7500	Expenditures	\$ 10,704,745	\$ 15,231,218	\$ 13,099,377	\$ 12,185,367	\$ 10,873,881	\$ 11,094,099	\$ 9,901,820
	Revenue	\$ 10,094,653	\$ 15,001,652	\$ 13,459,631	\$ 12,529,828	\$ 10,033,823	\$ 7,566,421	\$ 7,825,238
	GF Contribution/Fund Balance	\$ 610,092	\$ 229,566	\$ (360,254)	\$ (344,461)	\$ 840,058	\$ 3,527,678	\$ 2,076,582
Natividad Medical Center								
9600	Expenditures	\$ 203,839,424	\$ 193,510,608	\$ 209,335,789	\$ 236,468,991	\$ 244,237,687	\$ 235,617,463	\$ 251,667,562
	Revenue	\$ 240,948,204	\$ 199,373,262	\$ 218,611,559	\$ 220,288,466	\$ 258,806,795	\$ 239,194,109	\$ 262,167,926
	Fund Balance	\$ (37,108,780)	\$ (5,862,654)	\$ (9,275,770)	\$ 16,180,525	\$ (14,569,108)	\$ (3,576,646)	\$ (10,500,364)
Countywide								
Totals	Expenditures	\$ 872,264,935	\$ 883,554,714	\$ 934,494,601	\$ 1,024,761,999	\$ 1,119,635,458	\$ 1,170,394,856	\$ 1,362,783,177
	Revenue	\$ 924,134,701	\$ 890,125,296	\$ 983,670,419	\$ 1,021,336,703	\$ 1,155,902,840	\$ 1,183,097,950	\$ 1,324,853,017
	GF Contribution/Fund Balance	\$ (51,869,766)	\$ 18,683,692	\$ (49,175,818)	\$ 3,425,296	\$ (36,267,382)	\$ (12,703,094)	\$ 37,930,160

* Effective FY 2016-17, Resource Management Agency (RMA) reorganized its reporting structure. Expenditures & Revenues are now reported at the division level.



This page intentionally left blank.

Monterey County Strategic Initiatives

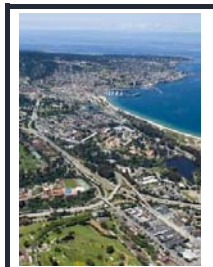
Overview

Monterey County's strategic initiatives are one element of an integrated management system focused on understanding how well programs and services are meeting defined goals with the resources provided by County, State and Federal funds. This system links together four previously separate efforts by the County to understand and evaluate programmatic performance.



Each element of this integrated management system provides critical information for County officials, staff and the public.

- **Strategic initiatives** are set by the Board of Supervisors. They establish overarching priorities for the County and provide direction to departments during the budget development process.
- **Budget goals** are developed at the department level as part of the annual budget development process. They align with the Board of Supervisors' strategic initiatives.
- **Programs and services** are delivered by County staff. They are designed and budgeted in accordance with established budget goals.
- **Performance measures** provide a framework to assess County programs and services in relation to the Board's strategic initiatives. Department directors, managers and supervisors use performance data on an ongoing basis to manage for results and improve programs.



ECONOMIC
DEVELOPMENT



ADMINISTRATION



HEALTH AND
HUMAN SERVICES



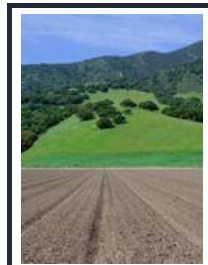
INFRASTRUCTURE



PUBLIC SAFETY

Strategic Initiatives

Policy Area	Strategic Initiative
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.



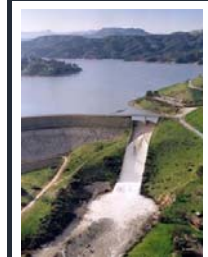
**ECONOMIC
DEVELOPMENT**



ADMINISTRATION



**HEALTH AND
HUMAN SERVICES**



INFRASTRUCTURE



PUBLIC SAFETY

Key Objectives for Strategic Initiatives

Economic Development

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

Administration

- 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

- 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 the state and federal governments that will enable the County to carry out its authorized health care programs.

Infrastructure

- 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

- 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.



**ECONOMIC
DEVELOPMENT**



ADMINISTRATION



**HEALTH AND
HUMAN SERVICES**



INFRASTRUCTURE



PUBLIC SAFETY



This page intentionally left blank.

General Financial Policies

1. 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 (County). Therefore, the development and maintenance 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. Financial Policies define a shared understanding of how the County develops its financial practices and manages its resources to provide the best value to the community.

This document centralizes County financial policies in order to establish a framework for overall fiscal planning, management and guidance. These policies are reviewed, updated, and brought before the Board as needed but at least annually for adoption. This continued review and adoption promotes sound financial management and assists in maintaining the County's stability, efficiency and effectiveness by ensuring the Board's financial guidance is provided before all County actions. These policies also provide guidelines for evaluating both current activities and proposals for future programs and direct the County's financial resources toward meeting the goals and programs of the Monterey County Strategic Initiatives (MCSI).

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 in the management of the County's financial affairs. The Recommended Budget adheres to these policies.

2. GENERAL FINANCIAL PHILOSOPHY

2.1 General Financial Philosophy

The financial policies of the County 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 the 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 promote 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. Maintain sufficient financial liquidity to meet normal operating and contingent obligations;
- e. Prudently plan, coordinate, review and implement responsible community development and growth;
- f. Provide an acceptable level of medical, social, law enforcement and other protective services to assure public health and safety;
- g. Regularly review programs and operational methods to improve processes that result in higher productivity, eliminate repetitive and duplicative functions, promote collaboration with other government entities and the private sector where cost and risk are minimized in the delivery of services within the community;
- h. Promote sound financial management by providing accurate and timely information on the County's financial condition;

- i. Ensure the legal use of financial resources through effective systems of internal controls;
- j. 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
- k. Promote service users contributing their fair share of program costs.

2.2 General Financial Policies

- a. The County Administrative Office (CAO) 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 while utilizing conservative revenue forecasts;
- b. The County Administrative Office and Auditor-Controller will maintain a financial training program for Board Members;
- c. 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;
- d. 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;
- e. 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; and
- 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 utilizes a strategic budgeting and forecasting model (the strategic 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 determining potential budgetary impacts of current budget decisions. New 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 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 strategic model is not a future budget nor recommends services or programs; it 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 during the course of a fiscal year. This makes the strategic model relevant because it does not assume a “trend rate” is destined and that finances will not remain constant. The strategic 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?”

The strategic model serves as the foundation for the County’s Three-Year Financial Forecast. The annual Three-Year Financial Forecast is prepared in February 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 County’s Three-Year Financial Forecast 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 (Recommended Budget);
- Developing financial forecasts;
- Evaluating potential federal, state, and local budget impacts;
- Monitoring revenues and expenditures for conformance with the annual budget; and
- 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 experts 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;
- Developing and performing financial forecasts;
- Meeting the Board’s mission, goals and policies; and
- Ensuring any items brought before the Board are transparent, accurate, complete, fully justified and reviewed by all appropriate stakeholders.

4.4 Principal Functions of the Budget Committee

Principal functions of the Budget Committee include:

- Providing oversight in the preparation of the County budget;
- Reviewing and approving departmental budgets that are submitted by the various Department Heads; and
- Developing a good understanding of the departmental and programmatic fiscal constraints.

4.5 Principal Functions of the Capital Improvement Committee

The principal function of the Capital Improvement Committee includes:

- Reviewing the status of projects and establish priority between competing needs.

4.6 Principal Functions of the Road Fund Advisory Committee

The Road Fund Advisory Committee is made up of ten (10) members. 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. The principal function of the Road Fund Advisory Committee includes:

- Reviewing the recommendation from the Resource Management Agency Public Works Department (RMA-PW) on the use of the funds.

5. SERVICES AND FUND STRUCTURE

5.1 Mandated and Optional Government Services

The 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.

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:

- The 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 services such as: 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 activities where appropriate.
- Capital project funds are used for facilities maintenance, capital improvements management, and specified capital projects.
- The Road 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'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 Budget Committee a report outlining the reason(s) along with a "Financial Plan" to ensure 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; 6) Behavioral Health Fund; 7) Health and Welfare Realignment Fund; 8) Local Revenue Fund 2011 and 9) Lakes Resorts 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's Recommended 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 recommended budget plan. In the event that revenues fall below expected amounts, the department must take all actions available to reestablish a revenue and expenditure relationship that conforms to the recommended budget plan.

The Recommended Budget shall be presented to the Board for adoption in June of each year and prepared in such a manner where it is understandable to the public. The Recommended 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. 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.

In addition to adoption a statutorily balanced budget, the County ensures ongoing sustainability of its services by producing a "structurally" balanced budget. 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. 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 prior direction and approval by the Board and 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 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 (CIP).

6.5 CalPERS Retirement Systems

The annual budget will provide adequate funding for all retirement systems. The County contracts with the California Public Employees' Retirement System (CalPERS) for provision of retirement benefits under their defined benefit program. 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). These benefits principally involve health care benefits, and include life insurance, disability, legal and other services. 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, the Board authorized joining CalPERS' California Employers' Retiree Benefit Trust (CERBT) and began pre-funding the County's OPEB liabilities annually.

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 funding from the contingencies appropriation require 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 current year estimate and three year forecast to provide current year performance and forward-looking perspective to advise the Board on future challenges and provide a base for building the following year's recommended budget;

- Reports, as appropriate to keep the Board informed on current financial performance and developments.

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

- The Countywide Annual Financial Report (CAFR) as required by the state. The purpose of the 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;
- Maintaining accounting records and reports on the County's financial condition and results of operations in accordance with state and federal laws and regulations and Generally Accepted Accounting Principles (GAAP), which are set by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB);
- 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 accountable to the electorate.

6.11 Authorization of Elected Officials

In determining service levels, the Board and County Administrative Office recognize that countywide elected officials have constitutional and/or statutorily created mandates and are accountable 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 County residents while developing, maintaining and enhancing the resources of the area.

These goals include: assuring a sustainable and diversified economy that builds on Monterey County's local assets; enhancing and improving County services to assure an adequate safety net and quality of life for all County residents; assuring a strong public safety system which protects the public and minimizes the fear of crime while promoting justice; and assuring 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 Monterey County Strategic Initiatives (MCSI) 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 annual baseline budget requests for services that can be afforded with existing general fund contributions and anticipated program revenues. Requests for augmentations to existing general fund contribution 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 through 29144, commonly known as the Budget Act, the County enacts the annual financial plan (Recommended Budget) through the passage of a resolution. The resolution mandates the maximum authorized expenditures for the fiscal year. In the Performance Budgeting (PB) 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 of 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 County uses modified accrual basis of accounting in accordance with Generally Accepted Accounting Principles (GAAP). 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 and the Lake Resorts), which are budgeted based on a full accrual budgetary.

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 revenues are conservatively estimated as a basis for preparing the annual Recommended Budget. 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 expenditures shall be balanced to annual ongoing revenues, without use of one-time financing. Deficit financing and borrowing will not be used to support ongoing County services and operations, without explicit Board direction and approval. 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 and 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 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 (e.g., water levels, gas prices, economy, etc.).

7.5 One-Time Revenues

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 and only after the yearly audit and confirmation of the General Fund's *fund balance*.

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: 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.

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.

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 2016-17 allocation will be 5% of FY 2014-15 audited actuals).

Fire Agencies' Distribution

The County shares with the Association of Firefighters and Volunteer Fire Companies 9.13% of the County's Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2016-17 allocation will be 9.13% of FY 2014-15 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.” The various fire agencies allocate the Proposition 172 revenues amongst themselves via their own allocation formula.

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	21.7%
TOTAL	100.0%

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.

Contributions to Economic Development Set Aside

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 (TOT) revenues 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 a combined 8.93% contribution from the County’s TOT revenues. 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.

Contributions to the Road Fund

The Board recognizes the contributing value that well maintained roads provide for the overall economic vitality of the County and contributes to the County’s TOT. In response, in June 2013, the Board approved including the Road Fund as a beneficiary in the County TOT contribution formula. In FY 2013-14, the TOT contribution percentage for the Road Fund was established at 20% of total TOT revenue. Per annum, the contribution shall increase by 1% until it reaches a cap of 25% This contribution 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.

The 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 and its respective committees, minutes from the Advisory Committee shall be included for consideration.

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

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 appropriations, 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. In requesting Board authorization for mid-year budget modifications, departments should include in their report both the current year and ongoing fiscal impacts and the sustainability of revenues to support the impact.
- e. Prior to requesting Board authorization for mid-year budget modifications, such as the addition of new positions or reclassification of existing positions, departments should make every attempt to anticipate future expense and revenues to support those costs to ensure requested budget modifications do not place at risk current staff and services.
- f. 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 and its Budget Committee
- g. If expenditure reductions are necessary, complete elimination of a specific, non-mandatory service is preferred to lowering the quality of existing programs.
- h. 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.
- i. High priority shall be given to expenditures that will reduce future operating costs, such as increased utilization of technology, equipment and efficient business practices.
- j. 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.
- k. In order to promote consistent and realistic budgeting of personnel, department budgets shall include a reasonable estimate of salary savings.

1. When augmenting or decreasing the budget, consideration shall be given to the Monterey County Strategic Initiatives (MCSI).

7.12 Appropriations for Contingencies

The County annually adopts an appropriation for contingencies to provide sufficient working capital and a margin of safety for such impacts as revenue shortfalls and unplanned operational needs. In the event of an emergency and/or unexpected revenue declines, the Contingency appropriation funds may be used at the discretion of and by action of the Board. These funds are utilized only after all other budget resources have been examined. The appropriation for operational contingencies shall be equal to 1% of estimated General Fund revenues, unless specifically modified by the Board as part of the annual budget adoption.

7.13 Grant Supported County Programs

The County manages a variety of programs, which depend on outside grants 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 that 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 Lake Resorts
- 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

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 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: an appropriation for operational contingencies equal to one percent of estimated annual revenue and a strategic reserve equal to 10% of estimated annual revenue

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 Fund Balance Assignment

The County shall maintain a portion of reserve for specific assignments. The reserves provide the County with sufficient working capital as a safety net for impacts in the event of an emergency or natural disaster resulting in economic shocks or significant revenue shortfalls and/or program changes. These assigned funds are used to pay for planned, one-time expenditures, including fleet replacement, costs related to infrastructure projects and other capital needs and, liabilities associated with employee leave credits. Assignment funds shall be utilized only after all other budget resources have been examined for available funds.

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 (ISFs) for the County's general liability and workers' compensation funds. The ISFs 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 ISFs are currently funded at the 70% confidence level.

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

The County 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, established the Capital Improvement Program, Five-Year Plan (CIP). The CIP budgets for its implementation, and incorporates its impact on the operating budget, which include design, construction, equipment, land purchases and project administration. The CIP is prepared and updated annually by the Resource Management Agency with review by the Budget and Analysis Division.

The CIP includes 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. The CIP includes capital projects that have been implemented, in the stages of implementation, and those projects for which there is a dedicated funding source. It is a dynamic document, where new projects are incorporated in the plan and previously submitted projects are updated. The CIP shall be consistent with the County's overall goals and objectives. When doing economic development planning and capital investments, the County should coordinate the timing of economic development projects with related capital infrastructure projects.

11.2 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.

11.3 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'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 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.

11.4 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 (PB) 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.

11.5 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.
- a. 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 COPs.

11.6 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 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 functions or that provide for activities which are in the best interests of the community. The County shall examine the benefits of grant funding prior to application and decline funding determined not to meet the above criteria.

Among other issues, consideration will be given to whether grant activities further the County's mission, whether they are part of the core functions of the department, and whether locally generated revenues will be required to support grant activities when grant funding is no longer available.

Departments are responsible for continuous monitoring of the financial status of grants. Departments must monitor grants for compliance with all applicable federal, state, and local regulations and ensure that grant expenditures are in compliance with grant procurement policies and procedures.

Any new position changes to be created as a result of grant funding must be approved by the Board and properly classified by Human Resources. Departments are to promptly notify Payroll of coding changes needed for those persons being charged to grants since grant codes may change each year.

Departments are responsible for all aspects of the grant process including planning for grant acquisition, preparation and submitting grant proposals,

developing grant implementation plans, managing grant programs, preparing and submitting reports to grantors, and properly closing out grant projects. Department staff and the County Administrative Office will maintain a close working relationship with respect to any grant activity to ensure a clear understanding of the project status.

13. STATE AND FEDERAL PROGRAMS

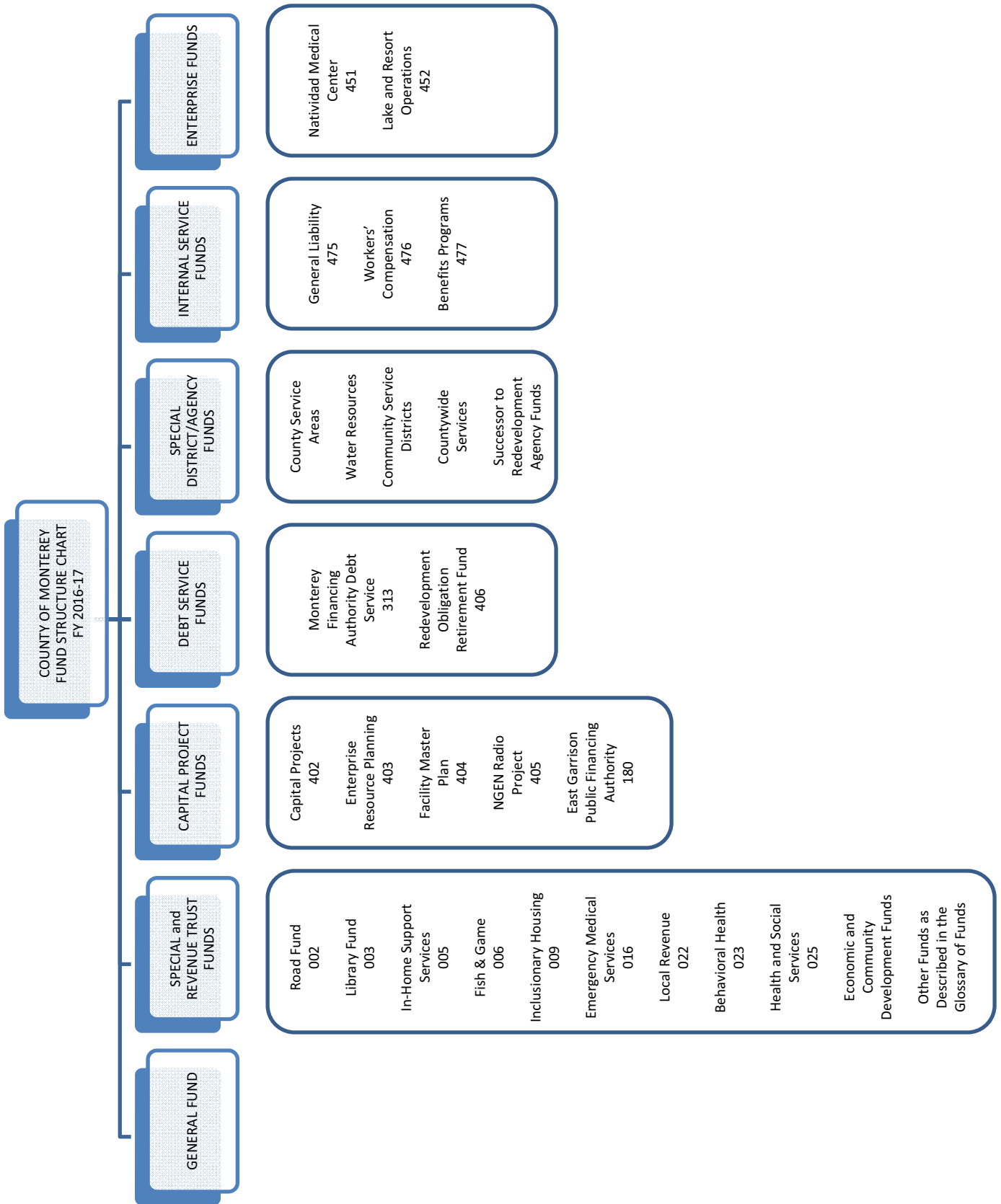
13.1 State and Federal Programs

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



This page intentionally left blank.

Fund Structure





This page intentionally left blank.

Schedules

Schedule 1 County of Monterey All Funds Summary Fiscal Year 2016-2017

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	2,393,925	9,934,306	622,150,852	634,479,083	634,479,083	-	634,479,083	0
Special Revenue Funds	48,307,047	-	285,639,536	333,946,583	297,874,743	-	297,874,743	36,071,840
Capital Project Funds	52,132,063	-	81,845,623	133,977,686	102,485,329	-	102,485,329	31,492,357
Debt Service Funds	10,727,156	-	19,071,969	29,799,125	19,071,969	-	19,071,969	10,727,156
Total Governmental Funds	113,560,191	9,934,306	1,008,707,980	1,132,202,477	1,053,911,124	0	1,053,911,124	78,291,353
Other Funds								
ISF	14,558,812	-	36,856,165	51,414,977	38,210,920	-	38,210,920	13,204,057
Enterprise	26,117,570	-	265,281,724	291,399,294	254,781,360	-	254,781,360	36,617,934
Special District & Other Agencies								
CSA	9,549,716	-	2,710,421	12,260,137	4,059,066	-	4,059,066	8,201,071
CSD	147,233	-	1,194,128	1,341,361	1,210,439	-	1,210,439	130,922
Successor	5,143,189	-	10,102,599	15,245,788	10,610,268	-	10,610,268	4,635,520
Total Other Funds	55,516,520	0	316,145,037	371,661,557	308,872,053	0	308,872,053	62,789,504
Total All Funds	169,076,710	9,934,306	1,324,853,017	1,503,864,033	1,362,783,177	0	1,362,783,177	141,080,856

Schedule 2
County of Monterey
Governmental Funds Summary
Fiscal Year 2016-17

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	2,393,925	9,934,306	622,150,852	634,479,083	634,479,083	-	634,479,083	-
Total General Fund	2,393,925	9,934,306	622,150,852	634,479,083	634,479,083	-	634,479,083	-
Special Revenue Funds:								
Road Fund	(258,297)	-	36,998,911	36,740,614	36,658,794	-	36,658,794	81,820
Library Fund	683,528	-	9,954,562	10,638,090	10,119,266	-	10,119,266	518,824
In-Home Support Services	64,819	-	910,278	975,097	910,278	-	910,278	64,819
Fish & Game Propagation Fund	55,666	-	13,438	69,104	13,438	-	13,438	55,666
Office Of Employment Training	15,247	-	7,937,470	7,952,717	7,908,384	-	7,908,384	44,333
Community Action Partnership	245,367	-	648,984	894,351	648,984	-	648,984	245,367
Inclusionary Housing	161,965	-	441,500	603,465	586,680	-	586,680	16,785
Economic Development Program	625,071	-	275,300	900,371	900,250	-	900,250	121
Community Development Fund	1,026,759	-	1,839,143	2,865,902	1,854,793	-	1,854,793	1,011,109
Emergency Medical Service Fund	494,288	-	878,500	1,372,788	876,928	-	876,928	495,860
Workforce Investment Board	-	-	-	-	-	-	-	-
Local Revenue Fund 2011	9,323,350	-	56,876,584	66,199,934	56,876,584	-	56,876,584	9,323,350
Behavioral Health	24,803,473	-	104,927,846	129,731,319	116,858,100	-	116,858,100	12,873,219
Homeland Security	218,539	-	796,546	1,015,085	796,546	-	796,546	218,539
H&W Realignment	10,847,272	-	63,140,474	73,987,746	62,865,718	-	62,865,718	11,122,028
Total Special Revenue Funds	48,307,047	-	285,639,536	333,946,583	297,874,743	-	297,874,743	36,071,840
Capital Projects Funds:								
Facilities Project Fund	3,247,852	-	4,504,490	7,752,342	7,734,342	-	7,734,342	18,000
Capital Projects Fund	2,946,648	-	3,795,033	6,741,681	4,647,073	-	4,647,073	2,094,608
Enterprise Resource Planning Fund	364,861	-	249,769	614,630	3,427,781	-	3,427,781	(2,813,151)
Facility Master Plan Implement	43,086,710	-	70,069,317	113,156,027	82,902,501	-	82,902,501	30,253,526
NGEN Radio Project	2,485,992	-	3,227,014	5,713,006	3,773,632	-	3,773,632	1,939,374
Total Capital Projects Funds	52,132,063	-	81,845,623	133,977,686	102,485,329	-	102,485,329	31,492,357
Debt Service Funds:								
Master Plan COPS (PIC Debt)	10,727,156	-	19,071,969	29,799,125	19,071,969	-	19,071,969	10,727,156
Total Debt Service Funds	10,727,156	-	19,071,969	29,799,125	19,071,969	-	19,071,969	10,727,156
Total Governmental Funds	113,560,191	-	1,008,707,980	1,132,202,477	1,053,911,124	-	1,053,911,124	78,291,353

Schedule 3

COUNTY OF MONTEREY
Fund Balance - Governmental Funds
Fiscal Year 2016-17

Fund Name	Total Fund Balance June 30, 2016	Less: Obligated Fund Balances			Fund Balance Available June 30, 2016
		Encumbrances	Nonspendable, Restricted, and Committed	Assigned	
1	2	3	4	5	6

General Fund

001- General Fund	114,200,310	-	71,258,236	42,942,074	-
Total General Fund	114,200,310	-	71,258,236	42,942,074	-

Special Revenue Funds:

002- Road Fund	(258,297)	-	-	-	(258,297)
003- County Library Fund	683,528	-	-	-	683,528
005 - In-Home Support Services	64,819	-	-	-	64,819
006 - Fish and Game Propagation	55,666	-	-	-	55,666
007 - Office of Employment Training	15,247	-	-	-	15,247
008 - Community Action Partnership	245,367	-	-	-	245,367
009 - Inclusionary Housing	161,965	-	-	-	161,965
011 - Economic Development Program	625,071	-	-	-	625,071
013 - Community Development	1,026,759	-	-	-	1,026,759
016 - Emergency Medical Service	494,288	-	-	-	494,288
022 - Local Revenue Fund 2011	9,323,350	-	-	-	9,323,350
023 - Behavioral Health	24,803,473	-	-	-	24,803,473
024 - Homeland Security	218,539	-	-	-	218,539
025 - H&W Realignment	10,847,272	-	-	-	10,847,272
Total Special Revenue Funds	48,307,047	-	-	-	48,307,047

Capital Project Funds:

401 - Facilities Project	3,247,852	-	-	-	3,247,852
402 - Capital Projects	2,946,648	-	-	-	2,946,648
403 - Capital Project Automation	364,861	-	-	-	364,861
404 - Facility Master Plan Implementation	43,086,710	-	-	-	43,086,710
405 - NGEN Radio Project	2,485,992	-	-	-	2,485,992
Total Capital Projects Funds	52,132,063	-	-	-	52,132,063

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	225,366,576	-	71,258,236	42,942,074	111,166,266

Schedule 4

COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2016-17

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2016	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 - 3026 - Reserve For Inventories	252,782	-	-	-	-	252,782

Committed:

001 - 3041 - Restricted Fund	712,759	-	-	-	-	712,759

001 - 3111 - Strategic Reserve	70,292,695	-	-	-	-	70,292,695

Assigned:

001 - 3012 - Other - Assigned	29,656	-	-	-	-	29,656

001 - 3115 - Terminations Assignment	9,853,593	1,822,322	-	-	-	8,031,271

001 - 3123 - Capital Project	2,000,000	-	-	-	-	2,000,000

001 - 3116 - Vehicle Replacement	8,053,065	2,152,916	-	-	-	5,900,149

001 - 3120 - Health Clinics	1,070,000	-	-	-	-	1,070,000

001 - 3121 - Social Services	226,743	217,000	-	-	-	9,743

001 - 3122 - NGEN Radio System	3,155,563	406,163	-	-	-	2,749,400

001 - 3123 - New Jail Expansion Project	1,471,091	461,013	-	-	-	1,010,078

001 - 3125 - Productivity Investment Program	482,331	-	-	-	-	482,331

001 - 3126 - Disaster Assistance Program	1,368,837	-	-	-	-	1,368,837

001 - 3127 - New Juvenile Hall Project	9,200,492	4,424,892	-	-	-	4,775,600

001 - 3128 - Public Safety Sales Tax Stabilization	1,876,910	-	-	-	-	1,876,910

001 - 3129 Laguna Seca Track Maintenance and Repairs	3,710,163	450,000	-	-	-	3,260,163

001 - 3124 -Information Technology Charges Mitigation	443,630	-	-	-	-	443,630

001 - 3113 - General Fund Contingency	-	-	-	-	-	-

Total General Fund	114,200,310	9,934,306	-	-	-	104,266,004

Special Revenue Funds

002 - Road Fund	144,883	-	-	-	-	144,883

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	-	-	-	-	-	-

022 - Local Revenue Fund 2011	-	-	-	-	-	-

023 - Behavioral Health	-	-	-	-	-	-

024 - Homeland Security	-	-	-	-	-	-

025 - H&W Realignment	-	-	-	-	-	-

Schedule 4

COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2016-17

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2016	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
Total Special Revenue Funds	144,883	-	-	-	-	144,883
<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	114,345,193	9,934,306	-	-	-	104,410,887

Schedule 5
County of Monterey
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2016 - 2017

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Summarization by Source						
Current Secured Property Tax	82,508,670	86,057,641	87,351,443	92,343,385	92,343,385	6,285,744
Current Unsecured Property Tax	3,630,092	3,638,171	3,766,377	3,875,082	3,875,082	236,911
Taxes Other than Current Property	83,053,825	83,246,156	85,807,776	90,351,792	90,351,792	7,105,636
Total Taxes:	\$169,192,587	\$172,941,968	\$176,925,596	\$186,570,259	\$186,570,259	\$13,628,291
Licenses, Permits, and Franchises	20,825,033	19,546,929	20,006,974	21,980,103	21,911,447	2,364,518
Fines, Forfeitures, and Penalties	9,447,838	10,440,331	9,237,686	10,331,054	10,331,054	(109,277)
Revenue from Use of Money & Property	4,746,397	15,099,170	3,828,252	4,122,784	4,322,784	(10,776,386)
Intergovernmental Revenues	383,733,298	425,871,609	387,283,438	508,605,713	509,126,462	83,254,853
Charges for Services	67,554,101	77,592,537	71,570,664	86,194,052	83,807,650	6,215,113
Miscellaneous Revenues	9,147,241	9,818,522	8,714,588	11,319,735	11,248,631	1,430,109
Other Financing Sources	168,367,496	150,600,331	198,541,058	159,454,143	159,090,710	8,490,379
Grand Total	\$833,013,992	\$881,911,397	\$876,108,256	\$988,577,843	\$986,408,997	\$104,497,600

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2016 - 2017

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
001 - General						
Taxes						
4010 - Property Tax - Current Secured	76,379,978	79,789,317	80,198,977	84,609,921	84,609,921	4,820,604
4015 - Property Tax - Current Unsecured	3,390,670	3,395,369	3,523,575	3,629,282	3,629,282	233,913
4020 - Property Tax In-Lieu of VLF	43,926,522	45,683,840	46,122,848	48,659,605	48,659,605	2,975,765
4035 - Property Tax - Current Supplemental	1,472,936	2,062,694	1,767,523	2,032,652	2,032,652	(30,042)
4025 - Property Tax - Prior Secured	1,208,296	800,000	1,208,296	1,208,296	1,208,296	408,296
4030 - Property Tax - Prior Unsecured	27,210	30,756	27,210	27,210	27,210	(3,546)
4040 - Property Tax - Prior Supplemental	47,398	108,743	55,545	55,545	55,545	(53,198)
4050 - Sales and Use Taxes	9,405,407	7,966,465	9,081,795	9,057,201	9,057,201	1,090,736
4100 - Transient Occupancy Tax	21,479,840	20,915,249	21,909,437	23,451,689	23,451,689	2,536,440
4120 - Other Taxes	(1,026)	300	140	140	140	(160)
4060 - Property Tax in Lieu of Sales Tax	2,495,621	2,581,121	2,567,994	2,642,466	2,642,466	61,345
4110 - Real Property Transfer Tax	2,547,065	2,603,928	2,603,928	2,603,928	2,603,928	-
4090 - Other Property Taxes	224,019	-	-	-	-	-
Total Taxes	162,603,935	165,937,782	169,067,268	177,977,935	177,977,935	12,040,153
Licenses, Permits, and Franchises						
4200 - Animal Licenses	181,021	249,195	184,177	191,879	191,879	(57,316)
4220 - Business Licenses	4,032,496	4,286,725	4,164,024	4,337,959	4,337,959	51,234
4230 - Construction Permits	7,626,464	7,342,722	7,243,472	9,467,349	9,398,693	2,055,971
4250 - Road Privileges and Permits	103,753	102,735	95,978	117,122	117,122	14,387
4260 - Zoning Permits	1,413,370	1,323,852	1,328,765	1,269,664	1,269,664	(54,188)
4270 - Franchises	6,896,501	5,655,694	6,127,124	6,138,124	6,138,124	482,430
4300 - Other Licenses and Permits	394,830	376,006	383,198	406,006	406,006	30,000
Total Licenses, Permits, and Franchises	20,648,435	19,336,929	19,526,738	21,928,103	21,859,447	2,522,518
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	1,180,997	1,333,954	1,167,128	1,230,617	1,230,617	(103,337)
4450 - Other Court Fines	551,992	226,640	602,400	358,768	358,768	132,128
4500 - Forfeitures and Penalties	4,668,352	5,990,914	4,587,990	5,861,501	5,861,501	(129,413)
4550 - Penalties and Costs on Delinquent Taxes	1,963,255	1,685,510	1,801,855	1,801,855	1,801,855	116,345
Total Fines, Forfeitures, and Penalties	8,364,595	9,237,018	8,159,373	9,252,741	9,252,741	15,723
Revenue from Use of Money & Property						
4600 - Investment Income	831,355	631,123	830,039	843,862	843,862	212,739
4675 - Rents and Concessions	3,589,045	2,594,759	2,678,806	2,906,872	3,106,872	512,113
4650 - Interest on Notes Receivable	443	98	344	-	-	(98)
Total Revenue from Use of Money & Property	4,420,843	3,225,980	3,509,189	3,750,734	3,950,734	724,754
Intergovernmental Revenues						
4820 - Vehicle License Fee	9,381,703	8,131,607	9,381,703	9,381,703	9,381,703	1,250,096
4900 - State Aid - Public Assistance Administration	33,008,175	17,050,412	16,869,075	19,080,830	19,080,830	2,030,418

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
4910 - State Aid - Public Assistance Programs	6,009,980	4,296,924	5,500,752	6,647,153	6,647,153	2,350,229
4940 - California Children's Services	2,491	-	-	-	-	-
4970 - Tuberculosis Control	88,008	95,683	-	-	-	(95,683)
4975 - State Aid - Health Programs	3,383,138	3,453,499	3,377,588	3,306,345	3,306,345	(147,154)
4985 - Tobacco Program (Prop 99)	150,253	150,000	150,000	127,500	127,500	(22,500)
5000 - State Aid - Agriculture	4,563,385	4,075,266	4,061,006	4,445,621	4,827,314	752,048
5025 - State Veterans' Affairs	134,927	93,722	195,216	163,226	163,226	69,504
5030 - Homeowners Property Tax Relief	451,032	458,970	451,032	451,032	451,032	(7,938)
5035 - Public Safety - Sales Tax	31,191,174	31,534,806	31,404,862	32,016,569	33,284,429	1,749,623
5050 - Other State Aid	9,239,449	9,941,761	9,802,072	9,385,239	9,385,239	(556,522)
5075 - SB 90 Reimbursements	12,762,926	572,621	-	-	-	(572,621)
5095 - Peace Officer Training (Post)	69,664	75,000	70,000	90,000	90,000	15,000
5100 - Federal - In-Lieu Taxes	5,681	846,106	5,681	5,681	5,681	(840,425)
5200 - Federal Aid - Public Assistance Administration	43,999,555	72,621,961	73,056,020	81,731,443	81,411,089	8,789,128
5225 - Federal Aid - Public Assistance Programs	22,412,634	26,488,598	26,119,655	26,447,106	26,447,106	(41,492)
5270 - Federal Aid - Forest Reserve Revenue	23,996,443	19,694,220	18,325,751	18,786,031	18,350,684	(1,343,536)
5290 - Federal Aid Other	6,113,350	5,450,948	6,112,830	6,112,830	6,112,830	661,882
5325 - Other In-Lieu Taxes	855,010	1,242,710	1,242,710	977,836	977,836	(264,874)
5350 - Aid - Other Governmental Agencies	161,248	310,000	310,000	110,000	110,000	(200,000)
5010 - State Aid - Construction Capital Grants	97,601	-	-	-	-	-
5260 - Federal Aid - Disaster Relief	24,391	-	-	-	-	-
5360 - Aid from Special District/JPA	767,348	-	-	-	-	-
5355 - Aid from City/County	22,514	-	-	-	-	-
Total Intergovernmental Revenues	208,892,081	206,584,814	206,435,953	219,266,145	220,159,997	13,575,183
Charges for Services						
5400 - Assessment and Tax Collection Fees	2,681,901	2,402,379	2,688,351	2,799,195	2,799,195	396,816
5430 - Auditing and Accounting Fees	997,206	221,743	214,513	1,078,499	1,078,499	856,756
5445 - Communication Services	4,748,097	6,056,004	6,056,004	5,978,964	5,978,964	(77,040)
5460 - Election Services	1,581,014	1,000,000	400,000	900,000	900,000	(100,000)
5475 - Legal Services	354,676	418,765	411,847	343,816	343,816	(74,949)
5505 - Planning and Engineering Services	917,995	902,875	1,059,643	755,705	755,705	(147,170)
5520 - Agricultural Services	1,706,673	2,069,649	2,069,649	2,243,281	2,084,193	14,544
5535 - Civil Process Services	3,094,381	3,890,362	3,501,320	4,023,493	4,023,493	133,131
5550 - Estate Fees	122,430	96,000	100,000	100,000	100,000	4,000
5560 - Humane Services	3,790	1,633	1,633	1,633	1,633	-
5570 - Law Enforcement Services	3,775,909	3,552,673	3,746,409	3,347,226	3,347,226	(205,447)
5580 - Recording Fees	2,838,277	2,247,760	2,362,060	2,797,848	2,797,848	550,088
5600 - Health Fees	28,924,544	39,563,945	31,423,530	45,409,557	43,538,313	3,974,368
5640 - Mental Health Fees	73,496	13,000	13,381	12,805	12,805	(195)
5660 - Children's Services	1,680	2,000	1,596	1,676	1,676	(324)
5685 - Adoption Fees	28,325	50,000	39,961	65,000	65,000	15,000
5690 - Institutional Care and Services	1,045,667	1,015,000	1,075,000	1,015,000	1,015,000	-
5700 - Educational Services		5,000	-	-	-	(5,000)
5730 - Park and Recreation Services	1,447,572	1,509,495	1,356,563	1,436,576	1,436,576	(72,919)
5750 - Other Services	7,655,741	8,586,600	9,497,782	8,375,287	8,019,217	(567,383)
Total Charges for Services	61,999,373	73,604,883	66,019,242	80,685,561	78,299,159	4,694,276

Miscellaneous Revenues

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
5800 - Other Taxable Sales	3,202	2,500	2,463	2,000	2,000	(500)
5860 - Tobacco Settlement	3,618,131	3,609,381	3,618,131	3,545,768	3,545,768	(63,613)
5870 - Miscellaneous Revenues	4,261,880	4,008,837	2,082,815	3,609,537	3,538,433	(470,404)
5980 - Contributions	136,076	306,370	981,684	1,044,500	1,044,500	738,130
5960 - Loan Repayment	27,975	4,167	14,583	-	-	(4,167)
5855 - Other Reimbursement	142,765	133,234	264,822	40,872	40,872	(92,362)
5850 - Developer Reimbursements	98,058	18,000	38,441	18,000	18,000	-
Total Miscellaneous Revenues	8,288,086	8,082,489	7,002,939	8,260,677	8,189,573	107,084
Other Financing Sources						
5900 - Sale of Capital Assets	75,611	44,528	2,657	63,778	63,778	19,250
5940 - Operating Transfers In	97,534,157	98,530,243	93,053,128	103,010,690	102,397,488	3,867,245
Total Other Financing Sources	97,609,768	98,574,771	93,055,785	103,074,468	102,461,266	3,886,495
Total 001 - General	572,827,116	584,584,666	572,776,487	624,196,364	622,150,852	37,566,186
002 - Road Fund						
Licenses, Permits, and Franchises						
4250 - Road Privileges and Permits	176,598	210,000	480,236	52,000	52,000	(158,000)
Total Licenses, Permits, and Franchises	176,598	210,000	480,236	52,000	52,000	(158,000)
Revenue from Use of Money & Property						
4600 - Investment Income	16,805	-	13,398	21,404	21,404	21,404
Total Revenue from Use of Money & Property	16,805	0	13,398	21,404	21,404	21,404
Intergovernmental Revenues						
4800 - State Highway Users Tax						
5050 - Other State Aid	11,906,746	8,845,462	9,039,024	8,350,044	8,350,044	(495,418)
5270 - Federal Aid - Forest Reserve Revenue	-	87,000	-	-	-	(87,000)
5350 - Aid - Other Governmental Agencies	16,610	15,069	15,069	15,069	15,069	-
5010 - State Aid - Construction Capital Grants	46,943	654,228	654,228	-	-	(654,228)
5011 - State Aid - Construction Operating Grants	525,220	6,811,600	1,860,728	11,786,665	11,786,665	4,975,065
5250 - Federal Aid - Construction Capital Grants	725,486	725,486	725,486	725,486	725,486	-
5355 - Aid from City/County	2,868,556	5,611,233	3,963,506	6,381,116	6,381,116	769,883
Total Intergovernmental Revenues	16,089,562	22,750,078	16,258,041	27,258,380	27,258,380	4,508,302
Charges for Services						
5750 - Other Services	2,835,602	2,231,612	3,463,208	3,775,241	3,775,241	1,543,629
Total Charges for Services	2,835,602	2,231,612	3,463,208	3,775,241	3,775,241	1,543,629
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	11,411	3,475	2,048	681	681	(2,794)
5855 - Other Reimbursement	-	-	481,779	950,842	950,842	950,842
Total Miscellaneous Revenues	11,411	3,475	483,827	951,523	951,523	948,048
Other Financing Sources						
5900 - Sale of Capital Assets	1,025	-	-	-	-	
5940 - Operating Transfers In	3,994,291	5,509,957	4,776,657	4,940,363	4,940,363	(569,594)

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Total Other Financing Sources	3,995,316	5,509,957	4,776,657	4,940,363	4,940,363	(569,594)
Total 002 - Road Fund	23,125,295	30,705,122	25,475,367	36,998,911	36,998,911	6,293,789
<u>003 - Library Fund</u>						
Taxes						
4010 - Property Tax - Current Secured	6,128,692	6,268,324	7,152,466	7,733,464	7,733,464	1,465,140
4015 - Property Tax - Current Unsecured	239,422	242,802	242,802	245,800	245,800	2,998
4035 - Property Tax - Current Supplemental	117,156	80,000	80,000	80,000	80,000	-
4025 - Property Tax - Prior Secured	96,735	120,000	120,000	120,000	120,000	-
4030 - Property Tax - Prior Unsecured	2,178	3,060	3,060	3,060	3,060	-
4040 - Property Tax - Prior Supplemental	3,627	10,000	10,000	10,000	10,000	-
4090 - Other Property Taxes	841	280,000	250,000	400,000	400,000	120,000
Total Taxes	6,588,652	7,004,186	7,858,328	8,592,324	8,592,324	1,588,138
Revenue from Use of Money & Property						
4600 - Investment Income	9,751	3,075	3,075	3,075	3,075	-
Total Revenue from Use of Money & Property	9,751	3,075	3,075	3,075	3,075	0
Intergovernmental Revenues						
5030 - Homeowners Property Tax Relief	35,741	37,413	37,413	37,413	37,413	-
5050 - Other State Aid	103,403	82,000	82,000	82,000	82,000	-
5290 - Federal Aid Other	38,250	-	-	-	-	-
5325 - Other In-Lieu Taxes	475,709	400,000	400,000	400,000	400,000	-
Total Intergovernmental Revenues	653,103	519,413	519,413	519,413	519,413	0
Charges for Services						
5725 - Library Services	155,894	153,750	153,750	153,750	153,750	-
Total Charges for Services	155,894	153,750	153,750	153,750	153,750	0
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	(125)	-	-	-	-	-
5980 - Contributions	252,774	600,000	200,000	300,000	300,000	(300,000)
Total Miscellaneous Revenues	252,649	600,000	200,000	300,000	300,000	(300,000)
Other Financing Sources						
5940 - Operating Transfers In	179,622	250,000	180,000	386,000	386,000	136,000
Total Other Financing Sources	179,622	250,000	180,000	386,000	386,000	136,000
Total 003 - Library Fund	7,839,671	8,530,424	8,914,566	9,954,562	9,954,562	1,424,138
<u>005 - In-Home Support Services</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	351	-	-	-	-	-
Total Revenue from Use of Money & Property	351	0	0	0	0	0
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	229,144	236,027	227,146	469,831	469,831	233,804
5290 - Federal Aid Other	220,214	300,399	289,324	446,019	440,065	139,666

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Total Intergovernmental Revenues	449,358	536,426	516,470	915,850	909,896	373,470
Other Financing Sources						
5940 - Operating Transfers In	41,828	238	238	382	382	144
Total Other Financing Sources	41,828	238	238	382	382	144
Total 005 - In-Home Support Services	491,537	536,664	516,708	916,232	910,278	373,614
<u>006 - Fish & Game Propagation Fund</u>						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	11,897	13,313	13,313	13,313	13,313	-
Total Fines, Forfeitures, and Penalties	11,897	13,313	13,313	13,313	13,313	0
Revenue from Use of Money & Property						
4600 - Investment Income	200	150	125	125	125	(25)
Total Revenue from Use of Money & Property	200	150	125	125	125	(25)
Miscellaneous Revenues						
5980 - Contributions	-	-	50,000	-	-	-
Total Revenue from Use of Money & Property	0	0	50,000	0	0	-
Other Financing Sources						
5940 - Operating Transfers In	10,786	23,000	23,000	-	-	(23,000)
Total Other Financing Sources	10,786	23,000	23,000	0	0	(23,000)
Total 006 - Fish & Game Propagation Fund	22,883	36,463	86,438	13,438	13,438	(23,025)
<u>007 - WIB-OET</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	(789)	419	419	-	-	(419)
Total Revenue from Use of Money & Property	(789)	419	419	0	0	(419)
Intergovernmental Revenues						
5290 - Federal Aid Other	-	6,466,953	7,078,755	6,899,668	6,899,668	432,715
5350 - Aid - Other Governmental Agencies	22,369	-	-	-	-	-
Total Intergovernmental Revenues	22,369	6,466,953	7,078,755	6,899,668	6,899,668	432,715
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	4,911	8,442	8,442	8,442	8,442	-
Total Miscellaneous Revenues	4,911	8,442	8,442	8,442	8,442	0
Other Financing Sources						
5940 - Operating Transfers In	5,388,004	1,030,157	1,029,360	1,029,360	1,029,360	(797)
Total Other Financing Sources	5,388,004	1,030,157	1,029,360	1,029,360	1,029,360	(797)
Total 007 - WIB-OET	5,414,495	7,505,971	8,116,976	7,937,470	7,937,470	431,499

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
008 - Community Action Partnership						
Revenue from Use of Money & Property						
4600 - Investment Income	(18)	250	-	-	-	(250)
Total Revenue from Use of Money & Property	(18)	250	0	0	0	(250)
Intergovernmental Revenues						
5290 - Federal Aid Other	657,228	636,656	618,586	649,094	648,831	12,175
Total Intergovernmental Revenues	657,228	636,656	618,586	649,094	648,831	12,175
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	93	-	-	-	-	-
Total Intergovernmental Revenues	93	0	0	0	0	0
Other Financing Sources						
5940 - Operating Transfers In	164	158	158	153	153	(5)
Total Other Financing Sources	164	158	158	153	153	(5)
Total 008 - Community Action Partnership	657,467	637,064	618,744	649,247	648,984	11,920
009 - Inclusionary Housing						
Revenue from Use of Money & Property						
4600 - Investment Income	2,258	750	2,200	2,000	2,000	1,250
4650 - Interest on Notes Receivable	24,625	10,000	11,000	10,000	10,000	-
Total Revenue from Use of Money & Property	26,883	10,750	13,200	12,000	12,000	1,250
Charges for Services						
5750 - Other Services	4,410	4,500	4,500	4,500	4,500	-
Total Charges for Services	4,410	4,500	4,500	4,500	4,500	0
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	-	300,000	-	400,000	400,000	100,000
5960 - Loan Repayment	30,608	26,000	26,000	25,000	25,000	(1,000)
5855 - Other Reimbursement	34,346	-	-	-	-	-
Total Miscellaneous Revenues	64,954	326,000	26,000	425,000	425,000	99,000
Total 009 - Inclusionary Housing	96,247	341,250	43,700	441,500	441,500	100,250
011 - Economic Development Program						
Revenue from Use of Money & Property						
4600 - Investment Income	102	32	24	300	300	268
4650 - Interest on Notes Receivable	19,392	114,700	50,000	100,000	100,000	(14,700)
Total Revenue from Use of Money & Property	19,493	114,732	50,024	100,300	100,300	(14,432)
Charges for Services						
5750 - Other Services	-	35,000	35,000	50,000	50,000	15,000

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Total Charges for Services	0	35,000	35,000	50,000	50,000	15,000
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	12,345	300	300	-	-	(300)
5960 - Loan Repayment	9,809	65,000	72,000	125,000	125,000	60,000
Total Miscellaneous Revenues	22,154	65,300	72,300	125,000	125,000	59,700
Total 011 - Economic Development Program	41,648	215,032	157,324	275,300	275,300	60,268
013 - Community Development Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	3,323	1,000	3,000	3,060	3,060	2,060
4650 - Interest on Notes Receivable	27,807	6,300	7,500	8,600	8,600	2,300
Total Revenue from Use of Money & Property	31,129	7,300	10,500	11,660	11,660	4,360
Intergovernmental Revenues						
5050 - Other State Aid	-	640,918	620,416	-	-	(640,918)
5290 - Federal Aid Other	865,868	1,413,255	1,276,655	1,289,006	1,289,006	(124,249)
Total Intergovernmental Revenues	865,868	2,054,173	1,897,071	1,289,006	1,289,006	(765,167)
Charges for Services						
5750 - Other Services	158,216	45	-	-	-	(45)
Total Charges for Services	158,216	45	0	0	0	(45)
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	43,175	-	-	-	-	
5960 - Loan Repayment	-	47,200	75,000	68,000	68,000	20,800
5855 - Other Reimbursement	-	-	-	470,477	470,477	470,477
Total Miscellaneous Revenues	43,175	47,200	75,000	538,477	538,477	491,277
Total 013 - Community Development Fund	1,098,388	2,108,718	1,982,571	1,839,143	1,839,143	(269,575)
016 - Emergency Medical Service Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	853,801	975,000	850,000	850,000	850,000	(125,000)
Total Fines, Forfeitures, and Penalties	853,801	975,000	850,000	850,000	850,000	(125,000)
Revenue from Use of Money & Property						
4600 - Investment Income	4,360	1,000	3,500	3,500	3,500	2,500
Total Revenue from Use of Money & Property	4,360	1,000	3,500	3,500	3,500	2,500
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	30,999	-	25,000	25,000	25,000	25,000
Total Miscellaneous Revenues	30,999	0	25,000	25,000	25,000	25,000
Total 016 - Emergency Medical Service Fund	889,161	976,000	878,500	878,500	878,500	(97,500)
401 - Facilities Project Fund						

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Revenue from Use of Money & Property						
4600 - Investment Income	13,959	6,598	6,598	1,762	1,762	(4,836)
Total Revenue from Use of Money & Property	13,959	6,598	6,598	1,762	1,762	(4,836)
Intergovernmental Revenues						
5290 - Federal Aid Other	31,186	-	252,294	256,225	256,225	256,225
5010 - State Aid - Construction Capital Grants	-	232,251	50,559	58,520	58,520	(173,731)
Total Intergovernmental Revenues	31,186	232,251	302,853	314,745	314,745	82,494
Charges for Services						
5750 - Other Services	50,416	139,747	373,978	-	-	(139,747)
Total Charges for Services	50,416	139,747	373,978	0	0	(139,747)
Miscellaneous Revenues						
5980 - Contributions	-	685,616	675,616	685,616	685,616	-
Total Miscellaneous Revenues	0	685,616	675,616	685,616	685,616	0
Other Financing Sources						
5940 - Operating Transfers In	2,663,182	3,874,667	6,472,876	3,502,367	3,502,367	(372,300)
Total Other Financing Sources	2,663,182	3,874,667	6,472,876	3,502,367	3,502,367	(372,300)
Total 401 - Facilities Project Fund	2,758,742	4,938,879	7,831,921	4,504,490	4,504,490	(434,389)
<u>402 - Capital Projects Fund</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	60,780	1,773	1,773	1,773	1,773	-
Total Revenue from Use of Money & Property	60,780	1,773	1,773	1,773	1,773	0
Charges for Services						
5750 - Other Services	113,272	-	90,986	-	-	-
Total Charges for Services	113,272	0	90,986	0	0	0
Other Financing Sources						
5940 - Operating Transfers In	3,349,287	-	-	3,793,260	3,793,260	3,793,260
Total Other Financing Sources	3,349,287	0	0	3,793,260	3,793,260	3,793,260
Total 402 - Capital Projects Fund	3,523,340	1,773	92,759	3,795,033	3,795,033	3,793,260
<u>403 - Enterprise Resource Planning Fund</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	8,283	-	-	-	-	-
Total Revenue from Use of Money & Property	8,283	0	0	0	0	0
Other Financing Sources						
5940 - Operating Transfers In	200,000	-	-	-	249,769.00	249,769

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Total Revenue from Use of Money & Property	200,000	0	0	0	249,769	249,769
Total 403 - Enterprise Resource Planning Fund	208,283	0	0	0	249,769	249,769
<u>404 - Facility Master Plan Implementation</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	30,160	11,657,143	100,000	100,000	100,000	(11,557,143)
Total Revenue from Use of Money & Property	30,160	11,657,143	100,000	100,000	100,000	(11,557,143)
<u>Intergovernmental Revenues</u>						
5010 - State Aid - Construction Capital Grants	-	3,151,133	657,084	63,050,027	63,050,027	59,898,894
Total Intergovernmental Revenues	0	3,151,133	657,084	63,050,027	63,050,027	59,898,894
Other Financing Sources						
5940 - Operating Transfers In	20,652,393	6,225,668	8,073,593	6,919,290	6,919,290	693,622
5950 - Debt Issuance	-	-	48,440,000	-	-	-
5955 - Premium on Debt Issuance	-	-	3,560,000	-	-	-
Total Other Financing Sources	20,652,393	6,225,668	60,073,593	6,919,290	6,919,290	693,622
Total 404 - Facility Master Plan Implementation	20,682,553	21,033,944	60,830,677	70,069,317	70,069,317	49,035,373
Grand Total	639,676,826	662,151,970	688,322,738	762,469,507	760,667,547	98,515,577

Schedule 7
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2016 - 2017

Description	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Summarization by Function						
GE01 - General	\$ 126,245,362	\$ 132,352,169	\$ 129,454,935	\$ 186,475,713	\$ 181,579,163	\$ 49,226,994
PP02 - Public Protection	232,695,104	253,838,048	231,600,922	279,988,263	273,550,260	19,712,212
PW03 - Public Ways & Facilities	23,397,702	35,070,678	29,400,139	47,748,759	41,305,867	6,235,189
HS04 - Health & Sanitation	188,499,415	232,662,873	212,279,465	253,965,120	248,800,899	16,138,026
PA05 - Public Assistance	229,388,681	251,095,608	250,091,627	269,324,596	268,350,392	17,254,784
ED06 - Education	8,814,678	9,271,668	9,332,627	10,698,349	10,704,842	1,433,174
RC07 - Recreation & Culture	5,339,126	5,502,636	6,325,098	7,740,691	6,774,584	1,271,948
Sub-Total	814,380,069	919,793,680	868,484,813	1,055,941,491	1,031,066,007	111,272,327
Appropriation for Contingencies						
Total Financing Requirements	\$814,380,069	\$919,793,680	\$868,484,813	\$1,055,941,491	\$1,031,066,007	\$111,272,327

Schedule 7
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2016 - 2017

Description	Actual 13-14	CY Adopted 14-15	CY Estimated 14-15	Requested 15-16	Recommended 15-16	Recommended Change From Adopted
Summarization by Fund						
001 - General	\$ 548,310,433	\$ 602,502,895	\$ 589,784,731	\$ 652,100,566	\$ 634,479,567	\$ 31,976,672
002 - Road Fund	23,397,702	35,070,678	29,400,139	43,101,686	36,658,794	1,588,116
003 - Library Fund	8,312,832	8,720,617	8,800,012	10,090,122	10,119,266	1,398,649
005 - In-Home Support Services	469,849	536,664	516,708	916,232	910,278	373,614
006 - Fish & Game Propagation Fund	38,558	36,463	36,438	13,438	13,438	(23,025)
007 - WIB-OET	5,410,591	7,505,644	8,116,976	7,937,470	7,908,384	402,740
008 - Community Action Partnership	655,217	637,064	618,744	649,247	648,984	11,920
009 - Inclusionary Housing	173,033	290,780	296,323	586,680	586,680	295,900
011 - Economic Development Program	34,096	287,783	235,612	900,250	900,250	612,467
013 - Community Development Fund	1,349,463	2,530,643	2,377,843	1,801,793	1,854,793	(675,850)
016 - Emergency Medical Service Fund	871,648	1,478,700	871,928	876,928	876,928	(601,772)
021 - Workforce Investment Board	4,897,022	-	-	-	-	-
022 - Local Revenue Fund	43,970,833	55,791,420	34,153,017	56,876,584	56,876,584	1,085,164
023 - Behavioral Health	78,647,516	105,639,999	91,776,509	117,528,835	116,858,100	11,218,101
024 - Homeland Security Grant	591,419	973,679	613,726	796,546	796,546	(177,133)
025 - H&W Realignment	61,409,716	64,883,862	65,425,412	63,285,181	62,865,718	(2,018,144)
401 - Facilities Project Fund	1,859,958	7,774,729	10,641,691	7,752,342	7,734,342	(40,387)
402 - Capital Projects Fund	2,656,269	2,045,801	2,211,800	4,647,073	4,647,073	2,601,272
403 - Enterprise Resource Planning Fund	(1,142,106)	1,319,015	2,004,930	3,178,017	3,427,781	2,108,766
404 - Facility Master Plan Implementation	32,466,020	21,767,244	20,602,274	82,902,501	82,902,501	61,135,257
Total Financing Requirements	\$ 814,380,069	\$ 919,793,680	\$ 868,484,813	\$ 1,055,941,491	\$ 1,031,066,007	\$ 111,272,327

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2016 - 2017

Function and Activity	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
General						
Contingencies						
County Administrative Office	-	5,399,351	1,907,536	6,228,786	6,228,786	829,435
Total Contingencies	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435
Legislative & Administrative						
Auditor-Controller	(6,240,444)	(5,493,550)	(7,653,095)	307,336	307,336	5,800,886
Board of Supervisors	2,968,566	3,155,387	3,069,081	3,502,986	3,496,285	340,898
Clerk of the Board	684,025	847,025	832,410	937,738	932,217	85,192
County Administrative Office	3,785,372	4,207,055	4,151,784	1,009,611	766,101	(3,440,954)
Total Legislative & Administrative	1,197,519	2,715,917	400,180	5,757,671	5,501,939	2,786,022
Other Financing Uses						
County Administrative Office	38,942,671	28,985,587	28,985,587	28,004,370	28,004,370	(981,217)
Total Other Financing Uses	38,942,671	28,985,587	28,985,587	28,004,370	28,004,370	(981,217)
Finance						
Assessor-County Clerk-Recorder	5,003,244	5,684,771	5,635,500	6,453,928	6,342,411	657,640
Auditor-Controller	5,073,692	6,173,973	6,146,060	2,201,786	1,572,867	(4,601,106)
County Administrative Office	908,788	979,947	979,921	211,514	209,927	(770,020)
Treasurer-Tax Collector	6,177,869	7,144,357	6,852,001	7,603,553	7,586,408	442,051
Total Finance	17,163,593	19,983,048	19,613,482	16,470,781	15,711,613	(4,271,435)
Counsel						
County Counsel	4,155,469	4,202,147	4,234,366	3,204,094	3,151,766	(1,050,381)
Total Counsel	4,155,469	4,202,147	4,234,366	3,204,094	3,151,766	(1,050,381)
Housing & Redevelopment						
Economic Development	173,033	290,780	296,323	586,680	586,680	295,900
Total Housing & Redevelopment	173,033	290,780	296,323	586,680	586,680	295,900
Personnel						
Equal Opportunity Office	659,738	798,102	798,102	302,891	227,202	(570,900)
Human Resources	2,679,299	3,076,789	2,911,698	515,014	260,975	(2,815,814)
Total Personnel	3,339,037	3,874,891	3,709,800	817,905	488,177	- 3,386,714
Elections						
Elections	3,528,924	5,458,012	4,826,121	4,449,652	4,446,673	(1,011,339)
Total Elections	3,528,924	5,458,012	4,826,121	4,449,652	4,446,673	(1,011,339)
Communications						
Emergency Communications	10,214,010	12,990,726	12,911,915	12,331,036	12,300,188	(690,538)
Information Technology	(777)	-	-	-	-	-
Total Communications	10,213,233	12,990,726	12,911,915	12,331,036	12,300,188	(690,538)

Function and Activity	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Property Management						
Resource Management Agency	17,786,753	30,416,062	36,571,268	30,907,840	29,813,370	(602,692)
Total Property Management	17,786,753	30,416,062	36,571,268	30,907,840	29,813,370	- 602,692
Plant Acquisition						
Auditor-Controller	(1,142,106)	1,319,015	2,004,930	3,178,017	3,427,781	2,108,766
Resource Management Agency	70,244,579	47,626,090	45,628,148	165,805,002	165,805,002	118,178,912
Total Plant Acquisition	69,102,473	48,945,105	47,633,078	168,983,019	169,232,783	120,287,678
Promotion						
Economic Development	1,689,741	1,862,606	1,862,606	2,143,149	2,005,359	142,753
Total Promotion	1,689,741	1,862,606	1,862,606	2,143,149	2,005,359	142,753
Other General						
County Administrative Office	(4,422)	3,483,560	2,789,342	2,134,286	2,119,848	(1,363,712)
County Counsel	673,413	1,062,384	3,250,435	656,890	185,482	(876,902)
Information Technology	1,182,550	684,120	684,120	770,342	(1,771,337)	(2,455,457)
Resource Management Agency	1,118,604	1,021,014	878,418	1,387,697	1,384,011	362,997
Total Other General	2,970,145	6,251,078	7,602,315	4,949,215	1,918,004	(4,333,074)
Total General	\$170,262,591	\$171,375,310	\$170,554,577	\$284,834,198	\$279,389,708	\$108,014,398
Public Protection						
Judicial						
Child Support Services	10,903,940	10,958,855	10,832,137	11,465,393	11,156,499	197,644
County Administrative Office	8,219,245	8,925,615	8,021,980	8,365,675	8,365,675	(559,940)
County Counsel	139,918	148,802	148,802	157,523	157,523	8,721
District Attorney	22,375,004	24,094,781	22,846,144	26,585,880	25,835,096	1,740,315
Public Defender	9,974,522	11,075,768	11,019,696	12,461,203	11,764,562	688,794
Total Judicial	51,612,629	55,203,821	52,868,759	59,035,674	57,279,355	2,075,534
Police Protection						
Sheriff-Coroner	40,784,244	39,571,897	41,341,498	48,127,870	46,226,726	6,654,829
Total Police Protection	40,784,244	39,571,897	41,341,498	48,127,870	46,226,726	6,654,829
Detention & Correction						
Probation	54,168,671	64,518,515	42,830,414	68,007,220	67,869,375	3,350,860
Sheriff-Coroner	50,226,093	53,818,823	53,652,150	58,524,254	57,444,778	3,625,955
Total Detention & Correction	104,394,764	118,337,338	96,482,564	126,531,474	125,314,153	6,976,815
Protection Inspection						
Agricultural Commissioner	9,489,142	9,796,296	9,996,296	11,194,263	10,773,746	977,450
Resource Management Agency	9,976,891	14,632,287	14,632,287	19,963,073	19,163,482	4,531,195
Total Protection Inspection	19,466,033	24,428,583	24,628,583	31,157,336	29,937,228	5,508,645
Other Protection						
Assessor-County Clerk-Recorder	2,481,354	2,102,614	2,262,427	2,893,181	2,874,309	771,695
County Administrative Office	4,892,517	5,073,425	4,726,780	5,277,660	5,276,351	202,926
Economic Development	961,657	1,222,543	1,424,463	1,481,373	1,378,407	155,864

Function and Activity	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Health	3,031,695	3,384,656	3,271,854	3,433,673	3,420,813	36,157
Parks	38,558	36,463	36,438	13,438	13,438	(23,025)
Resource Management Agency	13,352,430	13,734,693	13,872,692	14,772,441	14,021,610	286,917
Sheriff-Coroner	1,920,326	1,849,499	1,869,231	2,207,584	2,199,862	350,363
Total Other Protection	26,678,537	27,403,893	27,463,885	30,079,350	29,184,790	1,780,897
Total Public Protection	\$242,936,207	\$264,945,532	\$242,785,289	\$294,931,704	\$287,942,252	\$22,996,720
Public Ways & Facilities						
Public Ways						
Resource Management Agency	46,795,405	70,141,356	58,800,278	95,497,518	82,611,734	12,470,378
Total Public Ways	46,795,405	70,141,356	58,800,278	95,497,518	82,611,734	12,470,378
Total Public Ways & Facilities	\$46,795,405	\$70,141,356	\$58,800,278	\$95,497,518	\$82,611,734	\$12,470,378
Health & Sanitation						
Health						
Health	167,112,773	210,577,329	189,678,896	231,473,486	226,331,103	15,753,774
Total Health	167,112,773	210,577,329	189,678,896	231,473,486	226,331,103	15,753,774
Hospital Care						
County Administrative Office	13,132,861	12,032,255	13,942,663	13,282,351	13,282,351	1,250,096
Health	871,939	1,483,300	872,159	876,928	875,814	(607,486)
Total Hospital Care	14,004,800	13,515,555	14,814,822	14,159,279	14,158,165	642,610
California Childrens Services						
Health	7,220,735	8,393,642	7,526,934	8,156,008	8,135,284	(258,358)
Total California Childrens Services	7,220,735	8,393,642	7,526,934	8,156,008	8,135,284	(258,358)
Sanitation						
Resource Management Agency	322,213	352,694	517,626	352,694	352,694	0
Total Sanitation	322,213	352,694	517,626	352,694	352,694	0
Total Health & Sanitation	\$188,660,521	\$232,839,220	\$212,538,278	\$254,141,467	\$248,977,246	\$16,138,026
Public Assistance						
Administration						
Social Services	127,641,584	142,579,301	143,462,033	156,930,312	156,615,836	14,036,535
Total Administration	127,641,584	142,579,301	143,462,033	156,930,312	156,615,836	14,036,535
Aid Programs						
Social Services	70,942,412	75,090,085	72,713,273	77,092,082	77,092,082	2,001,997
Total Aid Programs	70,942,412	75,090,085	72,713,273	77,092,082	77,092,082	2,001,997
General Relief						
Social Services	1,104,171	1,321,307	1,078,926	1,300,289	950,747	(370,560)
Total General Relief	1,104,171	1,321,307	1,078,926	1,300,289	950,747	(370,560)
Veteran's Services						
Social Services	863,144	1,035,399	1,068,660	1,212,078	1,141,515	106,116

Function and Activity	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Total Veteran's Services	863,144	1,035,399	1,068,660	1,212,078	1,141,515	106,116
Other Assistance						
Economic Development	11,691,172	10,324,070	10,730,431	10,639,513	10,663,427	339,357
Social Services	17,146,198	20,745,446	21,038,304	22,150,322	21,886,785	1,141,339
Total Other Assistance	28,837,370	31,069,516	31,768,735	32,789,835	32,550,212	1,480,696
Total Public Assistance	\$229,388,681	\$251,095,608	\$250,091,627	\$269,324,596	\$268,350,392	\$17,254,784
Education						
Library Services						
Library	8,312,832	8,720,617	8,800,012	10,090,122	10,119,266	1,398,649
Total Library Services	8,312,832	8,720,617	8,800,012	10,090,122	10,119,266	1,398,649
Agriculture Education						
Cooperative Extension Service	501,846	551,051	532,615	608,227	585,576	34,525
Total Agriculture Education	501,846	551,051	532,615	608,227	585,576	34,525
Total Education	\$8,814,678	\$9,271,668	\$9,332,627	\$10,698,349	\$10,704,842	\$1,433,174
Recreation & Culture						
Recreation Facilities						
Parks	5,339,126	5,502,636	6,325,098	7,740,691	6,774,584	1,271,948
Total Recreation Facilities	5,339,126	5,502,636	6,325,098	7,740,691	6,774,584	1,271,948
Total Recreation & Culture	\$5,339,126	\$5,502,636	\$6,325,098	\$7,740,691	\$6,774,584	\$1,271,948
Total Financing Uses by Budget Unit	\$892,197,209	\$1,005,171,330	\$950,427,774	\$1,217,168,523	\$1,184,750,758	\$179,579,428

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2016-2017

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	155,209	0	29,865	185,074	103,182	0	103,182	81,892
052 CSA #9 Oak Park	248,326	0	44,622	292,948	67,671	0	67,671	225,277
053 CSA #10 Laguna Seca Ranch	153,895	0	771	154,666	5,500	0	5,500	149,166
054 CSA #14 Moro Cojo	(51)	0	0	(51)	0	0	0	(51)
055 CSA #14 Castroville	9,188	0	0	9,188	0	0	0	9,188
056 CSA #15 Serra Vilge, Toro Park	80,163	0	156,151	236,314	186,152	0	186,152	50,162
057 CSA #17 Rancho Terra Grande	19,824	0	11,876	31,700	11,873	0	11,873	19,827
058 CSA #19 Carmel Meadows	16,069	0	675	16,744	5,000	0	5,000	11,744
059 CSA #20 Royal Estates	57,210	0	6,695	63,905	13,774	0	13,774	50,131
060 CSA #23 Carmel Rancho	212,061	0	14,048	226,109	135,240	0	135,240	90,869
061 CSA #24 Pedrazzi Subdivision	119,611	0	5,973	125,584	10,000	0	10,000	115,584
062 CSA #25 Carmel V Country Club	26,496	0	31,920	58,416	31,906	0	31,906	26,510
063 CSA #26 New Moss Landing Hgts	56,742	0	4,132	60,874	11,651	0	11,651	49,223
064 CSA #30 Rancho Mar Monte	32,050	0	1,474	33,524	13,000	0	13,000	20,524
065 CSA #31 Aromas Hills	34,153	0	1,631	35,784	10,000	0	10,000	25,784
066 CSA #32 Green Valley Acres	79,264	0	8,773	88,037	14,509	0	14,509	73,528
067 CSA #33 Coast Ridge Subdivisn	18,074	0	2,742	20,816	10,000	0	10,000	10,816
068 CSA #34 Rancho Rio Vista	23,658	0	2,036	25,694	10,000	0	10,000	15,694
069 CSA #35 Paradise Park	50,989	0	9,942	60,931	15,916	0	15,916	45,015
070 CSA #37 Colonial Oak Estates	23,107	0	964	24,071	10,000	0	10,000	14,071
071 CSA #38 Paradise Lake Estates	49,514	0	2,280	51,794	10,000	0	10,000	41,794
072 CSA #41 Gabilan Acres	169,045	0	18,691	187,736	21,221	0	21,221	166,515
073 CSA #44 Corral De Tierra	35,833	0	6,235	42,068	12,040	0	12,040	30,028
074 CSA #45 Oak Hills	98,434	0	29,100	127,534	57,607	0	57,607	69,927
075 CSA #45-Oak Hills - Open Space	110,547	0	17,509	128,056	62,378	0	62,378	65,678
076 CSA #47 Carmel Views	172,703	0	22,665	195,368	168,313	0	168,313	27,055
077 CSA #50 Rioway Track	374,077	0	121,699	495,776	208,597	0	208,597	287,179
078 CSA #51 High Meadow	145,251	0	17,595	162,846	17,597	0	17,597	145,249
079 CSA #52 Cerro Del Oso	151,353	0	5,529	156,882	10,000	0	10,000	146,882
080 CSA #53 Arroyo Seco	118,679	0	9,157	127,836	16,000	0	16,000	111,836
081 CSA #54 Manzanita	24,595	0	1,452	26,047	10,000	0	10,000	16,047
082 CSA #55 Buena Vista Del Sol	132,389	0	8,133	140,522	10,000	0	10,000	130,522
083 CSA #56 Del Mesa Carmel	164,032	0	10,197	174,229	10,000	0	10,000	164,229
084 CSA #57 Los Tulares	20,132	0	1,688	21,820	10,000	0	10,000	11,820
085 CSA #58 Vista Corado	52,103	0	3,732	55,835	10,000	0	10,000	45,835
086 CSA #62 Rancho Del Monte	210,485	0	11,897	222,382	40,000	0	40,000	182,382
087 CSA #66 Oak Tree Views	53,348	0	21,420	74,768	25,689	0	25,689	49,079
088 CSA #67 Corral De Tierra Oaks	2,413,790	0	107,579	2,521,369	166,070	0	166,070	2,355,299
089 CSA #68 Vierra Canyon	70,851	0	2,459	73,310	10,000	0	10,000	63,310
090 CSA #69 Ralph Lane	1,362	0	0	1,362	0	0	0	1,362
091 CSA #72 Las Palmas Ranch	15,979	0	58,286	74,265	58,286	0	58,286	15,979
092 CSA #74 Ambulance	3,409,294	0	1,804,000	5,213,294	2,335,721	0	2,335,721	2,877,573
093 CSA #75 Chualar Consolidated	139,882	0	94,828	234,710	124,173	0	124,173	110,537
Total County Service Areas	9,549,716		2,710,421	12,260,137	4,059,066		4,059,066	8,201,071

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2016-2017

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
Health and Sanitation								
151 Pajaro Co Sanitation District	155,104	0	880,435	1,035,539	880,435	0	880,435	155,104
152 Moss Landing Co Sanitation Dst	152	0	0	152	0	0	0	152
153 Carmel Valley San Zone # 1 Dst	0	0	0	0	0	0	0	0
154 Carmel Valley San Zone # 2 Dst	354	0	15,854	16,208	15,854	0	15,854	354
155 Carmel Valley San Zone # 3 Dst	0	0	0	0	0	0	0	0
156 Boronda Co Sanitation Dist	(114,951)	0	146,633	31,682	146,633	0	146,633	(114,951)
157 Boronda Csd-Zone 2-San Jerardo	17,434	0	77,306	94,740	77,306	0	77,306	17,434
306 Boronda Co. San Sewer	5,352	0	38,700	44,052	38,700	0	38,700	5,352
309 Moss Landing Co San Sewer	36	0	0	36	0	0	0	36
310 Pajaro Co San Sewer	51,989	0	35,200	87,189	35,200	0	35,200	51,989
312 Chualar Co Water Ser	31,763	0	0	31,763	16,311	0	16,311	15,452
Total County Sanitation Districts	147,233	-	1,194,128	1,341,361	1,210,439	-	1,210,439	130,922
Redevelopment Agencies								
175 Castroville-Pajaro Housing Successor	463,191	0	220,000	683,191	650,390	0	650,390	32,801
176 Boronda Housing Successor	11,336	0	60	11,396	10,004	0	10,004	1,392
177 Fort Ord Housing Successor	1,678	0	0	1,678	0	0	0	1,678
178 East Garrison Housing Successor	86	0	0	86	0	0	0	86
180 E. Garrison Public Financing Authority	788,731	0	6,311,502	7,100,233	6,629,727	0	6,629,727	470,506
181 E. Garrison Community Facility District	102,772	0	384,188	486,960	258,800	0	258,800	228,160
182 E. Garrison Developer Reimbursements	0	0	346,000	346,000	346,000	0	346,000	0
406 Redevelopment Obligation Retirement Fund	3,775,394	0	2,840,849	6,616,243	2,715,347	0	2,715,347	3,900,896
Total Redevelopment Agencies	5,143,189	-	10,102,599	15,245,788	10,610,268	-	10,610,268	4,635,520
Total Special Districts and Other Agencies	14,840,138	-	14,007,148	28,847,286	15,879,773	-	15,879,773	12,967,513

Analysis of Revenue by Fund
Fiscal Year 2016 - 2017

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Summarization by Fund						
001 - General	\$ 572,899,788	\$ 584,584,666	\$ 572,776,487	\$ 624,196,364	\$ 622,150,852	\$ 37,566,186
002 - Road Fund	23,125,295	30,705,122	25,475,367	36,998,911	36,998,911	6,293,789
003 - Library Fund	7,839,671	8,530,424	8,914,566	9,954,562	9,954,562	1,424,138
005 - In-Home Support Services	491,537	536,664	516,708	916,232	910,278	373,614
006 - Fish & Game Propagation Fund	22,883	36,463	86,438	13,438	13,438	(23,025)
007 - WIB-OET	5,414,495	7,505,971	8,116,976	7,937,470	7,937,470	431,499
008 - Community Action Partnership	657,467	637,064	618,744	649,247	648,984	11,920
009 - Inclusionary Housing	96,247	341,250	43,700	441,500	441,500	100,250
011 - Economic Development Program	41,648	215,032	157,324	275,300	275,300	60,268
013 - Community Development Fund	1,098,388	2,108,718	1,982,571	1,839,143	1,839,143	(269,575)
016 - Emergency Medical Service Fund	889,161	976,000	878,500	878,500	878,500	(97,500)
021 - Workforce Investment Board	4,874,663	-	-	-	-	-
022 - Local Revenue Fund	46,104,695	55,791,420	34,153,017	56,876,584	56,876,584	1,085,164
023 - Behavioral Health	80,268,822	97,003,022	88,825,506	105,294,732	104,927,846	7,924,824
024 - Homeland Security Grant	742,029	973,679	614,617	796,546	796,546	(177,133)
025 - H&W Realignment	61,274,284	65,991,306	64,192,378	63,140,474	63,140,474	(2,850,832)
051 - CSA #1 Carmel Point	30,374	29,059	29,567	29,865	29,865	806
052 - CSA #9 Oak Park	41,921	42,196	44,171	44,622	44,622	2,426
053 - CSA #10 Laguna Seca Ranch	778	500	769	771	771	271
054 - CSA #14 Moro Cojo	1	-	-	-	-	-
056 - CSA #15 Serra Vilge, Toro Park	153,929	153,656	153,656	156,151	156,151	2,495
057 - CSA #17 Rancho Terra Grande	12,072	11,487	11,860	11,876	11,876	389
058 - CSA #19 Carmel Meadows	663	606	606	675	675	69
059 - CSA #20 Royal Estates	6,995	6,512	6,675	6,695	6,695	183
060 - CSA #23 Carmel Rancho	14,989	14,428	14,728	14,048	14,048	(380)
061 - CSA #24 Pedrazzi Subdivision	6,014	5,818	5,818	5,973	5,973	155
062 - CSA #25 Carmel V Country Club	35,052	31,753	31,753	31,920	31,920	167
063 - CSA #26 New Moss Landing Hgts	4,144	4,306	4,306	4,132	4,132	(174)
064 - CSA #30 Rancho Mar Monte	1,500	1,576	1,576	1,474	1,474	(102)
065 - CSA #31 Aromas Hills	1,477	1,617	1,617	1,631	1,631	14
066 - CSA #32 Green Valley Acres	8,663	8,748	8,748	8,773	8,773	25
067 - CSA #33 Coast Ridge Subdivisn	2,504	2,731	2,731	2,742	2,742	11
068 - CSA #34 Rancho Rio Vista	1,955	1,993	1,993	2,036	2,036	43
069 - CSA #35 Paradise Park	9,894	10,029	10,029	9,942	9,942	(87)
070 - CSA #37 Colonial Oak Estates	951	978	978	964	964	(14)
071 - CSA #38 Paradise Lake Estates	2,228	2,204	2,204	2,280	2,280	76
072 - CSA #41 Gabilan Acres	19,064	18,471	18,471	18,691	18,691	220
073 - CSA #44 Corral De Tierra	5,941	6,329	6,329	6,235	6,235	(94)
074 - CSA #45 Oak Hills	28,801	28,934	28,934	29,100	29,100	166
075 - CSA #45-Oak Hills - Open Space	19,807	17,946	17,946	17,509	17,509	(437)
076 - CSA #47 Carmel Views	22,789	22,460	22,460	22,665	22,665	205
077 - CSA #50 Rioway Tract No. 2	123,779	117,454	117,454	121,699	121,699	4,245
078 - CSA #51 High Meadow	16,549	17,174	17,174	17,595	17,595	421
079 - CSA #52 Cerro Del Oso	6,227	5,822	5,822	5,529	5,529	(293)

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
080 - CSA #53 Arroyo Seco	8,449	8,949	8,949	9,157	9,157	208
081 - CSA #54 Manzanita	1,324	1,479	1,479	1,452	1,452	(27)
082 - CSA #55 Buena Vista Del Sol	7,918	7,893	7,893	8,133	8,133	240
083 - CSA #56 Del Mesa Carmel	10,202	9,871	9,871	10,197	10,197	326
084 - CSA #57 Los Tulares	1,613	1,645	1,645	1,688	1,688	43
085 - CSA #58 Vista Corado	3,627	3,648	3,648	3,732	3,732	84
086 - CSA #62 Rancho Del Monte	11,686	11,531	11,531	11,897	11,897	366
087 - CSA #66 Oak Tree Views	17,711	17,301	17,301	21,420	21,420	4,119
088 - CSA #67 Corral De Tierra Oaks	100,988	103,918	-	107,579	107,579	3,661
089 - CSA #68 Vierra Canyon	2,407	2,353	-	2,459	2,459	106
090 - CSA #69 Ralph Lane	7	3.00	-	-	-	(3)
091 - CSA #72 Las Palmas Ranch	5,058	4,945	259,945	58,286	58,286	53,341
092 - CSA #74 Ambulance	1,816,865	1,775,000	1,804,000	1,804,000	1,804,000	29,000
093 - CSA #75 Chualar Consolidated	401,374	71,302	72,356	94,828	94,828	23,526
151 - Pajaro Co Sanitation District	865,817	799,631	845,128	880,435	880,435	80,804
152 - Moss Landing Co Sanitation Dst	443	-	-	-	-	-
153 - Carmel Valley San Zone # 1 Dst	0	-	-	-	-	-
154 - Carmel Valley San Zone # 2 Dst	81	-	80	15,854	15,854	15,854
156 - Boronda Co Sanitation Dist	145,878	150,331	150,331	146,633	146,633	(3,698)
157 - San Jerardo CSD	86,040	80,100	87,428	77,306	77,306	(2,794)
171 - Castroville-Pajaro Redevelopment Successor Agency at 2/1/12	1,473	-	-	-	-	-
172 - Boronda Redevelopment Successor Agency at 2/1/12	2,323	-	-	-	-	-
173 - Fort Ord Redevelopment Successor Agency at 2/1/12	(1,884)	-	-	-	-	-
174 - East Garrison Redevelopment Successor Agency at 2/1/12	(304)	-	-	-	-	-
175 - Castroville-Pajaro Housing Successor Agency	550,651	253,500	137,200	220,000	220,000	(33,500)
176 - Boronda Housing Successor Agency	4,167	5	4,035	60	60	55
177 - Fort Ord Housing Successor Agency	78	-	-	-	-	-
178 - East Garrison Housing Successor Agency	52	-	-	-	-	-
180 - East Garrison Community Facility District	220,477	6,211,502	510,000	6,311,502	6,311,502	100,000
181 - East Garrison Community Services District	203,370	320,188	320,188	384,188	384,188	64,000
182 - East Garrison Developer Reimbursements	90,537	346,000	346,000	346,000	346,000	-
251 - Public Improvement Corp Debt Service	15,966,122	16,128,826	16,128,826	19,071,969	19,071,969	2,943,143
305 - Boronda Co San Sewer Revenue	14	-	-	-	-	-
306 - Boronda Co San Revenue Bonds	38,080	37,850	37,850	38,700	38,700	850
309 - Moss Landing Co San Sewer Rev	36	-	-	-	-	-
310 - Pajaro Co San Sewer Revenue	35,228	35,600	35,600	35,200	35,200	(400)
311 - Hidden Hills Area Assmt Dist	37	-	-	-	-	-
312 - Chualar Co Water Ser A	803	-	-	-	-	-
315 - Blackie Road Assessment Dist	8	-	-	-	-	-
401 - Facilities Project Fund	2,758,742	4,938,879	7,831,921	4,504,490	4,504,490	(434,389)
402 - Capital Projects Fund	3,523,340	1,773	92,759	3,795,033	3,795,033	3,793,260
403 - Enterprise Resource Planning Fund	208,283	-	-	-	249,769	249,769
404 - Facility Master Plan Implementation	20,682,553	21,033,944	60,830,677	70,069,317	70,069,317	49,035,373
405 - NGEN Radio Project	1,102,491	5,295,331	5,295,331	3,227,014	3,227,014	(2,068,317)
406 - Redevelopment Obligation Retirement Fund	1,209,796	629,622	629,622	2,840,849	2,840,849	2,211,227

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
425 - MBRWP Construction	3,052	-	-	-	-	-
451 - Natividad Medical Center	258,806,795	219,310,611	239,194,109	245,117,412	262,167,926	42,857,315
452 - Parks Lake & Resort Operations	5,254,411	3,302,235	3,457,698	3,880,300	3,113,798	- 188,437
475 - General Liability Fund	9,953,175	11,781,759	11,802,100	11,902,973	10,735,973	(1,045,786)
476 - Worker's Comp Fund	16,764,039	16,058,383	16,264,371	19,049,000	17,272,000	1,213,617
477 - Benefit Programs Fund	8,693,038	8,864,150	8,976,804	8,848,192	8,848,192	(15,958)
Grand Total	\$ 1,155,978,605	\$ 1,174,101,646	\$ 1,183,097,950	\$ 1,313,681,851	\$ 1,324,853,017	\$ 150,751,371

Analysis of Expenditures by Fund
Fiscal Year 2016 - 2017

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Summarization by Fund						
001 - General	\$ 548,310,433	\$ 602,502,895	\$ 589,784,731	\$ 652,100,566	\$ 634,479,083	\$ 31,976,188
002 - Road Fund	23,397,702	35,070,678	29,400,139	43,101,686	36,658,794	1,588,116
003 - Library Fund	8,312,832	8,720,617	8,800,012	10,090,122	10,119,266	1,398,649
005 - In-Home Support Services	469,849	536,664	516,708	916,232	910,278	373,614
006 - Fish & Game Propagation Fund	38,558	36,463	36,438	13,438	13,438	(23,025)
007 - WIB-OET	5,410,591	7,505,644	8,116,976	7,937,470	7,908,384	402,740
008 - Community Action Partnership	655,217	637,064	618,744	649,247	648,984	11,920
009 - Inclusionary Housing	173,033	290,780	296,323	586,680	586,680	295,900
011 - Economic Development Program	34,096	287,783	235,612	900,250	900,250	612,467
013 - Community Development Fund	1,349,463	2,530,643	2,377,843	1,801,793	1,854,793	(675,850)
016 - Emergency Medical Service Fund	871,648	1,478,700	871,928	876,928	876,928	(601,772)
021 - Workforce Investment Board	4,897,022	-	-	-	-	-
022 - Local Revenue Fund	43,970,833	55,791,420	34,153,017	56,876,584	56,876,584	1,085,164
023 - Behavioral Health	78,647,516	105,639,999	91,776,509	117,528,835	116,858,100	11,218,101
024 - Homeland Security Grant	591,419	973,679	613,726	796,546	796,546	(177,133)
025 - H&W Realignment	61,409,716	64,883,862	65,425,412	63,285,181	62,865,718	(2,018,144)
051 - CSA #1 Carmel Point	28,543	49,059	49,003	103,182	103,182	54,123
052 - CSA #9 Oak Park	26,008	42,196	69,183	67,671	67,671	25,475
053 - CSA #10 Laguna Seca Ranch	(217)	500	500	5,500	5,500	5,000
056 - CSA #15 Serra Village, Toro Park	153,681	153,656	153,656	186,152	186,152	32,496
057 - CSA #17 Rancho Terra Grande	106,566	11,487	19,278	11,873	11,873	386
058 - CSA #19 Carmel Meadows	584	606	606	5,000	5,000	4,394
059 - CSA #20 Royal Estates	5,314	6,512	6,675	13,774	13,774	7,262
060 - CSA #23 Carmel Rancho	5,736	85,235	85,235	135,240	135,240	50,005
061 - CSA #24 Pedrazzi Subdivision	1,976	5,818	5,818	10,000	10,000	4,182
062 - CSA #25 Carmel V Country Club	15,137	31,753	239,329	31,906	31,906	153
063 - CSA #26 New Moss Landing Hgts	3,085	4,306	4,306	11,651	11,651	7,345
064 - CSA #30 Rancho Mar Monte	1,011	1,576	1,576	13,000	13,000	11,424
065 - CSA #31 Aromas Hills	680	1,617	1,617	10,000	10,000	8,383
066 - CSA #32 Green Valley Acres	5,724	8,748	8,748	14,509	14,509	5,761
067 - CSA #33 Coast Ridge Subdivisin	1,110	2,731	2,731	10,000	10,000	7,269
068 - CSA #34 Rancho Rio Vista	396	1,993	1,993	10,000	10,000	8,007
069 - CSA #35 Paradise Park	6,760	10,029	10,029	15,916	15,916	5,887
070 - CSA #37 Colonial Oak Estates	369	978	978	10,000	10,000	9,022
071 - CSA #38 Paradise Lake Estates	381	2,204	2,204	10,000	10,000	7,796
072 - CSA #41 Gabilan Acres	13,648	18,471	18,471	21,221	21,221	2,750
073 - CSA #44 Corral De Tierra	4,617	6,329	6,329	12,040	12,040	5,711
074 - CSA #45 Oak Hills	21,385	28,934	54,043	57,607	57,607	28,673

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
075 - CSA #45-Oak Hills - Open Space	26,499	17,946	49,946	62,378	62,378	44,432
076 - CSA #47 Carmel Views	13,176	22,460	58,000	168,313	168,313	145,853
077 - CSA #50 Rioway Tract No. 2	133,259	199,359	549,359	208,597	208,597	9,238
078 - CSA #51 High Meadow	5,149	17,174	17,174	17,597	17,597	423
079 - CSA #52 Cerro Del Oso	304	5,822	5,822	10,000	10,000	4,178
080 - CSA #53 Arroyo Seco	428	8,949	8,949	16,000	16,000	7,051
081 - CSA #54 Manzanita	11	1,479	1,479	10,000	10,000	8,521
082 - CSA #55 Buena Vista Del Sol	213	7,893	7,893	10,000	10,000	2,107
083 - CSA #56 Del Mesa Carmel	325	9,871	9,871	10,000	10,000	129
084 - CSA #57 Los Tulares	82	1,645	1,645	10,000	10,000	8,355
085 - CSA #58 Vista Corado	1,859	3,648	3,648	10,000	10,000	6,352
086 - CSA #62 Rancho Del Monte	513	11,531	11,531	40,000	40,000	28,469
087 - CSA #66 Oak Tree Views	25,388	17,301	17,301	25,689	25,689	8,388
088 - CSA #67 Corral De Tierra Oaks	6,842	103,918	-	166,070	166,070	62,152
089 - CSA #68 Vierra Canyon	3	2,353	-	10,000	10,000	7,647
091 - CSA #72 Las Palmas Ranch	12,793	4,945	290,328	58,286	58,286	53,341
092 - CSA #74 Ambulance	1,657,758	4,260,185	1,669,771	2,335,721	2,335,721	(1,924,464)
093 - CSA #75 Chualar Consolidated	265,588	134,418	151,853	124,173	124,173	(10,245)
151 - Pajaro Co Sanitation District	1,103,546	892,228	1,211,265	880,435	880,435	(11,793)
152 - Moss Landing Co Sanitation Dst	230,632	-	-	-	-	-
154 - Carmel Valley San Zone # 2 Dst	-	15,500	15,500	15,854	15,854	354
156 - Boronda Co Sanitation Dist	264,426	176,291	129,791	146,633	146,633	(29,658)
157 - San Jerardo CSD	75,560	80,100	87,428	77,306	77,306	(2,794)
171 - Castroville-Pajaro Redevelopment Successor Agency at 2/1/12	(1,236)	-	-	-	-	-
172 - Boronda Redevelopment Successor Agency at 2/1/12	(118)	-	-	-	-	-
174 - East Garrison Redevelopment Successor Agency at 2/1/12	(276)	-	-	-	-	-
175 - Castroville-Pajaro Housing Successor Agency	327,135	851,500	567,029	650,390	650,390	(201,110)
176 - Boronda Housing Successor Agency	374	10,004	4,004	10,004	10,004	-
180 - East Garrison Community Facility District	33,961	6,572,227	130,500	6,629,727	6,629,727	57,500
181 - East Garrison Community Services District	14,036	324,700	327,700	258,800	258,800	(65,900)
182 - East Garrison Developer Reimbursements	149,413	346,000	346,000	346,000	346,000	-
251 - Public Improvement Corp Debt Service	16,137,630	16,128,826	16,128,826	19,071,969	19,071,969	2,943,143
306 - Boronda Co San Revenue Bonds	37,950	37,850	37,850	38,700	38,700	850
309 - Moss Landing Co San Sewer Rev	34,900	35,600	35,600	35,200	35,200	(400)
310 - Pajaro Co San Sewer Revenue	15,448	-	15,917	16,311	16,311	16,311
401 - Facilities Project Fund	1,859,958	7,774,729	10,641,691	7,752,342	7,734,342	(40,387)
402 - Capital Projects Fund	2,656,269	2,045,801	2,211,800	4,647,073	4,647,073	2,601,272
403 - Enterprise Resource Planning Fund	(1,142,106)	1,319,015	2,004,930	3,178,017	3,427,781	2,108,766
404 - Facility Master Plan Implementation	32,466,020	21,767,244	20,602,274	82,902,501	82,902,501	61,135,257
405 - NGEN Radio Project	584,458	5,295,331	5,379,379	3,773,632	3,773,632	(1,521,699)
406 - Redevelopment Obligation Retirement Fund	903,185	575,443	575,443	2,715,347	2,715,347	2,139,904
451 - Natividad Medical Center	244,237,687	219,342,512	235,617,463	252,568,297	251,667,562	32,325,050

Analysis of Expenditures by Object

Fiscal Year 2016 - 2017

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
COUNTY						
Salaries and Employee Benefits						
6111 - Regular Employees	\$ 335,672,504	\$ 390,144,178	\$ 366,349,947	\$ 411,703,381	\$ 404,173,599	\$ 14,029,421
6112 - Temporary Employees	10,456,744	2,773,127	16,598,409	2,069,287	1,973,147	(799,980)
6144 - Short-Term Disability Insurance	24,788	56,753	59,499	58,161	56,910	157
6175 - Wellness Plan	261,216	345,423	328,702	343,249	342,107	(3,316)
6111SP - Standby Pay	-	387,665	56,785	246,073	279,370	(108,295)
6111SS - Salary Savings	-	(14,733,191)	(252,030)	(15,521,854)	(16,011,964)	(1,278,773)
6174NF - Special Benefits Not Forecasted	-	(7,071,689)	-	(5,397,176)	(5,397,176)	1,674,513
6143 - Long-Term Disability Insurance	143,480	236,856	185,914	254,640	246,684	9,828
6111VB - Vacation Buy Back	-	1,914,218	367,675	2,028,426	2,220,381	306,163
6121 - PERS	43,099,768	58,257,455	52,839,440	63,842,841	62,752,938	4,495,483
6161 - Workers Compensation Insurance	15,927,116	15,557,049	15,629,400	17,890,050	16,988,543	1,431,494
6173 - Flex-Benefit Plan Contribution	50,804,339	61,721,135	57,324,266	81,862,108	79,966,997	18,245,862
6141 - Flex Co Paid Insurance-Pretax	7,101,941	6,991,288	6,692,717	7,615,308	7,465,475	474,187
6148 - Unemployment Insurance	494,637	643,743	698,722	584,364	582,400	(61,343)
6147 - Vision Insurance	430,685	518,040	428,865	541,495	531,142	13,102
6142 - Life Insurance	277,751	334,505	278,141	353,619	346,247	11,742
6113 - Overtime	14,786,414	7,363,050	8,300,958	6,527,671	6,517,671	(845,379)
6131 - FICA	17,277,095	20,042,522	19,241,187	21,250,136	20,846,090	803,568
6171 - Employee Assistance Program	79,004	151,737	133,481	156,885	154,751	3,014
6174 - Special Benefits	2,654,741	1,102,051	(2,675,372)	1,131,847	1,106,647	4,596
6111XX - Forecasted Supplemental Pays	-	6,426,478	105,827	6,446,738	6,356,044	(70,434)
6145 - Dental Insurance	1,902,574	2,309,926	1,905,795	2,416,186	2,369,402	59,476
6122 - Other Post-Employment Benefits	5,240,534	2,056,244	2,044,835	2,021,606	2,013,303	(42,941)
6132 - Medicare	5,146,892	5,756,389	4,885,323	6,078,331	5,968,422	212,033
6111PD - Pay Differential	-	2,197,790	-	2,636,426	2,636,426	438,636
6111BL - Bilingual Pay	-	774,631	-	743,357	743,357	(31,274)
6146 - Medical Insurance	54	1,058	-	-	-	(1,058)
Total Salaries and Employee Benefits	511,772,276	566,258,431	551,528,486	617,883,155	605,228,913	38,970,482
Services and Supplies						
6864 - Fleet Service Charge	4,659,420	4,933,980	4,977,862	5,094,852	5,094,852	160,872
6881 - Utilities	8,791,835	10,402,393	10,803,530	10,369,807	9,435,210	(967,183)
6613 - Other Professional & Special Services	36,314,491	48,796,188	47,010,081	55,443,135	52,333,275	3,537,087
6821 - Rents and Leases - Equipment	4,164,007	5,396,676	5,890,109	5,479,608	5,472,608	75,932
6381 - Advertising	551,061	732,356	526,669	582,540	581,040	(151,316)
6606 - Legal Service - External	3,206,687	4,100,718	3,864,333	4,152,882	4,147,882	47,164
6605 - Laboratory Services	1,909,124	659,369	845,643	1,120,379	920,379	261,010
6865 - Nonemployee Transportation & Travel	186,905	162,553	122,442	127,287	127,287	(35,266)
6382 - Audio-Visual Service & Supply	51,536	35,328	26,912	30,625	30,625	(4,703)
6261 - Insurance - General Liability (Non-recoverab	752,254	1,803,825	1,819,782	1,764,844	1,077,645	(726,180)
6867 - Vehicle Usage/Replacement	1,851,137	1,940,925	2,071,442	2,190,125	1,892,217	(48,708)
6384 - Miscellaneous Supplies	357,720	811,008	1,204,567	965,263	965,263	154,255
6402 - Bottled Water	44,698	18,363	28,068	31,046	31,046	12,683
6609 - Other Personnel Services	15,655,700	14,689,829	16,903,625	21,700,401	22,008,414	7,318,585
6405 - Courier Services - Internal	332,520	376,496	380,902	399,919	399,919	23,423
6411 - Postage and Shipping	1,047,495	1,377,861	1,113,568	1,173,858	1,173,858	(204,003)
6412 - Printing, Graphics and Binding Charge - Ext	1,660,918	2,516,302	1,884,010	1,656,427	1,656,427	(859,875)

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
6611 - Staff Training Services	1,197,345	1,042,871	1,250,614	1,043,687	995,086	(47,785)
6361 - Noncapital Equipment	680,879	792,362	498,283	602,892	602,892	(189,470)
6262 - Insurance - General Liability (Recoverable)	7,358,458	8,196,911	8,226,782	8,319,571	7,931,076	(265,835)
6311 - Buildings & Improvements Maintenance - Ex	5,201,278	7,101,605	9,611,751	10,859,998	8,836,386	1,734,781
6603 - Data Processing Services - Internal	17,258,696	20,590,433	21,115,944	28,870,460	28,843,276	8,252,843
6413 - Printing, Graphics and Binding Charge - Inte	0	34,054	15,502	18,699	18,699	(15,355)
6241 - Food	2,544,354	2,831,270	2,862,007	2,714,171	2,712,671	(118,599)
6862 - Employee Mileage Reimbursement	261,254	258,811	229,675	247,767	247,467	(11,344)
6383 - Miscellaneous Services	1,248,162	1,244,845	1,489,777	1,693,739	1,693,739	448,894
6407 - Minor Computer Hardware	2,126,725	1,491,640	1,768,593	2,057,971	2,034,471	542,831
6252 - Household Expenses	729,469	79,550	82,447	129,080	126,280	46,730
6404 - Courier Services - External	74,089	37,801	33,271	37,069	37,069	(732)
6266 - Insurance - Property	1,134,401	1,477,302	1,493,746	1,673,085	1,673,085	195,783
6321 - Equipment Maintenance	4,275,648	6,139,119	6,101,902	8,585,886	8,544,688	2,405,569
6231 - Communication Charges - External	1,414,284	1,407,207	1,593,153	1,320,790	1,307,339	(99,868)
6866 - Vehicle Maintenance - External	2,954,037	3,296,899	2,841,924	3,317,786	3,312,108	15,209
6232 - Communication Charges - Internal	3,459,866	3,527,456	2,880,585	2,480,934	2,480,934	(1,046,522)
6601 - Accounting & Auditing Charges	800,775	899,854	791,833	866,226	866,226	(33,628)
6801 - Publications and Legal Notices	130,838	138,429	217,650	150,041	150,041	11,612
6612 - Temporary Help Services	3,403,932	2,755,143	4,455,533	2,828,470	2,814,470	59,327
6602 - Data Processing Services - External	1,761,839	2,336,406	2,488,023	3,210,929	3,197,049	860,643
6415 - Records Retention Charges	501,394	462,066	349,270	225,719	225,719	(236,347)
6811 - Rents and Leases - Buildings	15,360,176	9,636,998	10,014,943	11,467,903	11,467,903	1,830,905
6251 - Cleaning and Janitorial	2,395,002	2,447,355	2,352,152	2,592,927	2,434,065	(13,290)
6333 - Medical Supplies	17,489,204	15,483,365	20,267,839	20,580,530	20,258,480	4,775,115
6409 - Minor Equipment and Furnishings	1,494,172	1,545,097	1,691,182	2,374,627	1,680,245	135,148
6351 - Membership Fees	1,146,855	1,451,582	1,169,007	1,279,208	1,269,208	(182,374)
6401 - Books/Periodicals and Other Subscriptions	1,018,816	739,508	838,754	1,076,830	1,076,830	337,322
6607 - Legal Service - Internal	1,484,485	1,944,778	1,483,113	1,904,677	1,904,677	(40,101)
6268 - Insurance - Other	700,915	1,033,893	1,049,151	715,947	715,947	(317,946)
6835 - Other Special Departmental Expenses	7,439,944	20,929,815	14,858,723	17,318,816	16,536,140	(4,393,675)
6608 - Other Medical Services	55,242,816	65,351,158	61,188,893	70,705,858	70,705,858	5,354,700
6222 - Uniforms and Safety Equipment	1,019,538	520,021	750,500	872,153	871,603	351,582
6406 - Mail Handling Charges	184,471	195,233	230,223	238,262	238,262	43,029
6332 - Laboratory Supplies	2,137,770	1,748,372	1,691,968	1,967,334	1,967,334	218,962
6861 - Conference/Lodging/Meals/Travel	1,572,056	1,659,493	1,600,571	2,087,375	2,086,875	427,382
6410 - Office Supplies	1,498,469	1,961,824	1,588,480	1,878,851	1,867,901	(93,923)
6408 - Minor Computer Software	7,468,596	4,878,388	5,153,509	6,522,267	6,512,767	1,634,379
6312 - Buildings & Improvements Maintenance - Int	532,977	528,218	867,406	296,899	296,899	(231,319)
6403 - Office Machine Supply	698	4,650	4,650	4,650	4,650	-
6267 - Insurance - Stop Loss	2,906,323	3,687,483	3,304,284	3,819,483	3,819,483	132,000
6414 - Other Office Expense	105,798	147,624	69,443	164,046	94,246	(53,378)
6833 - Purchases For Resale	45,063	64,000	64,000	64,000	64,000	-
6831 - Criminal Justice System	241,837	261,440	314,488	316,500	316,500	55,060
6264 - Insurance - Malpractice	437,034	121,740	142,313	145,187	145,187	23,447
6834 - Social Services	10,809,873	13,498,193	14,276,269	15,579,835	15,317,120	1,818,927
6604 - Hospital Charges	5,042,476	6,165,260	5,054,925	8,376,618	8,376,618	2,211,358
6614 - Contribution and Grants for Non-Governmer	1,880,759	33,463	33,463	2,028,612	1,928,612	1,895,149
6221 - Clothing and Personal Supplies	185,232	120,688	144,129	174,612	174,612	53,924
6211 - Agricultural Service & Supply	202,346	305,000	300,500	305,500	305,000	-
6301 - Grand Jury Related Expense	55,352	35,000	35,000	35,000	35,000	-
6302 - Trial Related Expense	602,099	378,681	611,673	576,000	576,000	197,319

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimate 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
6832 - Elections	127,344	350,000	221,000	250,996	250,996	(99,004)
6610 - Outpatient Services	7,173,184	8,422,078	8,421,578	8,711,348	8,711,348	289,270
6863 - Employee Moving Expense	61,117	-	-	-	-	-
6333 - Dental Supplies	65	-	-	-	-	-
Total Services and Supplies	288,118,094	330,546,602	329,665,939	377,970,819	368,009,084	37,462,482
Other Charges						
7061 - Interest On Bonds	8,177,893	11,155,965	10,525,769	12,392,365	12,392,365	1,236,400
7041 - Bond Principal Payments	11,123,370	14,566,454	13,265,482	13,139,200	13,139,200	(1,427,254)
7091 - Claims, Judgments & Damages	22,858,695	22,324,680	20,560,441	25,808,448	22,864,448	539,768
7304 - Interfund Reimbursement	(20,750,353)	(23,237,989)	(22,433,037)	(32,081,554)	(32,577,813)	(9,339,824)
7013 - Reimbursement to Other Governmental Age	1,975,484	1,312,468	1,433,816	1,598,507	1,598,507	286,039
7201 - Contribution to Other Agencies	33,585,510	40,904,498	39,942,219	12,066,544	12,066,544	(28,837,954)
7121 - Taxes and Assessments	156,536	179,517	194,856	208,687	200,854	21,337
7082 - Other Interest	35,186	31,064	59,133	32,161	32,161	1,097
7301 - Cost Plan Charges	(118,215.00)	(1,834,966)	(3,708,943)	3,210,847	713,374	2,548,340
7014 - Other Support and Care	6,980,489	8,269,494	8,039,919	8,091,997	8,091,997	(177,497)
7011 - Out of Home Care	24,324,055	25,855,491	25,977,146	27,750,229	27,750,229	1,894,738
7012 - Public Assistance Payments	42,935,529	45,321,241	43,007,011	45,639,630	45,294,262	(26,979)
7092 - Insurance Deductible	200,895	100,000	88,402	100,000	100,000	-
7302 - Expenditure Transfers	(2,542,888)	-	(664,691)	(749,198)	(749,198)	(749,198)
7181 - Bad Debts Expense	212,420	150	-	-	-	(150)
7303 - Reimbursement Clearing	-	248,928	247,051	268,928	268,928	20,000
7305 - Intrafund Reimbursement	(32,245,260)	(33,824,922)	(33,670,472)	(36,923,701)	(36,923,701)	(3,098,779)
7051 - Other Debt Retirement	56,000	58,425	67,425	70,850	70,850	12,425
7071 - Interest On Other Long-Term Debt	747,189	696,383	680,525	603,609	603,609	(92,774)
7101 - Rights Of Way	34,340	-	-	-	-	-
7185 - Contractual Adjustments	1,220,738	-	-	-	-	-
Total Other Charges	98,967,613	112,126,881	103,612,052	81,227,549	74,936,616	(37,190,265)
Capital Assets						
7551 - Construction In Progress	14,053,853	32,674,474	32,846,934	103,742,704	101,716,811	69,042,337
7531 - Equipment	5,955,664	11,732,726	15,498,212	13,023,928	12,963,928	1,231,202
7521 - Buildings and Improvements	18,228,651	2,914,935	7,660,198	12,740,087	11,436,887	8,521,952
7562 - Intangible Assets	200,187	-	650,039	580,000	580,000	580,000
7532 - Vehicles	2,118,641	5,775,000	5,392,361	6,015,582	6,015,582	240,582
7541 - Infrastructure	-	-	484,495	2,731,874	2,731,874	2,731,874
7512 - Land Improvements	117,179	-	-	-	-	-
Total Capital Assets	40,674,174	53,097,135	62,532,239	138,834,175	135,445,082	82,347,947
Other Financing Uses						
7614 - Operating Transfers Out	179,872,956	147,171,926	119,977,904	171,634,159	171,214,696	24,042,770
7612 - Disbursement of Loans	-	1,518,483	1,230,700	1,745,000	1,720,000	201,517
Total Other Financing Uses	179,872,956	148,690,409	121,208,604	173,379,159	172,934,696	24,244,287
Extraordinary Items						
7731 - Special Items	230,345	-	-	-	-	-
Total Extraordinary Items	230,345	0	0	0	0	0
Appropriation for Contingencies						
7811 - Contingencies	-	5,399,351	1,907,536	6,228,786	6,228,786	829,435
Total Appropriation for Contingencies	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435
Grand Total	\$ 1,119,635,458	\$ 1,216,118,809	\$ 1,170,454,856	\$ 1,395,523,643	\$ 1,362,783,177	\$ 146,664,368

Overtime

Fiscal Year 2016 - 2017

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimated 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17
Summarization by Fund					
Agricultural Commissioner	\$ 28,289	\$ 62,396	\$ 62,396	\$ 62,396	\$ 62,396
Assessor-County Clerk-Recorder	417	500	500	500	500
Auditor-Controller	1,429	-	7,403	-	-
Board of Supervisors	391	-	0	-	-
Child Support Services	2,184	-	2,500	-	-
Clerk of the Board	217	-	-	-	-
County Administrative Office	7,610	20,887	24,460	-	-
County Counsel	284	-	-	-	-
District Attorney	114,671	108,500	193,485	108,500	108,500
Economic Development	15	2,798	2,798	2,882	2,882
Elections	4,801	26,575	6,000	15,000	15,000
Emergency Communications	568,584	662,821	662,821	662,821	662,821
Health	386,669	472,291	450,401	461,323	461,323
Information Technology	46,253	-	-	50,000	50,000
Library	(951)	-	-	-	-
Natividad Medical Center	5,936,748	-	-	-	-
Parks	35,076	8,500	23,126	37,000	27,000
Probation	92,552	303,243	303,243	281,416	281,416
Public Defender	(1,309)	2,500	500	500	500
Resource Management Agency	67,944	291,612	229,960	257,232	257,232
Sheriff-Coroner	7,018,934	4,851,911	5,807,849	3,938,101	3,938,101
Social Services	475,604	548,516	523,516	650,000	650,000
Grand Total	\$ 14,786,412	\$ 7,363,050	\$ 8,300,958	\$ 6,527,671	\$ 6,517,671

Analysis of Revenues by Object and Subobject

County

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Property Taxes						
Property Tax - Prior Supplemental	51,687	119,525	66,221	66,595	66,595	(52,930)
Property Tax In-Lieu of VLF	43,926,522	45,683,840	46,122,848	48,659,605	48,659,605	2,975,765
Property Tax - Current Secured	83,733,075	87,717,883	88,836,539	96,091,416	96,091,416	8,373,533
Property Tax in Lieu of Sales Tax	2,495,621	2,581,121	2,567,994	2,642,466	2,642,466	61,345
Property Tax - Prior Unsecured	29,675	34,368	30,732	30,824	30,824	(3,544)
Property Tax - Current Unsecured	3,672,007	3,677,413	3,808,923	3,924,382	3,924,382	246,969
Other Property Taxes	224,860	281,900	251,940	401,976	401,976	120,076
Property Tax - Prior Secured	1,325,098	938,534	1,344,710	1,347,428	1,347,428	408,894
Sales and Use Taxes	9,405,407	7,966,465	9,081,795	9,057,201	9,057,201	1,090,736
Property Tax - Current Supplemental	1,610,603	2,153,828	1,857,117	2,124,118	2,124,118	(29,710)
Subtotal	\$146,474,554	\$151,154,877	\$153,968,819	\$164,346,011	\$164,346,011	13,191,134
Other Taxes						
Transient Occupancy Tax	21,479,840	20,915,249	21,909,437	23,451,689	23,451,689	2,536,440
Other Taxes	1,641,215	1,630,300	1,635,140	1,635,140	1,635,140	4,840
Real Property Transfer Tax	2,547,065	2,603,928	2,603,928	2,603,928	2,603,928	0
Subtotal	\$25,668,120	\$25,149,477	\$26,148,505	\$27,690,757	\$27,690,757	2,541,280
Licenses						
Animal Licenses	181,021	249,195	184,177	191,879	191,879	(57,316)
Business Licenses	4,032,496	4,286,725	4,164,024	4,337,959	4,337,959	51,234
Subtotal	\$4,213,516	\$4,535,920	\$4,348,201	\$4,529,838	\$4,529,838	(6,082)
Permits						
Road Privileges and Permits	456,950	522,735	1,056,450	221,122	221,122	(301,613)
Construction Permits	12,617,720	11,789,278	11,690,028	15,800,064	15,731,408	3,942,130
Zoning Permits	2,826,740	2,647,704	2,657,638	2,538,214	2,538,214	(109,490)
Subtotal	\$15,901,410	\$14,959,717	\$15,404,116	\$18,559,400	\$18,490,744	3,531,027
Franchises						
Other Licenses and Permits	394,830	376,006	383,198	406,006	406,006	30,000
Franchises	6,896,501	5,655,694	6,127,124	6,138,124	6,138,124	482,430
Subtotal	\$7,291,331	\$6,031,700	\$6,510,322	\$6,544,130	\$6,544,130	512,430
Fines						
Forfeitures and Penalties	4,668,352	5,990,914	4,587,990	5,861,501	5,861,501	(129,413)
Penalties and Costs on Delinquent Taxes	1,963,255	1,685,510	1,801,855	1,801,855	1,801,855	116,345
Other Court Fines	1,569,727	2,722,032	2,975,865	2,731,407	2,731,407	9,375
Vehicle Code Fines	1,398,542	1,548,954	1,382,128	1,445,617	1,445,617	(103,337)
Subtotal	\$9,599,876	\$11,947,410	\$10,747,838	\$11,840,380	\$11,840,380	(107,030)
Revenue from Use of Money & Property						
Interest on Notes Receivable	110,018	132,406	70,152	119,908	119,908	(12,498)
Investment Income	2,664,723	30,559,160	2,253,349	7,878,163	7,878,163	(22,680,997)
Rents and Concessions	14,371,532	18,518,349	18,636,182	23,201,813	23,091,695	4,573,346

County

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$17,146,274	\$49,209,915	\$20,959,683	\$31,199,884	\$31,089,766	(18,120,149)
State Aid - Taxes						
State Highway Users Tax	23,813,493	17,690,924	18,078,048	16,700,088	16,700,088	(990,836)
Vehicle License Fee	9,381,703	8,131,607	9,381,703	9,381,703	9,381,703	1,250,096
Subtotal	\$33,195,196	\$25,822,531	\$27,459,751	\$26,081,791	\$26,081,791	259,260
State Aid - Grants, Programs, Contributions						
Citizens Option for Public Safety Funds	0	250,000	250,000	250,000	250,000	0
State Aid - Construction Operating Grants	1,450,972	1,450,972	1,450,972	1,450,972	1,450,972	0
State Aid - Construction Capital Grants	1,211,688	20,699,968	5,446,742	149,900,424	149,900,424	129,200,456
State Aid - Public Assistance Programs	6,239,124	42,093,678	44,494,898	45,481,784	45,481,784	3,388,106
Tobacco Program (Prop 99)	150,253	150,000	150,000	127,500	127,500	(22,500)
SB 90 Reimbursements	12,762,926	572,621	0	0	0	(572,621)
State Aid - Public Assistance Administration	33,008,175	17,050,412	16,869,075	19,080,830	19,080,830	2,030,418
California Children's Services	2,491	0	0	0	0	0
Public Safety - Sales Tax	51,388,964	54,052,334	31,563,795	54,517,756	55,785,616	1,733,282
Tuberculosis Control	88,008	95,683	0	0	0	(95,683)
Realignment - Social Services	53,342,758	58,369,768	58,746,342	58,024,644	58,024,644	(345,124)
Realignment - Health	814,338	1,678,737	394,152	527,412	527,412	(1,151,325)
Other State Aid	14,384,831	16,588,679	16,254,488	15,373,839	15,373,839	(1,214,840)
State Aid - Mental Health	20,321,253	18,800,000	18,000,000	20,000,000	20,000,000	1,200,000
State Veterans' Affairs	134,927	93,722	195,216	163,226	163,226	69,504
Homeowners Property Tax Relief	493,029	502,849	493,793	494,833	494,833	(8,016)
Realignment - Mental Health	18,658,703	20,000,000	20,885,168	20,500,000	20,500,000	500,000
State Aid - Health Programs	3,557,347	3,453,499	3,377,588	3,306,345	3,306,345	(147,154)
State Aid - Agriculture	4,563,385	4,075,266	4,061,006	4,445,621	4,827,314	752,048
Peace Officer Training (Post)	69,664	75,000	70,000	90,000	90,000	15,000
Subtotal	\$222,642,837	\$260,053,188	\$222,703,235	\$393,735,186	\$395,384,739	135,331,551
Federal Aid - Taxes						
Federal - In-Lieu Taxes	5,681	846,106	5,681	5,681	5,681	(840,425)
Subtotal	\$5,681	\$846,106	\$5,681	\$5,681	\$5,681	(840,425)
Federal Aid - Grants, Programs, Contributions						
Federal Aid Other	120,943,539	68,773,162	69,096,276	75,557,255	74,863,691	6,090,529
Federal Aid - Health Administration	0	4,700,000	4,500,000	5,500,000	5,500,000	800,000
Federal Aid - Forest Reserve Revenue	33,221	30,138	30,138	30,138	30,138	0
Federal Aid - Disaster Relief	97,601	0	0	0	0	0
Federal Aid - Public Assistance Administration	43,999,555	72,621,961	73,056,020	81,731,443	81,411,089	8,789,128
Federal Aid - Public Assistance Programs	22,412,634	26,488,598	26,119,655	26,447,106	26,447,106	(41,492)
Federal Aid - Construction Capital Grants	5,761,504	11,222,466	7,927,012	12,762,232	12,762,232	1,539,766
Other In-Lieu Taxes	6,824,915	6,024,756	6,686,638	6,687,508	6,687,508	662,752
Subtotal	\$200,072,969	\$189,861,081	\$187,415,739	\$208,715,682	\$207,701,764	17,840,683
Aid from Other Government Agencies						
Aid from City/County	22,514	0	0	0	0	0

County

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Aid - Other Governmental Agencies	3,069,475	14,182,130	6,882,130	9,780,991	9,666,105	(4,516,025)
Aid from Special District/JPA	767,348	0	0	0	0	0
Subtotal	\$3,859,337	\$14,182,130	\$6,882,130	\$9,780,991	\$9,666,105	(4,516,025)
Charges for Services						
Planning and Engineering Services	1,101,490	1,085,235	1,264,813	886,287	886,287	(198,948)
Estate Fees	122,540	96,000	100,000	100,000	100,000	4,000
Assessment and Tax Collection Fees	2,681,901	2,402,379	2,688,351	2,799,195	2,799,195	396,816
Sanitation Services	1,767,945	1,672,310	1,769,658	1,846,280	1,846,280	173,970
Personnel Services	10,000	0	0	0	0	0
Recording Fees	2,838,277	2,247,760	2,362,060	2,797,848	2,797,848	550,088
Institutional Care and Services	1,061,703	1,015,000	1,075,000	1,015,000	1,015,000	0
Park and Recreation Services	2,939,943	2,738,627	2,515,771	2,163,960	1,707,576	(1,031,051)
Children's Services	1,680	2,000	1,596	1,676	1,676	(324)
Election Services	1,581,014	1,000,000	400,000	900,000	900,000	(100,000)
Civil Process Services	3,094,381	3,890,362	3,501,320	4,023,493	4,023,493	133,131
Agricultural Services	1,706,673	2,069,649	2,069,649	2,243,281	2,084,193	14,544
Legal Services	354,676	418,765	411,847	343,816	343,816	(74,949)
Health Fees	223,378,981	216,812,773	226,276,284	246,740,335	244,869,091	28,056,318
Auditing and Accounting Fees	1,000,006	221,743	214,513	1,078,499	1,078,499	856,756
Communication Services	4,748,097	6,056,004	6,056,004	5,978,964	5,978,964	(77,040)
Humane Services	3,790	1,633	1,633	1,633	1,633	0
Library Services	155,894	153,750	153,750	153,750	153,750	0
Law Enforcement Services	3,775,909	3,552,673	3,746,409	3,347,226	3,347,226	(205,447)
Educational Services	0	5,000	0	0	0	(5,000)
Adoption Fees	28,325	50,000	39,961	65,000	65,000	15,000
Other Services	43,671,330	48,381,811	54,157,043	55,237,565	51,937,495	3,555,684
Special Assessments	1,061,711	1,411,648	1,441,638	1,733,830	1,733,830	322,182
Mental Health Fees	5,327,587	1,413,000	1,413,381	1,512,805	1,512,805	99,805
Subtotal	\$302,413,852	\$296,698,122	\$311,660,681	\$334,970,443	\$329,183,657	32,485,535
Miscellaneous Revenues						
Other Reimbursement	332,009	133,234	1,238,791	2,416,933	2,416,933	2,283,699
Miscellaneous Revenues	11,514,625	11,134,303	8,323,172	10,596,202	10,525,098	(609,205)
Contributions	1,345,629	2,277,602	2,582,916	2,715,732	2,715,732	438,130
Loan Repayment	83,108	161,063	213,479	243,896	243,896	82,833
Developer Reimbursements	225,738	374,000	414,882	374,000	374,000	0
Other Taxable Sales	3,202	2,500	2,463	2,000	2,000	(500)
Tobacco Settlement	3,618,131	3,609,381	3,618,131	3,545,768	3,545,768	(63,613)
Subtotal	\$17,122,442	\$17,692,083	\$16,393,834	\$19,894,531	\$19,823,427	2,131,344
Other Financing Sources						
Operating Transfers In	210,179,166	174,055,902	174,345,111	189,180,736	205,867,817	31,811,915
Debt Issuance	0	0	96,880,000	0	0	0
Sale of Capital Assets	85,351	44,528	6,213	88,778	88,778	44,250
Premium on Debt Issuance	0	0	7,120,000	0	0	0
Subtotal	\$210,264,517	\$174,100,430	\$278,351,324	\$189,269,514	\$205,956,595	31,856,165
Grand Total	\$1,215,871,912	\$1,242,244,687	\$1,288,959,859	\$1,447,164,219	\$1,458,335,385	216,090,698



This page intentionally left blank.

Countywide Position Summary

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	5.00	5.00	5.00	0.00
	Subtotal	20.00	20.00	20.00	0.00
County Administrative Office					
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	3.00	3.00	3.00	0.00
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	1.00	0.00	1.00	1.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	5.00	5.00	5.00	0.00
14A24	COUNTY BUDGET DIRECTOR	0.00	1.00	1.00	0.00
14A25	EMERGENCY SERVICES MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	2.00	2.00	0.00
14C31	MANAGEMENT ANALYST III	6.00	8.00	8.00	0.00
14E20	BUYER II	2.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	0.00	-1.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	3.00	0.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70M01	SHUTTLE DRIVER	1.00	1.00	0.00	-1.00
72C20	MECHANIC I	1.00	1.00	1.00	0.00
72C23	MECHANIC II	10.00	10.00	10.00	0.00
72C26	MECHANIC III	1.00	1.00	2.00	1.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	1.00	0.00	-1.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00	3.00	3.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	3.00	3.00	0.00
TBD	SURPLUS WORKER	0.00	0.00	1.00	1.00
99ZXX	ALLOCATION ON LOAN XX	18.00	17.00	17.00	0.00
	Subtotal	71.00	75.00	75.00	0.00
Human Resources					
11A07	DIRECTOR OF HUMAN RESOURCES	1.00	1.00	1.00	0.00
12C37	ASSISTANT DIRECTOR OF HR	1.00	1.00	1.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	4.00	4.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	2.00	2.00	0.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	2.00	3.00	3.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	0.50	0.50	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	4.00	-1.00
14M61	HR PROGRAM MANAGER	4.00	4.00	4.00	0.00
80A32	SENIOR SECRETARY	2.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	1.00	0.00	0.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	1.00	1.00	0.00
Subtotal		28.00	29.50	28.50	-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	4.00	4.00	4.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	2.00	2.00	2.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	17.00	18.00	18.00	0.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	4.00	5.00	5.00	0.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	3.00	3.00	3.00	0.00
60I02	PROGRAM MANAGER II	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
Subtotal		45.00	48.00	48.00	0.00

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	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
Subtotal		5.00	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	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	6.00	8.00	8.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	0.00	0.00	4.00	4.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
16D25	DATABASE ADMINISTRATOR III	0.00	0.00	1.00	1.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	6.00	8.00	8.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	7.00	7.00	7.00	0.00
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
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	3.00	5.00	4.00	-1.00
80J21	ACCOUNT CLERK	1.00	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	2.00	2.00	0.00
80J96	PAYROLL TECHNICIAN	6.00	9.00	9.00	0.00
80J97	SENIOR PAYROLL TECHNICIAN	2.00	2.00	2.00	0.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00	1.00	1.00	0.00
Subtotal		44.00	54.00	58.00	4.00

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
14C45	TREASURY MANAGER	0.00	1.00	1.00	0.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
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	0.00	0.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	2.00	1.00	1.00	0.00
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
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	9.00	9.00	9.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
Subtotal		47.00	46.00	46.00	0.00

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
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	0.00	1.00	1.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
28A21	APPRAISER II	11.00	15.00	15.00	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
43F21	MAP DRAFTING TECHNICIAN	0.00	1.00	1.00	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	0.00	1.00	0.00	-1.00
80A96	SECRETARY-CONFIDENTIAL	1.00	0.00	0.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	8.00	6.00	7.00	1.00
80E22	OFFICE ASSISTANT III	7.00	6.00	6.00	0.00
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
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
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	67.00	70.00	3.00

County Counsel

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	1.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	5.00	4.00	-1.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	0.00	-1.00
14C32	SAFETY OFFICER	1.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	0.00	1.00	1.00	0.00
39B21	DEPUTY COUNTY COUNSEL II	0.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	15.00	15.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	0.00	0.00	2.00	2.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00	4.00	4.00	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	2.00	2.00	2.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
99WXC	ALLOCATION ON LOAN WORK COMP	0.00	0.00	10.00	10.00
	Subtotal	42.00	44.00	54.00	10.00
Clerk of the Board					
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	0.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	2.00	2.00	0.00
	Subtotal	5.00	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	3.00	3.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80S01	COMMUNICATIONS DISPATCHER I	6.00	6.00	6.00	0.00
80S21	COMMUNICATIONS DISPATCHER II	42.00	50.00	50.00	0.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.00	10.00	10.00	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	4.00	1.00	1.00	0.00
	Subtotal	67.00	75.00	75.00	0.00
Information Technology					
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
14K21	DIVISION MANAGER	3.00	3.00	4.00	1.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	3.00	3.00	2.00	-1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	9.00	13.00	13.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	21.00	21.00	20.00	-1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	3.00	3.00	2.00	-1.00
16C99	PROGRAMMER ANALYST-CONFIDENTIAL	4.00	0.00	0.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	0.00	0.00	1.00	1.00
16D25	DATABASE ADMINISTRATOR III	2.00	2.00	2.00	0.00
16E25	SECURITY ANALYST III	1.00	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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	0.00	0.00	1.00	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	1.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	4.00	4.00	5.00	1.00
43G04	IT PROJECT MANAGEMENT ANALYST III	2.00	3.00	3.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	8.00	7.00	7.00	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	4.00	4.00	3.00	-1.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00	1.00	1.00	0.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00	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	5.00	-1.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
43P40	GRAPHICS ART TECHNICIAN	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	3.00	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
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
Subtotal		108.00	108.00	107.00	-1.00

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	3.00	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	1.00	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	22.00	22.00	22.00	0.00
34A80	SUPERVISING DISTRICT ATTORNEY INVESTIGATOR	2.00	2.00	2.00	0.00
34G10	INVESTIGATIVE AIDE	5.00	5.00	5.00	0.00
39C01	LEGAL ASSISTANT	2.00	2.00	2.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	51.00	51.00	51.00	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.00	3.00	2.00	-1.00
43G05	DIGITAL FORENSIC INVESTIGATOR	0.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	6.00	6.00	6.00	0.00
80B11	LEGAL TYPIST	6.00	6.00	6.00	0.00
80B22	LEGAL SECRETARY	26.00	25.00	25.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	1.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
Subtotal		143.00	144.00	143.00	-1.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
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	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	2.00	2.00	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	0.00	1.00	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
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	9.00	7.00	-2.00
25C23	CHILD SUPPORT OFFICER II	42.00	40.00	40.00	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	1.00	-1.00
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
39A47	CHIEF CHILD SUPPORT ATTORNEY	0.00	1.00	1.00	0.00
39C01	LEGAL ASSISTANT	1.00	1.00	0.00	-1.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
39D37	MANAGING CHILD SUPPRT ATTORNEY	1.00	0.00	0.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
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	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	3.00	2.00	2.00	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
XXXX	ALLOCATION TO BE DETERMINED	0.00	1.00	0.00	-1.00
Subtotal		110.00	102.00	98.00	-4.00
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	0.00	-1.00
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
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80B22	LEGAL SECRETARY	6.50	6.50	6.50	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80B23	SENIOR LEGAL SECRETARY	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	0.00	0.00	0.50	0.50
Subtotal		47.50	47.50	48.00	0.50
Sheriff-Coroner					
10B05	SHERIFF	1.00	1.00	1.00	0.00
12A10	CHIEF DEPUTY SHERIFF	2.00	3.00	3.00	0.00
12A11	EXECUTIVE DIRECTOR-ADMINISTRATIVE BUREAU	1.00	0.00	0.00	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	3.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	3.00	2.00	2.00	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	123.00	118.00	118.00	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
36A81	SHERIFFS CAPTAIN	0.00	1.00	1.00	0.00
36A82	SHERIFFS COMMANDER	11.00	11.00	11.00	0.00
36E21	DEPUTY SHERIFF-CORRECTIONS	129.00	141.00	142.00	1.00
36E23	CORRECTIONAL SERGEANT	19.00	20.00	20.00	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	1.50	1.00	1.00	0.00
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
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
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	0.00	-1.00
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	24.00	24.00	30.00	6.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	4.00	4.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80I16	SHERIFFS RECORDS SPECIALIST II	18.00	16.00	16.00	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
Subtotal		442.50	448.00	454.00	6.00

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
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	0.00	1.00	1.00
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	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	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
60F02	PROBATION AIDE	16.50	16.50	16.50	0.00
60F22	PROBATION OFFICER II	75.00	74.00	72.00	-2.00
60F23	PROBATION OFFICER III	25.00	25.00	25.00	0.00
60F84	PROBATION SERVICES MANAGER	14.00	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	74.00	0.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	14.00	14.00	14.00	0.00
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
80A32	SENIOR SECRETARY	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	15.00	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	0.00	-1.00
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		295.00	295.00	293.00	-2.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
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	2.00	2.00	3.00	1.00
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	1.00	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	5.00	5.00	1.00	-4.00
30M22	PRODUCE INSPECTOR II	6.00	6.00	3.00	-3.00
30M25	PRODUCE INSPECTOR III	3.00	3.00	0.00	-3.00
30N05	AGRICULTURAL ASSISTANT II	0.00	0.00	17.00	17.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00	29.00	30.00	1.00
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	0.00	-8.00
43T23	FARM ADVISOR ASSISTANT III	1.00	1.00	0.00	-1.00
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	1.00	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	DIRECTOR OF BUILDING SERVICES	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
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14A11	PROJECT MANAGER II	0.00	1.00	3.00	2.00
14A12	PROJECT MANAGER III	0.00	2.00	3.00	1.00
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.00	0.00	0.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	4.00	6.00	4.00	-2.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	1.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	4.00	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	1.00	1.00	0.00
14K51	RMA SERVICES MANAGER	5.00	6.00	7.00	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14M11	ASSISTANT DIRECTOR OF REDEVELOPMENT & HOUSING	1.00	0.00	0.00	0.00
14N22	GENERAL SERVICES MANAGER III	1.00	0.00	0.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	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	1.00	1.00	1.00	0.00
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	1.00	1.00	1.00	0.00
30D21	BUILDING INSPECTOR II	3.00	5.00	6.00	1.00
30D22	SENIOR BUILDING INSPECTOR	2.00	2.00	1.00	-1.00
30D24	BUILDING INSPECTOR SUPERVISOR	1.00	1.00	1.00	0.00
30D30	DEPUTY BUILDING OFFICIAL	1.00	1.00	1.00	0.00
30P01	GRADING INSPECTOR	1.00	0.00	0.00	0.00
34P26	CODE COMPLIANCE INSPECTOR II	2.00	3.00	3.00	0.00
34P27	SENIOR CODE ENFORCEMENT OFFICER	1.00	1.00	1.00	0.00
34X21	GUARD	3.00	3.00	2.00	-1.00
41A10	ASSISTANT ENGINEER	9.00	9.00	7.00	-2.00
41A20	CIVIL ENGINEER	6.00	5.00	3.00	-2.00
41A22	SENIOR CIVIL ENGINEER	4.00	4.00	2.00	-2.00
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	3.00	4.00	4.00	0.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	1.00	1.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41F11	ASSOCIATE PLANNER	11.00	11.00	11.00	0.00
41F22	SENIOR PLANNER	4.00	4.00	5.00	1.00
43A22	ENGINEERING AIDE III	3.00	3.00	2.00	-1.00
43A23	ENGINEERING TECHNICIAN	9.00	9.00	6.00	-3.00
43B03	WATER RESOURCES TECHNICIAN	3.00	3.00	3.00	0.00
43C10	PERMIT TECHNICIAN I	1.00	3.00	3.00	0.00
43C11	PERMIT TECHNICIAN II	6.00	5.00	5.00	0.00
43C12	PERMIT TECHNICIAN III	0.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
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	3.00	3.00	3.00	0.00
70M01	SHUTTLE DRIVER	0.00	0.00	1.00	1.00
70N01	OFFICE MAINTENANCE WORKER	0.00	0.00	2.00	2.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	2.00	2.00	3.00	1.00
72A88	FACILITIES PROJECTS MANAGER	1.00	0.00	0.00	0.00
74D12	ROAD MAINTENANCE WORKER	27.00	27.00	18.00	-9.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
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	3.00	-1.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74D85	MAINTENANCE MANAGER	1.00	2.00	2.00	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	1.00	-1.00
74H27	SUPERVISING SANITATION WORKER	1.00	1.00	0.00	-1.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.00	2.00	0.00	-2.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.00	1.00	0.00	-1.00
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	6.00	6.00	6.00	0.00
80A32	SENIOR SECRETARY	6.00	6.00	4.00	-2.00
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	14.00	14.00	2.00	-12.00
80E22	OFFICE ASSISTANT III	1.00	1.00	15.00	14.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00	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
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	3.00	3.00	4.00	1.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	1.50	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	1.00	1.00	1.00	0.00
XXXX	ALLOCATION TO BE DETERMINED	8.00	2.00	0.00	-2.00
Subtotal		269.50	273.50	254.50	-19.00

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	1.00	1.00	1.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	8.00	10.00	10.00	0.00
14C31	MANAGEMENT ANALYST III	10.00	12.00	12.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	4.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	0.00	0.00	0.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	1.00	1.00	2.00	1.00
14G02	MANAGEMENT ANALYST I	5.00	5.75	8.00	2.25
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	4.00	4.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14H66	OUTPATIENT SERVICES DIRECTOR	0.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00	2.00	2.00	0.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	11.00	12.00	12.00	0.00
14K44	ASSISTANT BUREAU CHIEF	1.00	1.00	1.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.00	2.00	1.00	-1.00
14N06	OPERATIONS MANAGER	3.00	3.00	3.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	2.00	2.00	4.00	2.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	0.00	0.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	4.00	4.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	0.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	1.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	3.00	3.00	0.00
20B11	ACCOUNTANT II	6.00	7.00	7.00	0.00
20B12	ACCOUNTANT III	4.00	4.00	5.00	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
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	0.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	22.00	21.00	20.00	-1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	14.00	13.00	12.00	-1.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	6.00	7.00	7.00	0.00
34C01	ANIMAL CONTROL OFFICER	2.00	3.00	3.00	0.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00	1.00	1.00	0.00
34C11	ANIMAL SERVICES SUPERVISOR	0.00	1.00	1.00	0.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II	5.00	5.00	5.00	0.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	10.00	10.00	10.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	6.00	6.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	2.00	2.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	1.00	2.00	2.00	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
50C70	ASSISTANT DIRECTOR PUBLIC HEALTH LABORATORY	0.00	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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00	28.00	28.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	14.00	16.00	16.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	8.50	10.50	10.50	0.00
50K18	HEALTH PROGRAM COORDINATOR	6.00	6.00	5.00	-1.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	6.00	2.00
50K23	SENIOR HEALTH EDUCATOR	3.00	3.00	3.00	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	5.50	5.50	5.50	0.00
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
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	2.00	2.00	2.00	0.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00	1.00	0.00	-1.00
50U16	BEHAVIORAL HEALTH AIDE	19.05	20.05	20.05	0.00
50U42	MEDICAL ASSISTANT	115.00	134.00	164.00	30.00
52A21	CLINIC NURSE	2.00	2.00	4.00	2.00
52A22	SENIOR CLINIC NURSE	10.00	10.00	10.00	0.00
52A97	NURSE PRACTITIONER II	7.00	7.00	9.00	2.00
52A98	NURSE PRACTITIONER III	4.00	4.00	5.00	1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	12.00	12.00	11.00	-1.00
52E22	PUBLIC HEALTH NURSE II	24.00	24.00	21.00	-3.00
52E23	PUBLIC HEALTH NURSE III	3.00	3.00	5.00	2.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.00	7.00	7.00	0.00
54B04	GENERAL INTERNIST	3.00	3.00	2.00	-1.00
54B12	CONTRACT PHYSICIAN	41.57	50.03	52.05	2.02
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B23	PSYCHIATRIST	3.00	0.00	0.00	0.00
54B90	CLINIC PHYSICIAN II	6.00	6.00	6.00	0.00
54C02	PHYSICIAN ASSISTANT II	7.50	10.50	10.50	0.00
60A21	CLINICAL PSYCHOLOGIST	12.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	135.30	189.30	199.30	10.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	21.00	25.00	25.00	0.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	12.00	13.00	15.00	2.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	4.00	4.00	0.00
60C22	SOCIAL WORKER III	27.40	32.40	32.40	0.00
60C24	SOCIAL WORKER V	1.00	1.00	1.00	0.00
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	2.00	3.00	3.00	0.00
60L01	PATIENT RIGHTS ADVOCATE	1.00	1.00	1.00	0.00
60M11	ALCOHOL & DRUG COUNSELOR II	3.00	0.00	0.00	0.00
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	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.50	0.00
70B03	ANIMAL CARE TECHNICIAN II	4.00	3.00	3.00	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	0.00	-1.00
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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80E01	OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	15.00	16.00	8.00	-8.00
80E22	OFFICE ASSISTANT III	18.00	17.00	23.00	6.00
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	1.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	6.00	6.00	6.00	0.00
80J30	ACCOUNTING TECHNICIAN	5.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	5.00	4.00	4.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	0.00	4.00	6.00	2.00
80L02	PATIENT SERVICES REPRESENTATIVE II	49.00	48.00	52.00	4.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	19.00	20.00	20.00	0.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	2.00	2.00	2.00	0.00
80U21	TELEPHONE OPERATOR	0.00	1.00	1.00	0.00
XXXX	ALLOCATION TO BE DETERMINED	6.00	0.00	0.00	0.00
Subtotal		915.57	1,025.78	1,078.05	52.27

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	17.00	16.00	17.00	1.00
14C31	MANAGEMENT ANALYST III	13.00	14.00	14.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	6.00	9.00	8.00	-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	11.00	12.00	12.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	3.00	2.00
16C88	BUSINESS TECHNOLOGY ANALYST III	0.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	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	4.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY WORKER II	186.00	181.00	180.00	-1.00
25E22	ELIGIBILITY WORKER III	108.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	40.00	39.00	39.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	5.00	4.00	-1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	7.00	7.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
52E22	PUBLIC HEALTH NURSE II	2.00	2.00	2.00	0.00
60C22	SOCIAL WORKER III	21.00	27.00	30.00	3.00
60C24	SOCIAL WORKER V	74.00	74.00	82.00	8.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
60C81	SOCIAL WORK SUPERVISOR II	20.00	21.00	24.00	3.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	58.00	62.00	66.00	4.00
60H11	EMPLOYMENT & TRAINING WORKER II	7.00	7.00	7.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	36.00	38.00	38.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00	8.00	8.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00	4.00	4.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	0.00	1.00	1.00	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
70F21	COURIER	0.00	0.00	1.00	1.00
70F79	WAREHOUSE WORKER	2.00	2.00	2.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	3.00	3.00	3.00	0.00
80A31	SECRETARY	11.00	11.00	11.00	0.00
80A32	SENIOR SECRETARY	4.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	90.00	89.00	87.00	-2.00
80E22	OFFICE ASSISTANT III	32.00	32.00	33.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	16.00	16.00	16.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00	17.00	17.00	0.00
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	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	3.00	-1.00
Subtotal		856.00	868.00	887.00	19.00

Library

11A05	LIBRARY DIRECTOR	1.00	1.00	1.00	0.00
12C04	ASSISTANT LIBRARY DIRECTOR	0.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	0.00	0.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	0.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00	1.00	1.00	0.00
65A31	LIBRARIAN I	1.00	1.00	1.00	0.00
65A33	LIBRARIAN II	11.00	12.00	12.00	0.00
65A40	LIBRARIAN III	3.00	3.00	3.00	0.00
65A85	MANAGING LIBRARIAN	3.00	1.00	2.00	1.00
80C01	LIBRARY ASSISTANT I	11.00	11.00	11.00	0.00
80C21	LIBRARY ASSISTANT II	21.50	22.00	22.00	0.00
80C22	LIBRARY ASSISTANT III	10.50	11.00	11.00	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		66.00	67.00	68.00	1.00

Cooperative Extension Service

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43T23	FARM ADVISOR ASSISTANT III	1.00	1.00	0.00	-1.00
30N02	LABORATORY RESEARCH ASSOCIATE	0.00	0.00	1.00	1.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Subtotal	4.00	4.00	4.00	0.00
Parks					
11A11	DIRECTOR OF PARKS AND RECREATION	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
20B10	ACCOUNTANT I	2.00	1.00	1.00	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	1.00	0.00
68A30	RANGE MASTER	1.00	1.00	1.00	0.00
68A41	COUNTY PARK RANGER II	9.00	7.00	3.00	-4.00
68A42	COUNTY PARK RANGER III	4.00	2.00	1.00	-1.00
68A43	COUNTY PARK RANGER SUPERVISOR	4.00	3.00	1.00	-2.00
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	0.00	0.00	0.00
68E01	COUNTY PARK RANGER MANAGER	2.00	2.00	1.00	-1.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	2.00	1.00	0.00	-1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	12.00	10.00	7.00	-3.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	0.00	2.00	2.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00	2.00	2.00	0.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	1.00	0.00
72C23	MECHANIC II	1.00	0.00	0.00	0.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	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	0.00	-1.00
	Subtotal	54.00	42.00	33.00	-9.00
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	3.00	3.00	3.00	0.00
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14A12	PROJECT MANAGER III	0.00	0.00	1.00	1.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.00	2.00	2.00	0.00
14A80	HOSPITAL DECISION SUPPORT MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	2.00	2.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	2.00	4.00	3.00	-1.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	6.00	4.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.00	1.00	2.00	1.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	2.00	1.00
14E01	BUYER I	0.00	1.00	1.00	0.00
14E20	BUYER II	1.00	3.00	3.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	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
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	0.00	0.00	1.00	1.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.00	1.00	1.00	0.00
14K35	NMC HUMAN RESOURCES ADMINISTRATOR	1.00	1.00	1.00	0.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.00	1.00	1.00	0.00
14K67	HOSPITAL PURCHASING & MATERIALS SUPPORT DIRECTOR	1.00	1.00	0.00	-1.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSMENT & 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
16C55	SYSTEMS PROGRAMMER ANALYST III	0.00	3.00	3.00	0.00
16C61	HOSPITAL SOFTWARE ANALYST II	3.00	3.00	4.00	1.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	6.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	1.00	3.00	2.00	-1.00
20B12	ACCOUNTANT III	2.00	3.00	2.00	-1.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.00	1.00	1.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	3.00	5.00	4.00	-1.00
43G01	INFORMATION TECHNOLOGY MANAGER	0.00	0.00	3.00	3.00
43G03	IT PROJECT MANAGEMENT ANALYST II	0.00	1.00	1.00	0.00
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	11.00	11.20	11.20	0.00
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	11.20	15.30	15.30	0.00
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	12.60	13.20	13.20	0.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	7.00	8.00	9.00	1.00
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	2.80	7.80	8.80	1.00
50G11	PHYSICAL THERAPIST	6.00	9.00	12.00	3.00
50G41	SPEECH PATHOLOGIST	0.00	0.00	6.00	6.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	4.00	0.00
50P21	CARDIOPULMONARY TECHNICIAN II	13.00	14.30	17.30	3.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	1.00	2.00	1.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNICIAN	16.80	21.60	24.60	3.00
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.00	3.00	4.00	1.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.00	1.00	1.00	0.00
50R31	SONOGRAPHER	5.80	6.60	7.60	1.00
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	4.00	3.00
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	71.90	81.10	87.00	5.90
50U22	HEALTH CARE TECHNICIAN	29.90	2.60	3.10	0.50
50U23	OBSTETRICAL TECHNICIAN	0.00	6.30	6.30	0.00
50U25	ORTHOPEDIC TECHNICIAN	1.00	1.00	1.00	0.00
50U26	SENIOR OBSTETRICAL TECHNICIAN	0.00	1.00	0.90	-0.10
50U27	SURGICAL TECHNICIAN	0.00	10.50	12.60	2.10
50U28	SENIOR PHARMACY TECHNICIAN	1.00	1.00	2.00	1.00
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U35	SENIOR HEALTH CARE TECHNICIAN	2.00	0.00	0.00	0.00
50U42	MEDICAL ASSISTANT	3.00	1.00	0.00	-1.00
50U43	CENTRAL STERILE TECHNICIAN	0.00	4.80	5.80	1.00
50U44	SENIOR CENTRAL STERILE TECHNICIAN	0.00	1.00	1.00	0.00
50U51	TELEMETRY TECHNICIAN	0.00	4.50	4.50	0.00
50Y21	DIETITIAN	4.60	5.80	4.80	-1.00
50Y31	SUPERVISING DIETITIAN	0.00	0.00	1.00	1.00
52A02	LICENSED VOCATIONAL NURSE	7.70	8.20	4.20	-4.00
52A16	SUPERVISING NURSE I	12.30	13.10	12.50	-0.60
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	263.00	267.40	308.45	41.05
52A20	STAFF NURSE III	26.90	28.30	28.80	0.50
52A21	CLINIC NURSE	3.00	3.00	5.00	2.00
52A22	SENIOR CLINIC NURSE	3.00	1.00	2.00	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	6.50	12.00	12.00	0.00
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	5.90	5.90	0.00
52A60	CLINICAL NURSE SPECIALIST	3.00	4.00	4.00	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	4.00	4.00	4.00	0.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	5.70	5.70	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
52A91	DIRECTOR OF NURSING	1.00	0.00	0.00	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
52A97	NURSE PRACTITIONER II	0.00	0.00	1.00	1.00
52A98	NURSE PRACTITIONER III	9.60	9.60	10.00	0.40
54A03	RESIDENT PHYSICIAN III	29.00	32.00	33.00	1.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	34.50	36.00	40.00	4.00
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	5.00	5.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	0.00	0.00	1.00	1.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	47.40	52.00	52.00	0.00
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	1.00	1.00	1.00	0.00
70F23	STOREKEEPER	6.00	8.00	8.00	0.00
70F79	WAREHOUSE WORKER	1.50	0.00	0.00	0.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	14.00	16.00	15.00	-1.00
70K23	COOK	2.00	3.00	3.50	0.50
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	1.00	-1.00
72A24	MAINTENANCE PAINTER	2.00	2.00	2.00	0.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.00	1.00	1.00	0.00
72A87	PHYSICAL PLANT MANAGER	2.00	2.00	1.00	-1.00
72A90	FACILITIES PROJECTS SPECIALIST	1.00	0.00	0.00	0.00
72C19	HOSPITAL MAINTENANCE MECHANIC	9.00	10.00	9.00	-1.00
80A32	SENIOR SECRETARY	8.00	8.00	5.00	-3.00
80A33	ADMINISTRATIVE SECRETARY	0.00	0.00	3.00	3.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	14.30	12.30	12.30	0.00
80E22	OFFICE ASSISTANT III	13.00	14.50	13.50	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	6.00	7.00	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
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
80J19	CASHIER	0.00	0.00	1.50	1.50
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	0.00	1.00	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	2.00	1.00	0.00	-1.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80J22	SENIOR ACCOUNT CLERK	4.00	5.00	4.00	-1.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	19.70	22.90	22.80	-0.10
80K23	MEDICAL INTERPRETER	2.00	3.50	3.50	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	38.20	39.20	40.00	0.80
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	28.50	26.50	-2.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	1.00	0.00	0.00	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		990.9	1,067.2	1,151.65	84.45
Grand Total		4,839.97	5,059.48	5,202.7	143.22



This page intentionally left blank.

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 John M. Phillips. 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 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: \$3,496,285
Positions (FTEs): 20.00

Board of Supervisors

Fernando Armenta
District 1

Jane Parker
District 4

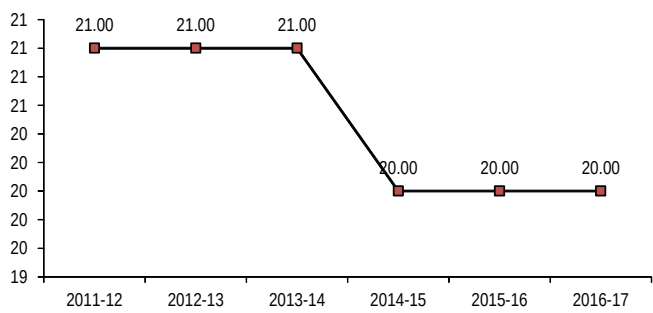
John M. Phillips
District 2

Dave Potter
District 5

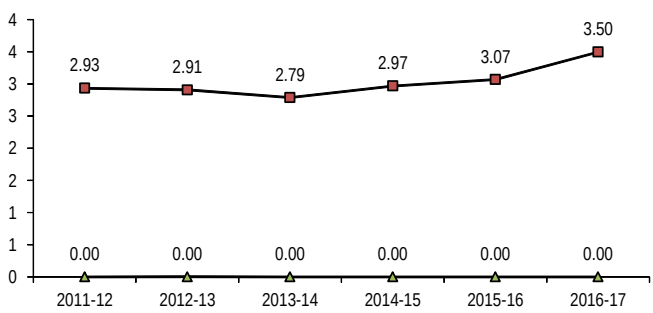
Simón Salinas
District 3

Board General

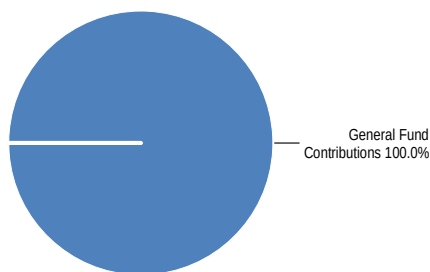
Staffing Trends



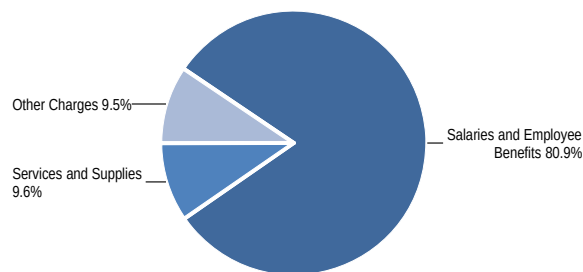
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,636,650	2,769,662	2,715,392	2,832,275	2,829,363	59,701
Services and Supplies	241,521	293,820	263,782	339,894	336,105	42,285
Other Charges	4	0	(1,998)	330,817	330,817	330,817
Other Financing Uses	90,391	91,905	91,905	0	0	(91,905)
Subtotal	\$2,968,566	\$3,155,387	\$3,069,081	\$3,502,986	\$3,496,285	340,898

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$2,968,566	\$3,155,387	\$3,069,081	\$3,502,986	\$3,496,285	340,898
Total Source of Funds	\$2,968,566	\$3,155,387	\$3,069,081	\$3,502,986	\$3,496,285	340,898

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 2016-17 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 \$3,496,285, an increase of \$340,898 (10%) above FY 2015-16, due to an indirect Cost Allocation Plan charge adjustment and approved augmentations needed to maintain current levels of service. Salary and benefits expenses total \$2,829,363, accounting for 80.9% of recommended appropriations. Salary and benefits 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.

Services and supplies account for 9.6% or \$336,105 for five district offices to meet operational needs and remain responsive to district and countywide concerns and new or emerging issues. The funding provides for day-to-day business necessities such as telephone, information technology services, printing, office supplies, postage, mail and courier services, records retention charges, training,

travel, and mileage reimbursements. It also includes non-discretionary costs such as General Liability, insurance, Information Technology infrastructure replacement and Enterprise Resource Program (ERP) upgrade costs.

The remaining 9.5% totaling \$330,817 accounts for the Countywide Cost Allocation Plan (COWCAP) which includes the departmental Building Lease Allocation charge.

The recommended budget includes a reduction of \$2,912 for the workers compensation program and \$3,789 for the general liability insurance program. The Department built its requested budget based on the charges published earlier in the year by Risk Management, which assumed a change in County policy to fund these programs at the 80% confidence level rather than the current 70% confidence level. Increasing the confidence level would have increased the funding requirements for these programs. The recommended budget adjusts budgeted amounts for these programs to match current (70% confidence level) County policy.

Generally, budgeted variances between districts are related to individual employee healthcare selections, employee step level, one-time expenditures for districts to replace minor equipment, and travel requirements related to committee assignments and district configuration.

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.

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 2015-16 included the following:

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

Adopted the Economic Development Strategic Plan focusing on four key areas of the local economy: Agriculture (food and wine), Education (higher education and training), Research (marine, medical, military and university), and Tourism (linking food, health, hospitality and wine) to generate 10,000 new jobs over the next ten years.

Maintained General Fund contributions through the Development Set-Aside Program to promote economic development by continuing to develop and facilitate the Monterey County Competitive Cluster and support the five key economic pillars.

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 and is recognized for responsiveness, strong customer orientation, accountability and transparency:

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).

Continued to support OpenGov, enhancing transparency in reporting Monterey County financial data.

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

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

Furthering improvement of health and quality of life through County supported policies, programs, and services by promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities:

Implemented the development of a pilot project providing expanded health care services such as specified pharmacy, laboratory, and radiology services for Monterey County eligible uninsured residents.

Approved additional General Fund contributions to increase wages and benefits for In Home Supportive Services (IHSS) workers.

Partnered with local homeless service providers and the Coalition of Homeless Services Providers to expand shelter and warming options during the inclement weather season.

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:

Accepted the Salinas Downtown Vibrancy Plan developed to identify ways to integrate the downtown core of Salinas into a community with adequate parking and circulation that is friendly to pedestrians and bicyclists. The County's participation in this partnership recognizes the opportunity to integrate the County campus as an important component of downtown Salinas.

Advanced funds for the Interlake Tunnel Project to connect Lake Nacimiento to Lake San Antonio and increase storage capacity for Lake San Antonio.

Continued oversight of New Juvenile Hall project which remains on budget and is scheduled to start construction in May 2016. Both the California Environmental Quality Act (CEQA) and Real Estate Due Diligence have been completed.

Provided direction and oversight to actively move forward with improvements to both 1441 Schilling Place and East/West Wing renovation projects.

Continued oversight of Jail Housing Addition project which remains on budget and is scheduled to start construction in September 2016. Both the California Environmental Quality Act (CEQA) and Real Estate Due Diligence have been completed.

Supported the completion of the River Road Overlay Project, River Road Delineation Project, and phases one to three of Las Lomas Street Lighting for a total of 104 new street lights.

In the interest of reducing violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow:

Authorized the Sheriff's Office to fill 11 unfunded patrol deputies positions to protect public and added six custody control specialist for the jail.

Continued to support collaboration between public safety, criminal justice, public health and social service partners to develop a comprehensive approach to reducing youth and gang violence by developing an Action Plan that includes best practices and crime prevention justice system efficiencies.

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 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Board General (BOA001)	128,555	133,308	137,992	403,057	399,268	265,960	001	1000_8012
District 1 (BOA001)	582,677	616,440	599,623	631,472	630,888	14,448	001	1000_8013
District 2 (BOA001)	603,318	603,306	567,964	602,778	602,181	(1,125)	001	1000_8014
District 3 (BOA001)	541,403	579,794	564,474	606,394	605,838	26,044	001	1000_8015
District 4 (BOA001)	547,891	607,089	574,096	622,121	621,535	14,446	001	1000_8016
District 5 (BOA001)	564,722	615,450	624,932	637,164	636,575	21,125	001	1000_8017
Subtotal	\$2,968,566	\$3,155,387	\$3,069,081	\$3,502,986	\$3,496,285	340,898		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Board General	128,555	133,308	137,992	403,057	399,268	265,960
District 1	582,677	616,440	599,623	631,472	630,888	14,448
District 2	603,318	603,306	567,964	602,778	602,181	(1,125)
District 3	541,403	579,794	564,474	606,394	605,838	26,044
District 4	547,891	607,089	574,096	622,121	621,535	14,446
District 5	564,722	615,450	624,932	637,164	636,575	21,125
Subtotal	\$2,968,566	\$3,155,387	\$3,069,081	\$3,502,986	\$3,496,285	340,898

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	5.00	5.00	5.00	0.00
Total		20.00	20.00	20.00	0.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1000	AUG1_1000_8013_001	D1_FTE	Base Level Maintenance	15,560	0.20	15,560	0.20
1000	AUG2_1000_8015_001	D3_FTE	Base Level Maintenance	27,260	0.35	27,260	0.35
1000	AUG3_1000_8016_001	D4_FTE	Base Level Maintenance	15,560	0.20	15,560	0.20
1000	AUG4_1000_8017_001	D5_FTE	Base Level Maintenance	22,242	0.15	22,242	0.15
1000	AUG5_1000_8012_001	Comcate	Base Level Maintenance	11,880	0.00	11,880	0.00
Grand Total				92,502	0.90	92,502	0.90



This page intentionally left blank.

County Administrative Office

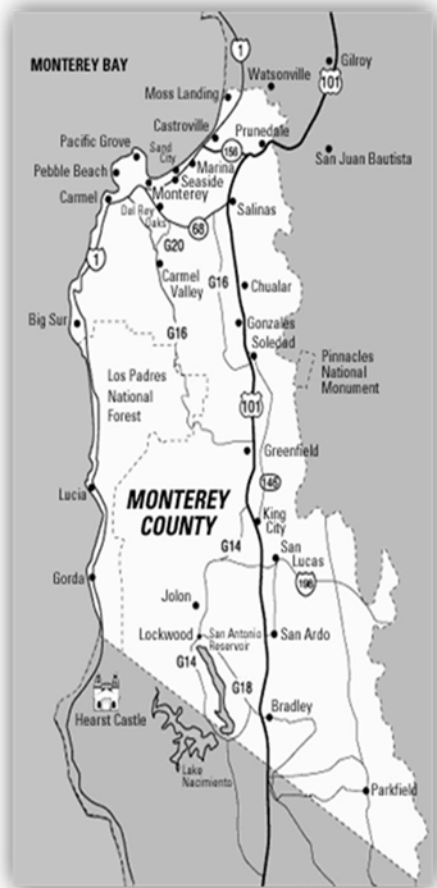
The County Administrative Office (CAO) serves as the chief policy advisor to the County Administrative Officer and the Board of Supervisors. The CAO provides assistance and advice to the Board of Supervisors through coordination of County operations and responses to and resolution of countywide issues 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.

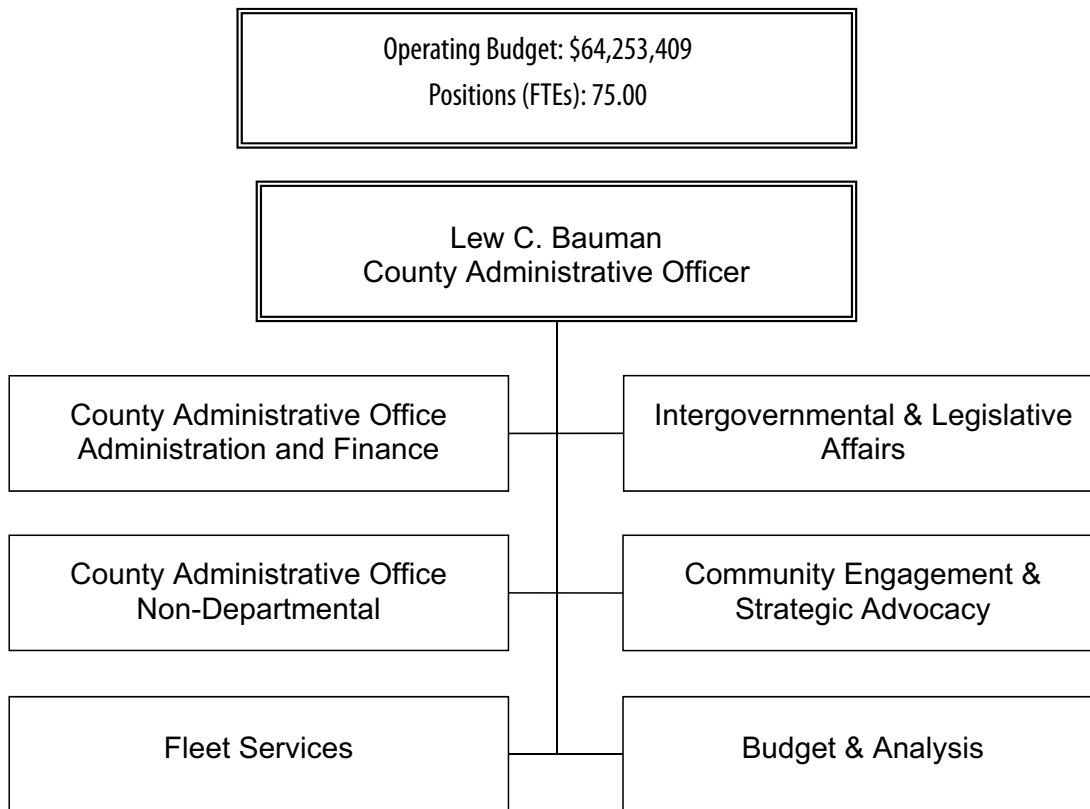
The CAO Department has three major divisions within its organization: Administration, Intergovernmental and Legislative Affairs (IGLA), and Office of Community Engagement & Strategic Advocacy (OCESA). The Administration Division includes Administration & Finance, Budget & Analysis, Contracts/Purchasing,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

In addition, the CAO performs countywide (non-departmental) functions including: accounting of General Fund non-program revenue, administration of funds on behalf of other departments and/or funds, contributions to other agencies, and/or other countywide needs and requirements.

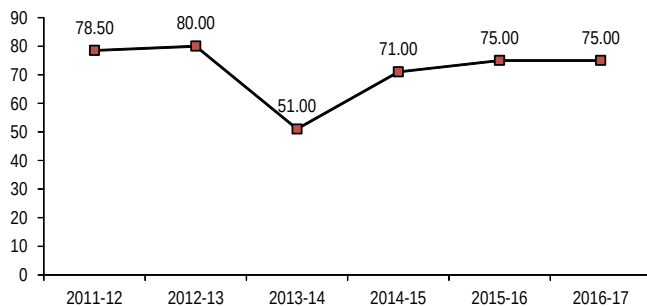
The County Administrative Office continues to engage in leadership and change management issues within its divisions and within other County departments with the focus to provide continuous improvement in the quality, efficiency and effectiveness of County operations.

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.

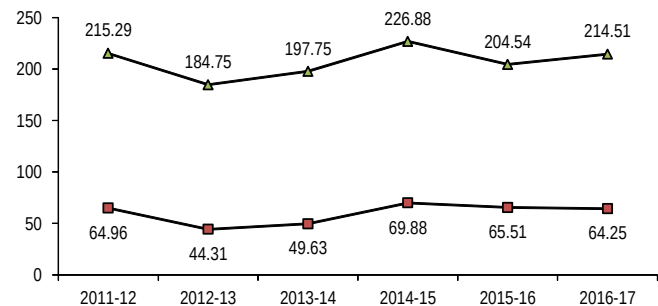




Staffing Trends



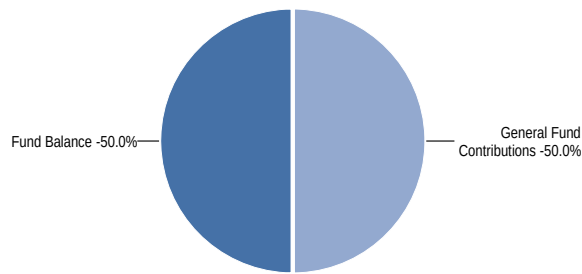
Expenditure/Revenue History (in millions)



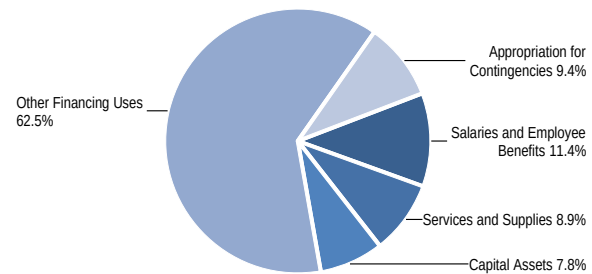
The County Administrative Office (CAO) functions as the chief policy and fiscal advisor to the County Administrative Officer and the Board of Supervisors for county-wide priorities and issues.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of General Fund Revenue to General Fund Expenditures.	103.3%/99.0%	104.6%/98.4%	N/A/97.0%
Number of purchase orders processed per FTE.	559	745	533
Estimated pounds of greenhouse gas emissions (carbon dioxide equivalent) reduced resulting from the use of hybrid and electric vehicles.	N/A	N/A	340,374
Annual Government Center Complex energy consumption (kWh).	4,177,166	4,156,422	2,221,324
Percent of increased Community Engagement & Advocacy collaboration with internal and external partners for improved community impact.	N/APP	N/APP	80%
Percent of Building Safe & Thriving Communities Action Plan strategies implemented.	N/APP	N/APP	20%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,003,712	7,084,260	6,827,723	7,608,744	7,509,100	424,840
Services and Supplies	6,410,808	7,623,431	6,960,436	6,045,750	5,884,550	(1,738,881)
Other Charges	4,777,807	31,460,168	31,072,722	(1,794,276)	(1,794,276)	(33,254,444)
Capital Assets	1,566,405	4,790,000	4,072,809	5,138,528	5,138,528	348,528
Other Financing Uses	51,118,302	12,729,585	14,664,367	41,286,721	41,286,721	28,557,136
Appropriation for Contingencies	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435
Subtotal	\$69,877,033	\$69,086,795	\$65,505,593	\$64,514,253	\$64,253,409	(4,833,386)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	162,603,795	165,657,632	168,787,278	177,977,795	177,977,795	12,320,163
Licenses, Permits, and Franchises	5,697,525	4,682,391	5,153,821	5,153,821	5,153,821	471,430
Fines, Forfeitures, and Penalties	5,704,130	6,087,025	5,196,647	5,760,578	5,760,578	(326,447)
Revenue from Use of Money & Property	818,860	630,823	829,739	843,562	843,562	212,739
Intergovernmental Revenues	33,056,115	19,868,415	19,886,178	20,163,424	20,163,424	295,009
Charges for Services	1,015,735	1,005,383	890,811	905,031	905,031	(100,352)
Miscellaneous Revenues	3,800,035	3,861,841	3,725,804	3,645,069	3,645,069	(216,772)
Other Financing Sources	14,187,276	1,575,663	69,657	63,778	63,778	(1,511,885)
Subtotal	\$226,883,472	\$203,369,173	\$204,539,935	\$214,513,058	\$214,513,058	11,143,885
Cancellation of Reserve	10,640,371	5,550,162	5,550,162	9,934,306	9,934,306	4,384,144
Fund Balance	(157,157,050)	(134,282,378)	(139,035,233)	(149,998,805)	(150,259,649)	(15,977,271)
General Fund Contributions	(\$156,855,824)	(\$134,282,378)	(\$139,033,451)	(\$149,998,805)	(\$150,259,649)	(15,977,271)
Total Source of Funds	(\$76,489,031)	(\$59,645,421)	(\$67,978,587)	(\$75,550,246)	(\$76,071,934)	(16,426,513)

Summary of Recommendation

The FY 2016-17 Recommended Budget for the County Administrative Office (CAO) is \$64,253,409, a net decrease of \$4,833,386 or 7.0%. The reduction primarily reflects replacement of General Fund Contributions (GFCs) with revenue from cost recoveries from other departments as part of the Auditor-Controller's new indirect charge back program. In addition, the Recommended Budget reflects a reclassification of expenditures between categories to more appropriately classify transfers from the General Fund to other funds for debt service, capital projects construction, support for road projects and other transfers. The technical changes resulted in a decrease to Other Charges of

\$33,254,444, which includes a Cost Allocation Plan credit of \$4,756,304 and an increase in Other Financing Uses of \$28,557,136.

The Department also experienced some areas of expenditure growth. Salary and benefits expenditures increased by \$424,840 as a result of the increasing cost of employee health insurance and, to a lesser degree, County contributions to the Public Employees Retirement System (PERS) for employee pensions. In addition, two positions were added to the Department to meet essential operational needs related to fleet services and surplus operations. These positions are supported by departmental charges. Fleet Administration continues to address overdue replacement of vehicles within the Vehicle Asset Management Program (VAMP) leading to an increase of \$348,528 in capital asset cost. Another

area of expenditure growth is in the appropriation for contingencies, which increased by \$829,435 in compliance with County General Financial Policies.

Recommended General Fund revenues are \$214,513,058, an increase of \$11,143,885, or 5.5%. The increase in revenue reflects a estimated 5.5% increase in secured property assessed valuations and continued growth in Transient Occupancy Tax (TOT) collections.

Budget Impacts

The CAO's FY 2016-17 Recommended Budget includes the elimination of 1.0 vacant Full-Time Equivalent (FTE) Secretary position in Fleet Administration. In addition, funding for legislative advocacy and grants management have been reduced by \$163,000 due to budget constraints.

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 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Contributions - Proposition 172 (CA0007)	2,607,735	2,714,110	2,714,110	2,809,605	2,809,605	95,495	001	1050_8028
Contributions-Other Agencies (CA0007)	819,058	486,881	530,631	604,290	604,290	117,409	001	1050_8029
Trial Courts (CA0008)	8,219,245	8,925,615	8,021,980	8,365,675	8,365,675	(559,940)	001	1050_8031
Contingencies (CA0020)	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435	001	1050_8034
County Memberships (CA0013)	218,182	69,329	69,329	219,776	219,776	150,447	001	1050_8035
Medical Care Services (CA0016)	13,132,861	12,032,255	13,942,663	13,282,351	13,282,351	1,250,096	001	1050_8037
Other Financing Uses (CA0017)	38,942,671	28,985,587	28,985,587	28,004,370	28,004,370	(981,217)	001	1050_8038
Other General Expenditures (CA0014)	0	67,500	23,309	67,500	67,500	0	001	1050_8039
Administration & Finance (CA0001)	1,064,408	1,176,601	1,176,601	(2,452,488)	(2,427,114)	(3,603,715)	001	1050_8045
Budget & Analysis (CA0001)	953,261	1,060,952	1,060,952	1,133,115	1,150,976	90,024	001	1050_8046
Contracts/Purchasing (CA0002)	908,788	979,947	979,921	211,514	209,927	(770,020)	001	1050_8047
Intergovernmental & Legislative Affairs (CA0004)	1,049,522	1,384,041	1,331,886	1,454,816	1,290,446	(93,595)	001	1050_8054
Office of Emergency Services (CA0005)	874,306	898,755	868,313	1,067,219	1,065,910	167,155	001	1050_8056
Homeland Security Grant (CA0023)	591,419	973,679	613,726	796,546	796,546	(177,133)	024	1050_8412
Office of Community Engagement & Strategic Advocacy (CA0024)	499,999	516,132	513,016	654,392	532,017	15,885	001	1050_8440
Fleet Administration (CA0025)	112,551	329,397	197,363	(149,908)	(164,346)	(493,743)	001	1050_8451
Shuttle (CA0025)	221,275	163,351	163,014	0	0	(163,351)	001	1050_8452
Vehicle Asset Management Program (CA0026)	(338,248)	2,923,312	2,405,656	2,216,694	2,216,694	(706,618)	001	1050_8453
Subtotal	\$69,877,033	\$69,086,795	\$65,505,593	\$64,514,253	\$64,253,409	(4,833,386)		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Contributions - Proposition 172	2,607,735	2,714,110	2,714,110	2,809,605	2,809,605	95,495
Contributions-Other Agencies	819,058	486,881	530,631	604,290	604,290	117,409
Trial Courts	8,219,245	8,925,615	8,021,980	8,365,675	8,365,675	(559,940)
Contingencies	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435
County Memberships	218,182	69,329	69,329	219,776	219,776	150,447
Medical Care Services	13,132,861	12,032,255	13,942,663	13,282,351	13,282,351	1,250,096
Other Financing Uses	38,942,671	28,985,587	28,985,587	28,004,370	28,004,370	(981,217)
Other General Expenditures	0	67,500	23,309	67,500	67,500	0
Non-Program Revenue	0	0	0	0	0	0
Administration & Finance	1,064,408	1,176,601	1,176,601	(2,452,488)	(2,427,114)	(3,603,715)
Budget & Analysis	953,261	1,060,952	1,060,952	1,133,115	1,150,976	90,024
Contracts/Purchasing	908,788	979,947	979,921	211,514	209,927	(770,020)
Intergovernmental & Legislative Affairs	1,049,522	1,384,041	1,331,886	1,454,816	1,290,446	(93,595)
Office of Emergency Services	874,306	898,755	868,313	1,067,219	1,065,910	167,155
Homeland Security Grant	591,419	973,679	613,726	796,546	796,546	(177,133)
Office of Community Engagement & Strategic Advocacy	499,999	516,132	513,016	654,392	532,017	15,885
Fleet Administration	112,551	329,397	197,363	(149,908)	(164,346)	(493,743)
Shuttle	221,275	163,351	163,014	0	0	(163,351)
Vehicle Asset Management Program	(338,248)	2,923,312	2,405,656	2,216,694	2,216,694	(706,618)
Subtotal	\$69,877,033	\$69,086,795	\$65,505,593	\$64,514,253	\$64,253,409	(4,833,386)

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	3.00	3.00	3.00	0.00
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	1.00	0.00	1.00	1.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	5.00	5.00	5.00	0.00
14A24	COUNTY BUDGET DIRECTOR	0.00	1.00	1.00	0.00
14A25	EMERGENCY SERVICES MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	2.00	2.00	0.00
14C31	MANAGEMENT ANALYST III	6.00	8.00	8.00	0.00
14E20	BUYER II	2.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	0.00	-1.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	3.00	0.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70M01	SHUTTLE DRIVER	1.00	1.00	0.00	-1.00
72C20	MECHANIC I	1.00	1.00	1.00	0.00
72C23	MECHANIC II	10.00	10.00	10.00	0.00
72C26	MECHANIC III	1.00	1.00	2.00	1.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	1.00	0.00	-1.00

Adopted 2016 to Recommended 2017 Positions

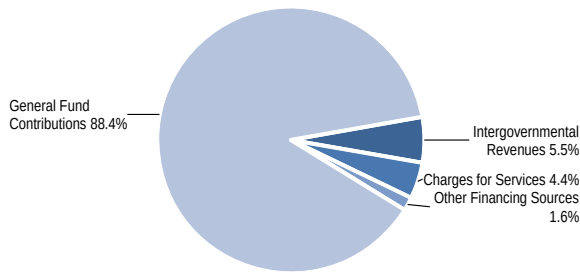
Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00	3.00	3.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	3.00	3.00	0.00
TBD	SURPLUS WORKER	0.00	0.00	1.00	1.00
99ZXX	ALLOCATION ON LOAN XX	18.00	17.00	17.00	0.00
Total		71.00	75.00	75.00	0.00

Augmentation

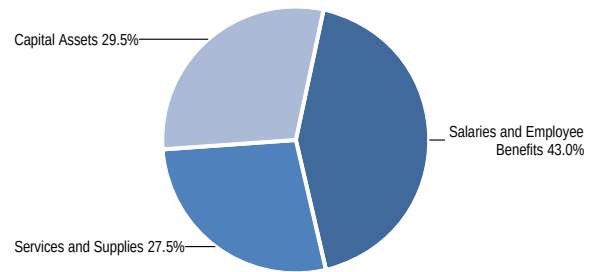
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1050	AUG10_1050_8035_001	WTRAUTH_MBR	Base Level Maintenance	106,400	0.00	106,400	0.00
1050	AUG_1050_8047_001	Surplus Worker	Not Mandated-New Program/Svc	94,415	1.00	0	0.00
1050	AUG1_1050_8056_001	OES_EmerSvcsPlan	Base Level Maintenance	124,660	1.00	124,660	1.00
1050	AUG2_1050_8451_001	Mechanic III	Not Mandated-New Program/Svc	0	1.00	0	1.00
1050	AUG3_1050_8054_001	Legislative_Contract	Base Level Maintenance	55,420	0.00	0	0.00
1050	AUG4_1050_8054_001	Mgmt_Partners	Base Level Maintenance	8,150	0.00	0	0.00
1050	AUG5_1050_8054_001	Grant_Contract	Base Level Maintenance	35,860	0.00	0	0.00
1050	AUG6_1050_8054_001	Leg_Advocacy	Base Level Maintenance	63,570	0.00	0	0.00
1050	AUG7_1050_8440_001	OCESA_MAI	Not Mandated-New Program/Svc	121,996	1.00	0	0.00
1050	AUG9_1050_8046_001	OpenGov	Base Level Maintenance	25,000	0.00	25,000	0.00
Grand Total				635,471	4.00	256,060	2.00

CAO Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,003,712	7,084,260	6,827,723	7,608,744	7,509,100	424,840
Services and Supplies	4,491,238	4,807,903	4,437,607	4,959,994	4,798,794	(9,109)
Other Charges	(6,848,002)	(7,222,005)	(6,753,733)	(13,571,912)	(13,571,912)	(6,349,907)
Capital Assets	1,556,154	4,620,000	4,018,421	5,138,528	5,138,528	518,528
Other Financing Uses	142,760	142,330	166,704	0	0	(142,330)
Subtotal	\$5,345,862	\$9,432,488	\$8,696,722	\$4,135,354	\$3,874,510	(5,557,978)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	0	23	0	0	0
Intergovernmental Revenues	360,566	250,000	214,178	214,000	214,000	(36,000)
Charges for Services	160,424	379,397	148,820	170,644	170,644	(208,753)
Miscellaneous Revenues	9,514	0	8,372	0	0	0
Other Financing Sources	30,010	44,528	2,657	63,778	63,778	19,250
Subtotal	\$560,514	\$673,925	\$374,050	\$448,422	\$448,422	(225,503)
General Fund Contributions	\$4,785,348	\$8,758,563	\$8,322,672	\$3,686,932	\$3,426,088	(5,332,475)
Total Source of Funds	\$5,345,862	\$9,432,488	\$8,696,722	\$4,135,354	\$3,874,510	(5,557,978)

Unit Description

The County Administrative Office (CAO) Departmental sections includes: (1) Administration (Administration and Finance, Budget and Analysis, Contracts/Purchasing and Fleet Administration); (2) Intergovernmental & Legislative Affairs (IGLA and the Office of Emergency Services); and (3) the Office of Community Engagement and Strategic Advocacy.

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

Summary of Recommendation

The FY 2016-17 Recommended Budget for the CAO's Departmental Division is \$3,874,510, a decrease of \$5,557,978. The decrease is primarily the result of an accounting change that resulted in the replacement of \$4,754,304 in GFC with revenue from departmental cost recoveries as part of the Auditor-Controller's new indirect charge back program. The increase of

\$424,840 in Salaries and Benefits is due to increased cost for employee health insurance and County paid PERS retirement contributions, and the addition of two positions discussed earlier.

FY 2016-17 revenues declined by \$225,503 to \$448,422 due to a decrease in grant funding of \$36,000 for the Office of Emergency Services (OES) and decreased charges for services within the Fleet Administration division.

ADMINISTRATION & FINANCE: The FY 2016-17 Recommended Budget for the Administration & Finance Division is \$2,427,114. This amount reflects an increase of \$48,283 in salary and benefits mainly due to increased healthcare costs. Expenses in services and supplies also grew by \$46,488 due to increased charges for the Enterprise Resource Planning (ERP) upgrade and restoration of essential training. The Recommended Budget also reflects a Cost Allocation Plan credit of \$3,679,983 as well as \$240,341 in interdepartmental reimbursements for personnel services provided to Fleet Administration.

BUDGET & ANALYSIS: The FY 2016-17 Recommended Budget for the Budget and Analysis Division is \$1,150,976. Increases in salary and benefit costs of \$82,533 occurred due to increased healthcare costs and annual step increases. Services and Supplies increased by \$28,818 resulting from the addition of the OpenGov software agreement via an augmentation. Increases were offset by a reduction to Other Financing Uses of \$21,327. Organizational changes in the Division include the reallocation of a Business Technology Analyst II to an Associate Administrative Analyst during FY 2015-16.

CONTRACTS/PURCHASING: The FY 2016-17 Recommended Budget for the Contracts/Purchasing Unit is \$209,927, a decrease of \$770,020. The decrease is the result of a Cost Allocation Plan credit of \$861,924 offset by salary and benefit cost increases of \$125,541 and a \$17,120 increase to Services and Supplies.

INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS: The FY 2016-17 Recommended Budget for the Intergovernmental & Legislative Affairs (IGLA) Division is \$1,290,446. This represents a decrease of \$93,595. An increase of \$93,920 in Salaries and Benefits was offset by the reduction in contracts for legislative lobbyist and other professional services.

OFFICE OF EMERGENCY SERVICES (OES): The Recommended Budget for the Office of Emergency Services is \$1,065,910. Revenue decreased from \$250,000 to \$214,000 for FY 2016-17 due to a reduction in grant funding.

OFFICE OF COMMUNITY ENGAGEMENT & STRATEGIC ADVOCACY: The FY 2016-17 Recommended Budget for the Office of Community Engagement & Strategic Advocacy (OCESA) is \$532,017. Increases of \$23,951 for salaries and benefits and \$1,074 in services and supplies were partially offset by a reduction in Other Financing Uses of \$9,140, for a net increase of \$15,885.

FLEET ADMINISTRATION: The FY 2016-17 Recommended Budget for Fleet Management is \$5,679,698. An accounting change resulting in a Fleet Cost Allocation Plan credit of \$318,176, combined with inter/intrafund reimbursements and the fuel sales revenues realized through the Monterey County Office of Education fuel agreement, resulted in a net GFC credit of \$334,990. Included in the Recommended Budget is the elimination of 1.0 FTE Secretary.

Fleet Administration provides services to entities within the government and as such, the budget is totally derived from charges for services rendered. It operates on a full cost recovery basis and does not receive any GFC.

SHUTTLE SERVICES: The Recommended Budget for Shuttle Services is included within the Resource Management Agency's Recommended Budget, however shuttle services remains under the direction of Fleet Administration. The FY 2016-17 Recommended Budget is \$247,470, reflecting an increase of \$84,119 due to the addition of 1.0 Shuttle Driver. In FY 2017-18, shuttle service will once again be budgeted under the CAO.

VEHICLE ASSET MANAGEMENT PROGRAM: The Recommended Budget for the Vehicle Asset Management Program is \$2,216,694. 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 2016-17 is \$5,048,526. Revenue in the amount of \$63,778 is estimated from vehicles sold at auction. The staff associated with this unit are budgeted in Fleet Administration (Unit 8451).

Budget Impacts

The CAO's Recommended Budget for FY 2016-17 includes the elimination of 1.0 vacant FTE Secretary position in the Fleet Administration Division.

To avoid staffing reductions as a result of increased employee benefit costs, contracts in IGLA for lobbyist activities and grant management were reduced by \$163,000.

A 1.0 FTE Mechanic III was added to the Fleet Administration Division and is funded through charges for service.

A 1.0 FTE Surplus Worker was added to the Contracts Purchasing Division as an essential position to the operations of the County surplus program. The position was staffed in FY 2015-16 in a temporary capacity.

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), 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 ongoing expenditures matched revenues.

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

Maintained the OpenGov agreement to enhance transparency in reporting Monterey County financial data.

CONTRACTS/PURCHASING: Created additional cohorts for the Contracts & Purchasing Academy while maintaining effective and pertinent material to assist in the growth and development of the participants enrolled in the academy.

Developed new and effective contract templates (basic services agreement, consulting service agreement, and a new agreement for hazardous goods and services), which have been reviewed and approved by both County Counsel and Risk Management with regard to the provision requirements, allowing Contracts/Purchasing to provide greater processing flexibility and a reduction in processing timelines for County departments.

INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS: Worked with the Board/departments on the Strategic Initiatives/Key Objectives and coordinated achievement through the Strategic Planning Workshop, Go Green! Monterey County, Legislative Program, Managing for Results Program, media relations/government channel programming, and Strategic Grant Services Program.

Staffed Board Committees: Legislative, Capital Improvement, Alternative Energy and Environment; CAO representative to Ad Hoc Water Committee.

CAO liaison to Resource Management Agency and Agricultural Commissioner. Direct management oversight of the Office of Emergency Services, Parks, Emergency Communications and Economic Development departments.

Completed special projects at the direction of the Board/CAO.

OFFICE OF COMMUNITY ENGAGEMENT & STRATEGIC ADVOCACY: Began the implementation of the Monterey County Gang Violence Prevention (MCGVP) Initiative's Action Plan for Building Safe and Thriving Communities. The Action Plan is a framework which guides the initiative with focus on key indicators using a collective impact and results based accountability model while employing a public health approach to violence reduction. The Action Plan also establishes a platform for developing and building upon strategies for measuring community impact per the plan's key indicators.

FLEET ADMINISTRATION: Fleet Management was successful in evaluating its current operational procedures and implementing industry best practices within its daily operations with regards to vehicle repair and replacement standards.

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 to the Board of Supervisors' principles and strategies for development of the FY 2017-18 Recommended Budget.

Continuously improve the Recommended Budget Book to provide greater transparency and user-friendliness.

CONTRACTS/PURCHASING: Provide the Contracts & Purchasing Academy for County staff each quarter. During the same period of time Contracts/Purchasing will provide two sessions of the Contracts & Purchasing Academy to outside public agencies. Provide County staff with two additional RQN (online Agreement tracking system) training sessions.

INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS: Track implementation of the Board's Strategic Initiatives/Key Objectives, and coordinate with the Board/departments to support the following:

Board/Department Heads Strategic Workshop.

Sustainability/Go Green! Monterey County Program.

Development FY 2017-18 Legislative Program.

Managing for Results performance measurement program.

Responsive media relations, emergency communications and community insight into County issues.

Strategic Grant Services Program to obtain funding for priority projects.

Serve as CAO liaison to the Resource Management Agency and Agricultural Commissioner; manage/oversee the Office of Emergency Services, Parks, Emergency Communications and Economic Development departments.

Staff Board Committees: Legislative, Capital Improvement, Alternative Energy and Environment; CAO representative to Ad Hoc Water Committee.

Complete special projects as directed by the Board/CAO.

OFFICE OF COMMUNITY ENGAGEMENT & STRATEGIC ADVOCACY: Continue to refine and build upon the Monterey County Gang Violence Prevention Initiative's Action Plan for Building Safe and Thriving Communities, its strategies, short and long term goals, objectives and outcomes with ongoing recommendations on the implementation to the Board of Supervisors.

Continue with the development and implementation of Governing for Racial Equity (GRE).

FLEET ADMINISTRATION: Fleet Management will continue to evaluate vehicle utilization through FY 2017-18 by department to assist in the development of a plan to "right-size" fleet sizes based on current and projected utilization.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Administration & Finance (CA0001)	1,064,408	1,176,601	1,176,601	(2,452,488)	(2,427,114)	(3,603,715)	001	1050_8045
Budget & Analysis (CA0001)	953,261	1,060,952	1,060,952	1,133,115	1,150,976	90,024	001	1050_8046
Contracts/Purchasing (CA0002)	908,788	979,947	979,921	211,514	209,927	(770,020)	001	1050_8047
Intergovernmental & Legislative Affairs (CA0004)	1,049,522	1,384,041	1,331,886	1,454,816	1,290,446	(93,595)	001	1050_8054
Office of Emergency Services (CA0005)	874,306	898,755	868,313	1,067,219	1,065,910	167,155	001	1050_8056

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Office of Community Engagement & Strategic Advocacy (CA0024)	499,999	516,132	513,016	654,392	532,017	15,885	001	1050_8440
Fleet Administration (CA0025)	112,551	329,397	197,363	(149,908)	(164,346)	(493,743)	001	1050_8451
Shuttle (CA0025)	221,275	163,351	163,014	0	0	(163,351)	001	1050_8452
Vehicle Asset Management Program (CA0026)	(338,248)	2,923,312	2,405,656	2,216,694	2,216,694	(706,618)	001	1050_8453
Subtotal	\$5,345,862	\$9,432,488	\$8,696,722	\$4,135,354	\$3,874,510	(5,557,978)		

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A01	ADMINISTRATIVE OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
20B93	FINANCE MANAGER II	1.00
	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00
80A97	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80A99	ACCOUNTING TECHNICIAN	3.00
80J30	ALLOCATION ON LOAN XX	17.00
992XX	ASSOCIATE ADMINISTRATIVE ANALYST	1.00
14A20	PRINCIPAL ADMINISTRATIVE ANALYST	5.00
14A23	COUNTY BUDGET DIRECTOR	1.00
14A24	MANAGEMENT ANALYST II	1.00
14C30	MANAGEMENT ANALYST III	2.00
14C31	BUYER II	3.00
14E20	MANAGEMENT ANALYST I	1.00
14G02	CONTRACTS & PURCHASING OFFICER	1.00
14N35	SURPLUS WORKER	1.00
TBD	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
12E03		

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	5.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
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
14C30	MANAGEMENT ANALYST II	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	2.00
72C83	FLEET SERVICE WRITER	1.00
80G21	DATA ENTRY OPERATOR II	1.00
Total		75.00

Administration & Finance

(Unit 8045— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,013,220	1,254,591	1,263,146	1,307,075	1,302,874	48,283
Services and Supplies	129,161	143,848	123,106	160,761	190,336	46,488
Other Charges	(111,487)	(243,165)	(243,165)	(3,920,324)	(3,920,324)	(3,677,159)
Other Financing Uses	33,514	21,327	33,514	0	0	(21,327)
Subtotal	\$1,064,408	\$1,176,601	\$1,176,601	(\$2,452,488)	(\$2,427,114)	(3,603,715)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	9	0	0	0	0	0
Subtotal	\$9	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,064,399	\$1,176,601	\$1,176,601	(\$2,452,488)	(\$2,427,114)	(3,603,715)
Total Source of Funds	\$1,064,408	\$1,176,601	\$1,176,601	(\$2,452,488)	(\$2,427,114)	(3,603,715)

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. Additional assistance is provided to departments, 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.

Prior Year Accomplishments

The CAO-Administration & Finance unit continued to meet its primary goal of providing coordination and implementation of the Board of Supervisors' goals and objectives.

Budget Year Goals

Continue work with the Board of Supervisors and department heads on the development and implementation of performance measures to ensure that the County strategic initiatives, goals, and objectives are met.

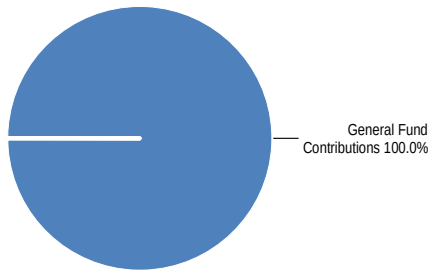
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	3.00
99ZXX	ALLOCATION ON LOAN XX	17.00
Total		25.00

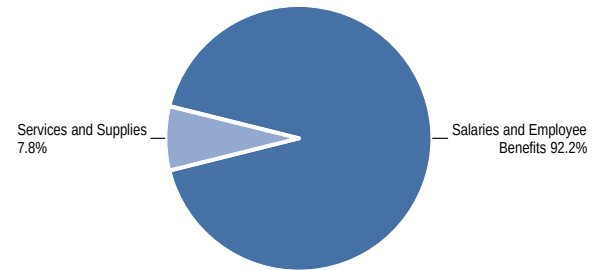
Budget & Analysis

(Unit 8046— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	887,323	978,862	940,054	1,042,686	1,061,395	82,533
Services and Supplies	32,424	60,763	87,384	90,429	89,581	28,818
Other Financing Uses	33,514	21,327	33,514	0	0	(21,327)
Subtotal	\$953,261	\$1,060,952	\$1,060,952	\$1,133,115	\$1,150,976	90,024

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$953,261	\$1,060,952	\$1,060,952	\$1,133,115	\$1,150,976	90,024
Total Source of Funds	\$953,261	\$1,060,952	\$1,060,952	\$1,133,115	\$1,150,976	90,024

Unit Description

The Budget and Analysis Division is responsible for various functions including: the development and presentation of the County's annual Recommended Budget, aligning recommendations 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 other fiscal reports; annual updates to the County's financial policies to ensure fiscal transparency and financial solvency in County operations; analysis of revenue and expenditure performance as provided by the annual budget; evaluation of potential Federal, State, and local budget impacts; review of weekly Board meeting agenda items to ensure recommendations are consistent with Board policy, transparency in reporting, and clarity; working with County departments to monitor and report on issues that may impact or require modifications to the budget during the fiscal year; providing advisory assistance and analysis to departments on recommendations for new or changing organizational programs, systems, policies, and procedures; and evaluating organizational improvements to maximize countywide service delivery and efficiencies. In addition, the Budget and Analysis Division coordinates and provides professional staff support to the BOS' Budget Committee.

Prior Year Accomplishments

Maintained a balanced FY 2015-16 Budget by making necessary modifications.

Completed and presented to the Budget Committee and Board of Supervisors (BOS) the Fiscal Year (FY) 2014-15 Budget End-of-Year Report (BEYR) to promote transparency and accountability through review of the previous fiscal year's budget performance.

Completed and presented to the Budget Committee and BOS the FY 2016-17 through FY 2018-19 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.

Maintained OpenGov agreement enhance transparency in reporting Monterey County financial data.

Developed the Budget in Brief report for FY 2015-16 which provides a simple general overview of the adopted budget.

Reviewed, updated, developed and presented for BOS' consideration and adoption County financial policies to establish a framework for overall fiscal planning, management and guidance.

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. The award recognizes budget documents, such as the County's Recommended Budget, for the very highest quality that reflects 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 BEYR, the annual Three-Year Financial Forecast and Budget in Brief.

Develop and recommend the Board of Supervisors' principles and strategies for development of the FY 2017-18 Recommended Budget.

Continue to 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 GFOA Distinguished Budget Presentation Award for the sixth straight year.

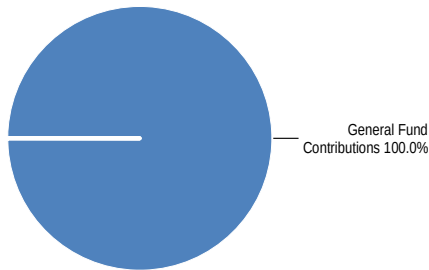
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	1.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	5.00
14A24	COUNTY BUDGET DIRECTOR	1.00
Total		7.00

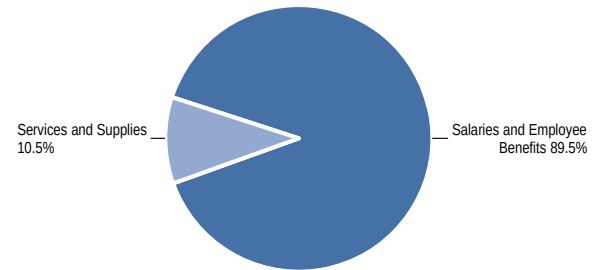
Contracts/Purchasing

(Unit 8047— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	792,311	946,501	937,875	1,053,093	1,072,042	125,541
Services and Supplies	98,574	108,506	84,954	146,162	125,626	17,120
Other Charges	(173)	(93,394)	(61,242)	(987,741)	(987,741)	(894,347)
Other Financing Uses	18,076	18,334	18,334	0	0	(18,334)
Subtotal	\$908,788	\$979,947	\$979,921	\$211,514	\$209,927	(770,020)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$908,788	\$979,947	\$979,921	\$211,514	\$209,927	(770,020)
Total Source of Funds	\$908,788	\$979,947	\$979,921	\$211,514	\$209,927	(770,020)

Unit Description

The Contracts/Purchasing unit provides County departments with professional and knowledgeable procurement assistance in a decentralized/centralized environment for the procurement of goods and services and assistance with management of contract related issues. The unit's services include the development and coordination of competitive bid processes, including Requests for Proposals (RFPs) and Requests for Qualifications (RFQs); administration of contract documentation; maintenance 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.

Developed new and effective contract templates (basic services agreement, consulting service agreement, and a new agreement for hazardous goods and services), which have been reviewed and approved by both County Counsel and Risk Management with regard to the provision requirements, allowing Contracts/Purchasing to provide greater processing flexibility and a reduction in processing timelines for County departments.

The Contracts/Purchasing Surplus Property Program has seen significant improvement the past fiscal year in regards to outreach efforts, resulting in the timely disposal of surplus property and increased revenue to the County.

Identified opportunities for increasing the use of the County's procurement card for small, routine purchases, resulting in an increase in the County's rebate revenue received from the credit card program.

Prior Year Accomplishments

Created additional cohorts for the Contracts & Purchasing Academy while maintaining effective and pertinent material to assist in the growth and development of the participants enrolled in the academy.

Improved outreach efforts to local vendor community by participating in various small business expositions; improved the Vendor Self-Service (VSS) user experience through the development of additional online opportunities; and collaborated with the Auditor-Controller's Office to optimize efficiency and accuracy in vendor data reporting.

Budget Year Goals

Offer the Contracts & Purchasing Academy to County staff each quarter. During the same period, provide two sessions of the Contracts & Purchasing Academy to outside public agencies. Provide County staff with two additional RQN (on-line Agreement tracking system) training sessions.

Continue work toward 75% centralization of all contracts to ensure compliance with Federal, State and local guidelines, and to assist smaller County departments with contract management needs.

Provide the Assistant County Administrative Officer responsible for the oversight of Contracts/Purchasing with a bi-annual report that reflects performance measurements, staff productivity,

statistics and applicable rebate information that identifies the positive impact procurement has on the organization.

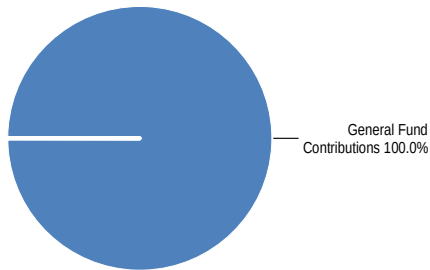
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
14E20	BUYER II	3.00
14G02	MANAGEMENT ANALYST I	1.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00
TBD	SURPLUS WORKER	1.00
Total		9.00

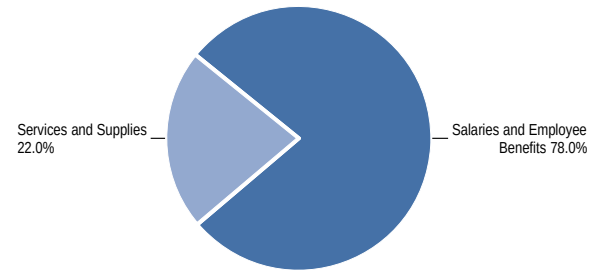
Intergovernmental & Legislative Affairs

(Unit 8054— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	699,113	968,065	872,604	1,062,844	1,061,985	93,920
Services and Supplies	396,729	471,321	455,177	463,722	300,211	(171,110)
Other Charges	(46,320)	(70,579)	(11,129)	(71,750)	(71,750)	(1,171)
Other Financing Uses	0	15,234	15,234	0	0	(15,234)
Subtotal	\$1,049,522	\$1,384,041	\$1,331,886	\$1,454,816	\$1,290,446	(93,595)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,049,522	\$1,384,041	\$1,331,886	\$1,454,816	\$1,290,446	(93,595)
Total Source of Funds	\$1,049,522	\$1,384,041	\$1,331,886	\$1,454,816	\$1,290,446	(93,595)

Unit Description

The Intergovernmental & Legislative Affairs (IGLA) Division responsibilities include: the Board of Supervisors' Strategic Initiatives and Key Objectives; the annual Board/department head strategic planning session(s); countywide sustainability efforts; legislative coordination and advocacy; countywide performance measurement; media relations and government channel programming; and strategic grant services. IGLA staffs the Board's Legislative Committee, Capital Improvement Committee, Alternative Energy and Environment Committee, and Ad Hoc Parks Committee; and represents the CAO at the Ad Hoc Water Committee. The Assistant CAO for IGLA serves as the CAO liaison to the Resource Management Agency, Agricultural Commissioner and Cooperative Extension offices; and provides direct management oversight to the Office of Emergency Services, Parks, Emergency Communications and Economic Development departments. IGLA works on a wide variety of special projects and interagency efforts as directed by the Board or CAO.

Prior Year Accomplishments

Worked closely with the Board/ departments to update and track implementation of the Board's Strategic Initiatives/ Key Objectives

and coordinated with the Board/departments in their furtherance through IGLA program accomplishments:

Planned/coordinated the Board/Department Heads Strategic Planning Workshop.

Recruited/hired the Sustainability Manager for the Go Green! Monterey County Program. Began development of Go Green! Work Plan.

Prepared/implemented the Legislative Program, provided legislative analysis/strategies, directed lobbying efforts, served as legislative liaison to California State Association of Counties (CSAC) and National Association of Counties (NACo), coordinated County participation in two CSAC Annual Conference workshops.

Published FY 2014-15 Managing for Results Annual Report. Held a workshop for department contacts to discuss connecting strategic initiatives, budget goals and performance measures.

Provided public information/media relations on behalf of departments and oversight of County Government Channel programming. Prepared the CAO Weekly Report. Oversaw development of a new County Government Channel website.

Recruited/hired the Grant Coordinator for the Strategic Grant Services Program, operated the Program, updated the County grant needs inventory, continuously alerted departments of grant opportunities, and coordinated the evaluation of proposals to determine viability.

Provided staffing to Board Committees: Legislative, Capital Improvement, Alternative Energy and Environment, and represented CAO at Ad Hoc Water Committee.

Served as CAO liaison to the Resource Management Agency and Agricultural Commissioner. Provided direct management oversight to the Office of Emergency Services, and Parks, Emergency Communications and Economic Development departments.

Coordinated efforts to advance Water Resources Agency (WRA) priority projects (e.g. assist in obtaining California Statewide Groundwater Elevation Monitoring (CASGEM) compliance to provide eligibility for grant funding, worked with State agencies to resolve the white bass issue (Interlake Tunnel Project), CAO review of interagency funding agreements (Interlake Tunnel Project), coordination of implementation of the Sustainable Groundwater Management Act (SGMA).

Worked on a wide variety of special projects and interagency efforts as directed by the Board/ CAO (e.g. San Lucas safe drinking water, Monterey Peninsula Regional Water Authority financial participation, drought response efforts, Fort Ord Reuse Authority (FORA) transition issues, 9-1-1 governance issues, Administrative Policy Manual, SB 658 Automated External Defibrillator Program, IGLA webpage development, recruit and hire a Parks Director, initiated Laguna Seca Recreation Area RFP process; assisted with Workforce Investment and Opportunity Act (WIOA) implementation).

Budget Year Goals

Plan/coordinate Board/Department Heads Strategic Planning Workshop.

Gain approval and begin implementation of the Sustainability/Go Green! Monterey County work plan.

Develop a systematic method for collecting, analyzing, benchmarking, and communicating County energy data, greenhouse gas emissions, and sustainability initiatives.

Prepare and implement the FY 2017-18 Legislative Program, provide legislative analysis, recommend strategies, direct lobbying efforts, coordinate with internal/external partners, serve as legislative liaison to the California State Association of Counties (CSAC) and National Association of Counties (NACo).

Continue to initiate and manage the Managing for Results Program while integrating Board Strategic Initiatives with the refinement of department performance measures and a revised mid-year and annual report template.

Determine and construct data visualization through performance measurement dashboards on the Managing for Results webpage that represent the County's priority programs and services.

Continue to provide programming and vendor contract oversight for the Government Channel including the Request for Proposals (RFP) process. Continue development of Government Channel website to include live streaming of County programming. Direct research into the expansion of public meetings available to broadcast to the public.

Continue to provide responsive public information/ media relations services and emergency communications. Provide CAO Weekly Report to employees/public. Provide guidelines for department public outreach efforts.

Manage the Strategic Grant Services Program, identify funding for County priority needs, prepare a work plan, develop policies, staff training/tools, and refine performance measures.

Provide staffing to the Board's Legislative Committee, Capital Improvement Committee, Alternative Energy and Environment Committee, and represent the CAO at the Ad Hoc Water Committee.

Serve as liaison to the Resource Management Agency and Agricultural Commissioner. Provide direct management oversight to the Office of Emergency Services, Parks, Emergency Communications, and Economic Development departments.

Lead a project team to analyze and make recommendation on SB 658, Automated External Defibrillators including scoping, cost analysis, and facility inventory review.

Complete collection of non-codified County policies and create an electronic platform and an Administrative Policy Manual with a workflow process to review and update documents as needed.

Initiate development and implementation of special projects and interagency efforts as directed by the Board/CAO: (e.g. San Lucas safe drinking water, Monterey Peninsula Regional Water Authority financial participation, Fort Ord Reuse Authority (FORA) transition issues, 9-1-1 governance issues, assist in Workforce Investment and Opportunity Act (WIOA) implementation, assist with coordination and implementation of the Sustainable Groundwater Management Act (SGMA), and Laguna Seca Recreation Area RFP process and recommendation of management services contractor).

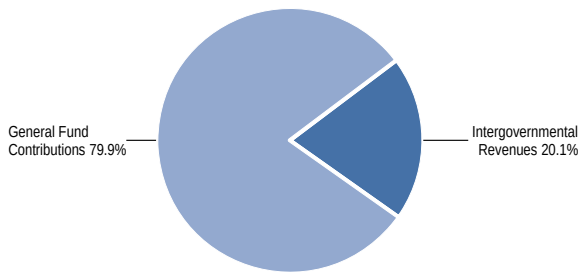
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	5.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
Total		7.00

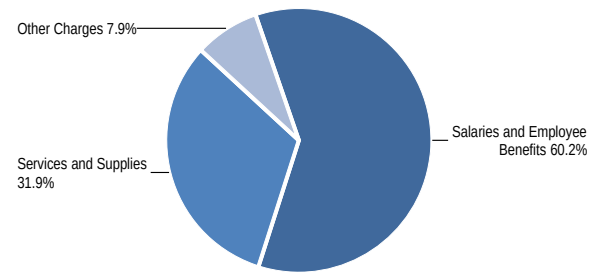
Office of Emergency Services

(Unit 8056— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	541,519	620,582	611,266	642,317	641,654	21,072
Services and Supplies	334,144	274,858	243,732	341,123	340,477	65,619
Other Charges	(25,360)	(20,000)	(10,000)	83,779	83,779	103,779
Other Financing Uses	24,003	23,315	23,315	0	0	(23,315)
Subtotal	\$874,306	\$898,755	\$868,313	\$1,067,219	\$1,065,910	167,155

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	279,566	250,000	214,178	214,000	214,000	(36,000)
Subtotal	\$279,566	\$250,000	\$214,178	\$214,000	\$214,000	(36,000)
General Fund Contributions	\$594,740	\$648,755	\$654,135	\$853,219	\$851,910	203,155
Total Source of Funds	\$874,306	\$898,755	\$868,313	\$1,067,219	\$1,065,910	167,155

Unit Description

The Office of Emergency Services (OES) budget unit functions under the direction of the Assistant County Administrative Officer in the County Administrative Office (CAO). 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 sustained capacity to prepare for, respond to, 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. The OES also ensures 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, and hazard and function specific plans. The coordination and collaboration between Federal, State, local, and non-government agencies is the cornerstone of OES operations. The OES operates the Monterey County Operational Area Emergency Operations Center (EOC), which is activated during emergency conditions.

Prior Year Accomplishments

The Office Emergency Services (OES) has successfully administered over \$1.0 million in grant funds, meeting all deadlines, milestones, and spending documentation requirements. In recent audits by the State of California OES and Urban Area Security Initiative (UASI) Grant Management team there have been no findings. OES reached 90% National Incident Management System (NIMS) training requirements.

The three-year Training and Exercise Plan (TEP) for Operational Area (OA) was updated and approved. Three EOC exercises were offered throughout the year, including Urban Shield Regional Terrorism Exercise in September 2015. OES continued to host workshops in strengthening coordination and planning efforts. OES provided planning and grant support to a countywide Public Safety Active Shooter Full Scale Exercise.

The new emergency notification system, Everbridge, has been fully implemented throughout the County with training provided for all cities. Added a new text community engagement system which allows community members to text their zip code to 777888 to receive, via social media platforms, emergency and community messaging. The annual test of Alert Monterey was conducted and

reached over 12,000 citizens. This represents a 100% increase in citizen sign ups in the past year.

OES in response to the developing El Nino weather conducted or attended over 42 Community Fairs, workshops and citizen meetings that reached over 4,000 residents.

OES has increased focus on digital channels and Social Media venues. This resulted in 200 likes on Facebook, 300 Twitter followers, and 8,000 views of the OES blog and website.

Hazard Mitigation Plan was completed. Monterey County has been recognized as leader in integrating climate adaptation and sea level rise by the National Association of County Governments (NACO). The plan has been commended by climate adaptation specialists throughout the country.

Began Continuity of Operations/Government Operations Plan(COOP/COG) planning with all County departments. Conducted Executive level COOP Table Top Exercise (TTX).

The Drought Task Force groups met four times in response to the State Emergency Declaration for Drought to coordinate water conservation best practices and information sharing.

Finalized Emergency Services County Ordinance and Disaster Council reorganization to be adopted by Board of Supervisors (BOS) and built affinity groups with members representing the "whole community".

Completed EOC Standard Operating Procedures (SOP) reflecting new organizational changes.

Conducted TTX involving Elkhorn Slough and hazardous materials spill. Identified After Action Review Improvement Actions including finalizing the Oil Spill Plan for Elkhorn Slough.

Approval and adoption by BOS of the COOP/COG for the County.

All Hazard Annexes were reviewed. Updates have been made to the Tsunami Annex. The Flood/Winter Storm will be updated in partnership with Water Resources Agency in FY 2016-17. Conducted the Elkhorn Slough Oil Spill Table Top Exercise as part of a geographical response plan for the slough area.

Budget Year Goals

Develop 5 year Strategic Plan for OES to include self assessment portion of the Emergency Management Accreditation Program (EMAP).

Provide emergency management training to Emergency Operations Center (EOC) staff and emergency management partners to ensure a trained, knowledgeable EOC staff.

Engage stakeholders and interagency partners in all phases of emergency management through increased opportunities for stakeholder engagement in OES activities and targeting private business and affinity groups.

Create an OA wide all-domain awareness and common operating picture to improve communication and coordination between OES and State partners, County departments and agencies, and incident command posts.

Enhance EOC ability to monitor supply chain/lifelines impacts to emphasize the value of the OES to leadership, stakeholders, and community at large and enhance the professional development of all OES staff.

Develop consistent and collaborative emergency planning throughout the OA including cities and special districts to include: updating and consolidating County/operational area plans where appropriate; providing assistance to cities/special districts in planning efforts; developing additional plans and annexes that address gaps and needs as defined by Disaster Council.

Engage the "whole community" in resilience building activities to increase community level understanding of risk and resilience as it applies to emergency management and building community resiliency.

Enhance operational coordination and commitment to the Standardized Emergency Management System (SEMS) concept among agencies and update OA governance (Disaster Council) membership to ensure balanced representation.

Enhance security among critical infrastructure/key resources (CIKR) through information sharing, physical security, and prevention activities. Continue to conduct risk assessments of CIKR and improve security and physical protective measures at EOC.

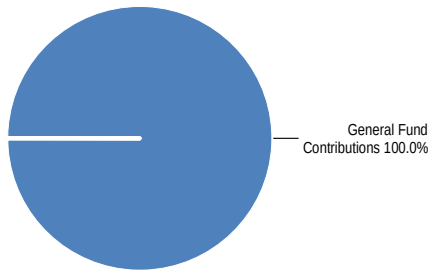
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14A25	EMERGENCY SERVICES MANAGER	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00
80A32	SENIOR SECRETARY	1.00
Total		5.00

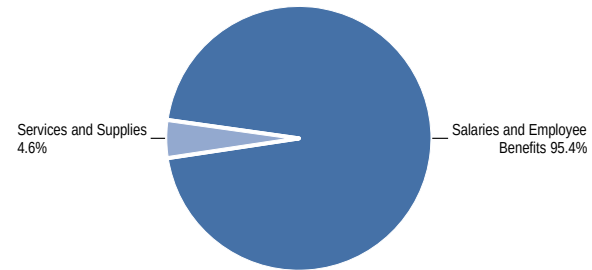
Office of Community Engagement & Strategic Advocacy

(Unit 8440— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	439,430	483,580	483,592	625,684	507,531	23,951
Services and Supplies	60,570	23,412	20,284	28,708	24,486	1,074
Other Financing Uses	0	9,140	9,140	0	0	(9,140)
Subtotal	\$499,999	\$516,132	\$513,016	\$654,392	\$532,017	15,885

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$499,999	\$516,132	\$513,016	\$654,392	\$532,017	15,885
Total Source of Funds	\$499,999	\$516,132	\$513,016	\$654,392	\$532,017	15,885

Unit Description

The Office of Community Engagement & Strategic Advocacy (OCESA) is a County Administrative Office Unit which provides management capacity and community support to key County departments. The Division is responsible for the Monterey County Gang Violence Prevention (MCGVP) Initiative. The Monterey County Gang Violence Prevention Initiative is a strategic priority adopted by the Board of Supervisors in May 2013. The MCGVP Initiative implements a framework that emphasizes serious and sustained collaboration among stakeholders and significantly engages 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 (HHS) and the Human Resources Committee (HHC).

Action Plan is a framework which guides the initiative with focus on key indicators using a collective impact and results based accountability model while employing a public health approach to violence reduction. The Action Plan also establishes a platform for developing and building upon strategies for measuring community impact per the plan's key indicators.

The Backbone Team continued to provide assistance in the development of strategies that will bring greatest impact on the Action Plan's key indicators. The Advisory Team continued to provide guidance for the initiative.

A Regional Network of external community partners continued to grow and develop. The Regional Network creates the opportunity for collaboration in the development of strategies to be incorporated into the Action Plan. An added value of the Regional Network is a created space for sharing lessons learned about violence prevention and reduction strategies employed throughout the County. The partnership of the Regional Network assists in maximizing outcomes of limited resources in smaller jurisdictions. The Regional Network is also an integral part of the initiative's efforts to maintain continuous community engagement to ensure community input is considered in the development and implementation of the Action Plan.

Prior Year Accomplishments

OCESA began the implementation of the MCGVP Initiative's Action Plan for Building Safe and Thriving Communities. The

Budget Year Goals

Continue to refine and build upon the MCGVP Initiative's Action Plan for Building Safe and Thriving Communities, its strategies, short and long term goals, objectives and outcomes with ongoing recommendations on the implementation to the Board of Supervisors.

Continue the development and implementation of Governing for Racial Equity (GRE) within the County Organization in FY 2016-17.

Continue to function as CAO Liaison for the Countywide Criminal Justice Partners; Community Correction Partnership, 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.

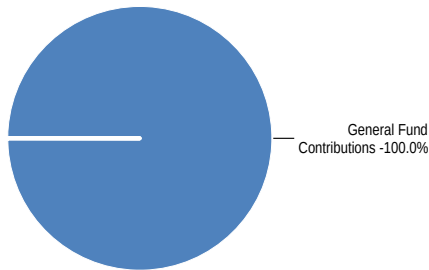
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,553,808	1,752,303	1,633,381	1,875,045	1,861,619	109,316
Services and Supplies	3,269,800	3,641,620	3,335,066	3,729,089	3,728,077	86,457
Other Charges	(4,760,610)	(5,098,179)	(4,812,237)	(5,844,044)	(5,844,044)	(745,865)
Capital Assets	15,900	0	7,500	90,002	90,002	90,002
Other Financing Uses	33,653	33,653	33,653	0	0	(33,653)
Subtotal	\$112,551	\$329,397	\$197,363	(\$149,908)	(\$164,346)	(493,743)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	0	23	0	0	0
Charges for Services	110,415	329,397	98,820	170,644	170,644	(158,753)
Miscellaneous Revenues	5,788	0	8,372	0	0	0
Other Financing Sources	1,634	0	2,657	0	0	0
Subtotal	\$117,837	\$329,397	\$109,872	\$170,644	\$170,644	(158,753)
General Fund Contributions	(\$5,287)	\$0	\$87,491	(\$320,552)	(\$334,990)	(334,990)
Total Source of Funds	\$112,551	\$329,397	\$197,363	(\$149,908)	(\$164,346)	(493,743)

Unit Description

Fleet Management is responsible for servicing and tracking the repair and maintenance actions for over 1,600 pieces of equipment, from cars and trucks to heavy equipment that operate over the 2,127,359 acres which encompasses Monterey County. It also operates a vehicle rental program (Invers) which provides vehicles for County staff to use for official travel in and out of the County and charges the user by the mile. Fleet Management also provides oversight of the County's five fueling stations that dispense an estimated yearly amount of 530,000 gallons of diesel and unleaded fuel per year.

policies have allowed management to make additional improvements within the operation of the parts room which will be apparent within the next reporting cycle.

Fleet Management continued to work on the development of a revised County Vehicle Use Policy, which should be implemented during FY 2016-17.

Fleet Management was successful in implementing a web based online fractional car share program at three key locations within the County, the County Government Center, 1488 Schilling Place, and the County Health Department located at 1270 Natividad Road.

Prior Year Accomplishments

Fleet Management evaluated its current operational procedures and is implementing industry best practices within its daily operations with regard to vehicle repair standards and vehicle replacement standards. The revised operational procedures and

Budget Year Goals

Fleet Management will continue to evaluate vehicle utilization through FY 2016-17 by department to assist in the development of

a plan to right-size each department's fleet based on current and projected utilization.

Fleet Management will continue to work on centralizing all of the County fueling operations into one central management point.

Fleet Management will continue to strive to complete and implement a new countywide vehicle use policy before the end of FY 2016-17.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	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	2.00
72C83	FLEET SERVICE WRITER	1.00
80G21	DATA ENTRY OPERATOR II	1.00
Total		19.00

Shuttle

(Unit 8452— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	76,989	79,776	85,805	0	0	(79,776)
Services and Supplies	144,286	83,575	77,209	0	0	(83,575)
Subtotal	\$221,275	\$163,351	\$163,014	\$0	\$0	(163,351)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	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	\$171,275	\$113,351	\$113,014	\$0	\$0	(113,351)
Total Source of Funds	\$221,275	\$163,351	\$163,014	\$0	\$0	(163,351)

Unit Description

The County Juror and Employee Shuttle program falls under the direction of Fleet Administration, however for FY 2016-17, the Recommended Budget is under the Resource Management Agency. 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.

the City Train Center to the Government Center, 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.

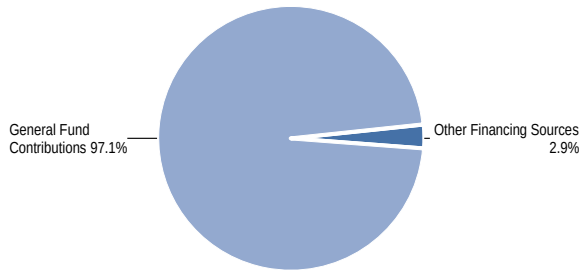
Prior Year Accomplishments

The shuttle service safely transported approximately 15,739 jurors and government employees from the offsite parking lot located at

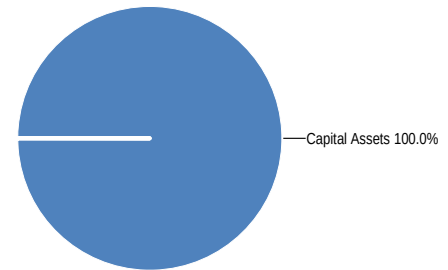
Vehicle Asset Management Program

(Unit 8453— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	25,550	0	10,695	0	0	0
Other Charges	(1,904,052)	(1,696,688)	(1,615,960)	(2,831,832)	(2,831,832)	(1,135,144)
Capital Assets	1,540,254	4,620,000	4,010,921	5,048,526	5,048,526	428,526
Subtotal	(\$338,248)	\$2,923,312	\$2,405,656	\$2,216,694	\$2,216,694	(706,618)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	81,000	0	0	0	0	0
Miscellaneous Revenues	3,726	0	0	0	0	0
Other Financing Sources	28,376	44,528	0	63,778	63,778	19,250
Subtotal	\$113,102	\$44,528	\$0	\$63,778	\$63,778	19,250
General Fund Contributions	(\$451,350)	\$2,878,784	\$2,405,656	\$2,152,916	\$2,152,916	(725,868)
Total Source of Funds	(\$338,248)	\$2,923,312	\$2,405,656	\$2,216,694	\$2,216,694	(706,618)

Unit Description

Under the Vehicle Asset Management Program (VAMP), 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

Fleet Administration successfully redesigned the processes and procedures of the VAMP. Fleet Administration also began the

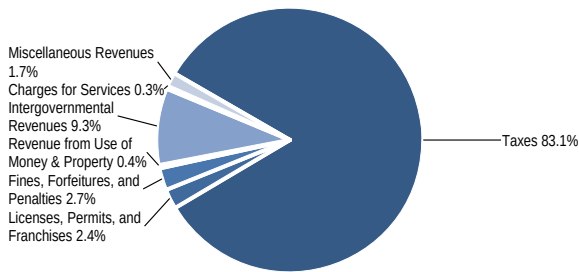
process of developing and conducting annual Vehicle Utilization Studies in collaboration with user departments to ensure that the participation requirements of the program better serve the needs of the users.

Budget Year Goals

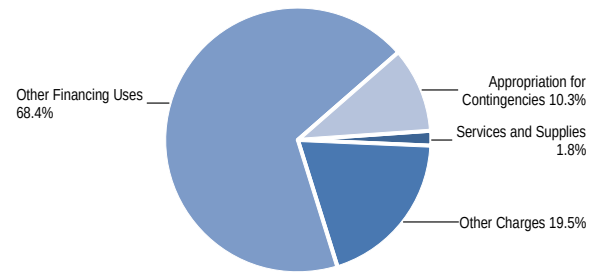
Fleet Management will continue to strive to improve the VAMP to ensure that the ongoing needs of the user departments are met.

CAO Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	1,919,570	2,815,528	2,522,829	1,085,756	1,085,756	(1,729,772)
Other Charges	11,625,809	38,682,173	37,826,455	11,777,636	11,777,636	(26,904,537)
Capital Assets	10,251	170,000	54,388	0	0	(170,000)
Other Financing Uses	50,975,542	12,587,255	14,497,663	41,286,721	41,286,721	28,699,466
Appropriation for Contingencies	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435
Subtotal	\$64,531,171	\$59,654,307	\$56,808,871	\$60,378,899	\$60,378,899	724,592

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	162,603,795	165,657,632	168,787,278	177,977,795	177,977,795	12,320,163
Licenses, Permits, and Franchises	5,697,525	4,682,391	5,153,821	5,153,821	5,153,821	471,430
Fines, Forfeitures, and Penalties	5,704,130	6,087,025	5,196,624	5,760,578	5,760,578	(326,447)
Revenue from Use of Money & Property	818,860	630,823	829,739	843,562	843,562	212,739
Intergovernmental Revenues	32,695,549	19,618,415	19,672,000	19,949,424	19,949,424	331,009
Charges for Services	855,311	625,986	741,991	734,387	734,387	108,401
Miscellaneous Revenues	3,790,520	3,861,841	3,717,432	3,645,069	3,645,069	(216,772)
Other Financing Sources	14,157,266	1,531,135	67,000	0	0	(1,531,135)
Subtotal	\$226,322,958	\$202,695,248	\$204,165,885	\$214,064,636	\$214,064,636	11,369,388
General Fund Contributions	(\$161,641,172)	(\$143,040,941)	(\$147,356,123)	(\$153,685,737)	(\$153,685,737)	(10,644,796)
Total Source of Funds	\$64,681,785	\$59,654,307	\$56,809,762	\$60,378,899	\$60,378,899	724,592

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. As of FY 2011-12, the County shares 9.13% of Proposition 172 revenues for the most recently audited fiscal year with the Association of Fire Fighters and Volunteer Fire Companies. Under this formula, the Association's share of Proposition 172 revenues will increase by \$95,495 to \$2,809,605 in FY 2016-17.

CONTRIBUTIONS - OTHER AGENCIES: The Recommended Budget is \$604,290 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 Recommended Budget for expenditures is \$8,365,675 a decrease of \$559,940. The decrease is due to a decline in Trial Courts collections, therefore decreasing the amount of shared revenue with the State under AB 233. (Please see detail at the unit level).

CONTINGENCIES: The Recommended Budget for General Fund Contingencies totals \$6,228,786. 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 Recommended Budget totals \$219,776, a \$150,447 increase from the prior year. The budgeted total is sufficient for the County's current membership cost for the California State Association of Counties, the National Association of Counties, and the California Coastal Trail Association.

MEDICAL CARE SERVICES: The Recommended Budget is \$13,282,351 in appropriations for Medical Care Services, reflecting an increase of \$1,250,096 from the previous fiscal year due to increased Vehicle License Fee revenue as related to Assembly Bill 85 (AB85). As of 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 is administered in Fund 023-Behavioral Health; and the Health and Social Services departments monies will be administered in Fund 025-Realignment/Vehicle License Fees. As of January 1, 2014, AB 85 as modified by Senate Bill 98 (AB85) reduces California counties' health realignment funds (Please see detail at the Unit level).

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, the Public Works/Road Fund chip seal paving program,

Carmel Lagoon sandbar emergency response work and capital transfers for the Jail and Juvenile Hall Projects.

The Recommended Budget decreases appropriations in this unit by \$981,217 to \$28,004,370.

OTHER GENERAL EXPENDITURES: Recommended expenditures in this unit for FY 2016-17 are \$67,500, remaining at the same level as FY 2015-16.

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 include property taxes, sales taxes, transient occupancy taxes (TOT), interest earnings, property transfer taxes, utility franchises, open space subventions, discretionary State and Federal aid, and property tax administrative cost recoveries. 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 Recommended Budget for Non-Program Revenue totals \$206,226,233. This total represents an increase of \$13,475,524 over the FY 2015-16 Adopted Budget, primarily related to estimated growth in revenue from property taxes, and TOT.

HOMELAND SECURITY GRANT PROGRAM: The Recommended Budget for the Homeland Security Grant (Fund 024) is \$796,546, financed by 796,546 in revenue.

Budget Impacts

There are no budget impacts.

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 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Contributions - Proposition 172 (CA0007)	2,607,735	2,714,110	2,714,110	2,809,605	2,809,605	95,495	001	1050_8028
Contributions-Other Agencies (CA0007)	819,058	486,881	530,631	604,290	604,290	117,409	001	1050_8029
Trial Courts (CA0008)	8,219,245	8,925,615	8,021,980	8,365,675	8,365,675	(559,940)	001	1050_8031
Contingencies (CA0020)	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435	001	1050_8034
County Memberships (CA0013)	218,182	69,329	69,329	219,776	219,776	150,447	001	1050_8035

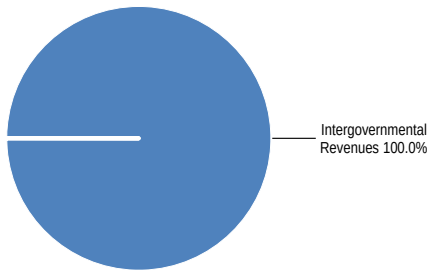
Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Medical Care Services (CA0016)	13,132,861	12,032,255	13,942,663	13,282,351	13,282,351	1,250,096	001	1050_8037
Other Financing Uses (CA0017)	38,942,671	28,985,587	28,985,587	28,004,370	28,004,370	(981,217)	001	1050_8038
Other General Expenditures (CA0014)	0	67,500	23,309	67,500	67,500	0	001	1050_8039
Homeland Security Grant (CA0023)	591,419	973,679	613,726	796,546	796,546	(177,133)	024	1050_8412
Subtotal	\$64,531,171	\$59,654,307	\$56,808,871	\$60,378,899	\$60,378,899	724,592		

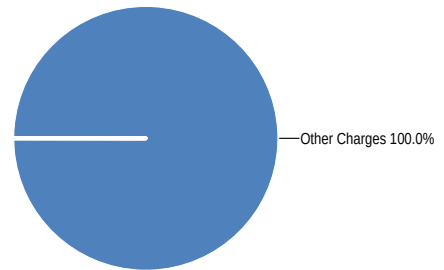
Contributions - Proposition 172

(Unit 8028— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Charges	2,607,735	2,714,110	2,714,110	2,809,605	2,809,605	95,495
Subtotal	\$2,607,735	\$2,714,110	\$2,714,110	\$2,809,605	\$2,809,605	95,495

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	2,847,754	2,714,110	2,714,110	2,809,605	2,809,605	95,495
Miscellaneous Revenues	73,084	0	0	0	0	0
Subtotal	\$2,920,838	\$2,714,110	\$2,714,110	\$2,809,605	\$2,809,605	95,495
General Fund Contributions	(\$313,103)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$2,607,735	\$2,714,110	\$2,714,110	\$2,809,605	\$2,809,605	95,495

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 of Fire Fighters and Volunteer Fire Companies 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 \$95,495 to \$2,809,605 in FY 2016-17.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose.

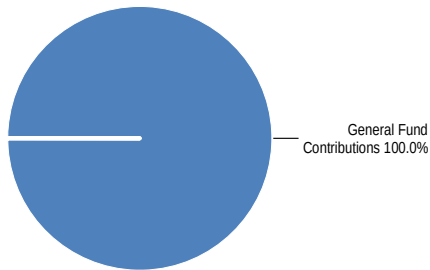
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

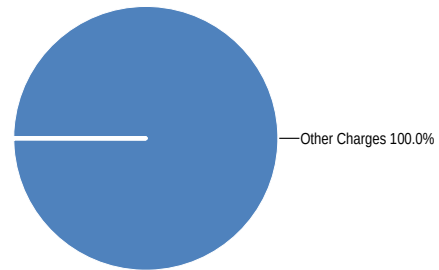
Contributions-Other Agencies

(Unit 8029— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Charges	819,058	486,881	530,631	604,290	604,290	117,409
Subtotal	\$819,058	\$486,881	\$530,631	\$604,290	\$604,290	117,409

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$819,058	\$486,881	\$530,631	\$604,290	\$604,290	117,409
Total Source of Funds	\$819,058	\$486,881	\$530,631	\$604,290	\$604,290	117,409

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); Prunedale Senior Center; Court Appointed Special Advocates (CASA); and Law Enforcement Oversight Committee (LEOC).

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose.

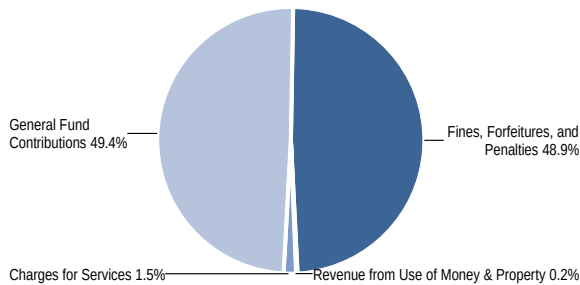
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

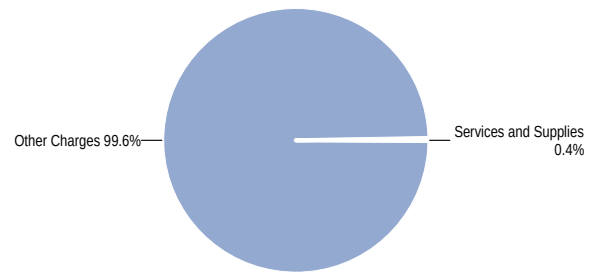
Trial Courts

(Unit 8031— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	25,230	55,762	22,345	31,184	31,184	(24,578)
Other Charges	8,194,016	8,869,853	7,999,635	8,334,491	8,334,491	(535,362)
Subtotal	\$8,219,245	\$8,925,615	\$8,021,980	\$8,365,675	\$8,365,675	(559,940)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	3,895,348	4,515,515	3,528,769	4,092,723	4,092,723	(422,792)
Revenue from Use of Money & Property	6,111	15,000	17,424	15,000	15,000	0
Charges for Services	124,284	100,100	132,133	124,529	124,529	24,429
Miscellaneous Revenues	0	95,000	0	0	0	(95,000)
Subtotal	\$4,025,744	\$4,725,615	\$3,678,326	\$4,232,252	\$4,232,252	(493,363)
General Fund Contributions	\$4,193,502	\$4,200,000	\$4,343,654	\$4,133,423	\$4,133,423	(66,577)
Total Source of Funds	\$8,219,245	\$8,925,615	\$8,021,980	\$8,365,675	\$8,365,675	(559,940)

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 2016-17 recommended expenditures and revenues are \$8,365,675 and \$4,232,252 respectively, requiring a \$4,133,423 General Fund Contribution.

The Trial Court budget provides for local Trial Court activities that affect County expenditures and revenue, including: 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.

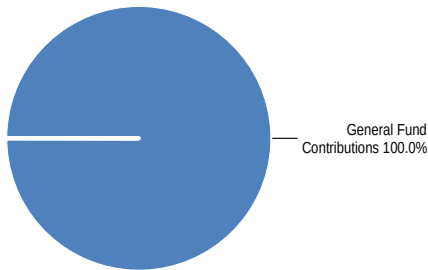
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

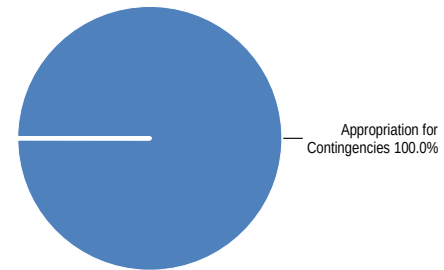
Contingencies

(Unit 8034— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Appropriation for Contingencies	0	5,399,351	1,907,536	6,228,786	6,228,786	829,435
Subtotal	\$0	\$5,399,351	\$1,907,536	\$6,228,786	\$6,228,786	829,435

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Sources	14,090,266	0	0	0	0	0
Subtotal	\$14,090,266	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$14,090,266)	\$5,399,351	\$1,907,536	\$6,228,786	\$6,228,786	829,435
Total Source of Funds	\$0	\$5,399,351	\$1,907,536	\$6,228,786	\$6,228,786	829,435

Unit Description

The County maintains a portion of the General Fund as an appropriation for operational contingencies 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 and/or program changes. Monterey County's financial policies specify an annual appropriation for contingencies equivalent to 1% of total General Fund estimated revenues. In the event of an emergency and/or unexpected revenue decline, the appropriation for contingencies 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.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose.

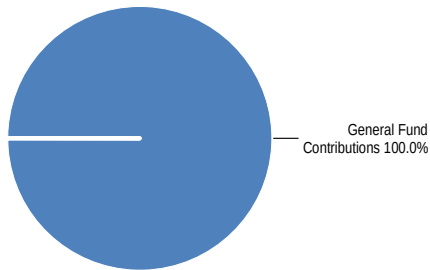
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

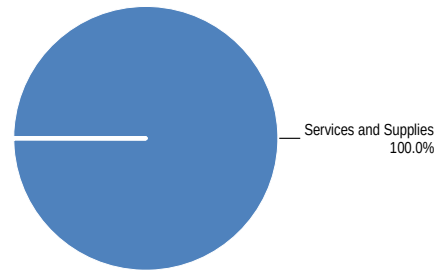
County Memberships

(Unit 8035— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	218,182	69,329	69,329	219,776	219,776	150,447
Subtotal	\$218,182	\$69,329	\$69,329	\$219,776	\$219,776	150,447

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$218,182	\$69,329	\$69,329	\$219,776	\$219,776	150,447
Total Source of Funds	\$218,182	\$69,329	\$69,329	\$219,776	\$219,776	150,447

Unit Description

This unit provides payment for annual memberships to the California State Association of Counties (CSAC), National Association of Counties (NACo), Monterey Peninsula Regional Water Authority (MPRWA), Ft. Order Reuse Authority (FORA), and California Coastal Trail Association (CCTA). 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.

MPRWA is a Joint Power Authority (JPA) formed to provide a unified political, technical, and legal voice in dealing with the issue of resolving the long term water supply problem of the Monterey Peninsula within the area of the Monterey Peninsula Water Management District.

FORA is responsible for the oversight of Monterey Bay area economic recovery from the closure and reuse planning of the former Ft. Ord military base. FORA exercises its planning, financing, and monitoring responsibilities under state law authority to meet the organizational objectives in the best interest of the Northern Monterey Bay Community.

CCTA a 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 facilitate collaboration between public agencies.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose.

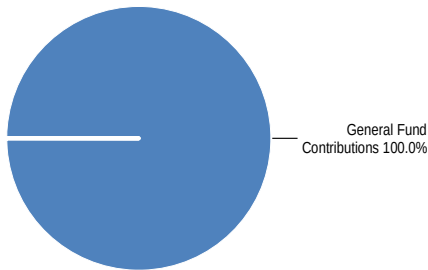
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

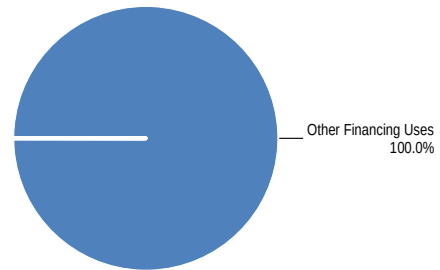
Medical Care Services

(Unit 8037— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	13,132,861	12,032,255	13,942,663	13,282,351	13,282,351	1,250,096
Subtotal	\$13,132,861	\$12,032,255	\$13,942,663	\$13,282,351	\$13,282,351	1,250,096

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Sources	0	1,031,135	0	0	0	(1,031,135)
Subtotal	\$0	\$1,031,135	\$0	\$0	\$0	(1,031,135)
General Fund Contributions	\$13,132,861	\$11,001,120	\$13,942,663	\$13,282,351	\$13,282,351	2,281,231
Total Source of Funds	\$13,132,861	\$12,032,255	\$13,942,663	\$13,282,351	\$13,282,351	1,250,096

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 FY 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 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 (AB 85) as modified by Senate Bill 98 (AB 85) reduced 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 State will notify the County annually regarding the amount of County VLF revenue to be withheld, up to 51%. The maturing of AB 85 transactions with the State of California has resulted in an increase in recognized VLF for FY 2016-17.

The Recommended Budget allocates the Public Health Realignment funds as follows: \$532,678 Behavioral Health-Mental Health Services, \$3.4 million Health Maintenance of Effort, and \$3.6 million Sheriff's Department-Inmate Medical Services. In FY 2016-17, the Mental Health Services match of \$532,678 will be administered in Fund 023. The VLF (\$9.4 million) and the County's portion of the Sales Tax Revenue match (\$3.4 million) 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.

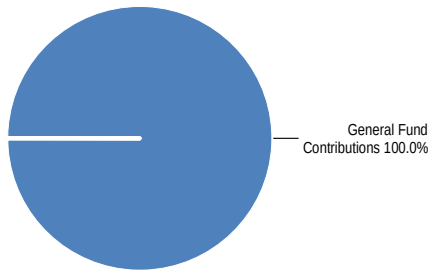
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

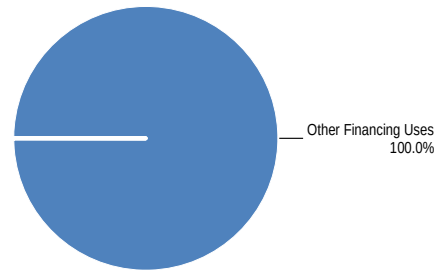
Other Financing Uses

(Unit 8038— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	1,094,990	1,848,508	1,848,508	0	0	(1,848,508)
Other Charges	5,000	26,582,079	26,582,079	0	0	(26,582,079)
Other Financing Uses	37,842,680	555,000	555,000	28,004,370	28,004,370	27,449,370
Subtotal	\$38,942,671	\$28,985,587	\$28,985,587	\$28,004,370	\$28,004,370	(981,217)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Sources	67,000	500,000	67,000	0	0	(500,000)
Subtotal	\$67,000	\$500,000	\$67,000	\$0	\$0	(500,000)
General Fund Contributions	\$38,875,671	\$28,485,587	\$28,918,587	\$28,004,370	\$28,004,370	(481,217)
Total Source of Funds	\$38,942,671	\$28,985,587	\$28,985,587	\$28,004,370	\$28,004,370	(981,217)

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.

The FY 2016-17 Recommended Budget for Other Financing Uses totals \$28,004,370. This total is \$981,217 lower than the FY 2015-16 Adopted Budget. The decrease is due to a technical change to more appropriately classify transfers from the general fund to other funds for debt service, capital projects construction, support of road projects, and other transfers. Appropriation included in this unit include the Capital Projects Fund (Fund 404) in the amounts of \$461,013 for the Jail Addition and \$4.4 million for the Juvenile Hall. In addition, recommended funding for this unit provides operating transfers to various programs, including \$10.1 million to the

County's Public Improvement Corporation (PIC) Debt Service Fund (Fund 251) to finance public facility improvements, \$711,000 for the Lakes Settlement Debt Service, and \$4.9 million, based on 23% of the audited Transient Occupancy Tax (TOT), for Public Works. The recommendation also includes transfers for the Library Fund, General Plan Implementation, and the Monterey County Next Generation (NGEN) Operational Area Emergency Communications System.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose.

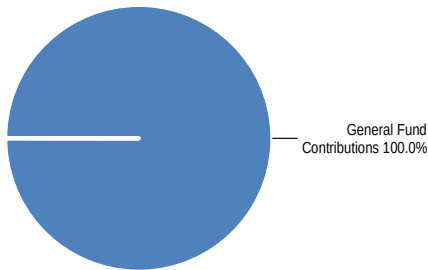
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

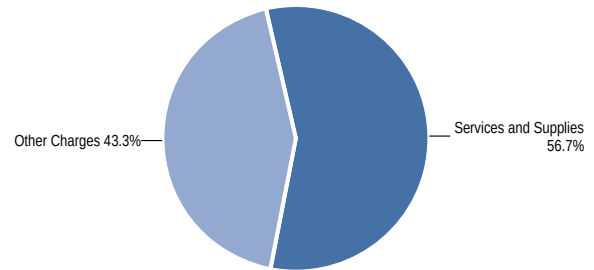
Other General Expenditures

(Unit 8039— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	0	38,250	23,309	38,250	38,250	0
Other Charges	0	29,250	0	29,250	29,250	0
Subtotal	\$0	\$67,500	\$23,309	\$67,500	\$67,500	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$67,500	\$23,309	\$67,500	\$67,500	0
Total Source of Funds	\$0	\$67,500	\$23,309	\$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 2016-17 is \$67,500.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose.

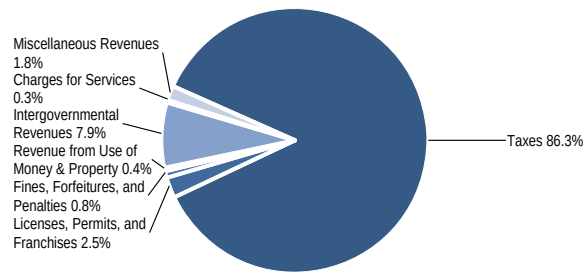
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

Non-Program Revenue

(Unit 8041— Fund 001)

Source of Funds



Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	162,603,795	165,657,632	168,787,278	177,977,795	177,977,795	12,320,163
Licenses, Permits, and Franchises	5,697,525	4,682,391	5,153,821	5,153,821	5,153,821	471,430
Fines, Forfeitures, and Penalties	1,808,782	1,571,510	1,667,855	1,667,855	1,667,855	96,345
Revenue from Use of Money & Property	812,315	615,823	812,315	828,562	828,562	212,739
Intergovernmental Revenues	29,106,199	15,930,626	16,343,273	16,343,273	16,343,273	412,647
Charges for Services	731,027	525,886	609,858	609,858	609,858	83,972
Miscellaneous Revenues	3,717,432	3,766,841	3,717,432	3,645,069	3,645,069	(121,772)
Subtotal	\$204,477,076	\$192,750,709	\$197,091,832	\$206,226,233	\$206,226,233	13,475,524
General Fund Contributions	(\$204,477,076)	(\$192,750,709)	(\$197,091,832)	(\$206,226,233)	(\$206,226,233)	(13,475,524)
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, transient occupancy tax (TOT), interest earnings, property transfer taxes, utility franchises, open space subventions, discretionary State and Federal aid, and property tax administrative cost recoveries. 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 Recommended Budget includes a total of \$206,226,233 in non-program revenues. Non-program revenue increased \$13,475,524 over the FY 2015-16 Adopted Budget, led by continued

improvements in property tax revenue and TOT.

Budget Impacts

There are no budget impacts.

Prior Year Accomplishments

This is not an operational unit and serves a defined financial purpose.

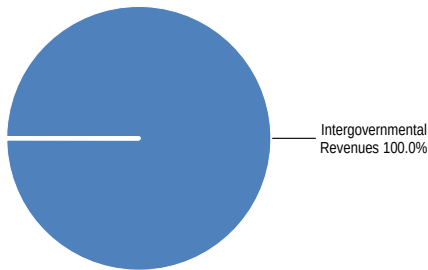
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose.

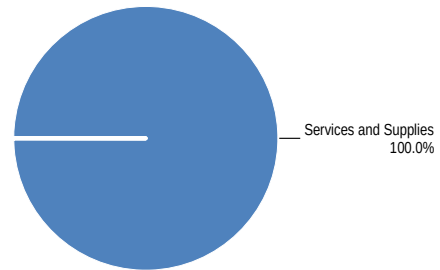
Homeland Security Grant

(Unit 8412— Fund 024)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	581,168	803,679	559,338	796,546	796,546	(7,133)
Capital Assets	10,251	170,000	54,388	0	0	(170,000)
Subtotal	\$591,419	\$973,679	\$613,726	\$796,546	\$796,546	(177,133)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	433	0	0	0	0	0
Intergovernmental Revenues	741,596	973,679	614,617	796,546	796,546	(177,133)
Subtotal	\$742,029	\$973,679	\$614,617	\$796,546	\$796,546	(177,133)
Fund Balance	(150,611)	0	(891)	0	0	0
Total Source of Funds	\$591,418	\$973,679	\$613,726	\$796,546	\$796,546	(177,133)

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 \$1.0 million in Homeland Security Grant funds and met all deadlines, milestones, and spending documentation requirements.

Budget Year Goals

Continue to administer all Homeland Security funds and meet all deadlines, milestones and spending documentation requirements. All grant funds are to be fully administered within 12 months of award.



This page intentionally left blank.

Human Resources

The Human Resources Department (HRD) develops and delivers human resource services and programs designed to support the strategic initiatives of the County. Core services and programs include: recruitment, classification and compensation; labor and employee relations; benefits; human resources information management; policy development, regulatory compliance, administration, and organizational and employee development.

HRD currently consists of six major functional units: Administration, Labor Relations, Employee Relations, Employment and Information Systems, Employee Benefits and Learning & Organizational Development.

The Department has the overall responsibility for administering comprehensive human resources services and programs, works closely with the Equal Opportunity Office to ensure compliance with equal opportunity laws and regulations and for recruiting, maintaining and developing a diverse workforce. HRD staff works closely with its internal and external customers to understand their human resources needs, assist in addressing those needs, and facilitate problem solving.

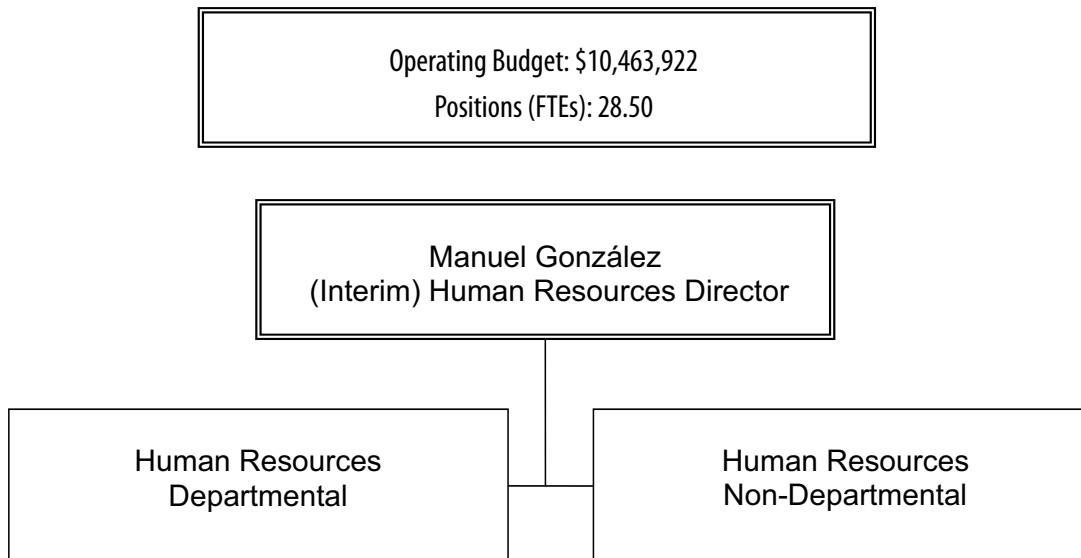
HRD also provides staff support to the Board of Supervisors Human Resources Committee, and to the Human Resources Centralization Steering Committee, which consist of members of the Board of Supervisors, County Department Heads, HRD staff, and members of employee bargaining units. The Committees review and respond to issues brought forward by the Board, staff, and the public.

HRD has several strategic initiatives in place for FY 2016-17 and beyond which fall into two major categories as follows:

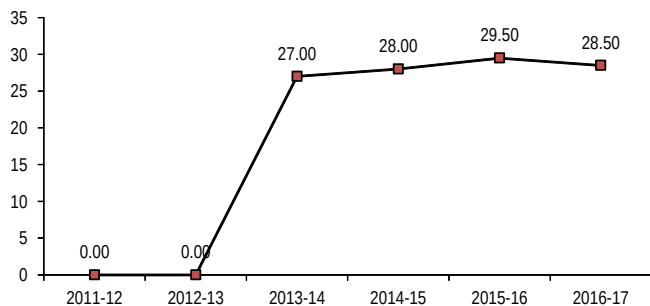
PROVIDE HIGH QUALITY HUMAN RESOURCES SERVICES AND PROGRAMS TO COUNTY DEPARTMENTS: Develop and implement high quality and responsive human resources services by leveraging technology, and developing consistent and accurate application of policies, procedures and practices. The HRD will continue working on completing the HR centralization initiative while identifying and implementing HR methods that ensure continuous improvement in order to function as an effective, responsive, efficient and flexible organization.

PROFESSIONAL EFFECTIVENESS: The HRD fosters a culture of providing excellent customer service support in order to meet customer needs. They create and promote an organizational environment that values the diversity of the employees of this organization and provide growth opportunities for all employees. It produces quality, cost-effective training and development designed to increase individual and organizational productivity and enrichment while leveraging technology resources and tools to improve workflow efficiency and customer service. They provide ongoing leadership and support to the organization's succession efforts and celebrate and recognize professional accomplishments. The HRD provides tools and resources to employees and the organization to respond effectively to current and future HR needs.

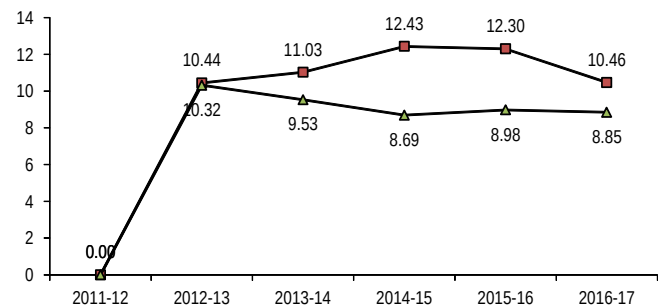




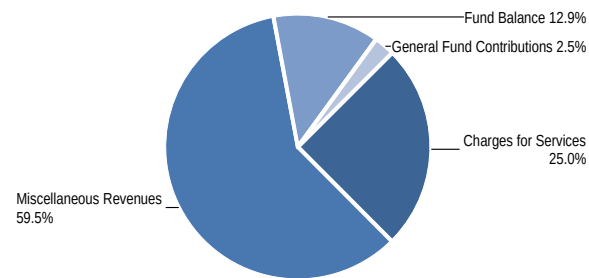
Staffing Trends



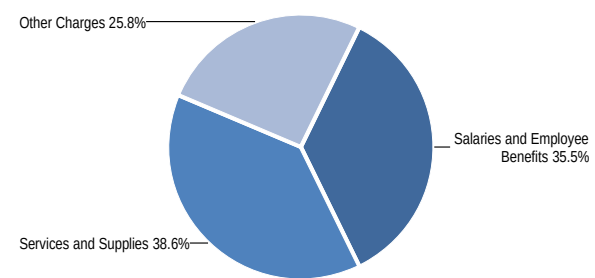
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,484,584	3,756,195	3,301,509	3,953,634	3,717,274	(38,921)
Services and Supplies	1,345,955	3,768,710	3,957,401	4,060,079	4,042,400	273,690
Other Charges	5,578,859	4,720,629	5,010,524	2,704,248	2,704,248	(2,016,381)
Other Financing Uses	24,260	24,260	29,456	0	0	(24,260)
Subtotal	\$12,433,657	\$12,269,794	\$12,298,890	\$10,717,961	\$10,463,922	(1,805,872)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	67,985	0	37,897	0	0	0
Charges for Services	3,761,297	2,629,000	3,275,970	2,620,000	2,620,000	(9,000)
Miscellaneous Revenues	4,863,832	6,240,150	5,662,937	6,228,192	6,228,192	(11,958)
Subtotal	\$8,693,114	\$8,869,150	\$8,976,804	\$8,848,192	\$8,848,192	(20,958)
Fund Balance	1,061,325	328,855	410,388	1,354,755	1,354,755	1,025,900
General Fund Contributions	\$2,679,219	\$3,071,789	\$2,911,698	\$515,014	\$260,975	(2,810,814)
Total Source of Funds	\$12,433,658	\$12,269,794	\$12,298,890	\$10,717,961	\$10,463,922	(1,805,872)

Summary of Recommendation

The Recommended Budget for FY 2016-17 is \$10,463,922. This represents a net decrease of \$1,805,872 from the FY 2015-16 Adopted Budget. The reduction in recommended expenditures reflects the new indirect cost recovery program implemented for FY 2016-17 by the Auditor-Controller. Under this program, Human Resources Department (HRD) will receive cost recoveries, reflected as expenditure offsets and decreasing overall expenditures.

The Recommended Budget includes \$230,621 in recommended augmentations, including the restoration of a Senior Clerk-Confidential, restoration of an Administrative Services Assistant, restoration of a Secretary to a 1.0 Full-Time Equivalent (FTE), and \$30,000 for legal consultation services to assist with labor negotiations.

Revenue related to the benefits fund decreased \$20,958 from the FY 2015-16 Adopted Budget. Costs for benefit administration and claims continue to exceed revenue from County and employee premiums and charges for services resulting in a reduction to the benefits fund balance of \$912,645.

For FY 2016-17, General Fund Contribution (GFC) will be utilized for the Learning and Organizational Development (LOD) in the

amount of \$639,424. In the prior year, LOD has been funded through departmental charges that were reflected as expenditure reimbursements resulting in no use of GFC.

Budget Impacts

The Recommended Budget provides the resources necessary to maintain current service levels in most departmental functional areas.

A Supervising Personnel Analyst was moved from Employment and Information Systems to Labor and Employee Relations. A Senior Personnel Analyst was moved from Labor and Employee Relations to Employment and Information Systems. The position changes were made to better align the organizational structure to the departmental needs. In addition, a vacant Personnel Technician-Confidential added in FY 2014-15 to replace existing personnel being located offsite to work on the Enterprise Resource Planning (ERP) upgrade was eliminated as the position was not assigned to the Enterprise Resource Planning (ERP) project.

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.

Policy Considerations

There are no policy considerations.

Pending Issues

Pending issues are presented at the Departmental level.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Labor & Employee Relations (HRD001)	406,428	419,069	466,722	492,080	491,453	72,384	001	1060_8401
Employment & Information Services (HRD001)	1,082,157	1,340,294	1,268,725	1,533,065	1,397,187	56,893	001	1060_8402
Learning & Organizational Development (HRD001)	(38,657)	5,000	0	794,941	681,155	676,155	001	1060_8403
Employee Benefits (HRD001)	724,274	792,592	725,784	816,244	813,150	20,558	001	1060_8404
Dental (HRD002)	4,711,141	4,339,000	4,592,921	5,191,100	5,191,100	852,100	477	1060_8413
Vision (HRD002)	894,514	937,800	901,586	896,000	896,000	(41,800)	477	1060_8414
EAP (HRD002)	96,696	88,650	89,070	89,100	89,100	450	477	1060_8415
Disability (HRD002)	214,182	217,350	193,417	219,500	219,500	2,150	477	1060_8416
Unemployment (HRD002)	876,355	677,080	674,560	709,000	709,000	31,920	477	1060_8417
Misc Benefits (HRD002)	312,096	315,000	301,638	478,247	478,247	163,247	477	1060_8418
OPEB (HRD002)	2,649,375	2,618,125	2,634,000	2,620,000	2,620,000	1,875	477	1060_8419
Human Resources Administration (HRD001)	505,097	519,834	450,467	(3,121,316)	(3,121,970)	(3,641,804)	001	1060_8445
Subtotal	\$12,433,657	\$12,269,794	\$12,298,890	\$10,717,961	\$10,463,922	(1,805,872)		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Labor & Employee Relations	406,428	419,069	466,722	492,080	491,453	72,384
Employment & Information Services	1,082,157	1,340,294	1,268,725	1,533,065	1,397,187	56,893
Learning & Organizational Development	(38,657)	5,000	0	794,941	681,155	676,155
Employee Benefits	724,274	792,592	725,784	816,244	813,150	20,558
Dental	4,711,141	4,339,000	4,592,921	5,191,100	5,191,100	852,100
Vision	894,514	937,800	901,586	896,000	896,000	(41,800)
EAP	96,696	88,650	89,070	89,100	89,100	450
Disability	214,182	217,350	193,417	219,500	219,500	2,150
Unemployment	876,355	677,080	674,560	709,000	709,000	31,920
Misc Benefits	312,096	315,000	301,638	478,247	478,247	163,247
OPEB	2,649,375	2,618,125	2,634,000	2,620,000	2,620,000	1,875
Human Resources Administration	505,097	519,834	450,467	(3,121,316)	(3,121,970)	(3,641,804)
Subtotal	\$12,433,657	\$12,269,794	\$12,298,890	\$10,717,961	\$10,463,922	(1,805,872)

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
11A07	DIRECTOR OF HUMAN RESOURCES	1.00	1.00	1.00	0.00
12C37	ASSISTANT DIRECTOR OF HR	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	4.00	4.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	2.00	2.00	0.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	2.00	3.00	3.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	0.50	0.50	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	4.00	-1.00
14M61	HR PROGRAM MANAGER	4.00	4.00	4.00	0.00
80A32	SENIOR SECRETARY	2.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	1.00	0.00	0.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total		28.00	29.50	28.50	-1.00

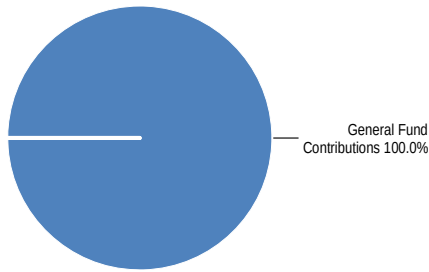
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1060	AUG1_1060_8402_001	SnClerk	Base Level Maintenance	72,909	1.00	72,909	1.00
1060	AUG2_1060_8402_001	PersonnelAnalyst	Base Level Maintenance	122,496	1.00	0	0.00
1060	AUG3_1060_8403_001	LOD_ASA	Base Level Maintenance	117,924	1.00	117,924	1.00
1060	AUG4_1060_8404_001	Secretary	Base Level Maintenance	9,788	0.15	9,788	0.15
1060	AUG5_1060_8403_001	LOD_DISC	Base Level Maintenance	107,367	1.00	0	0.00
1060	AUG6_1060_8401_001	LABORNEG	Base Level Maintenance	30,000	0.00	30,000	0.00
Grand Total				460,484	4.15	230,621	2.15

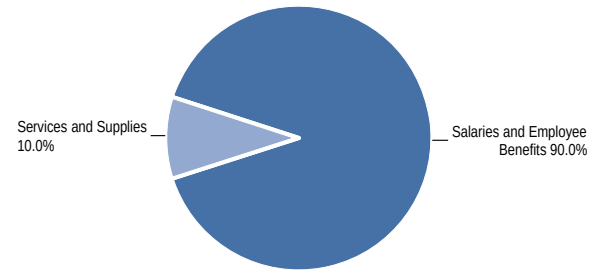
Human Resources

Human Resources Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,837,650	3,756,195	3,288,168	3,953,634	3,717,274	(38,921)
Services and Supplies	480,464	276,805	432,165	428,822	411,143	134,338
Other Charges	(663,075)	(980,471)	(838,091)	(3,867,442)	(3,867,442)	(2,886,971)
Other Financing Uses	24,260	24,260	29,456	0	0	(24,260)
Subtotal	\$2,679,299	\$3,076,789	\$2,911,698	\$515,014	\$260,975	(2,815,814)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	5,000	0	0	0	(5,000)
Miscellaneous Revenues	80	0	0	0	0	0
Subtotal	\$80	\$5,000	\$0	\$0	\$0	(5,000)
General Fund Contributions	\$2,679,219	\$3,071,789	\$2,911,698	\$515,014	\$260,975	(2,810,814)
Total Source of Funds	\$2,679,299	\$3,076,789	\$2,911,698	\$515,014	\$260,975	(2,815,814)

Unit Description

The Human Resources departmental section includes Administration, Labor and Employee Relations, Employment and Information Systems, Learning & Organizational Development, and Employee Benefits. Responsibilities and programs for each of these units are detailed in the narratives provided for each unit.

ERP project for a net decrease to salary and benefits of \$38,921. This decrease is impacted by an associated decrease in the reimbursement in other charges for the position. The net effect is an increase of \$88,464 in GFC funded salary and benefits. Costs in services and supplies increased \$134,338 due to additional costs for outside legal counsel related to negotiations and an increase in the charge for general liability insurance.

Summary of Recommendation

The Recommended Budget for FY 2016-17 is \$260,975. This amount reflects budgeted expenditures of \$4,128,417 offset by a cost plan charge credit of \$3,653,780 and reimbursement of \$213,662 for positions related to the Enterprise Resource Planning (ERP) project.

For FY 2016-17, General Fund Contribution (GFC) will be utilized for Learning and Organizational Development (LOD) in the amount of \$639,424. In the prior year, LOD has been funded through departmental charges that were reflected as expenditure reimbursements resulting in no net use of GFC.

Increases in health benefits and workers' compensation costs were offset by the elimination of a Personnel Technician assigned to the

Budget Impacts

EMPLOYMENT & INFORMATION SYSTEMS:

A vacant Personnel Technician was eliminated from the FY 2016-17 budget. The position was added in FY 2014-15 to provide resources for the Enterprise Resource Planning project to be funded through the project. Alternate personnel were assigned to better align with project and departmental needs.

LEARNING & ORGANIZATIONAL DEVELOPMENT:

Funding for temporary positions that have been essential in the Learning and Organizational Development organization has been eliminated.

Prior Year Accomplishments

ADMINISTRATION:

Continued improvement in the recruitment, classification and compensation areas of the Central HR Function.

Ongoing development, refinement and reporting of HRD performance metrics, and continued integration with Managing for Results, the County's performance measurement program.

Continued work on providing direction regarding the centralization of County human resources services, 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.

LABOR AND EMPLOYEE RELATIONS:

Completed negotiations with one (1) bargaining unit that had an open labor contract.

Completed the meet and confer process on various matters affecting conditions of employment.

Negotiated 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.

EMPLOYMENT AND INFORMATION SYSTEMS:

Provided HR technical support and training to County departments for HR processes and procedures on recruitment, classification and compensation areas. Dedicated staff to the ERP project to work on the Advantage Human Resource Management (HRM) system upgrade from version 3.7 to version 3.10.

LEARNING & ORGANIZATIONAL DEVELOPMENT:

Partnered with County departments to develop intact trainings tailored towards identified employee development needs.

Provided training programs, based on a countywide survey identifying employee training needs, which included: writing skills; conflict resolution skills; and project management skills.

Developed process improvement tools for key Human Resources functional areas to assist with the curriculum and system development process of the Human Resources Institute.

Developed and submitted Leadership Academy proposal and presented to Management Council for endorsement.

Supported the Tax-Collector's Office and Junior Achievement in providing local high school students a job shadow day to foster stronger relationships between the County of Monterey and potential future employees.

BENEFITS:

Initiated surveys to determine current customer satisfaction of services provided and considered new or enhanced services based on feedback received.

Completed preparation for active participation in the Advantage HRM upgrade.

Budget Year Goals

ADMINISTRATION:

Continue to seek opportunities to improve the County's Human Resources function to meet the ongoing HR needs of County departments in an efficient and effective manner. Continue to build on the Department infrastructure with recruitment, classification and compensation work to meet the ongoing challenges and needs of the organization in a more effective, efficient and strategic manner.

LABOR AND EMPLOYEE RELATIONS:

Engage in and complete successful negotiations with sixteen (16) bargaining units with open labor contracts.

Develop and conduct training for departments on application of negotiated Memorandum of Understanding (MOU) revisions. Settle all grievances within the time limits set forth in the applicable MOU while working to limit arbitrations.

EMPLOYMENT AND INFORMATION SYSTEMS:

Complete implementation of the re-engineering of position control/management and leave of absence processes.

Establish and enhance relationships with departments to understand and anticipate their needs.

Develop and/or improve departmental HR processes and services based upon identified customer needs.

LEARNING & ORGANIZATIONAL DEVELOPMENT:

Work with the Department Head Training Advisory Committee to strategize and develop programs that support succession planning, career development, writing skills and leadership development.

Add new electives to the training offerings that align with Board of Supervisors, departmental leadership strategies and employee survey requests.

EMPLOYEE BENEFITS:

Monitor the Affordable Health Care Act for changes and implementation guidance.

Provide multiple on-site, County specific, retirement training sessions.

Revise the New Hire Orientation program to better coordinate with the on-boarding process.

Finalize Leave of Absence processes and create user guides for both management and employees.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Labor & Employee Relations (HRD001)	406,428	419,069	466,722	492,080	491,453	72,384	001	1060_8401
Employment & Information Services (HRD001)	1,082,157	1,340,294	1,268,725	1,533,065	1,397,187	56,893	001	1060_8402
Learning & Organizational Development (HRD001)	(38,657)	5,000	0	794,941	681,155	676,155	001	1060_8403
Employee Benefits (HRD001)	724,274	792,592	725,784	816,244	813,150	20,558	001	1060_8404
Human Resources Administration (HRD001)	505,097	519,834	450,467	(3,121,316)	(3,121,970)	(3,641,804)	001	1060_8445
Subtotal	\$2,679,299	\$3,076,789	\$2,911,698	\$515,014	\$260,975	(2,815,814)		

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14M61	HR PROGRAM MANAGER	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14M61	HR PROGRAM MANAGER	1.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00

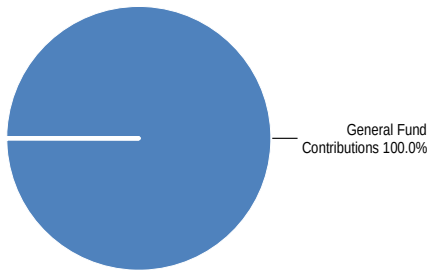
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	0.50
14G02	MANAGEMENT ANALYST I	2.00
14M61	HR PROGRAM MANAGER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00
14B61	RISK & BENEFITS ANALYST	3.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14M61	HR PROGRAM MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
Total		25.50

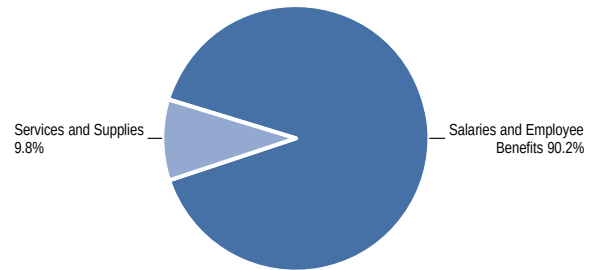
Labor & Employee Relations

(Unit 8401— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	388,578	400,427	411,263	443,570	443,130	42,703
Services and Supplies	17,851	16,044	55,459	48,510	48,323	32,279
Other Financing Uses	0	2,598	0	0	0	(2,598)
Subtotal	\$406,428	\$419,069	\$466,722	\$492,080	\$491,453	72,384

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$406,428	\$419,069	\$466,722	\$492,080	\$491,453	72,384
Total Source of Funds	\$406,428	\$419,069	\$466,722	\$492,080	\$491,453	72,384

Unit Description

The Labor Relations Division is responsible for labor 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 grievance processing and conducts labor relations training.

Prior Year Accomplishments

Completed negotiations with one bargaining unit that had an open labor contract.

Completed the meet and confer process on various matters affecting conditions of employment. Negotiated several side letters (agreements that are not part of the underlying or primary collective bargaining agreements(s)). Settled all grievances within the time limits set forth in the applicable Memorandum of Understanding (MOU) while working to limit arbitrations.

Engaged in ongoing negotiations with 16 bargaining units with open labor contracts.

Continued training for departments on application of MOU revisions.

Budget Year Goals

Engage in and complete successful negotiations with 16 bargaining units with open labor contracts.

Revise departmental training, as needed, on application of MOU revisions.

Settle all grievances within the limits set forth in the applicable MOU while working to limit arbitrations.

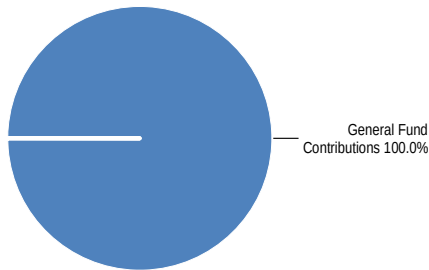
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14M61	HR PROGRAM MANAGER	1.00
Total		3.00

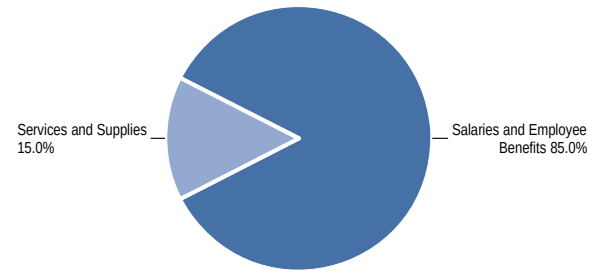
Employment & Information Services

(Unit 8402— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	825,111	1,421,796	1,164,341	1,404,012	1,284,590	(137,206)
Services and Supplies	271,543	130,343	183,529	243,865	227,409	97,066
Other Charges	(38,758)	(220,517)	(103,405)	(114,812)	(114,812)	105,705
Other Financing Uses	24,260	8,672	24,260	0	0	(8,672)
Subtotal	\$1,082,157	\$1,340,294	\$1,268,725	\$1,533,065	\$1,397,187	56,893

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Miscellaneous Revenues	80	0	0	0	0	0
Subtotal	\$80	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,082,077	\$1,340,294	\$1,268,725	\$1,533,065	\$1,397,187	56,893
Total Source of Funds	\$1,082,157	\$1,340,294	\$1,268,725	\$1,533,065	\$1,397,187	56,893

Unit Description

The Employment & Information Systems Division supports the County in fulfilling its mission, 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 performance management and discipline programs.

Prior Year Accomplishments

Provided HR technical support and training to County departments for HR processes and procedures on recruitment, classification and compensation areas. Dedicated staff to work on transition to improved ERP.

Continued work on the re-engineering of the position control/management and leave of absence processes.

Continued work on communication strategies to assess customer satisfaction.

Provided oversight of recruitment and selection activities to monitor compliance with the Equal Opportunity Plan.

Budget Year Goals

Finalize implementation of the re-engineered position control/management and leave of absence processes.

Maintain relationships with departments to understand and anticipate their needs.

Continue to assess departmental needs and develop and/or improve HR processes and services to ensure customer satisfaction.

In collaboration with the Equal Opportunity Office, continue to ensure compliance with the Equal Opportunity Plan, including the oversight of recruitment and selection activities.

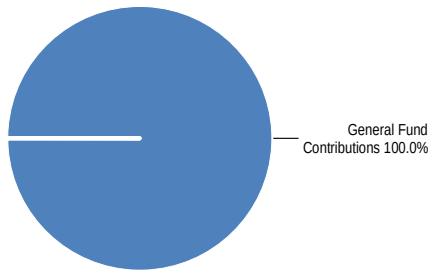
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14B21	ASSOCIATE PERSONNEL ANALYST	4.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14M61	HR PROGRAM MANAGER	1.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00
Total		11.00

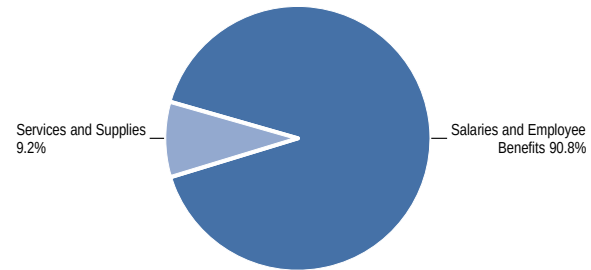
Learning & Organizational Development

(Unit 8403— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	470,023	577,444	579,324	732,261	618,768	41,324
Services and Supplies	115,638	67,968	64,161	62,680	62,387	(5,581)
Other Charges	(624,317)	(645,608)	(648,681)	0	0	645,608
Other Financing Uses	0	5,196	5,196	0	0	(5,196)
Subtotal	(\$38,657)	\$5,000	\$0	\$794,941	\$681,155	676,155

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	5,000	0	0	0	(5,000)
Subtotal	\$0	\$5,000	\$0	\$0	\$0	(5,000)
General Fund Contributions	(\$38,657)	\$0	\$0	\$794,941	\$681,155	681,155
Total Source of Funds	(\$38,657)	\$5,000	\$0	\$794,941	\$681,155	676,155

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 skill sets. LOD provides training that meets State requirements and organizational goals and objectives aligned with the Board of Supervisors' strategic initiatives. 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 development assistance which are aligned with succession planning strategies to promote institutional knowledge sharing.

Prior Year Accomplishments

Partnered with County departments to develop intact trainings tailored towards identified employee development needs.

Developed process improvement tools for key Human Resources functional areas to assist with the curriculum and system development process of the Human Resources Institute.

Developed Leadership Academy and presented to Monterey County Management Council for endorsement.

Developed a training on-boarding system of supervisory and customer service skills for new County employees to maintain common work practices amongst all County employees.

Developed curriculum and facilitated customized series of workshops for County departments requiring additional training in the areas of policy development, conflict resolution and team building.

Worked with Procurement to develop a Contracts and Purchasing Academy website to provide County employees the tools and resources necessary to maintain best contracts and purchasing practices.

Received an International Society for Process Improvement (ISPI) Award of Excellence for LOD's involvement in the Contract and Purchasing Academy.

Assisted the Equal Opportunity Office in the facilitation and development of their new Conflict Resolution program.

Supported the Tax-Collector's Office and Junior Achievement in providing local high school students a job shadow day to foster stronger relationships between the County of Monterey and potential future employees.

Offered countywide mandatory trainings in New Employee Orientation, Customer Service and Key Practices for Successful Supervisors. Offered elective trainings in various topics including Governmental Accounting & Finance, Project Management, Writing Advantage, Speed of Trust, 7 Habits of Highly Effective People and Crucial Conversations. Additionally, provided customized intact team process improvement, succession planning and team building programs to address the needs of requesting departments.

Budget Year Goals

Work with the Department Head Training Advisory Committee to strategize and develop programs that support succession planning, career development, writing skills and leadership development.

Add new electives to the training offerings that align with Board of Supervisors, departmental leadership strategies and employee survey requests.

Partner with local universities to broaden advanced training opportunities that are customized for County employees' professional development needs.

Incorporate customer service training as part of the New Employee Orientation to strengthen alignment with County of Monterey's customer service standards.

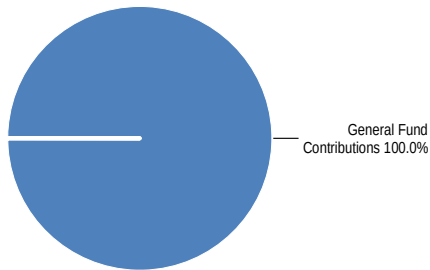
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	0.50
14G02	MANAGEMENT ANALYST I	2.00
14M61	HR PROGRAM MANAGER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
Total		4.50

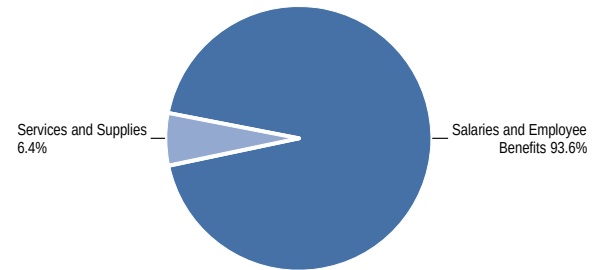
Employee Benefits

(Unit 8404— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	680,649	851,827	768,251	856,617	854,007	2,180
Services and Supplies	43,625	49,915	43,538	58,477	57,993	8,078
Other Charges	0	(114,346)	(86,005)	(98,850)	(98,850)	15,496
Other Financing Uses	0	5,196	0	0	0	(5,196)
Subtotal	\$724,274	\$792,592	\$725,784	\$816,244	\$813,150	20,558

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$724,274	\$792,592	\$725,784	\$816,244	\$813,150	20,558
Total Source of Funds	\$724,274	\$792,592	\$725,784	\$816,244	\$813,150	20,558

Unit Description

The Benefits Division is responsible for the day-to-day operation of specific employee benefits 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), Flexible Spending Account, Sick Leave Bank, Sick Leave Conversion, Deferred Compensation Program (457), retirement planning, employee physicals, 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.

Provided 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.

Monitored additional insurance benefit changes as they occurred under the Health Care and Education Reconciliation Act.

Monitored retirement law changes under the Public Employees' Pension Reform Act (PEPRA).

Increased Flexible Spending Account amounts in compliance with IRS law.

Budget Year Goals

Monitor the Affordable Health Care Act for changes and implementation guidance.

Provide multiple on-site, County specific, retirement training sessions.

Revise the New Hire Orientation program to better coordinate with the on-boarding process.

Prior Year Accomplishments

Initiated surveys to determine current customer satisfaction of services provided and considered new or enhanced services based on feedback received.

Completed preparation for active participation in the Advantage HRM upgrade.

Finalize Leave of Absence processes and create user guides for both management and employees.

Revisit additional disability services for employee purchase.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00
14B61	RISK & BENEFITS ANALYST	3.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14M61	HR PROGRAM MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
Total		7.00

Human Resources Administration

(Unit 8445— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	473,290	504,701	364,989	517,174	516,779	12,078
Services and Supplies	31,807	12,535	85,478	15,290	15,031	2,496
Other Charges	0	0	0	(3,653,780)	(3,653,780)	(3,653,780)
Other Financing Uses	0	2,598	0	0	0	(2,598)
Subtotal	\$505,097	\$519,834	\$450,467	(\$3,121,316)	(\$3,121,970)	(3,641,804)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$505,097	\$519,834	\$450,467	(\$3,121,316)	(\$3,121,970)	(3,641,804)
Total Source of Funds	\$505,097	\$519,834	\$450,467	(\$3,121,316)	(\$3,121,970)	(3,641,804)

Unit Description

The Administration Division is responsible for countywide human resources leadership, direction and support through the promulgation of policies, performance of liaison activities with County departments and other agencies, processing of public inquiries and information requests, logistics support, gathering and analyzing data, performing research and analysis, and developing HR 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.

Provided direction regarding the centralization 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.

Budget Year Goals

Continue to seek and leverage opportunities to improve the County's Human Resources function to increase efficiency and effectiveness, and respond to changing business trends and organizational needs.

Continue to rebuild and restructure 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 resources services.

Prior Year Accomplishments

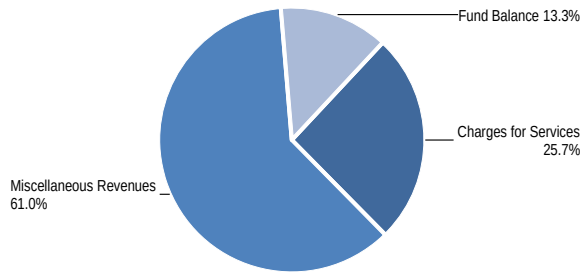
Continued to rebuild and restructure the Human Resources Department staffing infrastructure to meet current and existing needs, give HR a more strategic and less administrative focus, and provide more coherent overall human resources services.

Recommended 2016-17 Positions

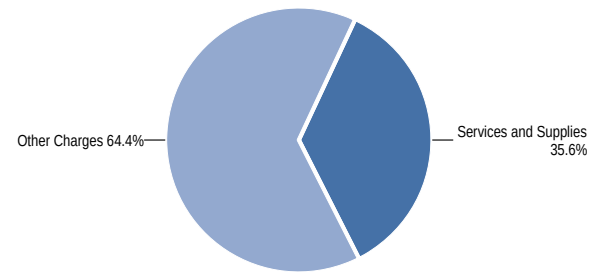
Classification Code	Classification Label	Recommended Budget 2016-2017
11A07	DIRECTOR OF HUMAN RESOURCES	1.00
12C37	ASSISTANT DIRECTOR OF HR	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
Total		3.00

Human Resources Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,646,934	0	13,341	0	0	0
Services and Supplies	865,490	3,491,905	3,525,236	3,631,257	3,631,257	139,352
Other Charges	6,241,934	5,701,100	5,848,615	6,571,690	6,571,690	870,590
Subtotal	\$9,754,358	\$9,193,005	\$9,387,192	\$10,202,947	\$10,202,947	1,009,942

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	67,985	0	37,897	0	0	0
Charges for Services	3,761,297	2,624,000	3,275,970	2,620,000	2,620,000	(4,000)
Miscellaneous Revenues	4,863,752	6,240,150	5,662,937	6,228,192	6,228,192	(11,958)
Subtotal	\$8,693,034	\$8,864,150	\$8,976,804	\$8,848,192	\$8,848,192	(15,958)
Fund Balance	1,061,325	328,855	410,388	1,354,755	1,354,755	1,025,900
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$9,754,359	\$9,193,005	\$9,387,192	\$10,202,947	\$10,202,947	1,009,942

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 2016-17 Recommended Budget for Dental is \$5,191,100, an increase of \$852,100 due to a combination of increased costs of the benefits and an anticipated increase in the number of employees who will utilize the benefits. Costs for this unit are allocated to County departments and employees based upon utilization and plan design.

VISION: The FY 2016-17 Recommended Budget for Vision is \$896,000, a decrease of \$41,800. Costs for this unit are allocated to

County departments and employees based upon utilization and plan design.

EMPLOYEE ASSISTANCE: The FY 2016-17 Recommended Budget for Employee Assistance is \$89,100. Costs for this unit are allocated to County departments based upon utilization and plan design.

DISABILITY: The FY 2016-17 Recommended Budget for Disability is \$219,500, an increase of \$2,150. Costs for this unit are allocated to County departments based upon utilization and plan design.

UNEMPLOYMENT: The FY 2016-17 Recommended Budget for Unemployment is \$709,000, an increase of \$31,920 based on anticipated use of the benefits. Costs for this unit are allocated to County departments based upon utilization and plan design.

MISCELLANEOUS BENEFITS: The FY 2016-17 Recommended Budget for Miscellaneous Benefits is \$478,247, an increase of \$163,247. Miscellaneous Benefits include Dependent Care Assistance Plan (DECAP), Alternate Benefit Option (ABO) and other benefit administration fees. Costs for this unit are allocated to County departments based upon utilization and plan design.

OPEB: This unit accounts for contributions to the California Employer's Retiree Trust Fund (CERBT) for pre-funding Other Post Employment Benefits (OPEB). The FY 2016-17 Recommended Budget for this unit is \$2,620,000, an increase of \$1,875. Costs for this unit are allocated to County departments based upon actuarially determined contribution rates, in addition to the cost of the required actuarial report.

Budget Impacts

There are no significant budget impacts in the FY 2016-17 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.

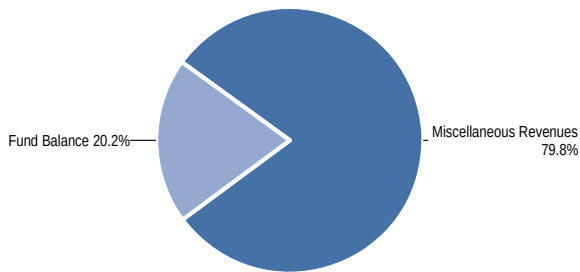
Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Dental (HRD002)	4,711,141	4,339,000	4,592,921	5,191,100	5,191,100	852,100	477	1060_8413
Vision (HRD002)	894,514	937,800	901,586	896,000	896,000	(41,800)	477	1060_8414
EAP (HRD002)	96,696	88,650	89,070	89,100	89,100	450	477	1060_8415
Disability (HRD002)	214,182	217,350	193,417	219,500	219,500	2,150	477	1060_8416
Unemployment (HRD002)	876,355	677,080	674,560	709,000	709,000	31,920	477	1060_8417
Misc Benefits (HRD002)	312,096	315,000	301,638	478,247	478,247	163,247	477	1060_8418
OPEB (HRD002)	2,649,375	2,618,125	2,634,000	2,620,000	2,620,000	1,875	477	1060_8419
Subtotal	\$9,754,358	\$9,193,005	\$9,387,192	\$10,202,947	\$10,202,947	1,009,942		

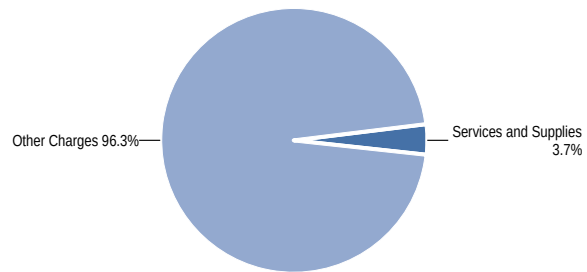
Dental

(Unit 8413— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	179,756	187,000	184,333	191,100	191,100	4,100
Other Charges	4,531,384	4,152,000	4,408,588	5,000,000	5,000,000	848,000
Subtotal	\$4,711,141	\$4,339,000	\$4,592,921	\$5,191,100	\$5,191,100	852,100

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	42,278	0	28,213	0	0	0
Charges for Services	220,569	0	246,761	0	0	0
Miscellaneous Revenues	3,856,360	4,144,000	3,973,284	4,145,000	4,145,000	1,000
Subtotal	\$4,119,207	\$4,144,000	\$4,248,258	\$4,145,000	\$4,145,000	1,000
Fund Balance	591,934	195,000	344,663	1,046,100	1,046,100	851,100
Total Source of Funds	\$4,711,141	\$4,339,000	\$4,592,921	\$5,191,100	\$5,191,100	852,100

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.

Prior Year Accomplishments

Monitored the Usual and Customary Rate (UCR) paid for services to ensure local provider participation and supported administrator activities to enlist additional preferred providers.

Monitored changes in the Health Care Act to ensure compliance with all applicable regulations and directives.

Established processes to prevent dual enrollments and ineligible dependent enrollments.

Budget Year Goals

Monitor the Usual and Customary Rate (UCR) paid for services, to ensure local provider participation.

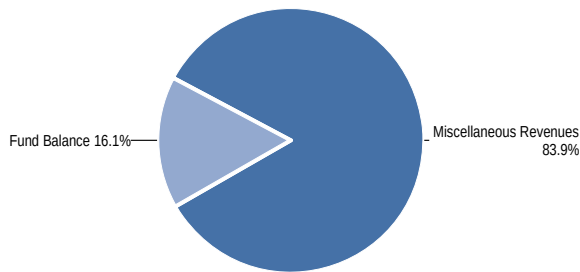
Monitor changes in the Health Care and Education Reconciliation Act to ensure compliance with all applicable regulations and directives.

Consider Administrator outreach to promote healthy dental practices and contain costs.

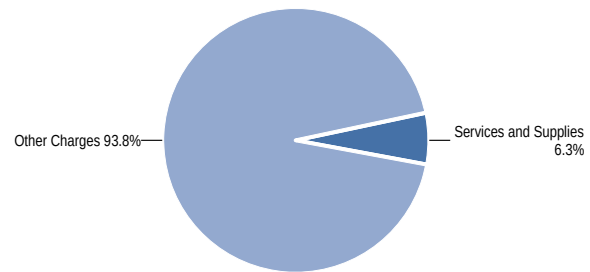
Vision

(Unit 8414— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	57,725	59,800	56,657	56,000	56,000	(3,800)
Other Charges	836,789	878,000	844,929	840,000	840,000	(38,000)
Subtotal	\$894,514	\$937,800	\$901,586	\$896,000	\$896,000	(41,800)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	4,068	0	1,365	0	0	0
Charges for Services	60,238	0	50,762	0	0	0
Miscellaneous Revenues	689,124	752,000	746,567	752,000	752,000	0
Subtotal	\$753,430	\$752,000	\$798,694	\$752,000	\$752,000	0
Fund Balance	141,085	185,800	102,892	144,000	144,000	(41,800)
Total Source of Funds	\$894,515	\$937,800	\$901,586	\$896,000	\$896,000	(41,800)

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

Monitored the Usual and Customary Rate (UCR) paid for services to ensure local provider participation and supported administrator activities to enlist additional preferred providers.

Monitored changes in the Health Care Act to ensure compliance with all applicable regulations and directives.

Established processes to prevent dual enrollments and ineligible dependent enrollments.

Budget Year Goals

Monitor the Usual and Customary Rate (UCR) paid for services, to ensure local provider participation.

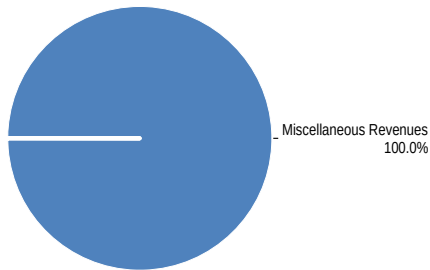
Monitor changes in the Health Care Act to ensure compliance with all applicable regulations and directives.

Consider Administrator outreach to promote healthy vision and contain costs.

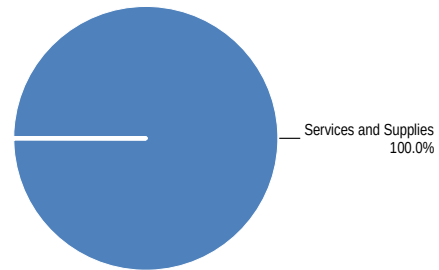
EAP

(Unit 8415— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	96,696	88,650	89,070	89,100	89,100	450
Subtotal	\$96,696	\$88,650	\$89,070	\$89,100	\$89,100	450

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	1,731	0	557	0	0	0
Miscellaneous Revenues	78,861	88,650	80,718	89,100	89,100	450
Subtotal	\$80,592	\$88,650	\$81,275	\$89,100	\$89,100	450
Fund Balance	16,104	0	7,795	0	0	0
Total Source of Funds	\$96,696	\$88,650	\$89,070	\$89,100	\$89,100	450

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.

Worked with administrator to develop regular newsletters providing additional resources and information to promote wholeperson wellness.

Budget Year Goals

Continue to provide regularly scheduled, on-site, employee and manager training sessions at least twice per year.

Increase program marketing to increase utilization.

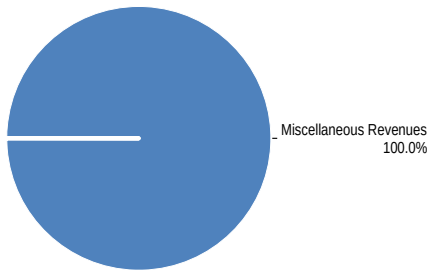
Prior Year Accomplishments

Provided telephonic or in-person support to 14% of the employee population and 194 dependents.

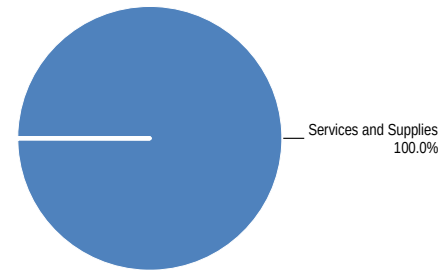
Disability

(Unit 8416— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	214,182	217,350	193,417	219,500	219,500	2,150
Subtotal	\$214,182	\$217,350	\$193,417	\$219,500	\$219,500	2,150

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	788	0	281	0	0	0
Charges for Services	25,490	0	27,446	0	0	0
Miscellaneous Revenues	147,266	219,500	153,368	219,500	219,500	0
Subtotal	\$173,544	\$219,500	\$181,095	\$219,500	\$219,500	0
Fund Balance	40,638	(2,150)	12,322	0	0	2,150
Total Source of Funds	\$214,182	\$217,350	\$193,417	\$219,500	\$219,500	2,150

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

Continued work on recommendations for program changes based upon review and analysis.

Reviewed program for multi-level, employee purchase options and continue to analyze program to ensure employees have access to a benefit appropriate to their need.

Explored enhancement of Short-Term Disability component to remain current with the cost of living and competitive with State Disability Insurance Benefits. Recommended maintaining State Disability Insurance as an alternative.

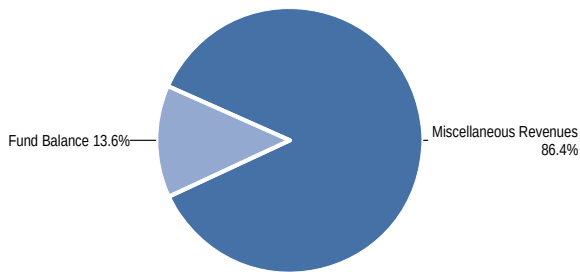
Budget Year Goals

Finalize a recommendation on enhancements and modifications to provide to employees with the most cost-effective benefit to meet their needs.

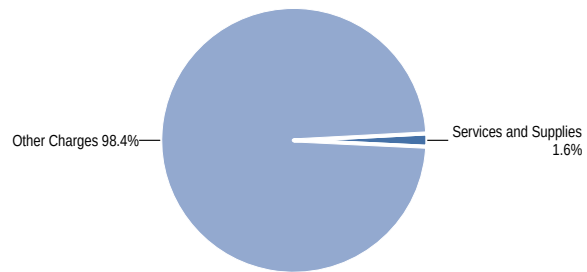
Unemployment

(Unit 8417— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	2,595	5,980	3,460	11,417	11,417	5,437
Other Charges	873,760	671,100	671,100	697,583	697,583	26,483
Subtotal	\$876,355	\$677,080	\$674,560	\$709,000	\$709,000	31,920

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	11,192	0	3,961	0	0	0
Charges for Services	500,000	0	0	0	0	0
Miscellaneous Revenues	0	709,000	709,000	612,559	612,559	(96,441)
Subtotal	\$511,192	\$709,000	\$712,961	\$612,559	\$612,559	(96,441)
Fund Balance	365,163	(31,920)	(38,401)	96,441	96,441	128,361
Total Source of Funds	\$876,355	\$677,080	\$674,560	\$709,000	\$709,000	31,920

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

Continued to implement departmental process improvements for timely processing of claims and responses to hearings.

Studied comparable agencies to research methods to reduce unemployment costs.

Studied potential impact of a Disability Management Program implementation on unemployment costs.

Budget Year Goals

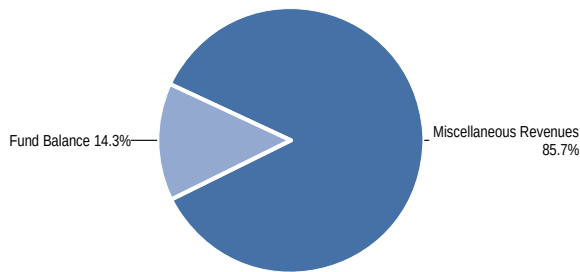
Consider Exit Interviews and their possible impact in reducing unemployment claims.

Evaluate reasons for separating from employment and identify areas for improvement in employee retention.

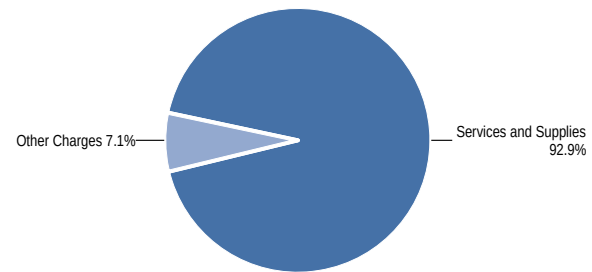
Misc Benefits

(Unit 8418— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	11,934	0	13,341	0	0	0
Services and Supplies	300,162	315,000	364,299	444,140	444,140	129,140
Other Charges	0	0	(76,002)	34,107	34,107	34,107
Subtotal	\$312,096	\$315,000	\$301,638	\$478,247	\$478,247	163,247

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	(13,127)	0	(1,613)	0	0	0
Charges for Services	300,000	0	327,000	0	0	0
Miscellaneous Revenues	92,141	327,000	0	410,033	410,033	83,033
Subtotal	\$379,014	\$327,000	\$325,387	\$410,033	\$410,033	83,033
Fund Balance	(66,918)	(12,000)	(23,749)	68,214	68,214	80,214
Total Source of Funds	\$312,096	\$315,000	\$301,638	\$478,247	\$478,247	163,247

Unit Description

This unit of the Internal Service Fund contains other miscellaneous benefit programs such as the Alternate Benefit Option (ABO) and Dependent Care Assistance Plan (DECAP). 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

Implemented additional no-cost employee benefits available through MetLife.

Incorporated free health and wellness modules that are available through current life insurance provider into Benefits' website to assist employees in maintaining their good health.

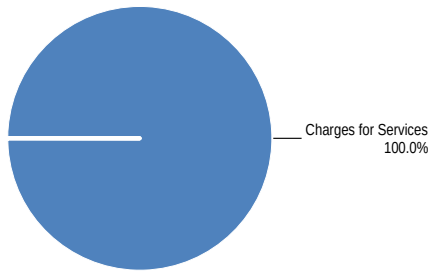
Budget Year Goals

Consider employee options to purchase private life insurance.

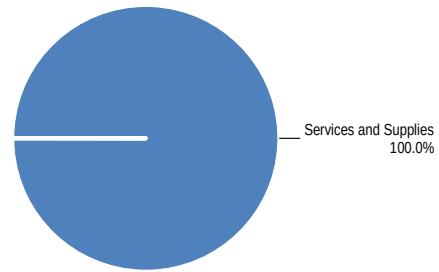
Continue to work with vendors to provide additional no-cost benefits to employees and improve the work/life balance.

OPEB
(Unit 8419— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,635,000	0	0	0	0	0
Services and Supplies	14,375	2,618,125	2,634,000	2,620,000	2,620,000	1,875
Subtotal	\$2,649,375	\$2,618,125	\$2,634,000	\$2,620,000	\$2,620,000	1,875

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	21,056	0	5,133	0	0	0
Charges for Services	2,655,000	2,624,000	2,624,001	2,620,000	2,620,000	(4,000)
Subtotal	\$2,676,056	\$2,624,000	\$2,629,134	\$2,620,000	\$2,620,000	(4,000)
Fund Balance	(26,681)	(5,875)	4,866	0	0	5,875
Total Source of Funds	\$2,649,375	\$2,618,125	\$2,634,000	\$2,620,000	\$2,620,000	1,875

Unit Description

The Other Post Employment Benefits (OPEB) Internal Service Fund (ISF) was established to segregate pre-funded costs from other miscellaneous benefits. OPEB in Monterey County is limited to the State mandated amount that the County pays for retirees' 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 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 created by the Board of Supervisors on December 7, 2010 to provide a framework to guide County operations. The Board of Supervisors updated the Strategic Initiatives and key objectives in 2014. The EDD's budget goals and performance measures are aligned with the County's mission statement and support the Strategic Initiatives, including: Strategic Initiative #1 - "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 revenue opportunities throughout the County for all residents. The Department also provides support to the Board of Supervisors' appointed Economic Opportunity Committee (EOC) which is charged to increase the economic vitality of the County.

EDD works with and leverages multiple restricted funding sources to promote economic and community development initiatives that support housing opportunities, implement workforce-training initiatives and develop new job opportunities for employment. The primary divisions of the Economic Development Department include:

Economic Development: The Department works with the Economic Opportunity Committee (EOC) that assists in expanding the vitality of four key economic areas that include Agriculture, Education, Military/Research, Tourism and provides small business assistance and revolving loan fund (RLF), business retention & expansion (BR&E) programs, business attraction programs and special projects as assigned.

Housing Division: Consists of the County Inclusionary Housing program, Affordable Housing program, Post-Redevelopment Successor Agency projects, and the Community Development Block Grant program titled "Urban County Block Grant" program and provides support to the Housing Advisory Committee.

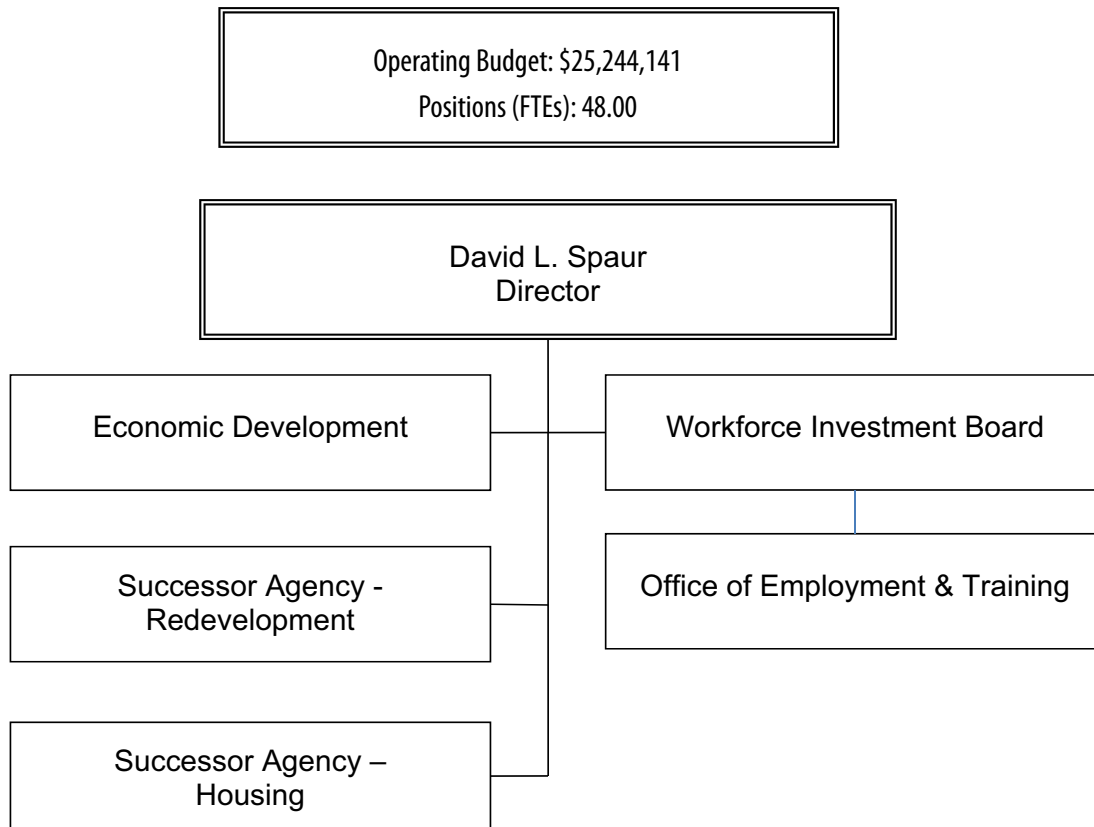
Workforce Development Board (WDB): WDB was established through the Workforce Investment Act (WIA) in 1998, which was superseded by the Workforce Innovation and Opportunity Act (WIOA) on July 22, 2014.

The Monterey County WDB is responsible for providing strategic planning, oversight and policy direction for the utilization of WIOA Title I funds in Monterey County. WIOA is a Federally funded program designed to help job seekers access employment, education and training. WDB provides support services to help job seekers succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The WIOA funded job training programs are designed to meet Monterey County's demand for a qualified and ready workforce. The programs benefit local employers, unemployed adults, recently laid-off (Dislocated) workers, and at risk youth ages 14 to 24, with an emphasis on serving out-of-school youth.

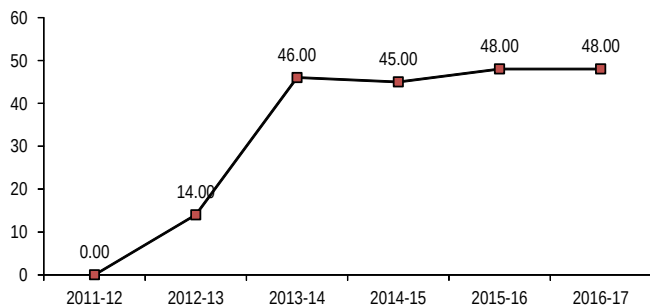
In addition, the Monterey County WDB oversees the WIOA Adult, Dislocated Worker, Youth, and Rapid Response Programs that are operated under the America's Job Center of California (Job Center) delivery system in collaboration with other community partners, to include the primary WIOA service provider, Office for Employment Training, a division of the Monterey County Economic Development Department, as well as one youth program provider, all of which were funded in FY 2015-16.

EDD is proposing a new approach through the attraction of private sector partners to fund affordable housing projects and job generating projects while offering the promise of high-quality employment for County residents through the creation of new business, industries and business activities consistent with the values of the community.

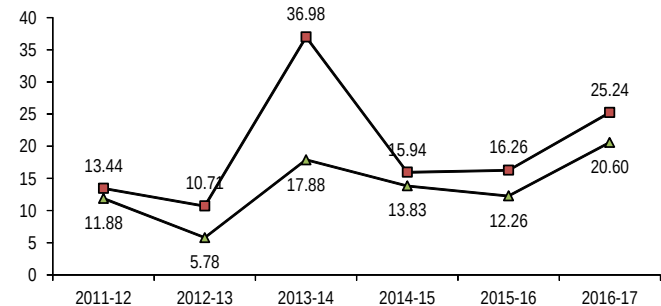




Staffing Trends



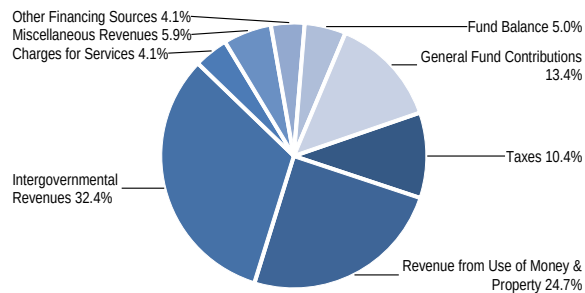
Expenditure/Revenue History (in millions)



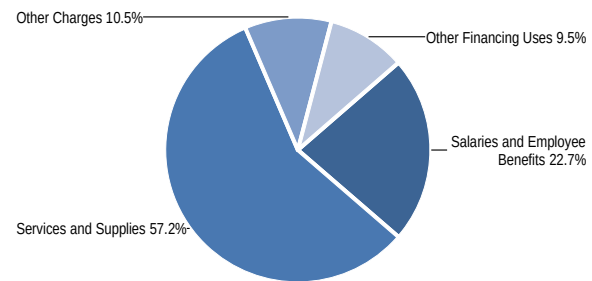
Major areas of focus and Key Performance indicators include internal as well as external infrastructure development, in the Major Program areas: Economic Development, Housing, Workforce. The Department's primary areas of performance include the following Key Performance Measures:

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of Strategic Initiatives alignment and implementation completed. Target = 100%	50%	100%	100%
Number of Business Retention & Expansion interviews completed. Target = 100%	67%	100%	50%
Number of Affordable Housing Program Units built (single and multi-family). Target = 100%	125	20	0
Number of Inclusionary Housing units retained without foreclosure. Target = 100%	218	220	220
Percent of Workforce Investment Board participants completing the program. Target = 100%	42%	86%	56%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,448,188	5,257,912	5,468,112	5,765,719	5,738,329	480,417
Services and Supplies	4,793,749	10,855,769	5,060,371	14,603,888	14,439,436	3,583,667
Other Charges	1,916,767	4,158,186	4,274,520	2,660,053	2,660,053	(1,498,133)
Other Financing Uses	4,783,372	2,108,006	1,461,496	2,431,323	2,406,323	298,317
Subtotal	\$15,942,077	\$22,379,873	\$16,264,499	\$25,460,983	\$25,244,141	2,864,268

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	154,767	550,000	550,000	2,624,247	2,624,247	2,074,247
Revenue from Use of Money & Property	633,286	5,896,420	137,636	6,228,416	6,228,416	331,996
Intergovernmental Revenues	6,758,068	8,521,126	8,975,826	8,188,674	8,188,674	(332,452)
Charges for Services	590,605	867,545	871,500	1,046,500	1,046,500	178,955
Miscellaneous Revenues	307,545	1,070,805	698,221	1,478,815	1,478,815	408,010
Other Financing Sources	5,388,004	1,030,157	1,029,360	1,029,360	1,029,360	(797)
Subtotal	\$13,832,275	\$17,936,053	\$12,262,543	\$20,596,012	\$20,596,012	2,659,959
Fund Balance	(571,108)	1,362,936	729,814	1,240,449	1,264,363	(98,573)
General Fund Contributions	\$2,622,955	\$3,080,884	\$3,272,142	\$3,624,522	\$3,383,766	302,882
Total Source of Funds	\$15,884,122	\$22,379,873	\$16,264,499	\$25,460,983	\$25,244,141	2,864,268

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget for the Economic Development Department (EDD) is \$25,244,141 an increase of \$2,864,268 over the FY 2015-16 Adopted Budget. Anticipated Revenue is \$20,596,012, an increase of \$2,659,959 from the FY 2015-16 Adopted Budget. These increases are primarily due to an increase in the East Garrison Project. The Recommended General Fund Contributions (GFC) increased by \$302,882, which includes \$142,753 in additional County contributions for the Development Set-Aside (DSA) program.

Of the total \$25,244,141 budgeted funds, \$23,773,314 are restricted funds to be utilized for specific grants or programs. The East Garrison Project (Fund 406) increased by \$2,074,247 reflecting the beginning of Phase II for the facilities fire station.

Budget Impacts

Due to the need to constantly review, monitor and research \$22 million in loans, and to ensure the County is in compliance with the Grant requirements. The EDD has requested an augmentation for a

full time Housing Analyst I position. However, due to fiscal constraints the Recommended Budget does not include increased County contribution to meet this need. The loans have various restrictions and monitoring needs. With the current staffing there has not been time nor resources to address all these loans.

In addition, the Recommended Budget does not fund the Department's request for \$100,000 for professional services and memberships to establish working relationships with non-profit organizations so as to foster and build Economic Development activities and opportunities within Monterey County.

Prior Year Accomplishments

On August 25, 2015, the Board adopted the Economic Development Strategic Plan for the County of Monterey. In addition, the Board approved a budget adjustment to the Department's baseline budget, in the amount of \$200,000, to implement the Economic Development Strategic Plan and to carry out economic development activities that strengthen the economy. The baseline increase provided funding for the Department's following accomplishments:

Hired a temporary Housing Analyst 1 to review and create a housing loan portfolio for the \$22 million in outstanding home loans, to be compiled from several different sources. Due to a previous lack of staffing and several changes in the Department this will be the first time a housing portfolio has been created with new and accurate data for accounting, financing and funding sources for the Department's multiple housing loans. In addition, this position will continue to assist with financial review and audit of all loans, housing projects, loan documents and housing grants.

Updated the Department's website, which includes new features to access information and navigate the website through the use of cutting-edge graphics, videos and interactive maps/data and statistical information portals. For the first time, the website makes use of hyperlinked info graphics to visually make information more appealing and accessible to all those who visit the EDD website and provide business resources/network data base.

Created retractable banners that represent some of the County's "economic pillars:" (1) Agriculture, 2) Tourism, 3) Education, 4) Wine Corridor and 5) Research). These economic banners have been showcased at the Economic Opportunity Committee Meetings, California State Association of Counties (CSAC), and utilized by our economic partner organizations.

Purchase of Synchronist Business Information software, a cloud-based business retention/expansion database designed to manage and assist with economic development. The software hosts data, manages contacts, and produces economic development analytical reports, including investment forecast, strength and weakness projections, business dynamics, identification of workforce skills gaps and workforce evaluations.

Purchase of IMPLAN a computer software package and database that consists of procedures for estimating local economic impacts. IMPLAN allows the user to develop local-level input-output models that can estimate the economic impact of new firms moving into an area as well as the impacts of professional sports teams, recreation and tourism, and residential development.

Conducted ten business interviews through the Business Retention and Expansion Program. Provided businesses with job placements and referrals for on the job training through the County's Business Services Center. Also, assisted businesses wanting to expand and a new manufacturing business locating to Monterey County.

The focus on consolidating the functions of the Workforce Development Board (WDB) and Economic Development Department (EDD) into a cohesive unit continues.

The Monterey County Workforce Development Board (WDB), lead agent for the Proposition 39 Pre-Apprenticeship Support, Training and Placement Grant was awarded a grant from the State of California Workforce Development Board for a Training Implementation grant on March 4, 2016 in the amount of \$400,000.

Accelerating Income Mobility through Regional Collaboration of \$20,000 is an initiative of the California Workforce Development Board (CWDB) to encourage and support regional partnerships across the State to engage in new collective actions that can move the needle on workforce challenges.

The collaborative partnership amongst the counties of Monterey, San Luis Obispo, Santa Barbara, and Santa Cruz Workforce

Development Boards are committed to participating in a collective SlingShot project that is dedicated to working with job seekers and employers that demonstrate results that business is looking for through the testing of a National Career Readiness Certification process that has been introduced but not fully implemented in our communities region wide.

The Monterey County Workforce Development Board is collaborating with the Monterey County Probation Department, the lead agency for the implementation of the AB 109 Public Safety Realignment Act special project, in partnership with the Office for Employment Training to provide ongoing personal, educational and career counseling to more than 70 re-entry individuals in Monterey County in the amount of \$395,675.

The Monterey County Workforce Development Board was one of 11 areas nationwide awarded, through a competitive process, a Round 2-Workforce Innovation Fund (WIF) grant from the Department of Labor. The grant award entitled "Youth Ambassadors for Peace" was \$3 million to serve 240 disconnected young adults in the County. The project intends to recruit at-risk youth into an intensive youth development program that reestablishes connections with education and career pathways by strengthening program partnerships and increasing cooperation across funding streams. The project also intends to support innovative approaches to the design and delivery of employment and training services that generate long term improvements in the performance of the public workforce system, outcomes for job seekers and employers, along with cost effectiveness.

State Workforce Development Board Workforce Accelerator Projects for \$100,000. This project aims to design, develop, and implement projects that accelerate employment and re-employment strategies for job seekers, to create and prototype innovative strategies that bridge education and workforce gaps for targeted populations, and initial implementation of promising models and practices in workforce system service delivery infrastructure. The intent is to accelerate skill development, employment, and reemployment for one or more of the target populations (long-term unemployed, returning veterans, individuals with disabilities, low-income workers, disconnected youth, and ex-offenders).

A parks grant awarded in the amount of \$589,600 from the California State Housing Related Parks Program was expended for improvements to the Aromas Community Park and the Chualar Elementary School Community Park.

Direct entitlement Community Development Block Grant (CDBG) funds from Housing and Urban Development Department (HUD) in the amount of \$896,616 were awarded for the FY 2015-16. Through these funds as well as Program Income, nine service programs and seven projects were funded.

In an effort to help create five new jobs, the County made one loan of \$150,000 to a startup business.

Through Housing Successor Agency funding, assisted in the reconstruction of the Camphora Farm Labor Camp which reopened in January of 2016.

Workforce Development Board was designated a High Performing Board by the California Workforce Investment Board, opening up the potential for additional funding opportunities.

The County referred two loans, with a combined outstanding principal balance of \$82,291 to a collections agency. The use of an outside collections agency should increase the amount recovered on loans that are delinquent or in default.

Budget Year Goals

Participate in the City of Salinas/Civic Center Downtown Revitalization Plan.

Support the City of Marina as a recipient of \$10,000 through the Dover-Kohl grant program for their proposal to enhance and create an economically vibrant downtown center.

Continue to partner with the Economic Opportunity Committee working groups to implement the Economic Development Strategic Plan for the County of Monterey and the Comprehensive Economic Development Strategy (CEDS) with a focus on the following economic base industries or "Pillar" industry groups: (1) Agriculture, 2) Education, 3) Military Support, 4) Research (primarily Marine and Water Technology), 5) Tourism, 6) Wine Corridor), and continue existing Small Business assistance, expansion and funding services.

Support the workforce strategy that creates pathways of economic opportunity and prosperity for residents.

Align with strategic partners, public and private, in order to strengthen economic development efforts and provide support and resources to enhance the County's collaboration.

Enter into a Memorandum of Understanding (MOU) between the County and Cities to partner with each city to allow the County to lead business retention, expansion and attraction.

Evaluate return on investment of County funds expended on economic development efforts.

Continue to develop and promote Monterey County as a destination for eco-recreation and wellness.

Develop an implementation plan for a multi-department countywide economic development strategy.

Pending Issues

Since the dissolution of the Redevelopment Agency, the Economic Development Department (EDD) has lost \$3 million in annual tax increment revenue from redevelopment funding which contributed to covering operating costs in the Department. The Department requests that the Board revisit the purpose and successes of both the Housing Program and the Economic Development Program. Funds only exist for one or the other, but not both, without an augmentation. This decision will provide overall direction to the Department to best serve and allow EDD to continue its mission to ensure that residents are being served as described in the Board's Strategic Initiatives.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Cluster Loans (DE0018)	0	0	0	25,000	0	0	001	1070_8042
Development Set-Aside (DE0019)	1,689,741	1,862,606	1,862,606	2,118,149	2,005,359	142,753	001	1070_8043
Revolving Loan Program (DE0020)	34,096	287,783	235,612	900,250	900,250	612,467	011	1070_8044
Community Development Reuse (DE0003)	63,203	457,470	461,766	4,150	4,150	(453,320)	013	1070_8199
Community Development Grant (DE0003)	1,286,260	2,073,173	1,916,077	1,797,643	1,850,643	(222,530)	013	1070_8200
Boronda Housing Set Aside (DE0013)	374	10,004	4,004	10,004	10,004	0	176	1070_8202
Castroville/Pajaro Housing Set Aside (DE0012)	327,135	851,500	567,029	650,390	650,390	(201,110)	175	1070_8203
Inclusionary Housing (DE0002)	173,033	290,780	296,323	586,680	586,680	295,900	009	1070_8208
Castroville/Pajaro Capital Fund (DE0008)	(1,236)	0	0	0	0	0	171	1070_8210
Fort Ord Capital Fund (DE0010)	(118)	0	0	0	0	0	173	1070_8213
Economic Development Administration (DE0001)	961,657	1,222,543	1,424,463	1,481,373	1,378,407	155,864	001	1070_8221
Workforce Investment Board (DE0016)	4,897,022	0	0	0	0	0	021	1070_8396
E Garrison Public Financing Authority (DE0021)	33,961	6,572,227	130,500	6,629,727	6,629,727	57,500	180	1070_8406
Castroville/Pajaro Project (DE0023)	42,399	249,443	249,443	250,100	250,100	657	406	1070_8421
Fort Ord Project (DE0024)	836,558	26,000	26,000	91,000	91,000	65,000	406	1070_8422
East Garrison Project (DE0025)	24,228	300,000	300,000	2,374,247	2,374,247	2,074,247	406	1070_8423
WDB-OET (DE0026)	5,410,591	7,505,644	8,116,976	7,937,470	7,908,384	402,740	007	1070_8427

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
East Garrison Community Services District (DE0027)	14,036	324,700	327,700	258,800	258,800	(65,900)	181	1070_8428
East Garrison Development Reimbursement (DE0028)	149,413	346,000	346,000	346,000	346,000	0	182	1070_8431
Subtotal	\$15,942,353	\$22,379,873	\$16,264,499	\$25,460,983	\$25,244,141	2,864,268		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	
Cluster Loans	0	0	0	25,000	0	0	
Development Set-Aside	1,689,741	1,862,606	1,862,606	2,118,149	2,005,359	142,753	
Revolving Loan Program	34,096	287,783	235,612	900,250	900,250	612,467	
Community Development Reuse	63,203	457,470	461,766	4,150	4,150	(453,320)	
Community Development Grant	1,286,260	2,073,173	1,916,077	1,797,643	1,850,643	(222,530)	
Boronda Housing Set Aside	374	10,004	4,004	10,004	10,004	0	
Castroville/Pajaro Housing Set Aside	327,135	851,500	567,029	650,390	650,390	(201,110)	
Inclusionary Housing	173,033	290,780	296,323	586,680	586,680	295,900	
Boronda Capital Fund	0	0	0	0	0	0	
Castroville/Pajaro Capital Fund	(1,236)	0	0	0	0	0	
Fort Ord Capital Fund	(118)	0	0	0	0	0	
Economic Development Administration	961,657	1,222,543	1,424,463	1,481,373	1,378,407	155,864	
Workforce Investment Board	4,897,022	0	0	0	0	0	
E Garrison Public Financing Authority	33,961	6,572,227	130,500	6,629,727	6,629,727	57,500	
Castroville/Pajaro Project	42,399	249,443	249,443	250,100	250,100	657	
Fort Ord Project	836,558	26,000	26,000	91,000	91,000	65,000	
East Garrison Project	24,228	300,000	300,000	2,374,247	2,374,247	2,074,247	
WDB-OET	5,410,591	7,505,644	8,116,976	7,937,470	7,908,384	402,740	
East Garrison Community Services District	14,036	324,700	327,700	258,800	258,800	(65,900)	
East Garrison Development Reimbursement	149,413	346,000	346,000	346,000	346,000	0	
Subtotal	\$15,942,353	\$22,379,873	\$16,264,499	\$25,460,983	\$25,244,141	2,864,268	

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	4.00	4.00	4.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	2.00	2.00	2.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	17.00	18.00	18.00	0.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	4.00	5.00	5.00	0.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	3.00	3.00	3.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
60I02	PROGRAM MANAGER II	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
Total		45.00	48.00	48.00	0.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1070	AUG1_1070_8221_001	Housing Analyst 1 FTE	Not Mandated-New Program/Svc	0	1.00	0	1.00
1070	AUG1_1070_8427_007	1070_WDB_OET	Not Mandated-New Program/Svc	0	1.00	0	1.00
1070	AUG2_1070_8221_001	Economic Development	Not Mandated-New Program/Svc	100,000	0.00	0	0.00
1070	AUG3_1070_8042_001	Cluster Loans	Not Mandated-New Program/Svc	25,000	0.00	0	0.00
1070	AUG4_1070_8043_001	DSA_MCBC	Not Mandated-New Program/Svc	12,790	0.00	0	0.00
1070	AUG5_1070_8043_001	DSA_New Organization	Not Mandated-New Program/Svc	100,000	0.00	0	0.00
Grand Total				237,790	2.00	0	2.00

Cluster Loans

(Unit 8042— Fund 001)

Source of Funds

Use of Funds

Intentionally Left Blank

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	0	0	0	25,000	0	0
Subtotal	\$0	\$0	\$0	\$25,000	\$0	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	443	98	344	0	0	(98)
Miscellaneous Revenues	27,975	4,167	14,583	0	0	(4,167)
Subtotal	\$28,418	\$4,265	\$14,927	\$0	\$0	(4,265)
General Fund Contributions	(\$28,418)	(\$4,265)	(\$14,927)	\$25,000	\$0	4,265
Total Source of Funds	\$0	\$0	\$0	\$25,000	\$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 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 2015-16 the Monterey County Business Council Cluster (C2) Program had two outstanding loans for the following initiatives:

Step Up2Green and Monterey Bay.365. Each loan was originally in the amount of \$25,000. In October 2015, the two loans were paid in full, for a total of \$14,927.64 in FY 2015-16. There are currently no outstanding Cluster loans.

The Economic Opportunity Committee has oversight of the C2 Loan Fund. The Economic Opportunity Administrative Subcommittee will evaluate 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.

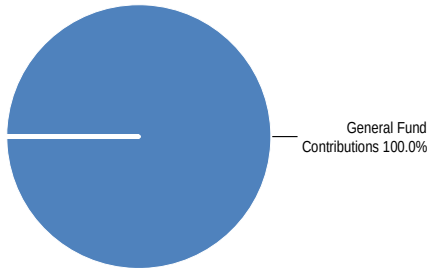
Budget Year Goals

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.

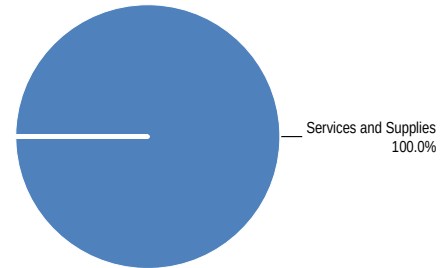
Development Set-Aside

(Unit 8043— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	1,689,741	0	0	2,118,149	2,005,359	2,005,359
Other Charges	0	1,862,606	1,862,606	0	0	(1,862,606)
Subtotal	\$1,689,741	\$1,862,606	\$1,862,606	\$2,118,149	\$2,005,359	142,753

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,689,741	\$1,862,606	\$1,862,606	\$2,118,149	\$2,005,359	142,753
Total Source of Funds	\$1,689,741	\$1,862,606	\$1,862,606	\$2,118,149	\$2,005,359	142,753

Unit Description

The Development Set-Aside (DSA) Unit provides funding to support and promote economic development through tourism promotion, filmmaking, and cultural arts programs that strengthen and broaden the County's economic base, increase revenue, and the creation and retention of jobs. These efforts are undertaken in collaboration with the Monterey County Economic Opportunity Committee's designated five pillar working groups: 1) Agriculture, 2) Tourism, 3) Research, 4) Education, and 5) Military Support.

The Board of Supervisors designated the Arts Council for Monterey County (ACMC), the Monterey County Convention and Visitors Bureau (MCCVB), the Monterey County Film Commission (MCFC), and the Monterey County Business Council (MCBC) to implement specific aspects of the DSA program, which includes annual work plans, budgets and performance reports.

The ACMC develops jobs and increased business opportunities for artists, art centers and nonprofit arts organizations through grants, consulting, training, promotion and special initiatives. The MCCVB develops and implements programs that promote the Monterey County brand through advertising, and increasing and improving visitor resources to provide opportunity to "upsell" and influence extending stays and spending. The MCFC develops and implements programs that promote Monterey County as a filmmaking destination and generate increased business revenues

and jobs through Film Industry outreach and local facilitation, marketing and promotion. The MCBC provides facilitation and implementation of all aspects of the Competitive Clusters Program and the regional development of small business and the creation and retention of jobs through the joint efforts of the MCBC and Monterey Bay Procurement and Technical Assistance Center (PTAC).

Prior Year Accomplishments

As stated in the Department's primary key performance indicators, all Key Performance measures remain on target overall.

The Economic Development Department entered into an Agreement with the Monterey County Vintners and Growers Association for Marketing and Promotional Services to increase tourism and generate increases in County revenues in the Salinas Valley.

Budget Year Goals

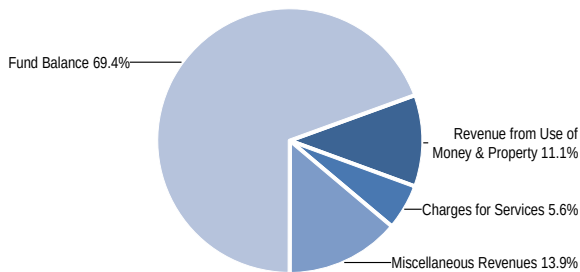
Enhance oversight and administration of the Development Set-Aside program to align the program with job-creating activities to align and support countywide economic pillars of opportunity.

Refine the streamlining of the program and tracking system.

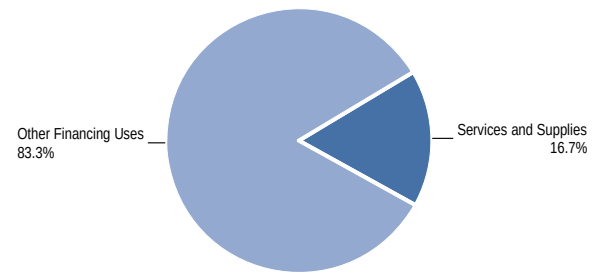
Revolving Loan Program

(Unit 8044— Fund 011)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	34,096	150,000	85,300	150,000	150,000	0
Other Charges	0	0	312	250	250	250
Other Financing Uses	0	137,783	150,000	750,000	750,000	612,217
Subtotal	\$34,096	\$287,783	\$235,612	\$900,250	\$900,250	612,467

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	19,493	114,732	50,024	100,300	100,300	(14,432)
Charges for Services	0	35,000	35,000	50,000	50,000	15,000
Miscellaneous Revenues	22,154	65,300	72,300	125,000	125,000	59,700
Subtotal	\$41,648	\$215,032	\$157,324	\$275,300	\$275,300	60,268
Fund Balance	(7,552)	72,751	78,288	624,950	624,950	552,199
Total Source of Funds	\$34,096	\$287,783	\$235,612	\$900,250	\$900,250	612,467

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. The County is currently working with EDA to consolidate these two programs.

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

The County entered into an agreement with a collections agency to improve recovery from loans in default more than 90 days.

Two businesses received loans valued at more than \$368,000 during calendar 2015. These businesses are expected to create or retain approximately 21 jobs.

Budget Year Goals

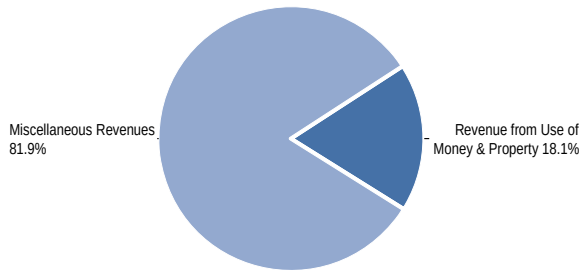
Provide loans to existing or start-up small businesses, supporting the creation of 10 new jobs in Monterey County.

Complete the merger of the two EDA funded portfolios and "take-out" of CDBG funding.

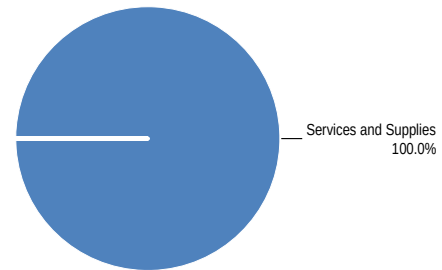
Community Development Reuse

(Unit 8199— Fund 013)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	38,903	1,770	6,060	4,150	4,150	2,380
Other Charges	24,300	0	6	0	0	0
Other Financing Uses	0	455,700	455,700	0	0	(455,700)
Subtotal	\$63,203	\$457,470	\$461,766	\$4,150	\$4,150	(453,320)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	31,129	7,300	10,500	7,500	7,500	200
Charges for Services	0	45	0	0	0	(45)
Miscellaneous Revenues	0	47,200	75,000	34,000	34,000	(13,200)
Subtotal	\$31,129	\$54,545	\$85,500	\$41,500	\$41,500	(13,045)
Fund Balance	32,074	402,925	376,266	(37,350)	(37,350)	(440,275)
Total Source of Funds	\$63,203	\$457,470	\$461,766	\$4,150	\$4,150	(453,320)

Unit Description

This Unit provides for the reuse of payments on loans that were originally funded by State HOME Investment Partnership program funds.

Funds are loaned to low and very low-income households for first-time homebuyer's 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

No First Time Homebuyer (FTHB) loans were made this fiscal year.

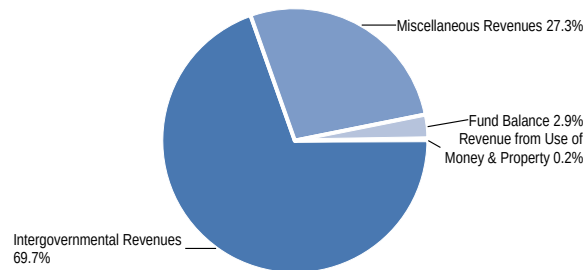
Budget Year Goals

Fund FTHB loans based upon requests.

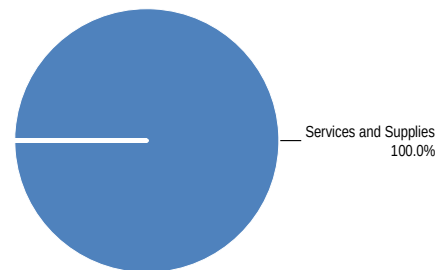
Community Development Grant

(Unit 8200— Fund 013)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	1,074,164	2,073,173	1,916,052	1,797,643	1,850,643	(222,530)
Other Charges	212,096	0	25	0	0	0
Subtotal	\$1,286,260	\$2,073,173	\$1,916,077	\$1,797,643	\$1,850,643	(222,530)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	4,160	4,160	4,160
Intergovernmental Revenues	865,868	2,054,173	1,897,071	1,289,006	1,289,006	(765,167)
Charges for Services	158,216	0	0	0	0	0
Miscellaneous Revenues	43,175	0	0	504,477	504,477	504,477
Subtotal	\$1,067,259	\$2,054,173	\$1,897,071	\$1,797,643	\$1,797,643	(256,530)
Fund Balance	219,001	19,000	19,006	0	53,000	34,000
Total Source of Funds	\$1,286,260	\$2,073,173	\$1,916,077	\$1,797,643	\$1,850,643	(222,530)

Unit Description

The Community Development Grant Unit provides for community and economic development projects funded through Federal Community Development Block Grants and Program Income (CDBG), State HOME, and other grant programs and funding sources. This unit provides funding for public infrastructure, community facilities, housing projects for very low, low, and moderate-income households, and public service programs. Funding must be utilized in accordance with funding source guidelines.

Prior Year Accomplishments

Completed improvements to the Camphora Farm Labor Camp reconstruction project which were funded with Housing Successor Agency funds. Re-occupancy occurred in January and February of 2016.

Completed a Planning and Technical Assistance Feasibility Study to evaluate the need for a cut flower regional shipping consolidation facility.

Completed State Housing Related Parks Program (HRPP) for improvements to the A. R. Wilson Community Park in Aromas and the community soccer field in Chualar. Augmented the Chualar project with CDBG funding to fully fund it.

Reported on FY 2014-15 Urban County activities to HUD and filed the Consolidated Annual Performance and Evaluation Report.

Completed three projects from FY 2014-15; began six projects from FY 2015-16 and completed six; and completed nine service programs for FY 2015-16 through the Urban County in conjunction with the cities of Del Rey Oaks and Gonzales.

Entered into Joint Power Agreements with Gonzales, Greenfield, and Sand City to continue HUD direct entitlement CDBG funding through the Urban County.

Awarded HUD funding in the amount of \$1,156,760 for FY 2016-17 and issued a Notice of Funding Availability (NOFA) for projects and services. Approved funding for five new projects and eight service programs through the Urban County.

Submitted the FY 2016-17 Annual Action Plan and Updated Consolidated Plan to HUD and received approval.

Budget Year Goals

Undertake environmental reviews and enter into contracts for the implementation of programs and projects in the HUD Urban County for FY 2016-17 and oversee/monitor/fund the activities including quarterly reporting to HUD.

Report on FY 2015-16 activities to HUD and file the Consolidated Annual Performance and Evaluation Report.

Complete five projects and eight service programs for FY 2016-17 through the Urban County in conjunction with the cities of Gonzales and Greenfield.

Issue a NOFA for HUD funding for FY 2017-18, receive applications and make funding recommendations.

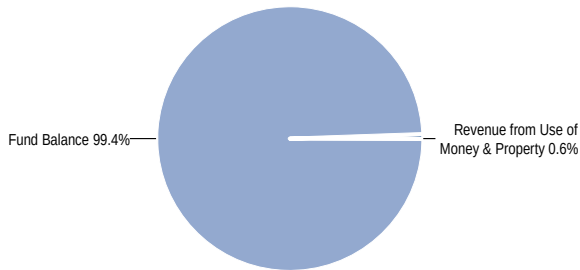
Award HUD funding in the estimated amount of \$1.2 million for FY 2017-18.

Begin the Affirmatively Furthering Fair Housing Plan for submittal to HUD in October of 2017.

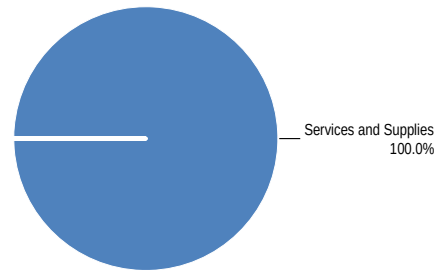
Boronda Housing Set Aside

(Unit 8202— Fund 176)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	374	10,004	4,004	10,004	10,004	0
Subtotal	\$374	\$10,004	\$4,004	\$10,004	\$10,004	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	1,167	5	35	60	60	55
Charges for Services	3,000	0	4,000	0	0	0
Subtotal	\$4,167	\$5	\$4,035	\$60	\$60	55
Fund Balance	(3,794)	9,999	(31)	9,944	9,944	(55)
Total Source of Funds	\$373	\$10,004	\$4,004	\$10,004	\$10,004	0

Unit Description

Boronda Housing Set-Aside 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 used to increase the supply or improve the condition of very low, low, and moderate-income housing.

Since the State dissolution of Redevelopment Agencies and the loss of funds, the County took required actions to become the Housing

Successor Agency. Any repayment of loans can be used to reinvest in housing.

Prior Year Accomplishments

Monitored the re-construction of South County Housing/Eden's Camphora Farm Labor Camp project.

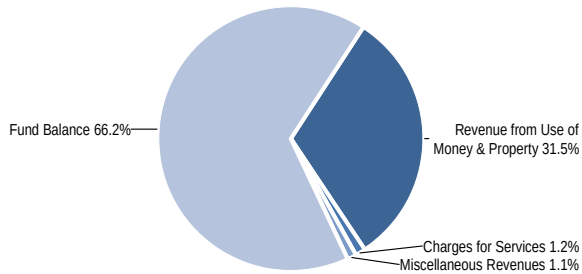
Budget Year Goals

The State canceled the funding in 2012, therefore, goals are not a requirement.

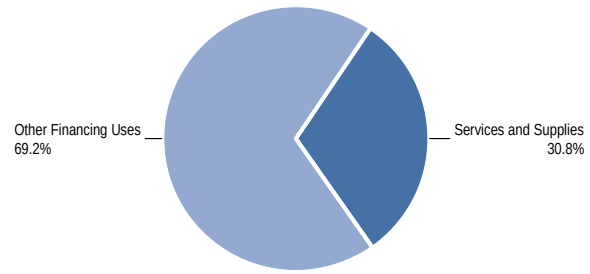
Castroville/Pajaro Housing Set Aside

(Unit 8203— Fund 175)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	327,135	151,500	167,029	200,390	200,390	48,890
Other Financing Uses	0	700,000	400,000	450,000	450,000	(250,000)
Subtotal	\$327,135	\$851,500	\$567,029	\$650,390	\$650,390	(201,110)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	495,612	500	2,000	204,800	204,800	204,300
Charges for Services	4,000	8,000	8,000	8,000	8,000	0
Miscellaneous Revenues	51,039	245,000	127,200	7,200	7,200	(237,800)
Subtotal	\$550,651	\$253,500	\$137,200	\$220,000	\$220,000	(33,500)
Fund Balance	(223,516)	598,000	429,829	430,390	430,390	(167,610)
Total Source of Funds	\$327,135	\$851,500	\$567,029	\$650,390	\$650,390	(201,110)

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

Monitored and funded the rehabilitation of MidPen Housing, an 11 unit Geil Street project, in Castroville.

Monitored the Cynara Court and Sea Garden projects previously funded by Redevelopment Agency (RDA).

Oversaw the property management of Kents Court, a nineteen unit affordable housing project in Pajaro that is owned by the County and managed by Eden Housing.

Issued a Request for Proposal (RFP) for property management services, negotiated and entered into a new property management contract.

Budget Year Goals

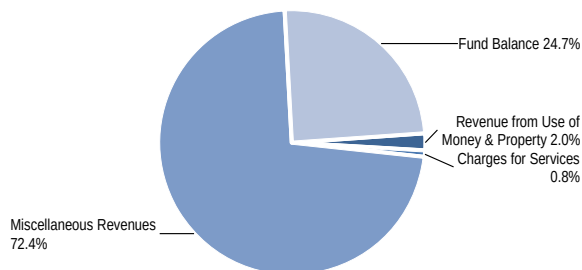
Oversee the property management of Kents Court.

Monitor the Cynara Court and Sea Garden projects previously funded by RDA.

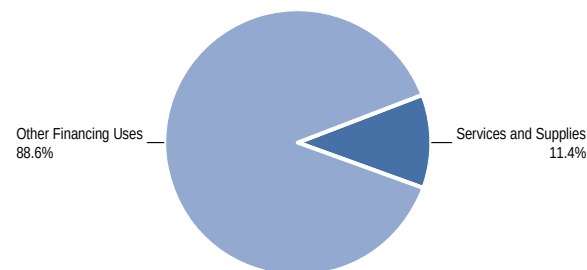
Inclusionary Housing

(Unit 8208—Fund 009)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	173,033	65,780	71,228	66,680	66,680	900
Other Charges	0	0	95	0	0	0
Other Financing Uses	0	225,000	225,000	520,000	520,000	295,000
Subtotal	\$173,033	\$290,780	\$296,323	\$586,680	\$586,680	295,900

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	26,883	10,750	13,200	12,000	12,000	1,250
Charges for Services	4,410	4,500	4,500	4,500	4,500	0
Miscellaneous Revenues	64,954	326,000	26,000	425,000	425,000	99,000
Subtotal	\$96,247	\$341,250	\$43,700	\$441,500	\$441,500	100,250
Fund Balance	76,787	(50,470)	252,623	145,180	145,180	195,650
Total Source of Funds	\$173,034	\$290,780	\$296,323	\$586,680	\$586,680	295,900

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. The Fund 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 100% of the County's Inclusionary Units, with a 35% response as of March 2016 with expectations that the overall response rate will be higher than 75%.

Oversaw the refinance of 5 inclusionary houses (4 pending) and sale of 2 inclusionary houses (2 in process).

Updated rents and pricing for Low and Moderate housing for sale.

Provided affordable housing prices for Moderate housing for sale to the developer of East Garrison.

Worked on a number of previously approved developments which will include In Lieu units and/or fees.

Responded to a number of new proposed projects.

Budget Year Goals

Continue to monitor the County's existing Inclusionary Housing Units.

Oversee the refinance and sale of inclusionary houses as needed.

Update rents and pricing for Low and Moderate housing for sale.

Update pricing for Moderate housing for sale at East Garrison throughout the year.

Qualify households for Phase 1 and a portion of Phase 2 housing, depending on their income.

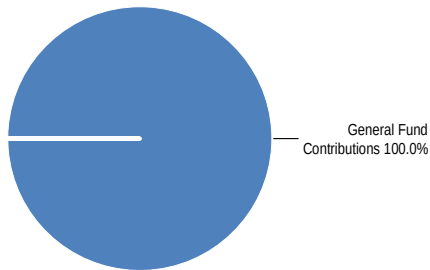
Complete Inclusionary Agreements for approved projects.

Respond to proposed projects in regard to Inclusionary requirements.

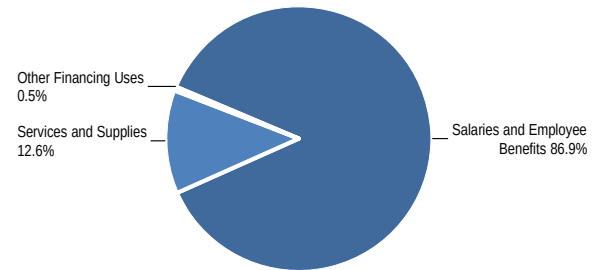
Economic Development Administration

(Unit 8221— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,076,670	1,120,271	1,190,471	1,253,193	1,251,432	131,161
Services and Supplies	122,791	294,976	376,696	282,077	180,872	(114,104)
Other Charges	(248,032)	(200,000)	(150,000)	(61,193)	(61,193)	138,807
Other Financing Uses	10,228	7,296	7,296	7,296	7,296	0
Subtotal	\$961,657	\$1,222,543	\$1,424,463	\$1,481,373	\$1,378,407	155,864

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Miscellaneous Revenues	25	0	0	0	0	0
Subtotal	\$25	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$961,632	\$1,222,543	\$1,424,463	\$1,481,373	\$1,378,407	155,864
Total Source of Funds	\$961,657	\$1,222,543	\$1,424,463	\$1,481,373	\$1,378,407	155,864

Unit Description

This Unit contains the staff and administrative costs of the Economic Development Division and Housing Division; the Office of Employment and Training is listed under their own budget unit. Areas of responsibility for the staff within this unit include: the County's affordable and inclusionary housing programs; community development and economic development initiatives, grants, and loans. Other responsibilities include staffing for the Economic Opportunity Committee, Administrative Subcommittee, Housing Advisory Committee and Urban County Committee. This unit also includes the Development Set-Aside funding for the non-profit agencies and the Workforce Development Board. Approximately 14% of the costs in this unit are reimbursed by outside funds, with the balances required to come from the General Fund for housing and economic development activities.

Prior Year Accomplishments

Staff continues to work on small business start-ups, small business financing, site location services and business retention and expansion needs, including job placements and referrals. The Development Set-Aside Agencies are regularly monitored and their performance reports continue to meet or exceed the performance

measurements that are designed to create revenue, jobs and promote economic activities that support the Economic Development Department and Economic Opportunity Committee activities. Housing staff continues to monitor and administer the housing programs, loans and grants.

Staff has successfully 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

Work in partnership 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. Continue the partnership with RMA staff on performing post project reviews and quality improvement. Work cooperatively with RMA staff and all cities to develop affordable housing opportunities.

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 business and industries with the best growth potential.

Work with five new subcommittees, created by the Economic Opportunity Committee, for the five primary economic development pillars: agriculture, education, military, research and tourism. A critical area is continuing to support small business start-ups and existing business owners.

Promote both affordable and market rate housing projects in both the unincorporated areas of the County as well as the cities in order to attract new businesses.

Oversee Inclusionary Housing, including new projects, refinancing, resale and monitoring of existing units. Work in partnership with RMA to provide input on new housing projects.

Undertake all other housing activities, including oversight of the Housing Successor Agency, Kents Court project, and monitoring of past projects.

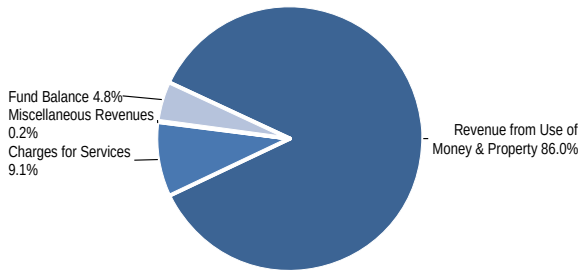
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

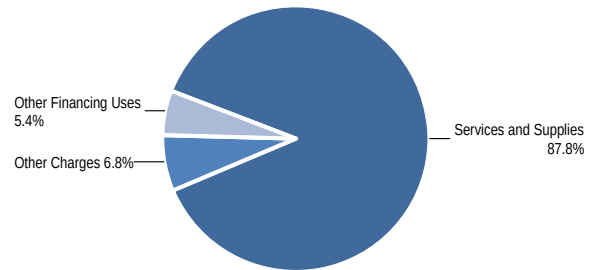
E Garrison Public Financing Authority

(Unit 8406— Fund 180)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	33,961	5,763,500	130,500	5,821,000	5,821,000	57,500
Other Charges	0	450,000	0	450,000	450,000	0
Other Financing Uses	0	358,727	0	358,727	358,727	0
Subtotal	\$33,961	\$6,572,227	\$130,500	\$6,629,727	\$6,629,727	57,500

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	2,245	5,701,502	0	5,701,502	5,701,502	0
Charges for Services	218,233	500,000	500,000	600,000	600,000	100,000
Miscellaneous Revenues	0	10,000	10,000	10,000	10,000	0
Subtotal	\$220,477	\$6,211,502	\$510,000	\$6,311,502	\$6,311,502	100,000
Fund Balance	(186,517)	360,725	(379,500)	318,225	318,225	(42,500)
Total Source of Funds	\$33,960	\$6,572,227	\$130,500	\$6,629,727	\$6,629,727	57,500

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

Completed First Series Bonds of approximately \$6 million. Monitor the construction of Phase-2 infrastructure for compliance with public facility acquisition requirements.

Completed the acquisition of Phase 2 public infrastructure improvements.

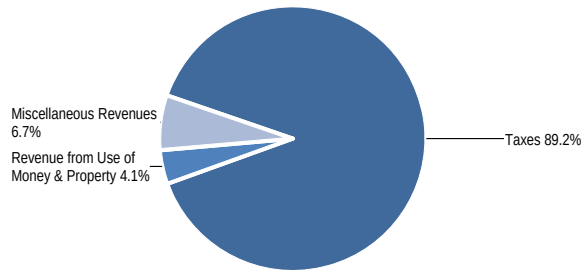
Budget Year Goals

Monitor building permit issuance and vertical construction of homes.

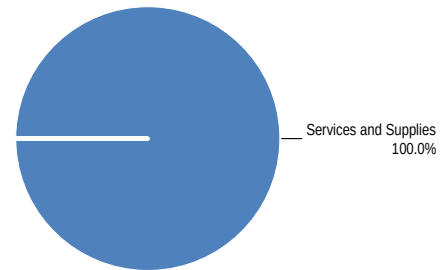
Castroville/Pajaro Project

(Unit 8421— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	42,362	249,343	249,343	250,000	250,000	657
Other Charges	37	100	100	100	100	0
Subtotal	\$42,399	\$249,443	\$249,443	\$250,100	\$250,100	657

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	0	250,000	250,000	250,000	250,000	0
Revenue from Use of Money & Property	11,203	11,522	11,522	11,522	11,522	0
Intergovernmental Revenues	1,000,000	0	0	0	0	0
Miscellaneous Revenues	0	18,696	18,696	18,696	18,696	0
Subtotal	\$1,011,203	\$280,218	\$280,218	\$280,218	\$280,218	0
Fund Balance	(968,805)	(30,775)	(30,775)	(30,118)	(30,118)	657
Total Source of Funds	\$42,398	\$249,443	\$249,443	\$250,100	\$250,100	657

Unit Description

This 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 was created and Recognized Obligation Schedules (ROPS) were prepared and submitted to the State Department of Finance (DOF) as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former Resource Management Agency (RMA) 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.

Prior Year Accomplishments

Completed the project close out for the Pajaro Park.

Provide assistance to DOF as part of their review of the submitted Long Range Property Management Plan (LRPMP). 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 DOF. Once the DOF approves the form of disposition for each property, the Successor Agency can undertake required implementation actions.

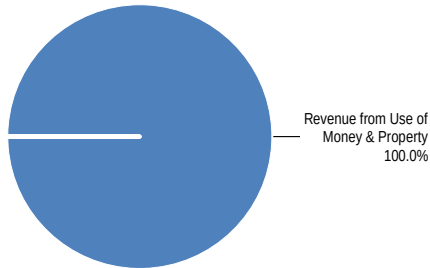
Budget Year Goals

Implement the LRPMP after DOF approval.

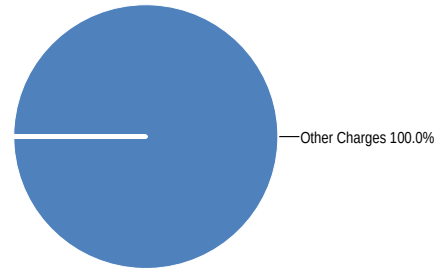
Fort Ord Project

(Unit 8422— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Charges	836,558	26,000	26,000	91,000	91,000	65,000
Subtotal	\$836,558	\$26,000	\$26,000	\$91,000	\$91,000	65,000

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	39,133	46,140	46,140	183,120	183,120	136,980
Subtotal	\$39,133	\$46,140	\$46,140	\$183,120	\$183,120	136,980
Fund Balance	797,425	(20,140)	(20,140)	(92,120)	(92,120)	(71,980)
Total Source of Funds	\$836,558	\$26,000	\$26,000	\$91,000	\$91,000	65,000

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 was created and Recognized Obligation Schedules (ROPS) have been prepared and submitted to the State Department of Finance (DOF) as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former Resource Management Agency (RMA)

to determine the fund balances that are available to be distributed to the taxing entities.

Prior Year Accomplishments

Began implementation of the LRPMP for DOF approval. Which carry over into FY 2016-17

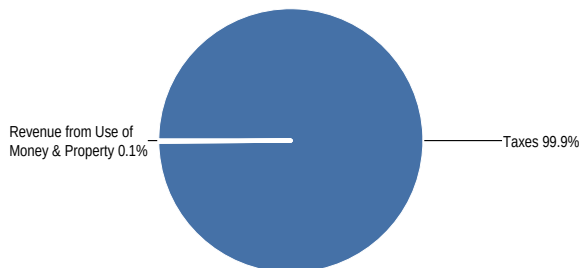
Budget Year Goals

Implement the LRPMP after DOF approval.

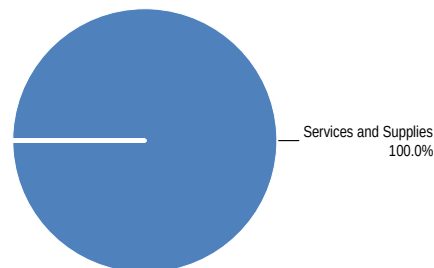
East Garrison Project

(Unit 8423— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	23,670	291,500	290,936	2,374,247	2,374,247	2,082,747
Other Charges	559	0	564	0	0	0
Other Financing Uses	0	8,500	8,500	0	0	(8,500)
Subtotal	\$24,228	\$300,000	\$300,000	\$2,374,247	\$2,374,247	2,074,247

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	154,767	300,000	300,000	2,374,247	2,374,247	2,074,247
Revenue from Use of Money & Property	4,691	3,264	3,264	3,264	3,264	0
Subtotal	\$159,458	\$303,264	\$303,264	\$2,377,511	\$2,377,511	2,074,247
Fund Balance	(135,230)	(3,264)	(3,264)	(3,264)	(3,264)	0
Total Source of Funds	\$24,228	\$300,000	\$300,000	\$2,374,247	\$2,374,247	2,074,247

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 was created and periodic Recognized Obligation Schedules (ROPS) are prepared and submitted to the State DOF as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former Resource Management Agency (RMA) to determine the fund balances that are available to be distributed to the taxing entities.

The State 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

Maintained East Garrison DDA as an enforceable obligation under the Redevelopment Agency (RDA) Dissolution Act through the preparation of a "Final and Conclusive Determination" for ROPS purposes. This will continue through FY 2016-17.

Participated 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) and will continue the process through FY 2016-17.

Monitored construction activity and implemented DDA obligations relative to public facilities.

Worked with developers to encourage the use of local workers and contractors in the implementation of the East Garrison Project.

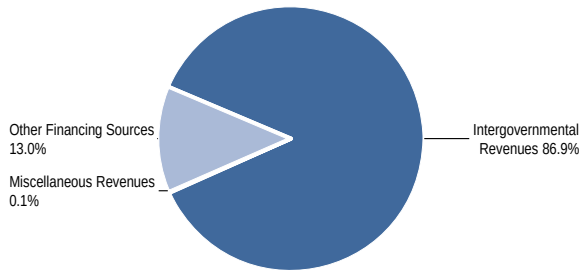
Budget Year Goals

Secure funding for the Phase 2 for rent, affordable housing project to be built by Community Housing Improvement Systems and Planning Association, Inc. (CHISPA).

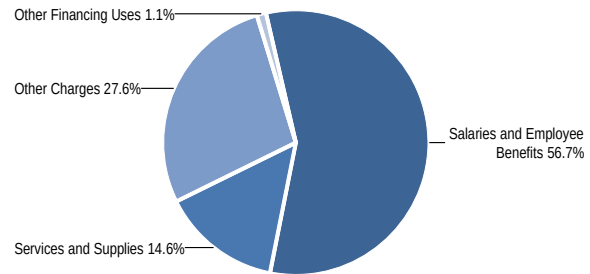
WDB-OET

(Unit 8427— Fund 007)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,938,540	4,137,641	4,277,641	4,512,526	4,486,897	349,256
Services and Supplies	1,035,051	1,260,523	1,216,523	1,157,048	1,153,591	(106,932)
Other Charges	1,437,000	2,019,480	2,534,812	2,179,896	2,179,896	160,416
Other Financing Uses	0	88,000	88,000	88,000	88,000	0
Subtotal	\$5,410,591	\$7,505,644	\$8,116,976	\$7,937,470	\$7,908,384	402,740

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	(789)	419	419	0	0	(419)
Intergovernmental Revenues	22,369	6,466,953	7,078,755	6,899,668	6,899,668	432,715
Miscellaneous Revenues	4,911	8,442	8,442	8,442	8,442	0
Other Financing Sources	5,388,004	1,030,157	1,029,360	1,029,360	1,029,360	(797)
Subtotal	\$5,414,495	\$7,505,971	\$8,116,976	\$7,937,470	\$7,937,470	431,499
Fund Balance	(3,904)	(327)	0	0	(29,086)	(28,759)
Total Source of Funds	\$5,410,591	\$7,505,644	\$8,116,976	\$7,937,470	\$7,908,384	402,740

Unit Description

A division of the Monterey County Economic Development Department, the Monterey County Workforce Development Board (WDB) was established through the Workforce Investment Act (WIA) in 1998, which was superseded by the Workforce Innovation and Opportunity Act (WIOA) on July 22, 2014.

The Monterey County WDB is responsible for providing strategic planning, both at the local level and for the region, workforce research and regional labor market analysis, analysis of the economic conditions in the region, and assisting the Governor in developing the statewide workforce and labor market information system.

Responsibilities for the local board, in partnership with the chief elected official, shall include: oversight for youth workforce activities, local employment and training activities, and the one-stop delivery system in the local area; ensuring the appropriate use and management of the funds provided for the activities and system; and for workforce development activities, ensuring the

appropriate use, management, and investment of funds to maximize performance outcomes. The local board is also responsible for negotiation of local performance accountability measures, selection of one-stop operators and providers, and selection of youth providers.

The WDB is further responsible to engage employers to promote business, develop linkages with employers to support employer utilization of the workforce development system, ensure that workforce activities meet the needs of employers, and develop and implement proven and promising strategies for meeting employment and skill needs of workers and employers.

WIOA is a federally funded program designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

The WIOA funded job training programs are designed to meet Monterey County's demand for a qualified and ready workforce. The programs benefit local employers, unemployed adults, recently

laid-off (Dislocated) workers, and at-risk youth ages 14 to 24, with an emphasis on serving out-of-school youth.

The Monterey County WDB oversees the WIOA Adult, Dislocated Worker, Youth, Rapid Response and Business Services Programs; the America's Job Center of California (Job Center) delivery system and other community partners, to include the primary WIOA service provider Office for Employment Training, a division of the Monterey County Economic Development Department as well as one youth program provider, all of which were funded in FY 2015-16.

Prior Year Accomplishments

The Monterey County WDB is an integral part of the County's vision and capitalizes on the diverse skills of its residents by developing a trained workforce. In doing so, the WDB has developed four key strategic goals with action oriented strategies to guide the activities of the local workforce system in alignment with the State Workforce Development Board plan goals.

BUSINESS & INDUSTRY: To Meet the workforce needs of high demand sectors of the state and regional economies.

Developed labor market information to identify workforce needs, shortages and skills gaps.

Developed and implemented a Business Services Plan

Developed and operated a regional workforce and economic development network.

Closed the gaps between Education and Business.

Business Service 2015-16 Mid-Year Outcomes as of December 31, 2015:

625 Employers served.

290 Applicants pre-screened prior to referral to employers for job placement.

313 Participants referred to area employers hiring.

64 Job fairs and custom recruiting events hosted by Business Services Team.

49 Job seekers reported hired.

ADULTS: Increased the number of Californians who obtained a marketable and industry-recognized credential or degree, with special emphasis on unemployed, underemployed, low skilled, low-income, veterans, individuals with disabilities and other at-risk populations.

Increased the number of career pathway programs in demand industries. Increased programs directly connected to demand industries like apprenticeships, on-the-job training, "earn and learn", and customized training

Considered strategies to help avert lay-offs, help retain workers jobs or provide rapid transition to new employment.

Adults & Dislocated Worker 2015-16 Mid-Year Outcomes, as of December 31, 2015:

352 Total WIOA Adults and Dislocated Workers enrolled.

102 Customers received training.

\$437,948 Total funds spent/obligated on training to date, not including leveraged funds.

222 Total number of individuals who entered employment.

\$13.20 Avg. wage of Adults who entered employment.

\$19.62 Avg. wage of Dislocated Workers who entered employment.

YOUTH: Increased the number of high school students, with an emphasis on at-risk and low-income youth, who graduate prepare for postsecondary vocational training, further education, and/or a career.

Facilitated collaborations necessary to better serve youth and successfully connect them to education and training opportunities that lead to successful employment.

Increased educational, training and career attainment of youth

Youth 2015-16 Mid-Year Outcomes, as of December 31, 2015:

132 Total WIOA Youth enrolled.

53 Youth participated in work experience.

100 Placed into employment or education.

105 Attained a degree or industry recognized certificate.

69% Out-of-School Youth enrolled.

Long Term Unemployment - Monterey County WDB plans to continue participating as one of four local workforce development areas in strategies to serve participants that are 40 years and older, and are unemployed for more than 26 weeks.

Youth Employment Program (YEP) - Continued collaboration with the Department of Social Services and Office for Employment Training to support YEP, a subsidized youth employment program that works with local employers to place youth in temporary employment positions to learn the job skills necessary to achieve their goals. Participants also attended regular job development workshops and training. The goal is to prepare each youth for future unsubsidized employment. Participants are CalWORKs recipients who are between the ages of 16 and 24, who are motivated and ready to participate in employment and job skills training.

Budget Year Goals

WIOA Programs are subject to detailed regulations by State and Federal agencies. The members plan to continue to adapt the WDB's strategic plan goals to meet the demands of the new WIOA legislation and support the following special grants and projects.

GOAL #1: BUSINESS & INDUSTRY: Meet the workforce needs of high demand sectors of the State and regional economies.

GOAL #2: SYSTEM ALIGNMENT AND ACCOUNTABILITY: Support system alignment, service integration & continuous improvement using data to support evidence-based policymaking.

GOAL #3: ADULTS: Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with special emphasis on unemployed, underemployed, low skilled, low-income, veterans, individuals with disabilities & other at-risk populations.

GOAL #4: YOUTH: Increase the number of high school students, with emphasis on at-risk and low-income youth, who graduate prepare for postsecondary vocational training, further education, and/or a career.

AB-109 Public Safety Realignment Program - Continue to collaborate with the Monterey County Probation Department, the lead agency for the implementation of the AB 109 Public Safety Realignment Act special project, in partnership with the Office for Employment Training to provide ongoing personal, educational and career counseling, assessment of workforce skills and abilities and to develop service strategies that encompass appropriate training, and placement in subsidized employment opportunities to ex-offenders.

Regional Collaborations & Partnerships - Regionally, Monterey County WDB is designated as the Lead WDB for the regional planning unit as defined by the State Workforce Development Board. This involves partnering with a consortium of local workforce development areas and their respective WDBs comprised of Santa Barbara, San Luis Obispo, and Santa Cruz Counties for the purpose of establishing a cooperative and mutually beneficial relationship to improve workforce development on the Central Coast as defined in WIOA Section 106 (c) (1)(A-H).

Silver Star Program - Continue collaboration with the Monterey County Probation Department, Office for Employment Training and other community-based organizations to support the Silver Star Program with a primary purpose to provide prevention services for youth and their families. The program's mission is to utilize a multi-agency collaborative of prevention and early intervention services to prevent and reduce gang association, membership and activities among youth ages 18 to 21 in Monterey County. Services include job preparation, job placement, youth corps work experience, gang outreach, and gang intervention.

Workforce Accelerator - Design, develop, and implement projects that accelerate employment and re-employment strategies for job seekers.

This project is a second round grant award from the State of California WDB that will support the Workforce Innovation Fund (WIF) "Youth Ambassadors for Peace" project by allowing young people ages 16-24 the opportunity of a paid internship once the program milestones are met.

Workforce Innovation Fund (WIF) - Under the WIF Youth Ambassadors for Peace project, the Monterey County WDB continues to support innovative approaches to the design and delivery of employment and training services that generate long term improvements in the performance of the public workforce system, outcomes for job seekers and employers, and cost effectiveness. This grant runs through September 2019.

Proposition 39 2.0 Pre-apprenticeship Training Grant - This regional collaborative grant is designed to offer MC3 curriculum to individuals interested in the apprenticeship models for our region including Santa Cruz and San Benito Counties, in partnership with Office for Employment Training to provide case management of individuals seeking to gain skills in pre-apprenticeship and apprenticeship occupations. Of focus are Veteran's and women along with long term unemployed individuals seeking Apprenticeship opportunities.

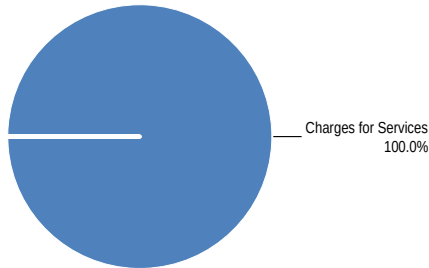
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E16	WIB EXECUTIVE DIRECTOR	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
14C30	MANAGEMENT ANALYST II	3.00
20B93	FINANCE MANAGER II	1.00
	SENIOR DEPARTMENTAL INFORMATION SYSTEMS	
43J09	COORDINATOR	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	18.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	5.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	3.00
60I02	PROGRAM MANAGER II	1.00
80A32	SENIOR SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	2.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		40.00

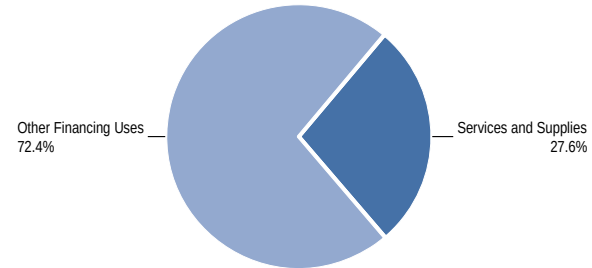
East Garrison Community Services District

(Unit 8428— Fund 181)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	13,929	242,700	245,700	71,500	71,500	(171,200)
Other Charges	108	0	0	0	0	0
Other Financing Uses	0	82,000	82,000	187,300	187,300	105,300
Subtotal	\$14,036	\$324,700	\$327,700	\$258,800	\$258,800	(65,900)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	624	188	188	188	188	0
Charges for Services	202,746	320,000	320,000	384,000	384,000	64,000
Subtotal	\$203,370	\$320,188	\$320,188	\$384,188	\$384,188	64,000
Fund Balance	(189,334)	4,512	7,512	(125,388)	(125,388)	(129,900)
Total Source of Funds	\$14,036	\$324,700	\$327,700	\$258,800	\$258,800	(65,900)

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 would include the Sheriff 's Office patrol operations, street maintenance, drainage maintenance and Park/open space maintenance, and administration of the East Garrison Community Services District (CSD).

Monitored construction of public infrastructure to be owned by the CSD, including Lincoln Park, for compliance with approved plans and specifications, prevailing wage requirements, and related County Codes.

Preparing for and holding required CSD governance election was determined not to be prudent at this time.

Prior Year Accomplishments

Monitored building permit issuance and available tax revenues to determine the appropriate time to switch from maintenance by developer to maintenance provided by the East Garrison CSD.

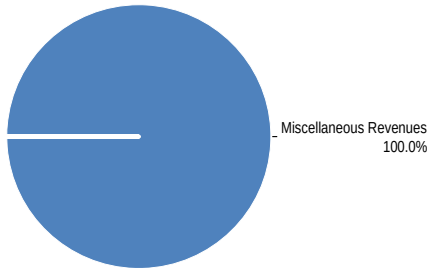
Budget Year Goals

Monitor construction of public infrastructure to be owned by the CSD, including Lincoln Park, for compliance with approved plans and specifications, prevailing wage requirements, and related County Codes.

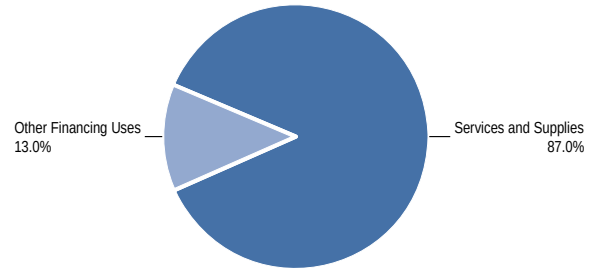
East Garrison Development Reimbursement

(Unit 8431— Fund 182)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	149,413	301,000	301,000	301,000	301,000	0
Other Financing Uses	0	45,000	45,000	45,000	45,000	0
Subtotal	\$149,413	\$346,000	\$346,000	\$346,000	\$346,000	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	(315)	0	0	0	0	0
Miscellaneous Revenues	90,852	346,000	346,000	346,000	346,000	0
Subtotal	\$90,537	\$346,000	\$346,000	\$346,000	\$346,000	0
Total Source of Funds	\$90,537	\$346,000	\$346,000	\$346,000	\$346,000	0

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.

Facilitated the potential sale of land to developer affiliated and non-affiliated homebuilders when needed and will continue to do so in FY 2016-17.

Participated in the design of the fire station for the Monterey Fire Protection District.

Budget Year Goals

Monitor construction activity in East Garrison Phase III and Lincoln Park.

Prior Year Accomplishments

Completed the monitoring of construction activity in East Garrison Phase II.



This page intentionally left blank.

Equal Opportunity Office

The Equal Opportunity Office (EOO) 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 discrimination and retaliation 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 comply with the County's Equal Opportunity Plan. In addition, the EOO 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.

The Equal Opportunity Office conducts mandatory training on the Prevention of Sexual Harassment, Equal Opportunity and Non-Discrimination/Diversity and Accommodating Workers with Disabilities.

In addition, the Equal Opportunity Office is charged with investigating discrimination and retaliation 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 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.



© Can Stock Photo - csp24700802

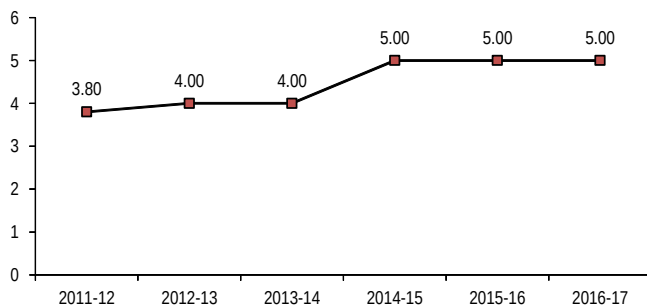


Operating Budget: \$227,202
Positions (FTEs): 5.00

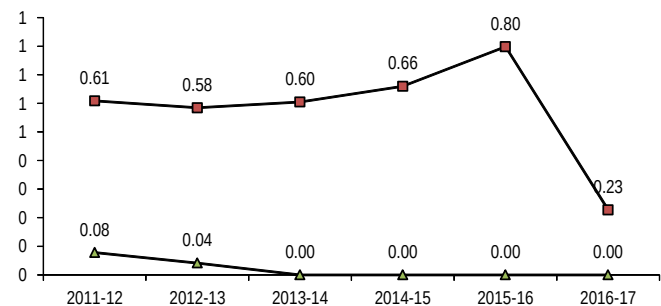
Irma Ramirez-Bough
Equal Opportunity Officer

Equal Opportunity Office

Staffing Trends



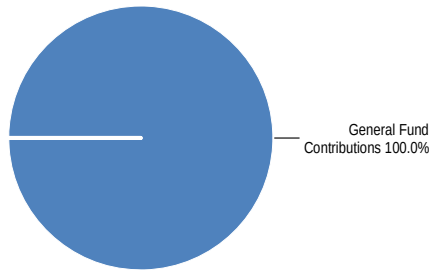
Expenditure/Revenue History (in millions)



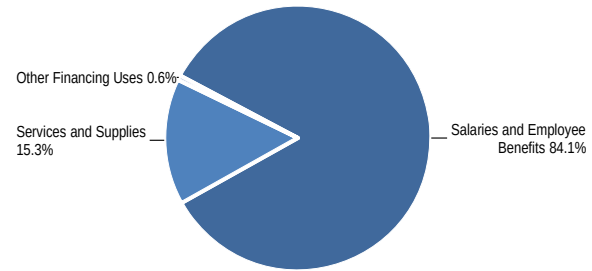
The County is committed to providing a professional work environment that is free from sexual harassment. This Office is responsible for ensuring that all employees receive training on the prevention of sexual harassment every two years in accordance with policy.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of County employees completing the Prevention of Sexual Harassment training requirement. Target = 100%	89%	83%	86%
Percent of County managers/supervisors completing the Prevention of Sexual Harassment training requirement. Target = 100%	98%	87%	91%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	535,692	678,684	629,343	719,573	718,665	39,981
Services and Supplies	119,104	114,477	163,818	205,730	130,949	16,472
Other Charges	0	0	0	(627,353)	(627,353)	(627,353)
Other Financing Uses	4,941	4,941	4,941	4,941	4,941	0
Subtotal	\$659,738	\$798,102	\$798,102	\$302,891	\$227,202	(570,900)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$659,738	\$798,102	\$798,102	\$302,891	\$227,202	(570,900)
Total Source of Funds	\$659,738	\$798,102	\$798,102	\$302,891	\$227,202	(570,900)

Summary of Recommendation

The Recommended Budget for the Equal Opportunity Office (EOO) totals \$227,202 in appropriations and General Fund Contributions (GFC). The reduction from the FY 2015-16 Adopted Budget reflects cost recoveries from other departments as part of the Auditor-Controller's new indirect cost recovery plan. Aside from this technical adjustment, the Recommended Budget increases \$58,401 next fiscal year for EOO and includes restoration of an Equal Opportunity Analyst that would have been reduced to half-time without the additional funding as a result of cost pressures.

Budget Impacts

The Recommended Budget for Equal Opportunity Office covers the fixed operational costs of the Equal Opportunity Office. However, due to rising costs associated with salary and benefits and internal charges, the budget does not cover costs for any unexpected expenditures associated with investigations. nor does it provide enough funding to continue the contracted classrooms-style training. The Equal Opportunity Office will launch online training modules that can be used to supplement the classroom-styled training.

Prior Year Accomplishments

The Equal Opportunity Officer worked closely with the Office of the County Counsel and the County Administrative Offices to develop and implement the Conflict Resolution Program. The

program provides individuals an alternative manner to resolve conflict at the earliest and lowest level. The County has initiated a contract with Mandell Gisnet Center of the Monterey College of Law to provide mediation services for this program. In addition, the Equal Opportunity Office worked with the Information Technology Department to develop a website for the Conflict Resolution Program.

The Equal Opportunity Office implemented the Equal Opportunity and Non-Discrimination/Diversity Training and launched phase I of the training on February 19, 2016. Through interactive quizzes, handouts and team activities, attendees have the opportunity to enhance their understanding and responsibility of maintaining an environment free from all forms of unlawful discrimination, harassment and retaliation.

The Equal Opportunity Office updated the County's Diversity Policy. The amended policy is a robust policy that encompasses inclusion.

As part of the requirement of the Equal Opportunity Plan, the EOO worked collaboratively with Human Resources to implement a process to collect Veteran information from the applicant at the time of application and at the time of hire. The County is required to ask applicants at the time of application to voluntarily self-identify as a protected Veteran and also at the time of hire. This is in compliance with the Vietnam Era Veteran's Readjustment Assistance Act (VEVRAA), which requires employers to take affirmative action to recruit, hire and promote Veterans.

Budget Year Goals

The Equal Opportunity Office will continue to provide sexual harassment training to all employees to fulfill the requirement of Government Code 12950.1 and County policy. The EOO will implement Phase II of the Equal Opportunity and Non-Discrimination/Diversity training, which educates on the prevention of unlawful discrimination, harassment and retaliation. Through our contract with LawRoom, the EOO will be launching online training to managers and supervisors on Accommodating Workers with Disabilities.

The Equal Opportunity Office will continue to work with Department Heads on the their departments' Equal Opportunity Plan to ensure compliance with the County's Equal Opportunity Plan and assist with their good faith efforts to achieve a diverse workforce.

The Equal Opportunity Office will continue to collaborate with Human Resources 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 closely with departments to resolve discrimination complaints at the earliest level possible to decrease the number of formal complaints. The Department will continue to receive, 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 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Equal Opportunity Office (EQU001)	659,738	798,102	798,102	302,891	227,202	(570,900)	001	1080_8066
Subtotal	\$659,738	\$798,102	\$798,102	\$302,891	\$227,202	(570,900)		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Equal Opportunity Office	659,738	798,102	798,102	302,891	227,202	(570,900)
Subtotal	\$659,738	\$798,102	\$798,102	\$302,891	\$227,202	(570,900)

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total		5.00	5.00	1,325.75	1,320.75

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1080	AUG1_1080_8066_001	EO ANALYST_FTE	Base Level Maintenance	58,401	0.50	58,401	0.50
1080	AUG2_1080_8066_001	EO TRAINING	Base Level Maintenance	16,000	0.00	0	0.00
Grand Total				74,401	0.50	58,401	0.50

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 in the Executive Branch of the Monterey County Government, 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 Planning Project, Public Improvement Corporation, Short Term Borrowing and Annual Audits).

Specifically, the Office of the Auditor-Controller legal mandates include responsibility for budget control, control over the "official system of record," issuing warrants (checks) for payments, recording receipts of revenues, payroll, and 1099 vendor reporting to Federal and State governments, 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, preparing the property tax bills, accounting for property tax receipts, allocating property tax revenues to all taxing agencies, and reconciling with the tax collector.

In addition, the Office also oversees County Debt acquisition and maintenance.

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

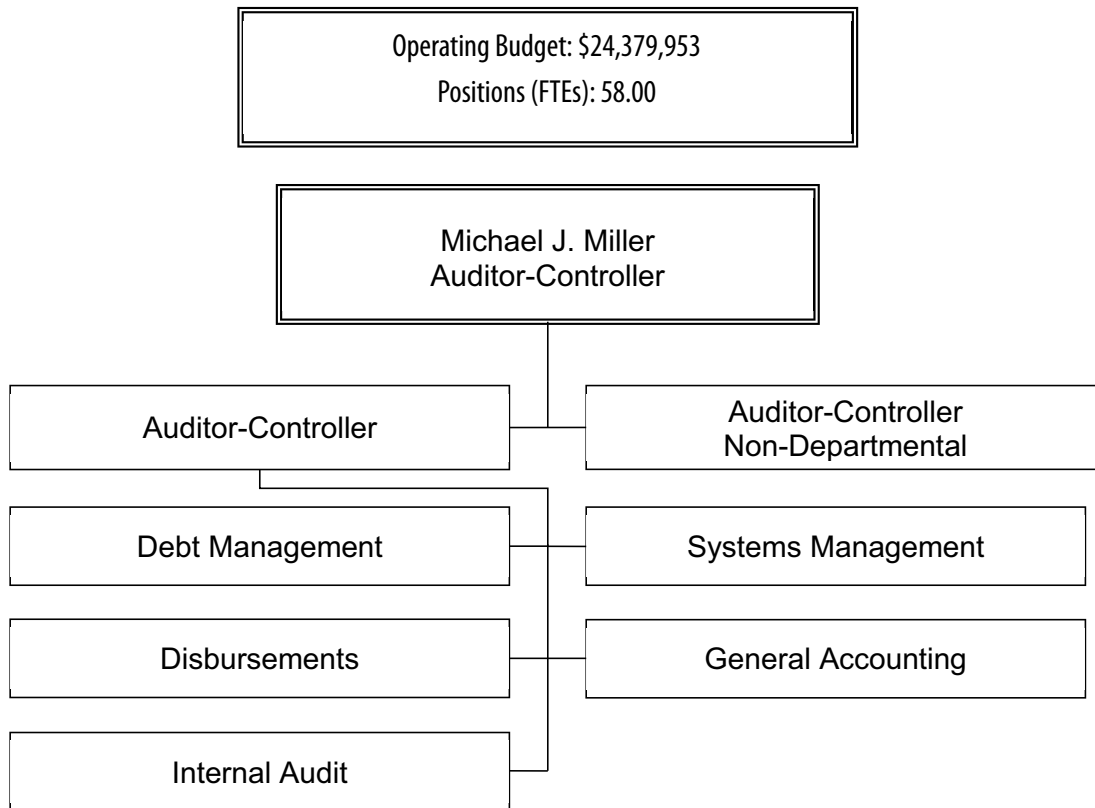


Audit Services

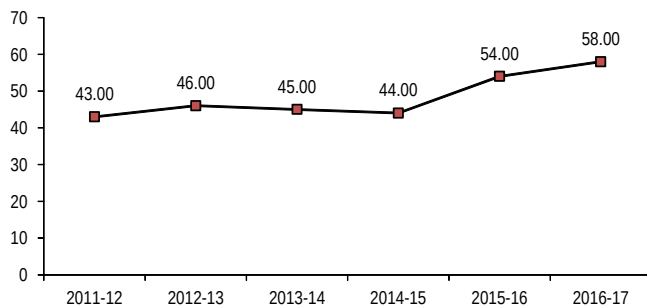


Debt Services

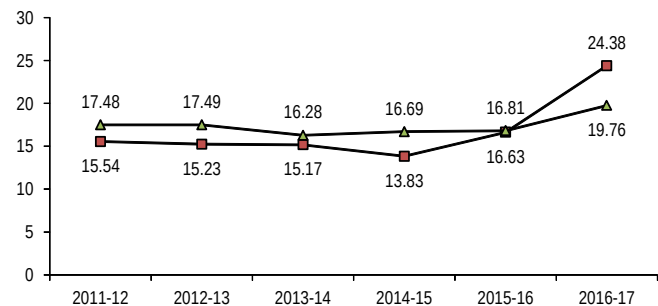




Staffing Trends



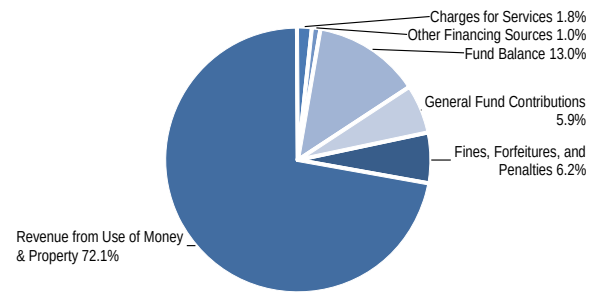
Expenditure/Revenue History (in millions)



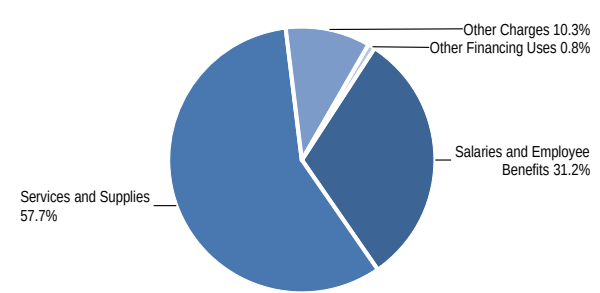
The performance measures include key areas that affect major functions in the Office of the Auditor-Controller in its effort to provide high quality services to Monterey County staff and residents.

Key Performance Measures	2013-14 Actual	2014-14 Actual	2015-16 To Date
Percentage of manual checks per pay period due to incorrect or late time sheets. Target = Reduce employee error rate.	1.46%	1.40%	1.17%
Number of vendor or employee claims needing correction by Accounts Payable Target = Reduce number of corrections by educating department staff.	5,850	5,438	2,650
Number of Purchase Orders and modifications received from departments, office and agencies needing correction by Accounts Payable. Target= Reduce number of corrections by educating department staff.	1,265	1,143	884
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	16.0	16.0

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,544,980	6,785,386	6,546,761	7,804,317	7,605,112	819,726
Services and Supplies	2,437,113	7,357,216	7,536,821	14,245,715	14,065,765	6,708,549
Other Charges	5,783,611	3,850,805	2,408,282	2,506,359	2,506,359	(1,344,446)
Other Financing Uses	63,068	134,857	134,857	202,717	202,717	67,860
Subtotal	\$13,828,772	\$18,128,264	\$16,626,721	\$24,759,108	\$24,379,953	6,251,689

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	0	279,850	279,850	0	0	(279,850)
Fines, Forfeitures, and Penalties	0	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	8,026,907	14,628,826	14,628,826	17,571,969	17,571,969	2,943,143
Charges for Services	468,676	406,236	399,006	439,511	439,511	33,275
Miscellaneous Revenues	51,769	0	0	0	0	0
Other Financing Sources	8,147,498	0	0	0	249,769	249,769
Subtotal	\$16,694,850	\$16,814,912	\$16,807,682	\$19,511,480	\$19,761,249	2,946,337
Fund Balance	(1,178,882)	1,319,015	2,004,930	3,178,017	3,178,012	1,858,997
General Fund Contributions	(\$1,687,196)	(\$5,663)	(\$2,185,891)	\$2,069,611	\$1,440,692	1,446,355
Total Source of Funds	\$13,828,771	\$18,128,264	\$16,626,721	\$24,759,108	\$24,379,953	6,251,689

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
County Overhead Recovered (AUD003)	(6,557,644)	(5,800,000)	(7,930,905)	0	0	5,800,000	001	1110_8005
Enterprise Resource Project (AUD006)	(1,142,106)	1,319,015	2,004,930	3,178,017	3,427,781	2,108,766	403	1110_8006
PIC Debt Service (AUD005)	16,137,630	16,128,826	16,128,826	19,071,969	19,071,969	2,943,143	251	1110_8007
Short Term Borrowing (AUD004)	0	425,000	425,000	425,000	0	(425,000)	001	1110_8009
Annual Audits (AUD002)	317,200	306,450	277,810	307,336	307,336	886	001	1110_8010
Auditor Controller (AUD001)	1,358,773	1,478,014	1,365,564	(2,274,967)	(2,277,461)	(3,755,475)	001	1110_8011
Debt Management (AUD001)	182,439	190,176	193,523	191,837	191,416	1,240	001	1110_8371
Disbursements (AUD001)	2,230,439	2,376,885	2,309,362	1,965,492	1,961,540	(415,345)	001	1110_8372
Systems Management (AUD001)	(99,300)	15,992	121,300	390,570	389,029	373,037	001	1110_8373
General Accounting (AUD001)	1,306,036	1,425,754	1,518,513	1,201,042	1,198,801	(226,953)	001	1110_8374
Internal Audit (AUD001)	95,305	262,152	212,798	302,812	109,542	(152,610)	001	1110_8375
Subtotal	\$13,828,772	\$18,128,264	\$16,626,721	\$24,759,108	\$24,379,953	6,251,689		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
County Overhead Recovered	(6,557,644)	(5,800,000)	(7,930,905)	0	0	5,800,000
Enterprise Resource Project	(1,142,106)	1,319,015	2,004,930	3,178,017	3,427,781	2,108,766
PIC Debt Service	16,137,630	16,128,826	16,128,826	19,071,969	19,071,969	2,943,143
Short Term Borrowing	0	425,000	425,000	425,000	0	(425,000)
Annual Audits	317,200	306,450	277,810	307,336	307,336	886
Auditor Controller	1,358,773	1,478,014	1,365,564	(2,274,967)	(2,277,461)	(3,755,475)
Debt Management	182,439	190,176	193,523	191,837	191,416	1,240
Disbursements	2,230,439	2,376,885	2,309,362	1,965,492	1,961,540	(415,345)
Systems Management	(99,300)	15,992	121,300	390,570	389,029	373,037
General Accounting	1,306,036	1,425,754	1,518,513	1,201,042	1,198,801	(226,953)
Internal Audit	95,305	262,152	212,798	302,812	109,542	(152,610)
Subtotal	\$13,828,772	\$18,128,264	\$16,626,721	\$24,759,108	\$24,379,953	6,251,689

Adopted 2016 to Recommended 2017 Positions

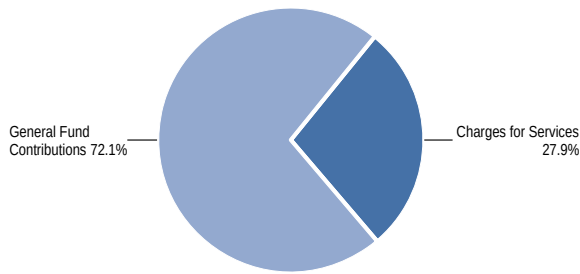
Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	6.00	8.00	8.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	0.00	0.00	4.00	4.00
16D25	DATABASE ADMINISTRATOR III	0.00	0.00	1.00	1.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	6.00	8.00	8.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	7.00	7.00	7.00	0.00
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
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	3.00	5.00	4.00	-1.00
80J21	ACCOUNT CLERK	1.00	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	2.00	2.00	0.00
80J96	PAYROLL TECHNICIAN	6.00	9.00	9.00	0.00
80J97	SENIOR PAYROLL TECHNICIAN	2.00	2.00	2.00	0.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total		44.00	54.00	58.00	4.00

Augmentation

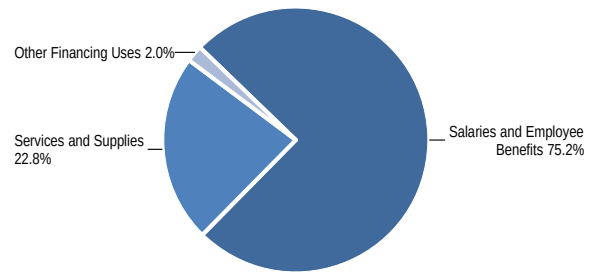
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1110	AUG1_1110_8373_001	Database Administrator III	Not Mandated-New Program/Svc	0	1.00	0	1.00
1110	AUG2_1110_8373_001	Software Programmer Analyst III	Not Mandated-New Program/Svc	0	1.00	0	1.00
1110	AUG3_1110_8373_001	Software Programmer Analyst III	Not Mandated-New Program/Svc	120,599	1.00	120,599	1.00
1110	AUG4_1110_8373_001	Software Programmer Analyst III	Not Mandated-New Program/Svc	70,028	1.00	70,028	1.00
1110	AUG5_1110_8373_001	Software Programmer Analyst III	Not Mandated-New Program/Svc	2,076	1.00	2,076	1.00
Grand Total				192,703	5.00	192,703	5.00

Auditor-Controller Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,544,980	6,785,386	6,546,761	7,804,317	7,605,112	819,726
Services and Supplies	1,552,715	1,574,576	1,977,013	2,316,200	2,311,486	736,910
Other Charges	(2,087,070)	(2,745,846)	(2,937,571)	(8,546,448)	(8,546,448)	(5,800,602)
Other Financing Uses	63,068	134,857	134,857	202,717	202,717	67,860
Subtotal	\$5,073,692	\$5,748,973	\$5,721,060	\$1,776,786	\$1,572,867	(4,176,106)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	0	279,850	279,850	0	0	(279,850)
Charges for Services	468,676	406,236	399,006	439,511	439,511	33,275
Miscellaneous Revenues	51,769	0	0	0	0	0
Subtotal	\$520,445	\$686,086	\$678,856	\$439,511	\$439,511	(246,575)
General Fund Contributions	\$4,553,248	\$5,062,887	\$5,042,204	\$1,337,275	\$1,133,356	(3,929,531)
Total Source of Funds	\$5,073,692	\$5,748,973	\$5,721,060	\$1,776,786	\$1,572,867	(4,176,106)

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 \$1,572,867 in appropriations, \$439,511 in estimated revenue and a General Fund Contribution of \$1,133,356 which represents a decrease of \$3,929,531 from FY 2015-16. The decrease is due to an accounting change that resulted in a Cost Plan credit (details provided in County Overhead Recovery unit 8005). The Recommended Budget includes the deletion of 1.0 vacant Chief Deputy Auditor Controller- Internal Audit position and the addition of five positions in Systems Management which were previously under the Information Technology Department.

Budget Impacts

The FY 2016-17 Recommended Budget for the Auditor-Controller includes augmentations for 1.0 Full-Time Equivalent (FTE)

Database Administrator III and 4.0 FTE Software Programmer Analyst III. These positions were previously supervised by the Information Technology Department though they were solely focused on the Enterprise Resource Planning (ERP) system and housed in the Auditor-Controller's Office. They will now be under the Auditor-Controller's direct supervision. This request was made in the interest of long term efficiency, customer service and maintenance of the County's complex ERP System. These positions will be included in the Department's cost allocations effective FY 2017-18.

Pending Issues

There are no pending issues.

Policy Considerations

The Office of the Auditor-Controller previously had three Internal Auditors and a Chief Deputy-Internal Audit positions. However, due to reductions in the past, the Office eliminated the Chief Deputy-Internal Audit and two of the Internal Auditor positions. In an effort to cover Board requested internal audits and audits directed by the Auditor-Controller, private firms were contracted for internal audit work, but it has not proven totally cost effective

or efficient. The Office of the Auditor-Controller received a reinstatement of 1.0 FTE Chief Deputy-Internal Audit in FY 2015-16. However, the lack of Internal Auditor positions is not conducive to recruiting a Chief Deputy. To meet budgetary constraints, the

Office of the Auditor-Controller has again relinquished the Chief Deputy-Internal Audit position. According to State Government Code, the Office of the Auditor-Controller should have a fully staffed Internal Audit division.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Auditor Controller (AUD001)	1,358,773	1,478,014	1,365,564	(2,274,967)	(2,277,461)	(3,755,475)	001	1110_8011
Debt Management (AUD001)	182,439	190,176	193,523	191,837	191,416	1,240	001	1110_8371
Disbursements (AUD001)	2,230,439	2,376,885	2,309,362	1,965,492	1,961,540	(415,345)	001	1110_8372
Systems Management (AUD001)	(99,300)	15,992	121,300	390,570	389,029	373,037	001	1110_8373
General Accounting (AUD001)	1,306,036	1,425,754	1,518,513	1,201,042	1,198,801	(226,953)	001	1110_8374
Internal Audit (AUD001)	95,305	262,152	212,798	302,812	109,542	(152,610)	001	1110_8375
Subtotal	\$5,073,692	\$5,748,973	\$5,721,060	\$1,776,786	\$1,572,867	(4,176,106)		

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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
80J80	ACCOUNTS PAYABLE SUPERVISOR	2.00
80J96	PAYROLL TECHNICIAN	9.00

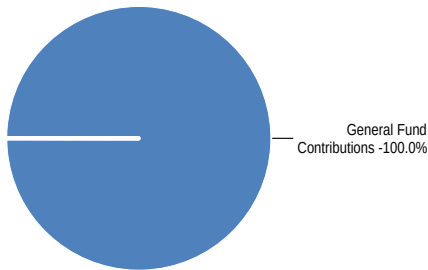
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
80J97	SENIOR PAYROLL TECHNICIAN	2.00
80J98	SUPERVISING PAYROLL COORDINATOR- CONFIDENTIAL	1.00
14P32	ERP BUSINESS ANALYST	8.00
16D25	DATABASE ADMINISTRATOR III	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	4.00
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
20B22	ACCOUNTANT AUDITOR III	5.00
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		58.00

Auditor Controller

(Unit 8011— Fund 001)

Source of Funds



Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	744,794	801,869	671,429	817,840	816,730	14,861
Services and Supplies	550,911	541,288	559,278	616,983	615,599	74,311
Other Charges	0	0	0	(3,912,507)	(3,912,507)	(3,912,507)
Other Financing Uses	63,068	134,857	134,857	202,717	202,717	67,860
Subtotal	\$1,358,773	\$1,478,014	\$1,365,564	(\$2,274,967)	(\$2,277,461)	(3,755,475)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	0	279,850	279,850	0	0	(279,850)
Charges for Services	375,995	273,101	278,101	300,063	300,063	26,962
Miscellaneous Revenues	51,769	0	0	0	0	0
Subtotal	\$427,764	\$552,951	\$557,951	\$300,063	\$300,063	(252,888)
General Fund Contributions	\$931,009	\$925,063	\$807,613	(\$2,575,030)	(\$2,577,524)	(3,502,587)
Total Source of Funds	\$1,358,773	\$1,478,014	\$1,365,564	(\$2,274,967)	(\$2,277,461)	(3,755,475)

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 Performance Budget, Advantage Financial and Advantage HRM, SymPro Debt and Investment, Meridian Learning Development Network, and Convey Taxport.

The Administrative Unit interfaces with the cities, Monterey County Department of Education, School Districts, Monterey Regional Airport District, and Monterey Regional Water Pollution Control Agency and Independent Special Districts which includes the Fire Districts, Recreation Districts and Regional Park Districts. The interface includes consultation regarding financing, property taxes and Successor (former Redevelopment) Agency issues.

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 staff and technology.

Began implementation of the ERP Upgrade to version 3.10, including identifying needs around infrastructure, human resources, financing, reporting, new/enhanced processes and training.

Secured a disaster recovery structure for the County's core systems to include Financial, HRM/Payroll, and Budget systems data via a contract with vendor Century Link for data repository and retrieval.

Budget Year Goals

- Continue to implement the ERP upgrade to version 3.10.
- Continue successful efforts to attract and retain capable, competent, motivated, and professional staff.
- Leverage 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.
- Improve the system process documentation using Information Technology Infrastructure Library (ITIL)best practices.

Continue to sponsor the ERP Upgrade from Advantage version 3.7 to 3.10.

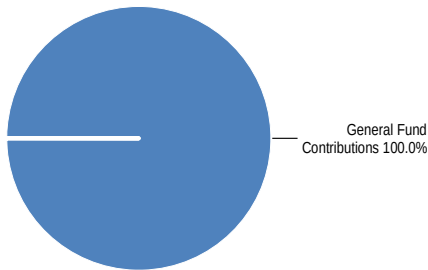
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

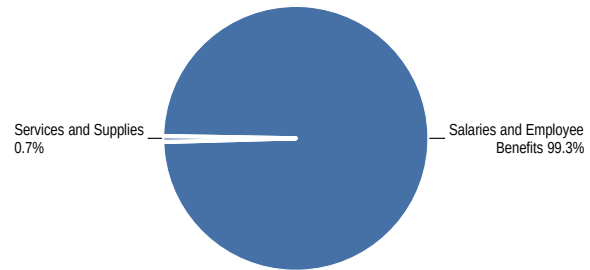
Debt Management

(Unit 8371— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	180,559	188,609	189,334	190,285	190,031	1,422
Services and Supplies	1,880	1,567	4,189	1,552	1,385	(182)
Subtotal	\$182,439	\$190,176	\$193,523	\$191,837	\$191,416	1,240

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	6,875	0	0	0	0	0
Subtotal	\$6,875	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$175,564	\$190,176	\$193,523	\$191,837	\$191,416	1,240
Total Source of Funds	\$182,439	\$190,176	\$193,523	\$191,837	\$191,416	1,240

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 (MCOE) 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 dependent Special Districts) and tax supported debt for 24 School Districts including Monterey Peninsula Community and Hartnell Community Colleges.

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 MCOE.

Cross trained personnel on Debt Management Operations.

Budget Year Goals

Continue to monitor outstanding debt for refunding opportunities.

Arrange Debt issuances when deemed necessary.

Provide support for the ERP Upgrade for Sympro Debt.

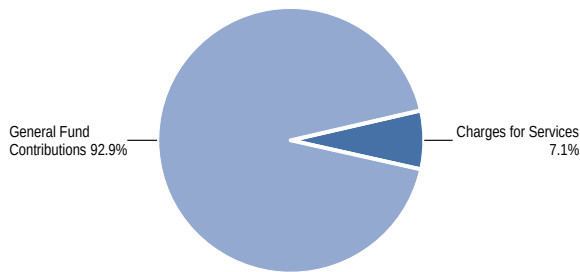
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
Total		1.00

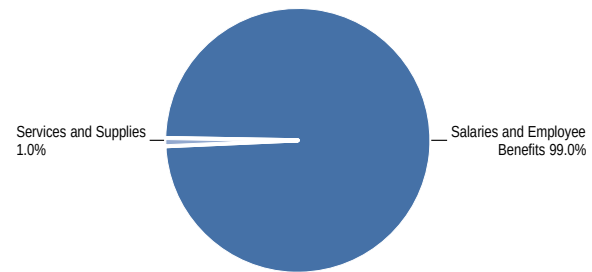
Disbursements

(Unit 8372— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,263,183	2,656,195	2,413,647	2,547,072	2,544,562	(111,633)
Services and Supplies	19,403	26,464	85,535	26,893	25,451	(1,013)
Other Charges	(52,147)	(305,774)	(189,820)	(608,473)	(608,473)	(302,699)
Subtotal	\$2,230,439	\$2,376,885	\$2,309,362	\$1,965,492	\$1,961,540	(415,345)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	85,806	133,135	120,905	139,448	139,448	6,313
Subtotal	\$85,806	\$133,135	\$120,905	\$139,448	\$139,448	6,313
General Fund Contributions	\$2,144,633	\$2,243,750	\$2,188,457	\$1,826,044	\$1,822,092	(421,658)
Total Source of Funds	\$2,230,439	\$2,376,885	\$2,309,362	\$1,965,492	\$1,961,540	(415,345)

Unit Description

The Disbursements Unit is responsible for Accounts Payable, Payroll and Property Tax. The Accounts Payable Section audits and prepares vendor payments, credit card payments and required Internal Revenue Service (IRS) information. This Section also provides services to independent special districts.

The Payroll Section prepares bi-weekly checks, calculates benefits, prepares year-end tax information, reviews and processes employee claim payments, and reconciles payroll functions. The Section calculates and reports required payroll taxes, CalPERS payments, employee benefit payments as well as annual IRS and Franchise Tax Board reports. Garnishments, liens, and levies are also processed by the Payroll Section.

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 apportionments (distributes) property

taxes to the appropriate taxing entities. No Property Tax 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 administers 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

Approved an average of 741 purchase order/award transactions per month, processed an average of 3,343 vendor/claim payment documents, issued an average of 3,409 checks totaling an average of \$39.14 million per month and issued 983 Internal Revenue Service 1099-Misc forms for calendar year 2015.

Continued to improve the knowledge level of the Accounts Payable (AP) users on AP specific guidelines in Advantage system and AP procedures.

Maintained requirements of 24 Memoranda of Understanding (MOU) for some 5,636 employees over the course of a calendar year and served as a principal member in successfully negotiating contracts to standardize MOUs and apply consistency and uniformity to employees to minimize unique configurations in HRM/Advantage.

Issued checks to an average of 5,636 employees per 26 pay periods in 2015 with a taxable earning total of \$381.9 million and employee taxes totaling \$86.3 million, processed 218 active wage attachments/garnishments for 2015 and issued 5,636 Internal Revenue and CA Franchise Tax Board form W-2s to employees.

Sent \$64.3 million to California Public Employees' Retirement System (CalPERS) retirement fund for 3,797 classic members and 718 California Public Employee's Pension Reform Act (PEPRA) members, and sent CalPERS medical fund \$59.4 million for 4,929 active and 816 retired employees.

Served as a principle member in successfully negotiating contracts to standardize MOUs and apply consistency and uniformity to employees to minimize unique configurations in HRM/Advantage.

Allocated and distributed over \$653 million in property tax revenue from the various tax rolls for FY 2014-15 and enrolled over \$41.7 million in direct charges for over 38 agencies in FY 2014-15.

Calculated tax rates to pay over \$86 million for school debt service bonds in 2015.

Began implementation of SB107, Redevelopment Agencies (RDA) Dissolution Trailer Bill, moving to an annual Recognized Obligation Payment Schedule (ROPS).

Budget Year Goals

Continue to improve Accounts Payable (AP) procedures by utilizing more tools available in the Advantage system and improve the knowledge level of AP users on AP specific guidelines in Advantage system.

Continue working together with Contracts/Purchasing staff to improve vendor information accuracy by updating existing forms and procedures, training staff, cleaning up vendor master list, etc.

Continue to provide training in auditing, process flow, bargaining unit Memorandum of Understanding (MOU) and Fair Labor Standards Act (FLSA) as it pertains to payroll timekeepers and finance managers and continue education on travel reimbursements through payroll to comply with the County's travel policy and IRS.

Continue to develop Auditor-Payroll staff by providing targeted education, cross-training and coaching to ensure services can be provided without interruption.

Continue standardizing MOUs and process to minimize unique configurations and eliminate configurations that accommodate one or only a couple of employees.

Continue reconciliations of payroll accounts with process flow for monthly process and design and implement more user friendly InfoAdvantage Reports for payroll.

Develop, update and design policies and procedures as they relate to retirement reconciliation, payments and reporting and continue education and training on compliance with CalPERS retirement policies.

Collaborate with Information Systems (IT) in the development of a database containing legacy payroll data to allow payroll staff to be more effective in serving departmental needs.

Collaborate with Human Resources in the Leave Management Re-engineering project to update payroll processes for the Family and Medical Leave Act, Workers' Compensation, and all other leave of absences as well as collaborate with Human Resources Benefits staff to manage health programs for policy, design, deduction, expensing and reconciliation to ensure accuracy and collection process for Departmental expenses.

Implement Kronos Timekeeping and Telestaff scheduling system at the Sheriff's Office and complete interface between Kronos Workforce software and HRM Advantage for Natividad Medical Center.

Continue implementation of Affordable Care Act reporting with continual reform changes for reporting process.

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 and continue cross-training staff for greater efficiency in processing and providing property tax services.

Look into providing more information for taxpayers on the Auditor-Controller website, such as school general obligation bonds and Redevelopment Property Tax Trust Fund (RPTTF) payment reports.

Continue implementation of the Redevelopment Dissolution Bill (SB107).

Provide support for the ERP Upgrade from version 3.7 to version 3.10 by gathering process information and test scenarios.

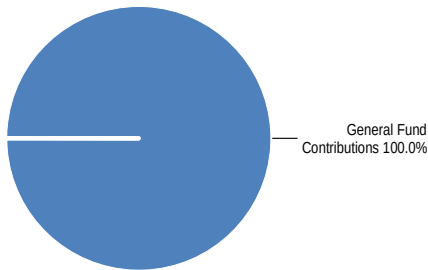
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	2.00
80J96	PAYROLL TECHNICIAN	9.00
80J97	SENIOR PAYROLL TECHNICIAN	2.00
80J98	SUPERVISING PAYROLL COORDINATOR- CONFIDENTIAL	1.00
Total		25.00

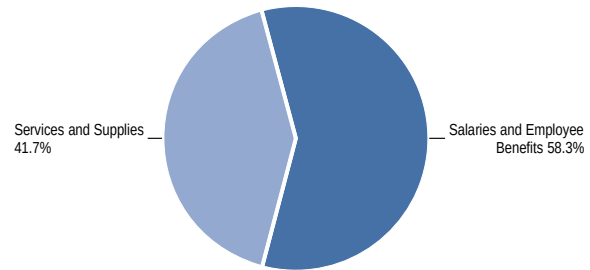
Systems Management

(Unit 8373— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	968,509	1,224,780	1,492,873	2,289,511	2,288,578	1,063,798
Services and Supplies	967,115	971,717	1,292,539	1,640,455	1,639,847	668,130
Other Charges	(2,034,923)	(2,180,505)	(2,664,112)	(3,539,396)	(3,539,396)	(1,358,891)
Subtotal	(\$99,300)	\$15,992	\$121,300	\$390,570	\$389,029	373,037

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$99,300)	\$15,992	\$121,300	\$390,570	\$389,029	373,037
Total Source of Funds	(\$99,300)	\$15,992	\$121,300	\$390,570	\$389,029	373,037

Unit Description

The Office of the Auditor-Controller maintains the official financial System of Record of the County and is responsible for the business computer systems that support the accumulation and reporting of these official 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 ERP systems (Performance Budget, Advantage Financial, SymPro Debt and Investment, Advantage HRM and Learning Development Network), Megabyte Property Tax System, Vendor Self Service, Employee Self Service, InfoAdvantage reporting and desktop systems utilized by office staff.

Reviewed and prepared planned system upgrades to include documentation of configuration setup, creation of business scripts, report development, and process review.

Implemented Accounts Receivable configuration in Advantage Financial for NMC.

Developed InfoAdvantage reports for State's financial transaction reporting.

Completed FY 2015-16 Adopted Budget reports/schedules updates.

Cleaned up and reorganized InfoAdvantage reports and folders.

Setup the County Petty Cash approval process through workflow.

Developed and added 29 internal guideline documents for the Advantage HRM System.

Assisted Central Human Resources with loading pay rate increases for 15 bargaining units per Memorandum of Understanding (MOU) contract negotiations.

Configured NMC Sick/Vacation into Paid Time Off (PTO) per MOU contract negotiations.

Prior Year Accomplishments

Initiated the services of CenturyLink Communications for disaster recovery of countywide data on behalf of Natividad Medical Center (NMC).

Initiated the services of CenturyLink Communications for all CGI Technologies software version 3.10.

Configured SEIU (non-NMC) Sick/Vacation into Annual Leave per MOU contract negotiations.

Continued rollout of automated Resource Management Agency (RMA) time entry and HR Update to the WinCAMS cost accounting system.

Configured new deduction plans for Flexible Spending Account in Advantage HRM.

Configured new deduction plans for Roth deferred compensation in Advantage HRM.

Configured new deduction plans for deferred compensation loans in Advantage HRM.

Implemented audit tool for temporary employees reaching fiscal year hour thresholds for CalPERS reporting

Assisted the Equal Opportunity Office in the collection, storage and reporting of Veteran and Disability data.

Implemented a daily audit tool with 13 error classifications.

Implemented a stronger password reset protocol for County level accounts.

Configured new Wells Fargo payroll bank accounts.

Budget Year Goals

Review and prepare planned system upgrades to include creation of business scripts, report development, and process review.

Continue to document configurations and other processes for the Advantage System.

Clean up invalid user and security information in Advantage Financial and Performance Budgeting.

Complete FY 2015-16 Adopted Budget reports/schedule updates.

Complete the implementation of the Advantage HRM Sick Leave Bank module.

Continue rollout of automated Resource Management Agency time entry and Human Resources Update to the WinCAMS cost accounting system.

Continue MOU update configurations due to contract negotiations, clarifications and changes approved by the Board of Supervisors.

Create process for cleaning up documents and data tables.

Provide initial preparations and configuration for the 3.10 upgrade.

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.

Continue to document configurations and other processes for the Advantage System.

Continue design, develop and modify InfoAdvantage reports.

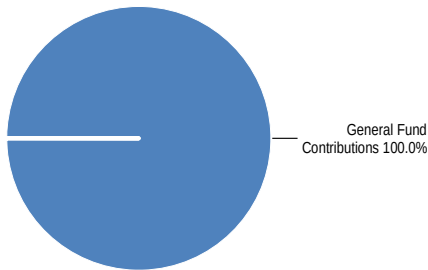
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14P32	ERP BUSINESS ANALYST	8.00
16D25	DATABASE ADMINISTRATOR III	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	4.00
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
Total		15.00

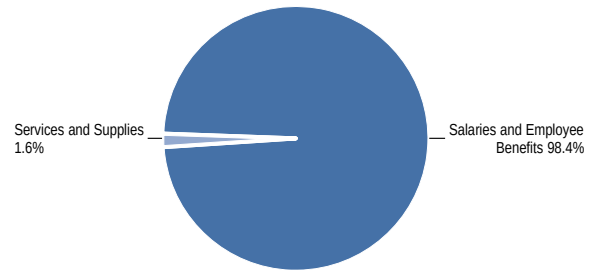
General Accounting

(Unit 8374— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,296,039	1,654,564	1,569,845	1,659,102	1,657,749	3,185
Services and Supplies	9,997	30,757	32,307	28,012	27,124	(3,633)
Other Charges	0	(259,567)	(83,639)	(486,072)	(486,072)	(226,505)
Subtotal	\$1,306,036	\$1,425,754	\$1,518,513	\$1,201,042	\$1,198,801	(226,953)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,306,036	\$1,425,754	\$1,518,513	\$1,201,042	\$1,198,801	(226,953)
Total Source of Funds	\$1,306,036	\$1,425,754	\$1,518,513	\$1,201,042	\$1,198,801	(226,953)

Unit Description

This Unit maintains the County's Official System of Record, 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 the reimbursement of 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 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 FY 2014-15 CAFR, Single Audit Report, and other Component Units' reports with an unmodified opinion.

Applied for the Certificate of Achievement for Excellence in Financial Reporting for FY 2014-15 from the Government Finance Officers Association (GFOA).

Reimbursed the General Fund from other County funds for indirect costs totaling \$7.8 million based on the Countywide Cost Allocation Plan for use for the year ending June 30, 2016.

Completed the Countywide Cost Allocation Plan for use in the year ending June 30, 2017, pending the State Controller's approval.

Received approval from the State Controller that the Countywide Cost Allocation plan for FY 2015-16 was in compliance with OMB A-87.

Completed the FY 2014-15 annual State Controller and Local Government Fiscal Affairs Reports for the County and the Board governed districts.

Completed the FY 2015-16 Adopted Budget book in-house.

Provided organization structure changes to departments.

Provided a Basic Government Accounting and Introduction to Intermediate Government Accounting training to County employees.

Continued the review appropriate accounting of County's external bank accounts activities.

Ongoing efforts to streamline the County's cash reconciliation processes to include HRM/payroll.

Provided routine guidance and consultation to County departments on accounting and budget modification transactions.

Implemented a process to charge the County's operating departments for their share of the service department costs.

Implemented a new standard of accounting and reporting for the pension liability issued by the Government Accounting Standard Board (GASB) under GASB 68 effective for the financial report for the fiscal year ended June 30, 2015.

Completed documentation of Advantage Financial 3.7 version scripts in preparation of upgrade to 3.10.

Coordinated and monitored completion of Natividad Medical Center (NMC) Accounts Receivable reconciliation and update in Advantage financial system.

Budget Year Goals

Prepare the CAFR for the fiscal year ending June 30, 2016 and receive an unmodified opinion.

Apply for and receive the Annual Award on Financial Reporting Excellence from GFOA for the fiscal year ending June 30, 2016.

Prepare and compile the Countywide Cost Allocation Plan for use in FY 2017-18 and gain certification from the State Controller for the plan.

Prepare and submit the annual County and Special Districts reports to the State of California.

Prepare the FY 2016-17 Adopted Budget book.

Carry out research and process development for other new GASB accounting and financial reporting standards.

Continue to streamline the County's cash reconciliation processes to include HRM/payroll and the 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.

Provide support for the ERP Upgrade from Advantage version 3.7 to version 3.10.

Continue coordination and monitoring efforts of NMC reconciliations and update in Advantage system of other financial areas such as Capital Assets, Accounts Payable, and Long Term debt.

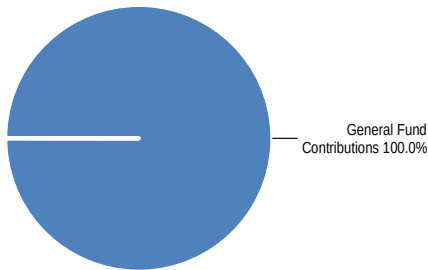
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
20B22	ACCOUNTANT AUDITOR III	5.00
20B24	AUDITOR-CONTROLLER ANALYST I	5.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		12.00

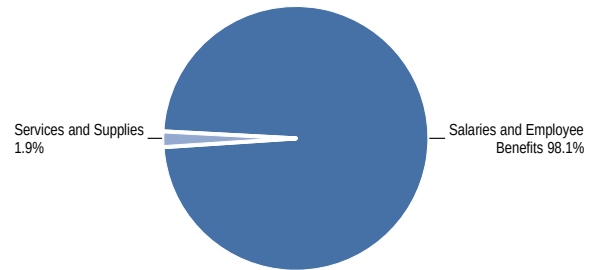
Internal Audit

(Unit 8375— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	91,895	259,369	209,633	300,507	107,462	(151,907)
Services and Supplies	3,410	2,783	3,165	2,305	2,080	(703)
Subtotal	\$95,305	\$262,152	\$212,798	\$302,812	\$109,542	(152,610)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$95,305	\$262,152	\$212,798	\$302,812	\$109,542	(152,610)
Total Source of Funds	\$95,305	\$262,152	\$212,798	\$302,812	\$109,542	(152,610)

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 its stated objectives and the efficiency and effectiveness of existing internal controls.

Two Internal Auditor III positions were deleted from the FY 2013-14 Auditor-Controller's budget due to budget constraints. That action reduced the Department's ability to conduct complex audits as only one junior auditor remains on staff. In FY 2015-16, 1.0 FTE Chief Deputy Auditor Controller position was added, but because of the lack of Internal Auditors at this time it provides no benefit and has been eliminated. The Department has continued to fulfill the statutory mandates listed in Current Year Accomplishments.

Prior Year Accomplishments

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 Plan audit.

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.

Performed compliance examinations on certain units and operations at the Sheriff's Office.

Budget Year Goals

Conduct fiscal and operational audits of at least one County department.

Conduct TOT Compliance Audits.

Conduct Random Cash Counts of County Imprest Funds.

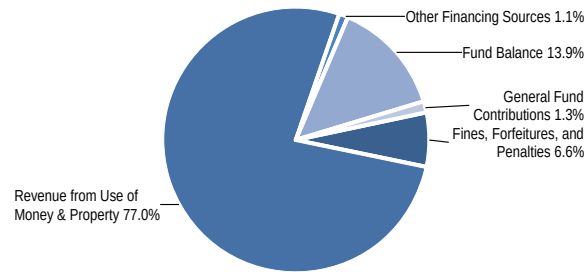
Re-establish the Internal Audit Division as funds are available.

Recommended 2016-17 Positions

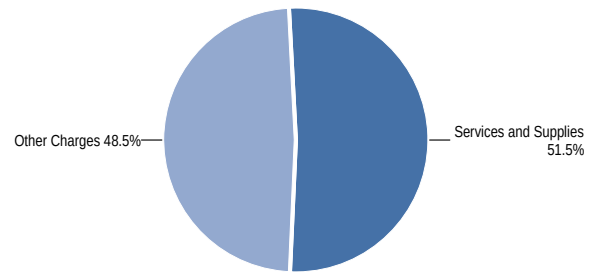
Classification Code	Classification Label	Recommended Budget 2016-2017
20B31	INTERNAL AUDITOR II	1.00
Total		1.00

Auditor-Controller Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	884,399	5,782,640	5,559,808	11,929,515	11,754,279	5,971,639
Other Charges	7,870,681	6,596,651	5,345,853	11,052,807	11,052,807	4,456,156
Subtotal	\$8,755,080	\$12,379,291	\$10,905,661	\$22,982,322	\$22,807,086	10,427,795

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	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	8,026,907	14,628,826	14,628,826	17,571,969	17,571,969	2,943,143
Other Financing Sources	8,147,498	0	0	0	249,769	249,769
Subtotal	\$16,174,405	\$16,128,826	\$16,128,826	\$19,071,969	\$19,321,738	3,192,912
Fund Balance	(1,178,882)	1,319,015	2,004,930	3,178,017	3,178,012	1,858,997
General Fund Contributions	(\$6,240,444)	(\$5,068,550)	(\$7,228,095)	\$732,336	\$307,336	5,375,886
Total Source of Funds	\$8,755,079	\$12,379,291	\$10,905,661	\$22,982,322	\$22,807,086	10,427,795

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 \$602,472 with reimbursement totaling \$295,136 and a resulting contribution from the General Fund totaling \$307,336. This budget includes funding for the annual independent audit of the County's financials which is required by the State Government Code and the County's Bond Indentures. The Unit also includes funding for sales and use tax audits, SB 90 Mandate services and contracted audits required by the Auditor-Controller.

COUNTY OVERHEAD RECOVERED: Effective FY 2016-17, countywide indirect costs will be allocated to operating departments of all funds (details provided at unit level).

ENTERPRISE RESOURCE PLANNING PROJECT: The Enterprise Resource Planning (ERP) Project recommended appropriation

totals \$11,132,807. The departmental reimbursement totals \$7,705,026 for a net of \$3,427,781. The ERP fund includes appropriations for the upgrade of CGI Technologies Advantage Systems from version 3.7 to version 3.10. The appropriations for the Advantage Upgrade are offset by charges to County departments, offices and agencies. The appropriation includes funding for Board of Supervisors' approved agreement with CGI Technologies (Statement of Work No. 12).

PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE: The Long-Term Borrowing appropriation totals \$19,071,969, which is offset by total estimated revenues of \$19,071,969.

SHORT-TERM BORROWING: The Recommended FY 2016-17 Budget does not include appropriations, as the County's strong cash position renders the County ineligible for using Tax Revenue Anticipation Notes (TRANS) for short term borrowing needs. As the County has not needed TRANS for the previous five year period, it has no impact on the County's ability to meet short term cash needs.

Budget Impacts

There are no budget impacts.

Pending Issues

The Office of the Auditor-Controller is preparing a Request for Proposal (RFP) for professional project management services for the ERP project.

COUNTY OVERHEAD RECOVERED: Pending completion of the State Controller's review and approval of the preliminary

Countywide Allocation Plan in June 2016, the adopted budget may need revision.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
County Overhead Recovered (AUD003)	(6,557,644)	(5,800,000)	(7,930,905)	0	0	5,800,000	001	1110_8005
Enterprise Resource Project (AUD006)	(1,142,106)	1,319,015	2,004,930	3,178,017	3,427,781	2,108,766	403	1110_8006
PIC Debt Service (AUD005)	16,137,630	16,128,826	16,128,826	19,071,969	19,071,969	2,943,143	251	1110_8007
Short Term Borrowing (AUD004)	0	425,000	425,000	425,000	0	(425,000)	001	1110_8009
Annual Audits (AUD002)	317,200	306,450	277,810	307,336	307,336	886	001	1110_8010
Subtotal	\$8,755,080	\$12,379,291	\$10,905,661	\$22,982,322	\$22,807,086	10,427,795		

County Overhead Recovered

(Unit 8005— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Charges	(6,557,644)	(5,800,000)	(7,930,905)	0	0	5,800,000
Subtotal	(\$6,557,644)	(\$5,800,000)	(\$7,930,905)	\$0	\$0	5,800,000

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$6,557,644)	(\$5,800,000)	(\$7,930,905)	\$0	\$0	5,800,000
Total Source of Funds	(\$6,557,644)	(\$5,800,000)	(\$7,930,905)	\$0	\$0	5,800,000

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 and Purchasing, Printing and Mail Operations; Other Services - Auditor-Controller, Tax-Collector, and County Counsel services.

Unit 8005 will be dissolved effective FY 2016-17. This unit of the General Fund has been used to post countywide indirect cost reimbursement of funds other than General Fund (non-general funds). Effective FY 2016-17, the countywide indirect cost will be allocated to operating departments of all funds (General and non-general funds). The reimbursements will be received within service departments' respective units as opposed to this unit.

Prior Year Accomplishments

Completed the Countywide Cost Allocation Plan for the year ending June 30, 2015 with no audit revisions from the State Controller's Office, generating reimbursements of \$6,557,644.

Completed the Countywide Cost Allocation Plan for the year ending June 30, 2016, pending the State Controller's audit, generating potential reimbursements of \$7,768,238.

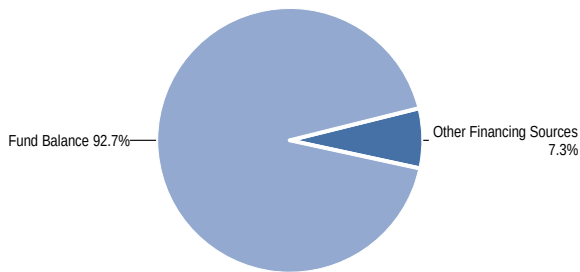
Budget Year Goals

Complete the Countywide Cost Allocation Plan for the year ending June 30, 2017.

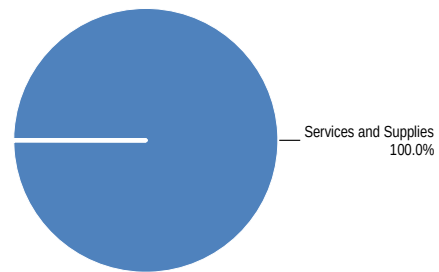
Enterprise Resource Project

(Unit 8006— Fund 403)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	380,310	4,747,090	4,552,898	10,883,043	11,132,807	6,385,717
Other Charges	(1,522,416)	(3,428,075)	(2,547,968)	(7,705,026)	(7,705,026)	(4,276,951)
Subtotal	(\$1,142,106)	\$1,319,015	\$2,004,930	\$3,178,017	\$3,427,781	2,108,766

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	8,283	0	0	0	0	0
Other Financing Sources	200,000	0	0	0	249,769	249,769
Subtotal	\$208,283	\$0	\$0	\$0	\$249,769	249,769
Fund Balance	(1,350,390)	1,319,015	2,004,930	3,178,017	3,178,012	1,858,997
Total Source of Funds	(\$1,142,107)	\$1,319,015	\$2,004,930	\$3,178,017	\$3,427,781	2,108,766

Unit Description

This unit funds the annual operations and upgrade of the Enterprise Resource Planning (ERP) system. The ERP is the Official System of Record of the County. It includes Advantage Performance Budget, Advantage Financial, Procurement System, Advantage Human Resources Management (HRM), InfoAdvantage Reporting, Sympro Debt and Investment, Meridian Learning and Development, and Convey 1099 Taxport. For FY 2016-17, this unit includes funding for the upgrade of the CGI Technologies Advantage software from version 3.7 (end of useful life) to version 3.10. The pre-implementation phase began in FY 2013-14 and continued through FY 2015-16. The build phase for the upgrade, which includes Advantage Performance Budget, Advantage Financial, and Advantage HRM began in FY 2015-16.

Began the build phase for the CGI Technologies Advantage Upgrade to version 3.10 which includes Advantage Performance Budget, Advantage Financial, Advantage HRM, SymPro Debt and Investment and Convey Taxport.

Began the documentation of the ERP system using the expertise of a professional Technical Writer.

Obtained the services of a professional Quality Assurance Manager to monitor and review the software installation processes and testing methods to ensure quality during the upgrade to version 3.10.

Budget Year Goals

Implement CGI version 3.10 to include Advantage Financial Performance Budget, Advantage Financial, and Advantage HRM.

Implement interfaces with subsidiary support systems throughout the County, including Meditech at Natividad Medical Center.

Develop a plan to interface the Kronos Time and Attendance module to Advantage HRM for the Natividad Medical Center and the Sheriff's Office.

Prior Year Accomplishments

Continued the pre-implementation process to upgrade the CGI Technologies Advantage software from version 3.7 to version 3.10.

Discovered, documented and addressed deficiencies in the original v.3.7 implementation.

Continued the effort to interface the Kronos Time and Attendance module to Advantage HRM for the Sheriff's Office and Natividad Medical Center.

Assist in the design and implementation of Information Technology Infrastructure Library (ITIL) best practices in both the v.3.10 upgrade and the current production system v.3.7.

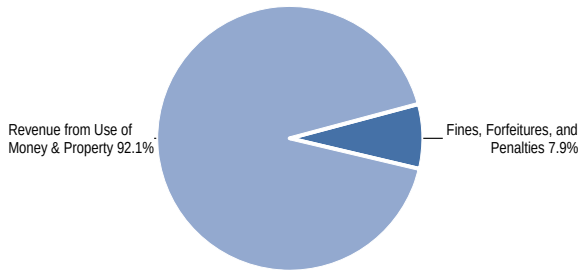
Rebuild a viable, highly effective Systems Division, including staffing needs and training.

Attempt to address the unsupported ERP v.3.7 hardware platform dating to 2004 currently used for production. This hardware is no longer supported by the manufacturer, or available for purchase. Therefore, there is no other choice but to explore nonconventional alternatives that must be sought-out and tested. If this cannot be accomplished, then this outdated hardware must function for the remaining useful life of the current production system; approximately 18 months.

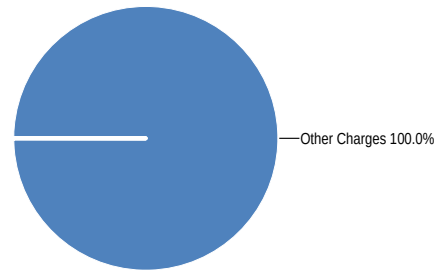
PIC Debt Service

(Unit 8007— Fund 251)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	4,855	14,000	14,000	19,000	19,000	5,000
Other Charges	16,132,775	16,114,826	16,114,826	19,052,969	19,052,969	2,938,143
Subtotal	\$16,137,630	\$16,128,826	\$16,128,826	\$19,071,969	\$19,071,969	2,943,143

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	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	8,018,624	14,628,826	14,628,826	17,571,969	17,571,969	2,943,143
Other Financing Sources	7,947,498	0	0	0	0	0
Subtotal	\$15,966,122	\$16,128,826	\$16,128,826	\$19,071,969	\$19,071,969	2,943,143
Fund Balance	171,508	0	0	0	0	0
Total Source of Funds	\$16,137,630	\$16,128,826	\$16,128,826	\$19,071,969	\$19,071,969	2,943,143

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

expenses, principal, and interest payable on outstanding COP. The PIC issued \$48,440,000 in COPs during FY 2015-16 to fund tenant improvements at Schilling Place and renovations at the East and West Wing Buildings on the Government Center Campus.

Budget Year Goals

In May 2017, the 2007 Refunding and Public Facilities Financing COPs will be eligible for current refunding. Depending on the rate at which the Federal Reserve raises interest rates, and how those increases in short term rates affect municipal bond rates, it appears that significant savings can be realized through refunding.

Short Term Borrowing

(Unit 8009— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	0	425,000	425,000	425,000	0	(425,000)
Subtotal	\$0	\$425,000	\$425,000	\$425,000	\$0	(425,000)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$425,000	\$425,000	\$425,000	\$0	(425,000)
Total Source of Funds	\$0	\$425,000	\$425,000	\$425,000	\$0	(425,000)

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 due to historically low interest rates, thus increasing costs for TRAN borrowings.

Prior Year Accomplishments

Due to sufficient cash in the General Fund, no Tax Revenue Anticipation Notes (TRANs) were issued during fiscal year 2015-16.

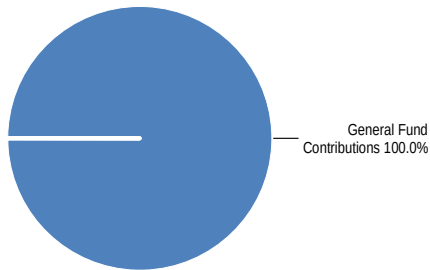
Budget Year Goals

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 prepare a TRAN for Board approval, up to the maximum legal limit, to achieve the best possible yield from the County's prospective.

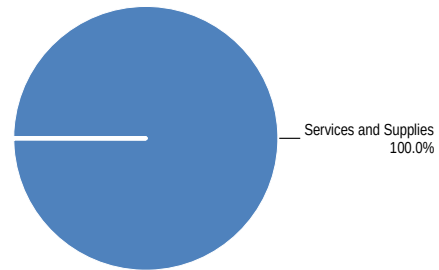
Annual Audits

(Unit 8010— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	499,234	596,550	567,910	602,472	602,472	5,922
Other Charges	(182,034)	(290,100)	(290,100)	(295,136)	(295,136)	(5,036)
Subtotal	\$317,200	\$306,450	\$277,810	\$307,336	\$307,336	886

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$317,200	\$306,450	\$277,810	\$307,336	\$307,336	886
Total Source of Funds	\$317,200	\$306,450	\$277,810	\$307,336	\$307,336	886

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 Official System of Record (as maintained by the ERP), including accounting records, financial transactions, financial reports, and any and all records associated with the finances of the County.

This unit includes funding for the Sales and Use Tax audit, State Law (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.

Continued a review and audit of Sales and Use Tax receipts for FY 2014-15.

Completed the SB 90 State Mandate claim review and filing process for FY 2014-15.

Reviewed and completed the compliance review of County's Workers' Compensation Plan and general liability claims for FY 2011-12, FY 2012-13, FY 2013-14, and FY 2014-15.

Budget Year Goals

Complete the FY 2015-16 Annual Audit and Single Audit.

Continue the review and audit of Sales and Use Tax receipts for FY 2015-16.

Complete the SB 90 State Mandate claim review and filing for FY 2015-16.

Develop and contract for audits as required by the Auditor-Controller.

Prior Year Accomplishments

Completed the FY 2014-15 Annual Audit and Single Audit with an unqualified opinion from the Independent Auditors.

Treasurer-Tax Collector

The Treasurer-Tax Collector (TTC) 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 and Superior Court fines/fees, and banking and investment services.

California Government Code Section 27000 directs that the Treasurer-Tax Collector, who is elected at large by the voters of Monterey County, also serves as a department head within the County organization. The Department of the Treasurer-Tax Collector includes 46 staff members dedicated to performing the duties of the three divisional units: Property Tax, Revenue Division, and Treasury.

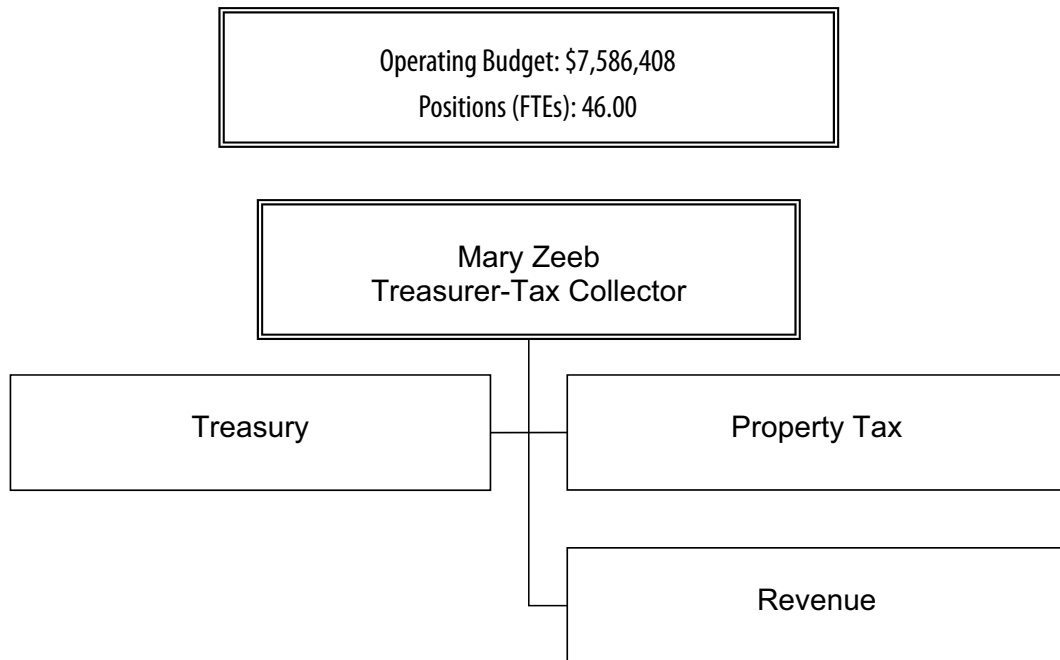
As mandated by State law and County ordinance, the Treasurer-Tax Collector (TTC) directs that funds for governmental agencies within the County be deposited and safely kept by the County Treasurer. In this capacity, the TTC serves as the ex-officio Treasurer of Monterey County's school districts, various special districts, and performs general banking services for the County and depository agencies. A critical role entrusted to the Treasurer by the citizens of Monterey County is the safeguarding and prudent investment of monies deposited, but not immediately needed by these agencies. In fulfillment of this role, the TTC also manages a pooled portfolio that provides for the safety and liquidity of all cash assets.

The Department of the TTC conducts the collections of all County property taxes and transient occupancy taxes (TOT) through its Property Tax Division. Primary responsibilities of this function include: 1) all activities related to the administration of the billing, collection, and accounting for all real and taxable personal property; and 2) enforcement of the County's TOT Ordinance, including ongoing identification and registration of hotel, motel, and other short-term rental (less than 30 days) operators in the unincorporated areas of the County, and all related activities for the collection of TOT revenue. TTC Property Tax and TOT collection activities provide for the County's largest portions of discretionary General Fund revenue.

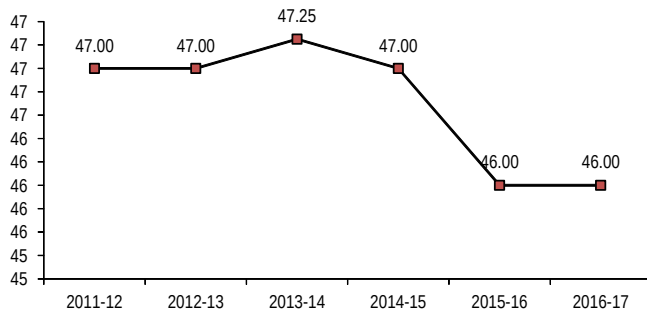
The Revenue Division maintains in-house collection services for various operating departments that charge for their services. County departments served vary, and may include: Health, Probation, Public Defender, Sheriff, and Social Services. Through agreement with the local Superior Court of California, the bulk of the Division's activities involve the billing and collection of court-ordered fines and fees.

The Treasurer-Tax Collector actively addresses and incorporates into its everyday business practices the Board of Supervisors' strategic initiatives to: 1) Add to the economic vitality of the County through efforts to continuously improve the efficient and cost-effective collections of all property taxes, and to maximize opportunities to enforce the County's TOT ordinance through activities that identify and register all visitor-serving hotel, motel and other short-term rental operators in the unincorporated County to achieve annual increases in the collections of TOT revenue; and 2) Promote an organization that practices efficient and effective resource management, and is recognized for responsiveness, strong customer orientation, accountability and transparency. The departmental culture includes a commitment to the ongoing evaluation of operational functions in a continuous effort to improve service delivery, increase revenue, minimize the cost of collections to every extent possible, and deliver excellent customer services.

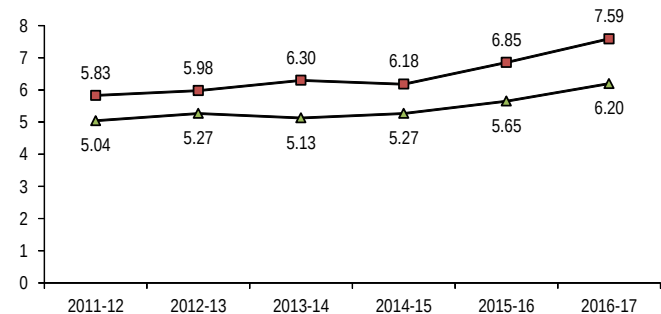




Staffing Trends



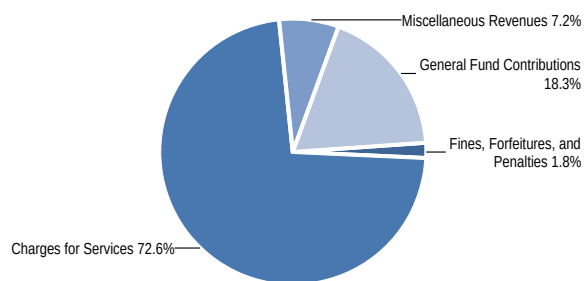
Expenditure/Revenue History (in millions)



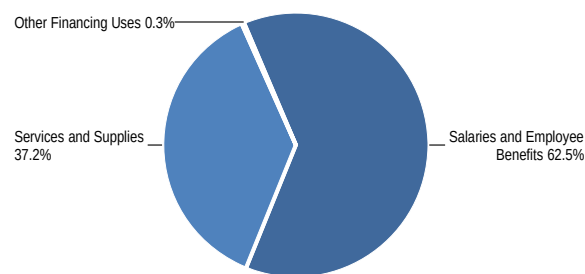
The Department tracks key performance measures to monitor the success and effectiveness of departmental activities and professional services relevant to Treasury banking and investment services, the collection of property and transient occupancy (TOT) taxes by the Tax Division, and Court ordered fines, fees, and restitution collected through the collections program.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of invested portfolio maintaining a weighted average maturity (WAM) of two years or less. Target = 100%	100%	100%	100%
Percent of reporting period quarterly portfolio yield exceeding average of industry benchmarks. Target = 95%	100%	75%	100%
Percent of secured property taxes collected. Target = 97%	99.1%	99.1%	56.9%
Percent of unsecured property taxes collected. Target = 96%	98.7%	98.6%	96.8%
Percent of customers who rate services received as excellent. Target = 90%	96%	95.4%	99%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,203,162	4,839,966	4,377,475	5,124,974	5,111,059	271,093
Services and Supplies	2,528,710	2,826,114	2,943,301	3,045,536	3,042,306	216,192
Other Charges	(626,606)	(594,326)	(541,378)	(590,080)	(590,080)	4,246
Other Financing Uses	72,603	72,603	72,603	23,123	23,123	(49,480)
Subtotal	\$6,177,869	\$7,144,357	\$6,852,001	\$7,603,553	\$7,586,408	442,051

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	140	300	140	140	140	(160)
Licenses, Permits, and Franchises	110	110	110	110	110	0
Fines, Forfeitures, and Penalties	163,327	119,500	139,500	139,500	139,500	20,000
Revenue from Use of Money & Property	158	0	0	0	0	0
Intergovernmental Revenues	75,054	0	0	0	0	0
Charges for Services	4,614,163	5,086,509	4,962,328	5,508,944	5,508,944	422,435
Miscellaneous Revenues	415,623	547,250	547,450	547,250	547,250	0
Subtotal	\$5,268,574	\$5,753,669	\$5,649,528	\$6,195,944	\$6,195,944	442,275
General Fund Contributions	\$909,295	\$1,390,688	\$1,202,473	\$1,407,609	\$1,390,464	(224)
Total Source of Funds	\$6,177,869	\$7,144,357	\$6,852,001	\$7,603,553	\$7,586,408	442,051

Summary of Recommendation

The Recommended Budget for Fiscal Year (FY) 2016-17 for the Treasurer-Tax Collector's (TTC) includes appropriations of \$7,586,408, reflecting an increase of \$442,051 (5.8%). To maintain current service levels, salaries and benefits costs total \$5,111,059, increasing by \$271,093 (5.3%). Services and supplies expenditures total \$3,042,306, increasing by \$216,192 (7.65%). Increased expenditures are largely the result of non-discretionary cost changes in Public Employees' Retirement System (PERS) retirement, workers' compensation, healthcare insurance, and internal technology/systems charges, including capital improvement costs distributed to all departments based on total allocated positions. These four cost areas collectively account for over 70% of the TTC's increased funding requirements in the pending year.

The Recommended Budget includes estimated revenues totaling \$6,195,944, increasing by \$442,275 (7.7%). The level of revenue assumes the estimated maximum allowable cost recovery for services.

Budget Impacts

The Treasurer Tax Collector expects to maintain current service levels despite increases in non-discretionary costs and internal service charges. Though a number of the TTC's functions are supported by cost recovery through the services provided, the TTC continues to work diligently to offset annually escalating charges through careful monitoring of actual expenditures throughout the course of the fiscal year, in an effort to minimize additional cost impacts to other public agencies that rely on departmental services.

Prior Year Accomplishments

The TTC's staff maintained the Department's continual efforts to identify and implement opportunities for increasing efficiencies and streamlining processes, maximizing internal resources and minimizing the use of appropriations.

Cross-training is a critical component of the Department's ongoing succession planning and continuity of operations. The TTC's management continued to actively engage in the development and maintenance of a high-quality team of professional staff at all levels

of the organization, encouraging participation in professional development and motivational opportunities, with a focus on succession planning for the Department and the County organization.

The TTC successfully completed in-house, customized training sessions for all departmental staff, motivating and strengthening team efforts, and improving communication and problem-solving between employees, management, teams, and the Department as a whole.

The Department continued efforts to manage workload by cross-training staff on inter- and intra-divisional critical functions as part of its strategy for maintaining business continuity and service delivery during fluctuations in resources and staffing.

The TTC initiated migration of departmental operations to the Office 365 environment, beginning with the effective transition of the Microsoft Outlook functions.

The Department completed upgrades to desktop computers for the Tax division, and approximately half of the staff in the Revenue division, as part of the Department's ongoing initiative for ensuring data protection and continuity of operations.

The TTC's systems and Information Technology staff successfully implemented additional disc back-up capacity to improve and maintain departmental data integrity and security.

Systems staff successfully virtualized business-critical internal systems, including Columbia Ultimate Systems (CUBS) for Revenue collections data, Megabyte for Tax collections requirements, Ecliptics to facilitate data extraction for collections activities, and share servers, to improve and enhance disaster recovery processes.

The Revenue and Tax Divisions, in collaboration with the County Administrative Office Intergovernmental and Legislative Affairs (IGLA) office, successfully completed process mapping for Mobile Home Tax Clearance requirements, improving multi-team communication, streamlining tasks, and increasing operational efficiency.

The Department completed upgrades to desktop computers for the Tax Division, and approximately half of the staff in the Revenue division, as part of the Department's ongoing initiative for ensuring data protection and continuity of operations.

Additional "Accomplishments" specific to each of the TTC's operational divisions are included in individual division narratives.

Budget Year Goals

Review departmental performance measures with division managers, and revise as necessary to assure continuing relevance to core functions and responsibilities of the Department and individual divisions.

Continue to increase efficiencies as opportunities arise, 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 Phase II implementation and trouble-shooting banking service contracts to maintain a strategic redundancy in banking operations and increase efficiency and security of operations.

Continue testing and implementation of remaining Office 365 functions throughout the TTC's operational units.

Implement the Countywide 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.

Upgrade CUBS application hardware to ensure the integrity of the Revenue division billing and collections operations.

Implement enhanced software/systems solution to improve the department's ability to meet its mandate for enforcing the County's Transient Occupancy Tax (TOT) Ordinance, maximizing capabilities to identify visitor-serving operations in unincorporated areas of Monterey County, and increasing collections of TOT revenue.

Install eight additional TracNet licenses to Account Clerk work stations to replace information access previously available through the Criminal Justice Information System (CJIS).

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Property Tax (TRE001)	1,743,609	2,028,448	2,030,007	2,175,044	2,171,709	143,261	001	1170_8263
Revenue (TRE001)	3,357,135	3,793,185	3,395,582	3,925,759	3,917,441	124,256	001	1170_8264
Treasury (TRE001)	1,077,125	1,322,724	1,426,412	1,502,750	1,497,258	174,534	001	1170_8266
Subtotal	\$6,177,869	\$7,144,357	\$6,852,001	\$7,603,553	\$7,586,408	442,051		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Property Tax	1,743,609	2,028,448	2,030,007	2,175,044	2,171,709	143,261
Revenue	3,357,135	3,793,185	3,395,582	3,925,759	3,917,441	124,256
Treasury	1,077,125	1,322,724	1,426,412	1,502,750	1,497,258	174,534
Subtotal	\$6,177,869	\$7,144,357	\$6,852,001	\$7,603,553	\$7,586,408	442,051

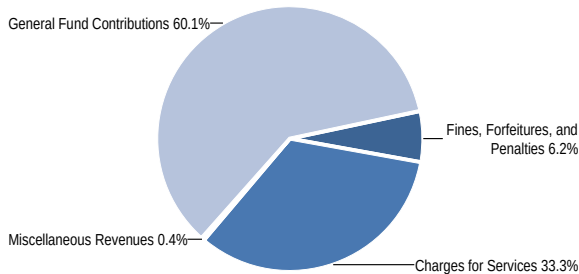
Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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
14C45	TREASURY MANAGER	0.00	1.00	1.00	0.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
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	0.00	0.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	2.00	1.00	1.00	0.00
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
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	9.00	9.00	9.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
Total		47.00	46.00	46.00	0.00

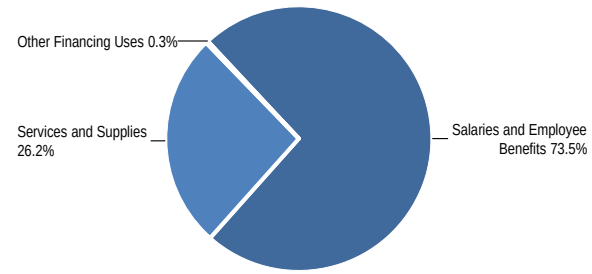
Property Tax

(Unit 8263— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,668,418	1,832,905	1,786,079	1,944,599	1,942,718	109,813
Services and Supplies	515,107	656,448	656,275	693,263	691,809	35,361
Other Charges	(463,149)	(484,138)	(435,580)	(470,217)	(470,217)	13,921
Other Financing Uses	23,233	23,233	23,233	7,399	7,399	(15,834)
Subtotal	\$1,743,609	\$2,028,448	\$2,030,007	\$2,175,044	\$2,171,709	143,261

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	140	300	140	140	140	(160)
Licenses, Permits, and Franchises	110	110	110	110	110	0
Fines, Forfeitures, and Penalties	154,472	114,000	134,000	134,000	134,000	20,000
Charges for Services	702,260	523,500	723,800	723,800	723,800	200,300
Miscellaneous Revenues	7,997	8,000	8,200	8,000	8,000	0
Subtotal	\$864,979	\$645,910	\$866,250	\$866,050	\$866,050	220,140
General Fund Contributions	\$878,629	\$1,382,538	\$1,163,757	\$1,308,994	\$1,305,659	(76,879)
Total Source of Funds	\$1,743,609	\$2,028,448	\$2,030,007	\$2,175,044	\$2,171,709	143,261

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.

The Property Tax Division is heavily reliant on GFC to effectively collect property taxes for all jurisdictions, and TOT from the unincorporated County areas.

Prior Year Accomplishments

The Tax Division began analysis of its TOT registration and collections activities to enhance and improve processes and access for research, reporting, registration and tracking of County hotel, motel, and other short-term rental operators. This action will improve the Department's ability to meet its mandate for enforcing

the County's TOT Ordinance by improving capabilities to identify visitor-serving operations in unincorporated areas of Monterey County, maximizing TOT revenue to the General Fund.

Working with systems staff, the Tax Division successfully upgraded the Megabyte system web payment server to ensure security of data.

The Tax Division successfully initiated and completed a collaborative process with the County Administrative Office, Intergovernmental and Legislative Affairs Division (CAO-IGLA) on project mapping the Mobile Home Tax Clearance process, identifying process elements to streamline workflow, and improving internal understanding and communication.

Budget Year Goals

Finalize efforts to implement an appropriate software system for migration of TOT data to more adequately capture operator

information, facilitate online customer access services, and improve/increase collections of TOT revenue.

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.

Coordinating with departmental management, review and update division performance measures to assure they remain relevant to the core services of the Property Tax Division, the TTC, and the County.

Recommended 2016-17 Positions

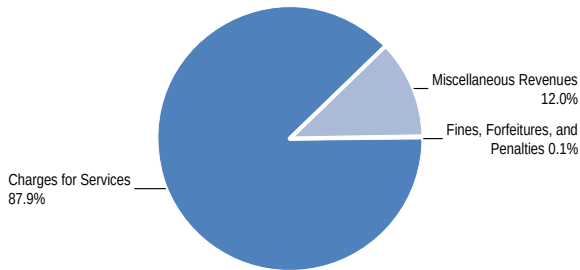
Classification Code	Classification Label	Recommended Budget 2016-2017
10B06	TREASURER-TAX COLLECTOR	1.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	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

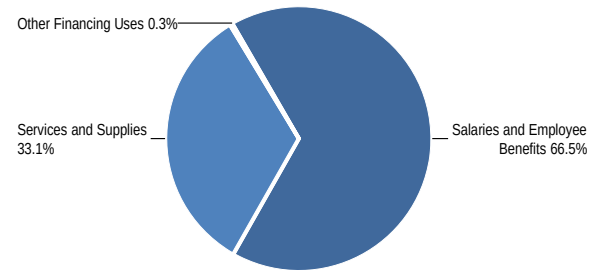
Revenue

(Unit 8264— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,232,836	2,540,328	2,147,834	2,693,194	2,686,336	146,008
Services and Supplies	1,243,563	1,321,661	1,312,162	1,339,248	1,337,788	16,127
Other Charges	(160,648)	(110,188)	(105,798)	(119,863)	(119,863)	(9,675)
Other Financing Uses	41,384	41,384	41,384	13,180	13,180	(28,204)
Subtotal	\$3,357,135	\$3,793,185	\$3,395,582	\$3,925,759	\$3,917,441	124,256

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	8,855	5,500	5,500	5,500	5,500	0
Revenue from Use of Money & Property	158	0	0	0	0	0
Intergovernmental Revenues	75,054	0	0	0	0	0
Charges for Services	3,147,004	3,797,362	3,392,323	3,925,419	3,925,419	128,057
Miscellaneous Revenues	403,234	534,750	534,750	534,750	534,750	0
Subtotal	\$3,634,304	\$4,337,612	\$3,932,573	\$4,465,669	\$4,465,669	128,057
General Fund Contributions	(\$277,168)	(\$544,427)	(\$536,991)	(\$539,910)	(\$548,228)	(3,801)
Total Source of Funds	\$3,357,135	\$3,793,185	\$3,395,582	\$3,925,759	\$3,917,441	124,256

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. Major departments served by the Revenue Division in FY 2014-15 include: 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 the Court 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.

Prior Year Accomplishments

The Revenue Division successfully implemented the State of California's 18-month Traffic Amnesty Program, effective October 1, 2015. As an unplanned and unfunded mandate from the State, this program has significantly impacted revenue collections that provide offsetting revenue for related costs. Through close cooperation and coordination between the TTC's finance and operations teams, the program has been absorbed into daily operations and is running smoothly.

Management in the Revenue Division continued prior year activities related to acquiring additional TracNet licenses to replace access to criminal information formerly available through the Criminal Justice Information System (CJIS). This information is critical to the successful collection of delinquent court fines and fees. Since FY 2014-15, the Division has recovered data access on 11 workstations. Prior to the Sheriff's migration to TracNet, the Revenue Division had access to data through 24 workstations. The

FY 2016-17 requested budget includes funding to purchase eight additional TracNet licenses.

The Revenue Division initiated a collaborative process with the CAO-IGLA division on project mapping the Traffic and Criminal dispute process, and a new, automated Bankruptcy process.

The division worked with Systems staff to successfully upgrade the server for the Columbia Ultimate Business System (CUBS), critical to operations for the collection of delinquent criminal and traffic fines and fees.

Management and staff continued to cross-train staff on individual division processes to ensure that department-wide efficiency goals are met.

Budget Year Goals

Install eight additional TracNet licenses to Account Clerk work stations to replace information access previously available through CJIS.

Maintain goal to increase the average dollars collected per Revenue Officer II by 5% and total collections by 2%.

Decrease cost of collections by at least 1 basis point.

Continue efforts to improve internal processes and court automated collection interfaces by implementing software upgrades and custom programming where feasible.

Finalize installation and training for the Visual Data Mining (VDM) reporting tool.

Process a request for Board approval of annual "discharge of accountability" on uncollectible delinquent cases that have

reflected no payment activities for at least ten years, per the Administration of the Court (AOC) Judicial Council guidelines and Government Code section 25259.

Identify, evaluate and implement an alternate solution to replace the predictive dialer and interactive voice response system.

Continue efforts to increase collection accounts worked per Revenue Officer to 38,500 per year.

Coordinating with departmental management, review and update Division performance measures to assure they remain relevant to the core services of the Revenue Division, the TTC, and the County.

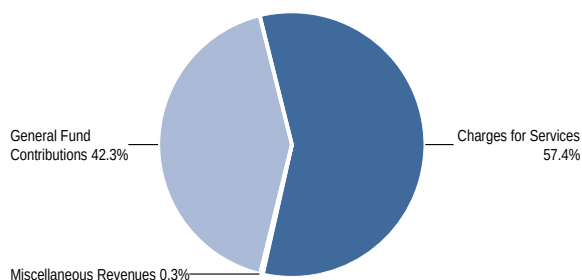
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

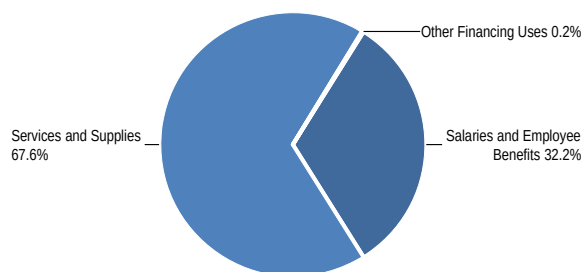
Treasury

(Unit 8266— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	301,908	466,733	443,562	487,181	482,005	15,272
Services and Supplies	770,040	848,005	974,864	1,013,025	1,012,709	164,704
Other Charges	(2,809)	0	0	0	0	0
Other Financing Uses	7,986	7,986	7,986	2,544	2,544	(5,442)
Subtotal	\$1,077,125	\$1,322,724	\$1,426,412	\$1,502,750	\$1,497,258	174,534

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	764,899	765,647	846,205	859,725	859,725	94,078
Miscellaneous Revenues	4,392	4,500	4,500	4,500	4,500	0
Subtotal	\$769,291	\$770,147	\$850,705	\$864,225	\$864,225	94,078
General Fund Contributions	\$307,834	\$552,577	\$575,707	\$638,525	\$633,033	80,456
Total Source of Funds	\$1,077,125	\$1,322,724	\$1,426,412	\$1,502,750	\$1,497,258	174,534

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 monies deposited, but not immediately needed, by managing a pooled portfolio that provides for the safety and liquidity of all cash assets.

Prior Year Accomplishments

The Treasury Division successfully managed post-implementation of new banking service contracts. This implementation provided redundancy in banking operations, improving efficiency and security of operations.

Initiated steps toward implementation of new Countywide merchant card services for cardholder present and cardholder not

present (online) payments. Final implementation will provide an enterprise solution for insuring payment card industry (PCI) data security compliance and security of operations.

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 average 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.

Budget Year Goals

Finalize the contracts for credit card and banking services, coordinate the movement and centralization of all banking and credit card services within the Office of the TTC, and work

collaboratively with other departments to meet their processing needs.

Manage the implementation of new merchant card services (cardholder present/cardholder not present) providing an enterprise solution insuring PCI compliance, security of operations, and ongoing centralized management. Final implementation will provide an enterprise solution for insuring payment card industry (PCI) data security compliance and security of operations.

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.

Coordinating with departmental management, review and update Division performance measures to assure they remain relevant to the core services of the TTC, and the County.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C45	TREASURY MANAGER	1.00
20B41	TREASURY OFFICER II	3.00
Total		4.00



This page intentionally left blank.

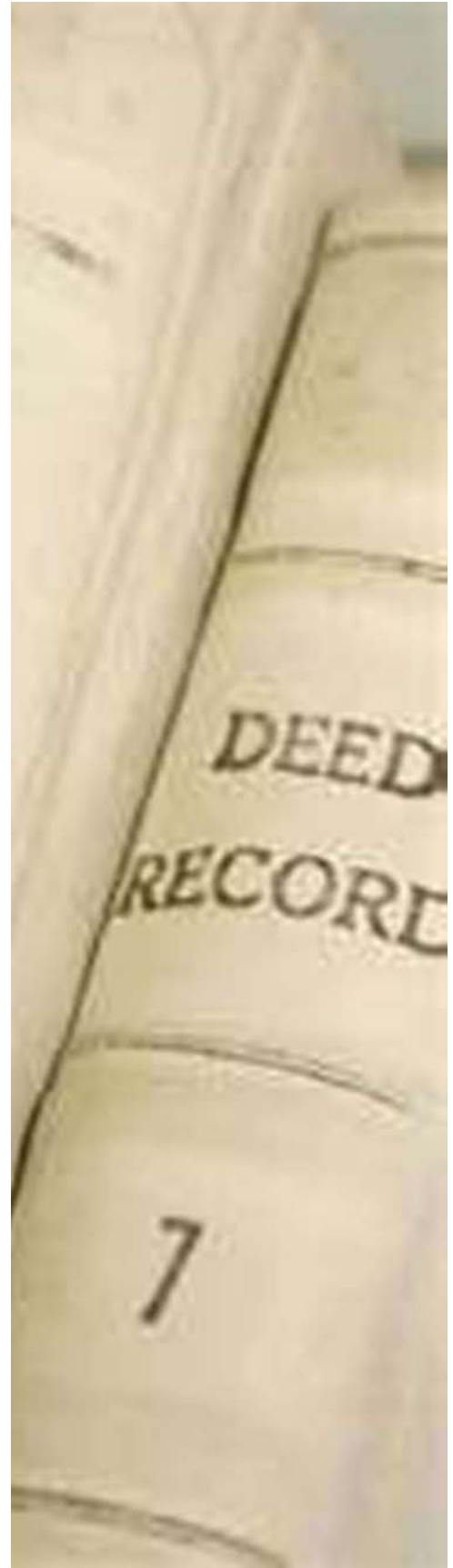
Assessor-County Clerk-Recorder

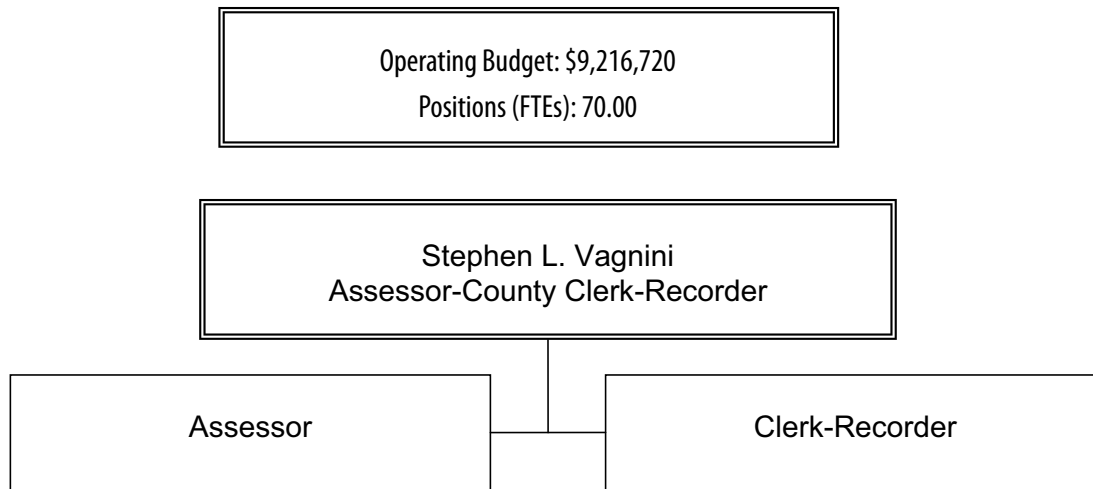
The Assessor County Clerk-Recorder is an elected position. The Assessor's office establishes the values on all property in Monterey County and applies all legal exemptions to qualifying properties. The current assessed value is in excess of \$56.5 billion, generating over \$565 million for local governmental agencies and schools.

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.

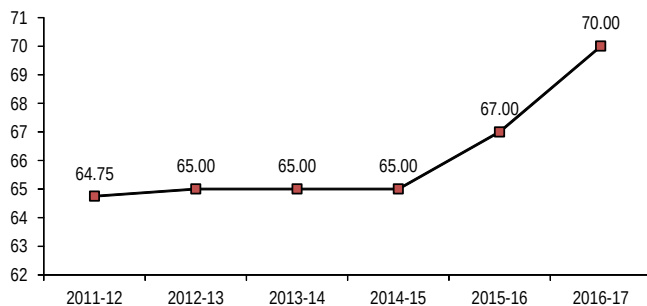
Strategic initiatives that the Assessor-County Clerk-Recorder actively addresses: Streamline County operations for greater accountability and efficiency of service delivery and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional 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 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.

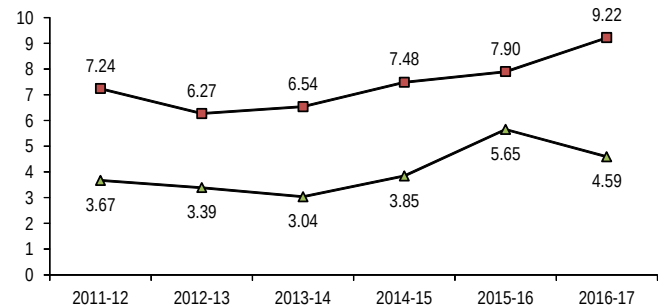




Staffing Trends



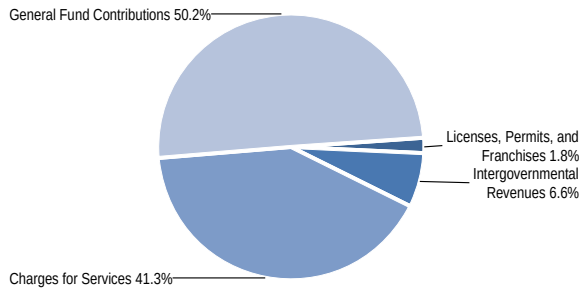
Expenditure/Revenue History (in millions)



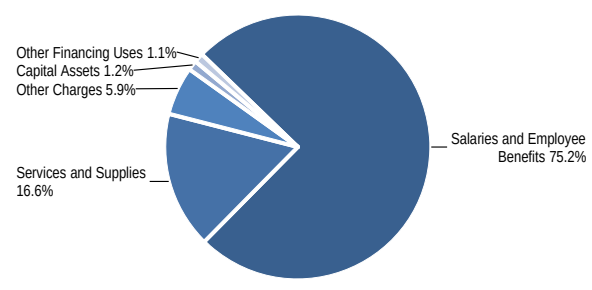
The goal of the Assessor-County Clerk-Recorder is to streamline operations for greater accountability, efficient service delivery, and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
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.	29%	55%	67%
Percent of Exemption forms processed within 7 days.	100%	100%	100%
Percent of Assessment Appeals reconciled within 18 months of receipt.	95%	78%	75%
Percent of customers rating customer service as excellent.	97%	95%	98%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,618,704	6,296,266	6,319,151	7,037,888	6,928,309	632,043
Services and Supplies	1,828,200	1,386,190	1,405,236	1,552,547	1,531,737	145,547
Other Charges	(112,053)	(119,129)	(123,868)	542,616	542,616	661,745
Capital Assets	45,689	120,000	193,350	110,000	110,000	(10,000)
Other Financing Uses	104,058	104,058	104,058	104,058	104,058	0
Subtotal	\$7,484,598	\$7,787,385	\$7,897,927	\$9,347,109	\$9,216,720	1,429,335

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	143,769	150,000	162,192	170,000	170,000	20,000
Intergovernmental Revenues	39,458	482,234	482,234	608,366	608,366	126,132
Charges for Services	3,660,830	3,257,760	3,356,110	3,809,029	3,809,029	551,269
Miscellaneous Revenues	1,099	5,000	5,000	5,000	5,000	0
Subtotal	\$3,845,156	\$3,894,994	\$4,005,536	\$4,592,395	\$4,592,395	697,401
General Fund Contributions	\$3,639,442	\$3,892,391	\$3,892,391	\$4,754,714	\$4,624,325	731,934
Total Source of Funds	\$7,484,598	\$7,787,385	\$7,897,927	\$9,347,109	\$9,216,720	1,429,335

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget for the Assessor-County Clerk-Recorder's Office includes total appropriations of \$9,216,720, representing a \$1,429,335 increase from the FY 2015-16 Adopted Budget. Appropriations for Salaries and Benefits increased by \$632,043, mostly attributed to higher costs for employee benefits. Services and Supplies increased by \$145,547, primarily due to Enterprise Resource Planning (ERP) upgrade charges. In addition, the Recommended Budget reflects the increased charges of \$668,139 as part of the Auditor-Controllers' new indirect charge back program.

Revenues are estimated at \$4,592,395, an increase of \$697,401 from the FY 2015-16 Adopted Budget. The increase is due to a \$551,269 increase in Charges for Services, \$126,132 increase in Intergovernmental Revenues, and a \$20,000 increase in Licenses.

The FY 2016-17 General Fund Contributions (GFC) of \$4,624,325 represents an increase of \$731,934 from the FY 2015-16 Adopted Budget, primarily reflecting the indirect cost changes, as well as an augmentation of \$101,382 to restore an Appraiser II position.

Budget Impacts

The FY 2016-17 Recommended Budget provides the basic resources to maintain FY 2015-16 service levels in the Assessor-County Clerk-Recorder's Office. Workload on staff has seen a continual increase as appeals and more Proposition 8 reviews are requested.

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 15,000 properties will receive Proposition 8 reductions this year, a decline of over 5,000. Assessment Appeals, although still at a higher than normal level, declined significantly in FY 2015-16. The Assessor's Office will review all Proposition 8 reductions on an annual basis until base year values have been restored.

During the FY 2016-17 budget development process, the Assessor's Office requested funding to restore two Appraiser II positions in

the amount of \$202,764. The Recommended Budget restores both of the Appraiser II positions and provides increased funds of \$101,382 to support one position.

Prior Year Accomplishments

See each unit section for Prior Year Accomplishments.

Budget Year Goals

See each unit section for Budget Year Goals.

Pending Issues

The Department is currently participating in the State-County Assessors' Partnership Program, a three year pilot program to support County property assessment efforts. The success of the program shall be determined by the Department's ability to capture property tax revenues for local K-14 schools and offices of education that might otherwise escape recognition and collection. The Department seeks continued support in the required dollar-to-dollar match of the annual \$200,000 grant awarded.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Assessor (ACR001)	5,003,244	5,684,771	5,635,500	6,453,928	6,342,411	657,640	001	1180_8003
Clerk/Recorder (ACR002)	2,481,354	2,102,614	2,262,427	2,893,181	2,874,309	771,695	001	1180_8004
Subtotal	\$7,484,598	\$7,787,385	\$7,897,927	\$9,347,109	\$9,216,720	1,429,335		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Assessor	5,003,244	5,684,771	5,635,500	6,453,928	6,342,411	657,640
Clerk/Recorder	2,481,354	2,102,614	2,262,427	2,893,181	2,874,309	771,695
Subtotal	\$7,484,598	\$7,787,385	\$7,897,927	\$9,347,109	\$9,216,720	1,429,335

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
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
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	0.00	1.00	1.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
28A21	APPRAISER II	11.00	15.00	15.00	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
43F21	MAP DRAFTING TECHNICIAN	0.00	1.00	1.00	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	0.00	1.00	0.00	-1.00
80A96	SECRETARY-CONFIDENTIAL	1.00	0.00	0.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	8.00	6.00	7.00	1.00
80E22	OFFICE ASSISTANT III	7.00	6.00	6.00	0.00
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
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
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	67.00	70.00	3.00

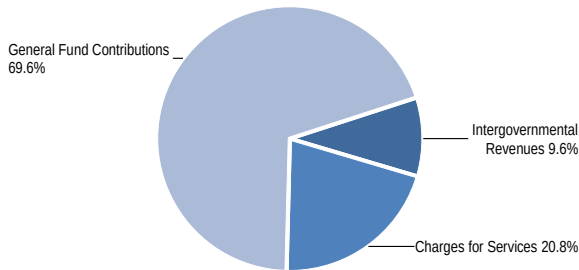
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1180	AUG1_1180_8003_001	Appraiser II	Base Level Maintenance	101,382	1.00	101,382	1.00
Grand Total				101,382	1.00	101,382	1.00

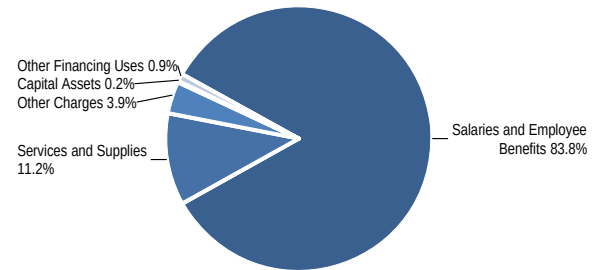
Assessor

(Unit 8003— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,438,847	5,078,290	5,037,628	5,425,189	5,317,053	238,763
Services and Supplies	606,390	646,064	642,194	712,455	709,074	63,010
Other Charges	(111,903)	(119,129)	(123,868)	246,738	246,738	365,867
Capital Assets	10,365	20,000	20,000	10,000	10,000	(10,000)
Other Financing Uses	59,546	59,546	59,546	59,546	59,546	0
Subtotal	\$5,003,244	\$5,684,771	\$5,635,500	\$6,453,928	\$6,342,411	657,640

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	39,458	482,234	482,234	608,366	608,366	126,132
Charges for Services	1,087,094	1,245,000	1,245,000	1,319,600	1,319,600	74,600
Miscellaneous Revenues	45	0	0	0	0	0
Subtotal	\$1,126,596	\$1,727,234	\$1,727,234	\$1,927,966	\$1,927,966	200,732
General Fund Contributions	\$3,876,648	\$3,957,537	\$3,908,266	\$4,525,962	\$4,414,445	456,908
Total Source of Funds	\$5,003,244	\$5,684,771	\$5,635,500	\$6,453,928	\$6,342,411	657,640

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 approximately 70% of the County's discretionary funds.

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.

In FY 2015-16, the Assessor's Office had over 15,000 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. However the workload for staff continues to increase as appeals and Proposition 8 reviews require greater analysis. The remainder of the Assessor's workload and the basis for the majority of increases of assessed valuations are due to 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.

Prior Year Accomplishments

In FY 2015-16 the combined efforts of the staff in the County of Monterey Assessor's Office produced an assessment roll of \$56.5 million for local governmental agencies and schools. A total of 160,000 secured, unsecured, and supplemental tax bills were generated in FY 2015-16. The County's share of property tax

revenues for FY 2014-15 was \$135 million accounting for approximately 70% of the overall discretionary revenue.

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 upgraded departmental application servers and software.

A disaster recovery plan utilizing virtualized servers has been implemented. This technology enables replication and automatic fall-over of file sharing and SQL application servers in case of hardware failure. The Office has implanted two layers, an initial failure would cause a backup server to "unpack" the virtualized servers and provide services within 5 minutes. Failure of the server room where the primary and backup servers reside would prompt fall-over to a server that has been installed at the Water Recourses Agency (WRA), again automatically providing services in less than 5 minutes. The final implementation step will be replicating the virtual servers to another county in California at least 200 miles away, to be utilized in case of significant local infrastructure failure.

In addition to completing the 2015 assessment roll, with a net assessed value of over \$56.5 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 15,000 properties were given Prop 8 reductions in FY 2015-16.

The Assessor's Office completed a successful second year participation in the three year pilot State-County Assessors' Partnership Program in which it was awarded a \$200,000 annual grant from the State to hire additional Appraisers to support efforts to assess otherwise escaped valuation and help offset the State's General Fund obligation to local K-14 schools and offices of education.

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.

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.

Budget Year Goals

The Assessor's primary goal for FY 2016-17 is to continue to provide the highest level of public service. The Assessor will ensure that all taxpayers and property owners are treated fairly, equally and with respect. Through technological advances the Assessor's Office will continue to make this information more

readily available to the public while also respecting property owner's privacy rights.

Additional FY 2016-17 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 Geographic Information System (GIS) collaborative effort resulting in a product that will be beneficial to government agencies and the public at large.

Implement a discovery program looking for unpermitted construction through the use of GIS aerial imagery.

Increase discovery efforts of unpermitted construction and new construction with the additional appraisers hired through the State-County Assessors' Partnership Program and therefore, increasing the tax roll and County contributions to local schools.

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 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	15.00
28A22	APPRAISER III	5.00
28A80	SUPERVISING APPRAISER	2.00
28B21	AUDITOR-APPRAISER II	4.00
28B22	AUDITOR-APPRAISER III	1.00
43F21	MAP DRAFTING TECHNICIAN	1.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00

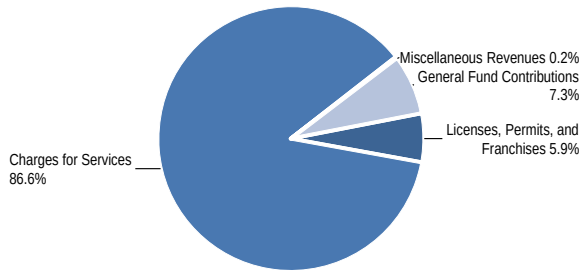
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
80A33	ADMINISTRATIVE SECRETARY	1.00
80E21	OFFICE ASSISTANT II	5.00
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		53.00

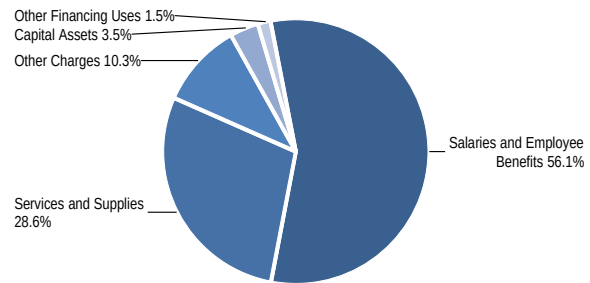
Clerk/Recorder

(Unit 8004— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,179,857	1,217,976	1,281,523	1,612,699	1,611,256	393,280
Services and Supplies	1,221,810	740,126	763,042	840,092	822,663	82,537
Other Charges	(150)	0	0	295,878	295,878	295,878
Capital Assets	35,325	100,000	173,350	100,000	100,000	0
Other Financing Uses	44,512	44,512	44,512	44,512	44,512	0
Subtotal	\$2,481,354	\$2,102,614	\$2,262,427	\$2,893,181	\$2,874,309	771,695

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	143,769	150,000	162,192	170,000	170,000	20,000
Charges for Services	2,573,737	2,012,760	2,111,110	2,489,429	2,489,429	476,669
Miscellaneous Revenues	1,054	5,000	5,000	5,000	5,000	0
Subtotal	\$2,718,560	\$2,167,760	\$2,278,302	\$2,664,429	\$2,664,429	496,669
General Fund Contributions	(\$237,206)	(\$65,146)	(\$15,875)	\$228,752	\$209,880	275,026
Total Source of Funds	\$2,481,354	\$2,102,614	\$2,262,427	\$2,893,181	\$2,874,309	771,695

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 2015-16, the County Recorder's Office completed the back-

file redaction of real property documents dating back to 1992. Back-file redaction is now complete for all recorded documents from April 1, 1992 through December 31, 2008.

The Recorder's Office continued to expand electronic recording with a continued increase in agents and submitters participating in e-recording. In FY 2015-16, the Recorder's electronic recordings have increased to 57% of all recorded documents and the Office looks forward to future growth.

In addition to a Marriage License Kiosk, the County Clerk's Office implemented a Fictitious Business Name Kiosk. The public will have the option of completing Fictitious Business Name applications electronically in the Office or on the internet outside of the Office. This should 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, supervisors, and staff.

Budget Year Goals

The Recorder's Office will continue to promote electronic recording in the local and national level. 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 with its internal conversion of paper vital record certificates into electronic images.

The Recorder's Office will continue its preservation project of all real property, vital record, and map books.

The County Clerk-Recorder's Office will continue to pursue upgrading its current recording, filing, cashiering system to a web-

based system to assist in its efforts of providing modern and efficient services to taxpayers.

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 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	PHOTOCOPYIST	2.00
14G02	MANAGEMENT ANALYST I	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00
Total		17.00

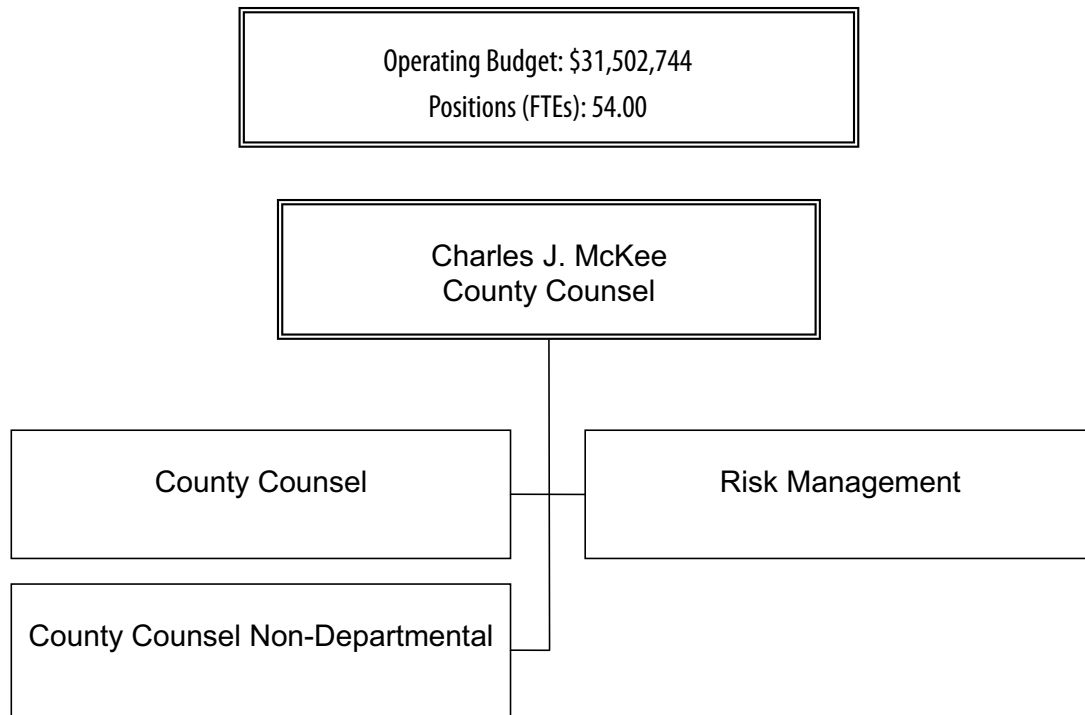
County Counsel

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, as well as liaison and support to the Grand Jury. 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.

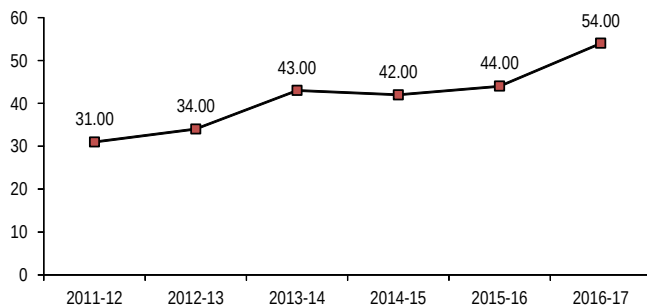
The primary goal of the Office of the County Counsel is to provide services with the highest degree of competence and integrity in a timely and responsive manner in order to enable the Board of Supervisors, County officials, and outside agencies to effectively carry out their functions and achieve their 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 with the assistance of counsel also negotiates, places excess insurance, manages and directs general liability and workers' compensation claims, and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

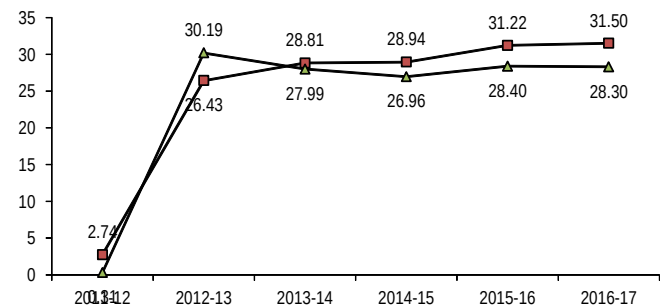




Staffing Trends



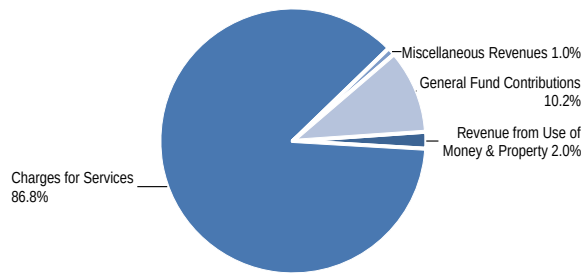
Expenditure/Revenue History (in millions)



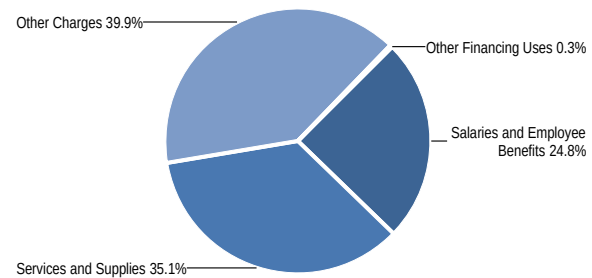
County Counsel provides legal advice to the Board of Supervisors and County departments, commissions, and agencies on issues of law or public policy. County Counsel is the legal advisor and primary litigator for the County and through its Risk Division manages general liability programs, develops safety programs, conducts accident and complaint investigations and coordinates the provisions of Workers' Compensation.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Annual Performance Appraisals completed for staff. Target = 100%	100%	78%	52%
Percent of mandatory IT & Sexual Harassment Prevention trainings completed by staff. Target = 100%	N/A	73%	90%
Percent of new and returning assignments to complete assignments within cycle of two weeks. Target = 90%	2,626 90%	2,711 89%	1,552 85%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,952,692	7,155,734	6,863,797	7,849,204	7,799,659	643,925
Services and Supplies	7,992,073	11,377,509	12,398,084	11,528,161	11,053,970	(323,539)
Other Charges	14,287,530	14,635,874	11,871,079	15,508,757	12,564,757	(2,071,117)
Capital Assets	8,250	0	0	0	0	0
Other Financing Uses	703,494	84,358	84,358	84,358	84,358	0
Subtotal	\$28,944,039	\$33,253,475	\$31,217,318	\$34,970,480	\$31,502,744	(1,750,731)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	588,766	491,432	728,839	642,997	642,997	151,565
Intergovernmental Revenues	15,713	0	0	0	0	0
Charges for Services	25,539,652	27,442,375	27,377,263	30,297,727	27,353,727	(88,648)
Miscellaneous Revenues	820,653	300,000	288,922	300,000	300,000	0
Subtotal	\$26,964,784	\$28,233,807	\$28,395,024	\$31,240,724	\$28,296,724	62,917
Fund Balance	(2,741,974)	0	(4,482,756)	0	0	0
General Fund Contributions	\$4,721,230	\$5,019,668	\$7,305,050	\$3,729,756	\$3,206,020	(1,813,648)
Total Source of Funds	\$28,944,039	\$33,253,475	\$31,217,318	\$34,970,480	\$31,502,744	(1,750,731)

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget for the Office of the County Counsel is \$31,502,744, a decrease of \$1,750,731 from the FY 2015-16 Adopted Budget. Costs for salaries and benefits grew by \$643,925 due to cost increases for employee health insurance and pension benefits, as well as salary step advances. The Recommended Budget also reflects a Cost Allocation Plan credit of \$1,762,118 resulting from accounting changes as part of the Auditor-Controller's new indirect charge back program.

Budget Impacts

Historically, the Department experienced budget surpluses, however, the last couple of years have been challenging due to increases in salaries, pension benefits and healthcare costs. Rising non-discretionary costs have also impacted the Department with increases in costs for Information Technology Infrastructure Replacement and the Enterprise Resource Planning (ERP) Upgrade. These increases have eroded the Department's operational flexibility.

Due to the various cost increases, the Department had to reduce staffing by six positions to balance its budget. The Recommended Budget restores four of the positions, including three filled Deputy County Counsel and one vacant Deputy County Counsel, at a cost of \$679,346. However, due to the County's funding constraints, the Recommended Budget does not restore a filled Office Assistant II and vacant Management Analyst III.

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

Policy considerations are discussed at the Departmental/Non-Departmental level.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
County Counsel (COU001)	4,155,469	4,202,147	4,234,366	3,204,094	3,151,766	(1,050,381)	001	1210_8057
Grand Jury (COU005)	139,918	148,802	148,802	157,523	157,523	8,721	001	1210_8405
Risk Management (COU002)	0	0	0	(6,208)	(9,518)	(9,518)	001	1210_8407
General Liability (COU003)	9,263,244	11,781,759	9,271,819	11,902,973	10,735,973	(1,045,786)	475	1210_8408
Workers Compensation (COU004)	14,711,995	16,058,383	14,311,896	19,049,000	17,272,000	1,213,617	476	1210_8409
Enterprise Risk (COU006)	673,413	1,062,384	3,250,435	663,098	195,000	(867,384)	001	1210_8429
Subtotal	\$28,944,039	\$33,253,475	\$31,217,318	\$34,970,480	\$31,502,744	(1,750,731)		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
County Counsel	4,155,469	4,202,147	4,234,366	3,204,094	3,151,766	(1,050,381)
Grand Jury	139,918	148,802	148,802	157,523	157,523	8,721
Risk Management	0	0	0	(6,208)	(9,518)	(9,518)
General Liability	9,263,244	11,781,759	9,271,819	11,902,973	10,735,973	(1,045,786)
Workers Compensation	14,711,995	16,058,383	14,311,896	19,049,000	17,272,000	1,213,617
Enterprise Risk	673,413	1,062,384	3,250,435	663,098	195,000	(867,384)
Subtotal	\$28,944,039	\$33,253,475	\$31,217,318	\$34,970,480	\$31,502,744	(1,750,731)

Adopted 2016 to Recommended 2017 Positions

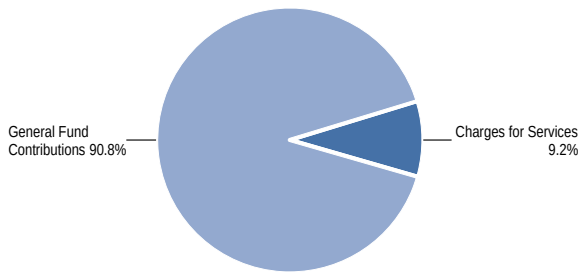
Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
11A04	COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C38	ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	5.00	4.00	-1.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	0.00	-1.00
14C32	SAFETY OFFICER	1.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	0.00	1.00	1.00	0.00
39B21	DEPUTY COUNTY COUNSEL II	0.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	15.00	15.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	0.00	0.00	2.00	2.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00	4.00	4.00	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	2.00	2.00	2.00	0.00
99WXC	ALLOCATION ON LOAN WORK COMP	0.00	0.00	10.00	10.00
Total		42.00	44.00	54.00	10.00

Augmentation

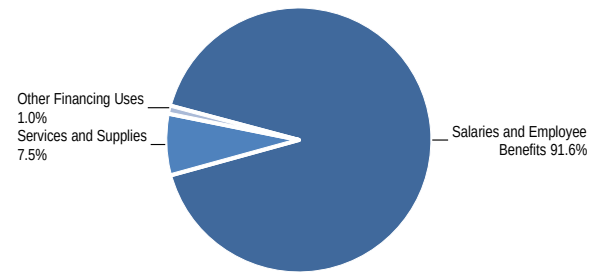
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1210	AUG1_1210_8057_001	SR_DPTY_CO_CNSL	Base Level Maintenance	191,936	1.00	191,936	1.00
1210	AUG2_1210_8057_001	DPTY_CO_CNSL_IV	Base Level Maintenance	166,686	1.00	166,686	1.00
1210	AUG3_1210_8057_001	DPTY_CO_CNSL_IV	Base Level Maintenance	209,842	1.00	209,842	1.00
1210	AUG4_1210_8057_001	DPTY_CO_CNSL_II	Base Level Maintenance	110,882	1.00	110,882	1.00
1210	AUG5_1210_8057_001	MA_II	Base Level Maintenance	53,349	1.00	0	0.00
1210	AUG6_1210_8057_001	MA_III	Base Level Maintenance	140,851	1.00	0	0.00
Grand Total				873,546	6.00	679,346	4.00

County Counsel Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,952,692	7,085,186	6,791,767	7,787,807	7,738,262	653,076
Services and Supplies	539,212	609,504	551,263	635,840	629,747	20,243
Other Charges	(2,429,043)	(3,576,901)	(3,193,022)	(5,310,119)	(5,310,119)	(1,733,218)
Capital Assets	8,250	0	0	0	0	0
Other Financing Uses	84,358	84,358	84,358	84,358	84,358	0
Subtotal	\$4,155,469	\$4,202,147	\$4,234,366	\$3,197,886	\$3,142,248	(1,059,899)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	231,789	393,665	328,553	288,751	288,751	(104,914)
Miscellaneous Revenues	68	0	0	0	0	0
Subtotal	\$231,857	\$393,665	\$328,553	\$288,751	\$288,751	(104,914)
General Fund Contributions	\$3,923,612	\$3,808,482	\$3,905,813	\$2,909,135	\$2,853,497	(954,985)
Total Source of Funds	\$4,155,469	\$4,202,147	\$4,234,366	\$3,197,886	\$3,142,248	(1,059,899)

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 and Employment, and General Government. County Counsel also oversees Risk Management and provides 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, with assistance of counsel, 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 FY 2016-17 Recommended Budget for County Counsel Departmental is \$3,142,248, a decrease of \$1,059,899. The Recommended Budget includes increased costs for employee benefits and a Cost Allocation Plan credit of \$1,762,118 as part of the Auditor Controller's new indirect charge back program. The Recommended Budget also includes \$1,650,046 in expenditures for Risk Management, offset by reimbursements of \$1,659,564 from the General Liability Internal Service Fund (ISF) and Workers' Compensation ISF.

Budget Impacts

The Recommended Budget for County Counsel is intended to provide funding to maintain prior year service levels.

The Department faced challenges due to increased cost in salaries, healthcare, Information Technology Infrastructure Replacement, and the ERP upgrade. To offset increased costs, the Department

eliminated 1.0 FTE filled Management Analyst II (underfilled by Office Assistant II) and 1.0 FTE vacant Management Analyst III.

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

The Recommended Budget does not include approval of all augmentations requested, reducing 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 the Board of Supervisors' goals.

Policy Considerations

There are no pending policy considerations.

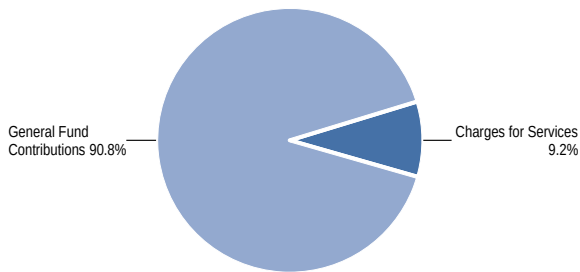
Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
County Counsel (COU001)	4,155,469	4,202,147	4,234,366	3,204,094	3,151,766	(1,050,381)	001	1210_8057
Risk Management (COU002)	0	0	0	(6,208)	(9,518)	(9,518)	001	1210_8407
Subtotal	\$4,155,469	\$4,202,147	\$4,234,366	\$3,197,886	\$3,142,248	(1,059,899)		

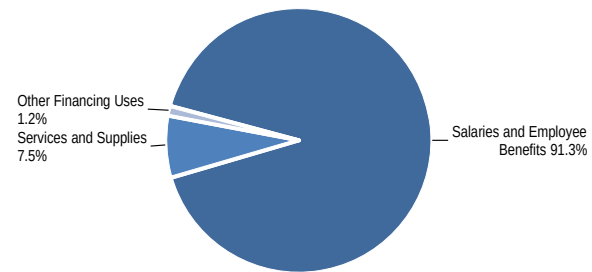
County Counsel

(Unit 8057— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,343,728	5,851,033	5,822,277	6,258,694	6,210,290	359,257
Services and Supplies	439,698	511,418	452,198	515,091	511,167	(251)
Other Charges	(1,717,071)	(2,241,168)	(2,120,973)	(3,650,555)	(3,650,555)	(1,409,387)
Capital Assets	8,250	0	0	0	0	0
Other Financing Uses	80,864	80,864	80,864	80,864	80,864	0
Subtotal	\$4,155,469	\$4,202,147	\$4,234,366	\$3,204,094	\$3,151,766	(1,050,381)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	231,789	393,665	328,553	288,751	288,751	(104,914)
Miscellaneous Revenues	68	0	0	0	0	0
Subtotal	\$231,857	\$393,665	\$328,553	\$288,751	\$288,751	(104,914)
General Fund Contributions	\$3,923,612	\$3,808,482	\$3,905,813	\$2,915,343	\$2,863,015	(945,467)
Total Source of Funds	\$4,155,469	\$4,202,147	\$4,234,366	\$3,204,094	\$3,151,766	(1,050,381)

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 and Employment, General Government, and Risk Management.

The primary goal of the Office of the County Counsel is 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 and adapt to the dynamic

regulatory, legislative, and judicial environment in which the County's Board of Supervisors operates.

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, and the Monterey Bay Unified Air Pollution Control District. Also, the Office 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.

Prior Year Accomplishments

Effectively advised and represented the County's legal interests. These include drafting much of the medical marijuana program regulations, Groundwater Sustainability Act Agency formation, Inter-lake Tunnel Project, labor agreement negotiations and drafting, Public Records Act responses, Redevelopment/Successor Agency, code enforcement litigation success, and provided efficient administrative and legal support to the Grand Jury.

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 to maximize increased revenue and interfund reimbursements 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 to provide innovative solutions to legal problems.

Assist Natividad Medical Center within the dynamic healthcare environment.

Develop a legally defensible medical and adult use marijuana regulations and fee program. Create a tax measure for all marijuana uses.

Create a Groundwater Sustainability Agency and commence drafting a sustainability plan.

Assist in stabilizing and enhancing the activities at Laguna Seca Raceway.

Pending Issues

Pending Issues are discussed at the Departmental Summary level.

Policy Considerations

Policy Considerations are discussed at the Departmental Summary level.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A04	COUNTY COUNSEL	1.00
12C38	ASSISTANT COUNTY COUNSEL	1.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00
14C30	MANAGEMENT ANALYST II	3.00
39B21	DEPUTY COUNTY COUNSEL II	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		33.00

Risk Management

(Unit 8407— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	608,964	1,234,153	969,490	1,529,113	1,527,972	293,819
Services and Supplies	99,514	98,086	99,065	120,749	118,580	20,494
Other Charges	(711,973)	(1,335,733)	(1,072,049)	(1,659,564)	(1,659,564)	(323,831)
Other Financing Uses	3,494	3,494	3,494	3,494	3,494	0
Subtotal	\$0	\$0	\$0	(\$6,208)	(\$9,518)	(9,518)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	(\$6,208)	(\$9,518)	(9,518)
Total Source of Funds	\$0	\$0	\$0	(\$6,208)	(\$9,518)	(9,518)

Unit Description

Risk Management is responsible for the oversight and management of all County insurance and self-insurance programs, claims management, safety, ergonomics, contract risk review, and other risk transfer and loss control activities that protect the County and mitigate losses. The responsibilities of this Division include the management, oversight, and administration of safety programs; 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 utilizing proactive strategies to provide the best customer service which best enables the County to fulfill its stated mission and meet its strategic goals and initiatives; management and oversight of all County self-insurance programs; transference of risk, based upon an analysis of the capacity to bear loss, through written agreements or commercial insurance for risks that cannot be appropriately

assumed internally at an acceptable cost, 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, Excess General Liability, Property, Directors and Officers (D&O) Liability, Fiduciary Liability, Healthcare Liability and Professional Liability coverages. Finalized the sixth year of its locked in rate reduction for the total package of annual premium costs (e.g., Healthcare Entity Coverage, Medical Malpractice, D&O for NMC, Health & Jails and Auto Liability for NMC). Established processes and procedures for the Enterprise Risk unit.

WORKERS COMPENSATION AND GENERAL LIABILITY: Continued to manage the County's Worker's Compensation and General Liability Programs via the new Third Party Administrators (TPAs): Intercare Holding and Insurance Services, Inc. and Carl Warren & Company, respectively, with assistance from County Counsel attorneys. 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 over 349 "insurance and indemnity" contract provisions annually and aggressively worked with County Counsel with respect to shifting risk of contractual liability, mitigating and reducing the frequency and severity of Public Liability and Property Damage (PLPD) and contract claims.

SAFETY: Coordinated the California Safety Officers Organization of California (CSOOC) Conference that was held at the Asilomar in Pacific Grove, CA. Trained the Public Defender's Office on Workplace Violence. Assisted several departments with preparing their Emergency Evacuation Plan. Twenty-three out of the twenty-eight County departments developed emergency evacuations plans for their respective facilities. Developed and rolled out Active Shooter procedure and training countywide. Trained the Evacuation Floor Coordinators on using the new evacuation chairs at the Government Center. Assisted departments with safety matters as needed.

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 420 ergonomic evaluations and provided in-house training for over 326 employees. In addition, 337 employees took the online TargetSolutions' General Office Ergonomics training.

Budget Year Goals

RISK AND FINANCE: Work to improve the confidence level for Workers' Compensation and General Liability from a 70% level to 80% to ensure that the County is adequately funded to cover the open/pending and future claims.

WORKERS' COMPENSATION & GENERAL LIABILITY: Continue to 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. Work to have a 95% to 100% closing ratio on workers' compensation claims.

CONTRACT REVIEW: Properly shift, transfer or assume contractual risk in a manner that adequately protects the County's interests. Diligently review departmental, insurance, indemnity and limitation of liability contract language. Complete review of at least 300 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. Continue the trend of reducing the number of injuries countywide, by at least 5% from 542 to 514. Conduct an emergency evacuation drill at the Government Center. Begin preparing an evacuation plan for Schilling Place. Place Safety Coordinator/Investigators within the Sheriff's Office and NMC to work in partnership to increase safety awareness.

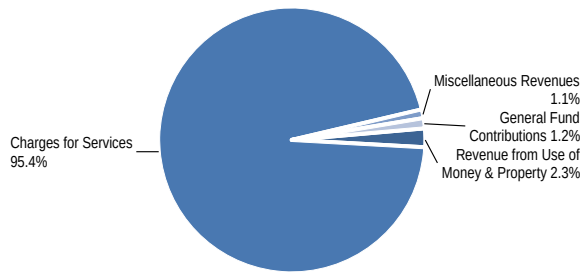
ERGONOMICS: Continue to mitigate worksite injuries by routinely evaluating worksites and work practices that may lead to development of work-related musculoskeletal disorders. Implement hazard prevention and control measures that will effectively minimize, or abate entirely, the risk factors revealed through worksite analysis. Reduce the financial toll on the County 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. Continue to offer ergonomic services to County employees and thereby improve the County's overall industrial injury and disability management. Increase the number of employees completing in-class or online ergonomics training by 5% from 568 to 596 employees completing training. Submit a new Request for Proposals to improve and diversify the use of the ergonomic consultants and hire one additional consultant to assist with the increasing ergonomic evaluation requests.

Recommended 2016-17 Positions

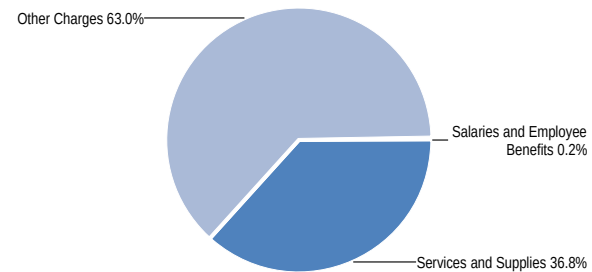
Classification Code	Classification Label	Recommended Budget 2016-2017
14B61	RISK & BENEFITS ANALYST	1.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C32	SAFETY OFFICER	1.00
14C85	WORKERS COMPENSATION MANAGER	1.00
14C86	ERGONOMICS MANAGER	1.00
20B95	FINANCE MANAGER I	1.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	2.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
99ZWC	ALLOCATION ON LOAN WORK COMP	10.00
Total		21.00

County Counsel Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	70,548	72,030	61,397	61,397	(9,151)
Services and Supplies	7,452,861	10,768,005	11,846,821	10,892,321	10,424,223	(343,782)
Other Charges	16,716,573	18,212,775	15,064,101	20,818,876	17,874,876	(337,899)
Other Financing Uses	619,136	0	0	0	0	0
Subtotal	\$24,788,570	\$29,051,328	\$26,982,952	\$31,772,594	\$28,360,496	(690,832)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	588,766	491,432	728,839	642,997	642,997	151,565
Intergovernmental Revenues	15,713	0	0	0	0	0
Charges for Services	25,307,863	27,048,710	27,048,710	30,008,976	27,064,976	16,266
Miscellaneous Revenues	820,585	300,000	288,922	300,000	300,000	0
Subtotal	\$26,732,927	\$27,840,142	\$28,066,471	\$30,951,973	\$28,007,973	167,831
Fund Balance	(2,741,974)	0	(4,482,756)	0	0	0
General Fund Contributions	\$797,618	\$1,211,186	\$3,399,237	\$820,621	\$352,523	(858,663)
Total Source of Funds	\$24,788,570	\$29,051,328	\$26,982,952	\$31,772,594	\$28,360,496	(690,832)

Unit Description

The Office of the County Counsel Non-Departmental section consists of individual non-operational units under the management and control of County Counsel, which includes: Grand Jury, General Liability Internal Service Fund (ISF), Workers' Compensation ISF, and Enterprise Risk. 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 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 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 Enterprise Risk is responsible for the tracking of Lake Spill costs at Lake Nacimiento and Lake San Antonio as well as County risk related settlements and costs that cannot be passed through for Federal and State reimbursement.

Summary of Recommendation

GRAND JURY: The FY 2016-17 recommended expenditures for Grand Jury are \$157,523, an increase of \$8,721 from the FY 2015-16 Adopted Budget due to a Cost Allocation Plan charge.

GENERAL LIABILITY: The FY 2016-17 recommended expenditures for the General Liability ISF unit are \$10,735,973, a decrease of \$1,045,786 from the FY 2015-16 Adopted Budget based on the actuarial study which included the removal of the Hernandez (Jail Litigation) claim.

WORKERS' COMPENSATION: The FY 2016-17 recommended expenditures for the Workers' Compensation unit are \$17,272,000, an increase of \$1,213,617 from the FY 2015-16 Adopted Budget based on the actuarial study.

ENTERPRISE RISK: The FY 2016-17 recommended expenditures for Enterprise Risk are \$195,000, a decrease of \$867,384 from the FY 2015-16 Adopted Budget due to the elimination of one time expenses and the reallocation of General Funds to support existing County Counsel staffing needs.

Budget Impacts

Due to the FY 2015-16 payment of the Fort Ord insurance premium in the amount of \$400,000, a County responsibility which occurs every 10 years and the reallocation of \$468,098 to County Counsel unit 8057, expenditures decreased \$867,384 in the Risk

Enterprise Recommended Budget for FY 2016-17 budget. Professional Services expenses were decreased reflecting lower water testing requirements due to low water levels at Lake San Antonio and Lake Nacimiento. However, should additional testing be required the Department may have to request more funding during FY 2016-17.

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

The units contained in the County Counsel Non-Departmental section serve a specific defined financial purpose; therefore, pending issues are not required.

Policy Considerations

As per the State Controller's office and the County's own Actuarial Service provider (Bickmore), the County's General Liability and Workers' Compensation ISFs should be operating at an 80% confidence level after 10 years. The County programs have remained at 70% over the last 12 years.

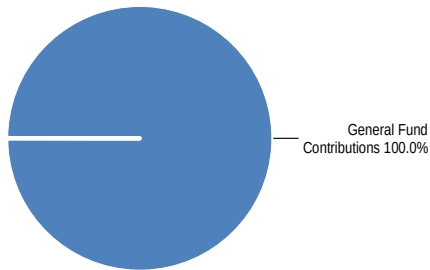
Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Grand Jury (COU005)	139,918	148,802	148,802	157,523	157,523	8,721	001	1210_8405
General Liability (COU003)	9,263,244	11,781,759	9,271,819	11,902,973	10,735,973	(1,045,786)	475	1210_8408
Workers Compensation (COU004)	14,711,995	16,058,383	14,311,896	19,049,000	17,272,000	1,213,617	476	1210_8409
Enterprise Risk (COU006)	673,413	1,062,384	3,250,435	663,098	195,000	(867,384)	001	1210_8429
Subtotal	\$24,788,570	\$29,051,328	\$26,982,952	\$31,772,594	\$28,360,496	(690,832)		

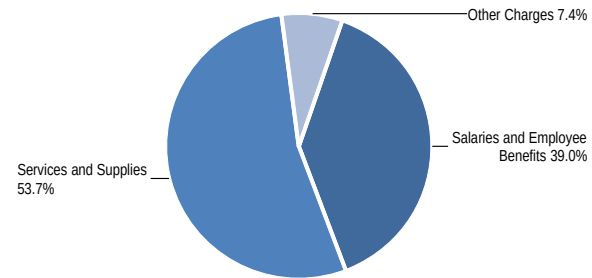
Grand Jury

(Unit 8405— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	70,548	72,030	61,397	61,397	(9,151)
Services and Supplies	139,918	78,254	76,772	84,517	84,517	6,263
Other Charges	0	0	0	11,609	11,609	11,609
Subtotal	\$139,918	\$148,802	\$148,802	\$157,523	\$157,523	8,721

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$139,918	\$148,802	\$148,802	\$157,523	\$157,523	8,721
Total Source of Funds	\$139,918	\$148,802	\$148,802	\$157,523	\$157,523	8,721

Unit Description

The Grand Jury unit provides funding for the Civil Grand Jury functions. 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 Board of Supervisors, area city councils, and special districts.

In prior years, Civil Grand Jury activities were administered by the Superior Court (on a reimbursement basis). Effective with the empaneling of the 2012 Civil Grand Jury, County Counsel assumed liaison and administrative functions previously handled by the Superior Court.

In FY 2012-13, a Management Analyst II position was allocated to provide administrative and analytical support. The position which is currently underfilled by a Management Analyst I is budgeted at 50% Grand Jury and 50% County Counsel.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose; therefore, accomplishments are not required.

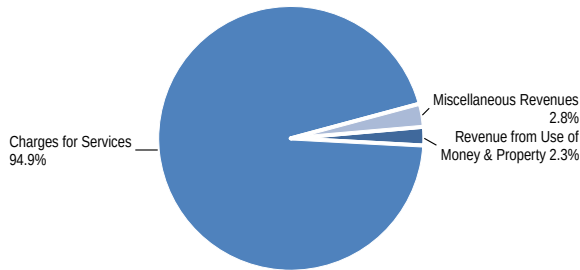
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose; therefore, goals are not required.

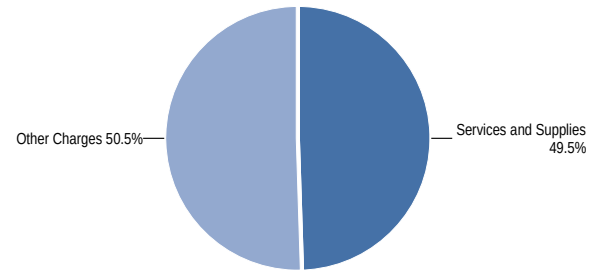
General Liability

(Unit 8408— Fund 475)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	4,276,052	5,070,670	4,569,669	5,314,830	5,314,830	244,160
Other Charges	4,368,056	6,711,089	4,702,150	6,588,143	5,421,143	(1,289,946)
Other Financing Uses	619,136	0	0	0	0	0
Subtotal	\$9,263,244	\$11,781,759	\$9,271,819	\$11,902,973	\$10,735,973	(1,045,786)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	280,480	266,049	297,572	242,997	242,997	(23,052)
Charges for Services	9,315,863	11,215,710	11,215,710	11,359,976	10,192,976	(1,022,734)
Miscellaneous Revenues	356,832	300,000	288,818	300,000	300,000	0
Subtotal	\$9,953,175	\$11,781,759	\$11,802,100	\$11,902,973	\$10,735,973	(1,045,786)
Fund Balance	(689,931)	0	(2,530,281)	0	0	0
Total Source of Funds	\$9,263,244	\$11,781,759	\$9,271,819	\$11,902,973	\$10,735,973	(1,045,786)

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 ISF is funded outside the County General Fund and 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, which are based upon loss history and future exposure and currently funded at a 70% confidence level for FY 2016-17. 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 associated with settlement of Lake Nacimiento and Lake San Antonio (e.g., "The Lakes") litigation is included with the ISF. This non-recoverable allocation is apportioned on a 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.

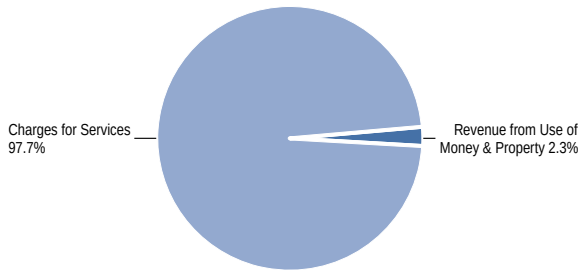
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

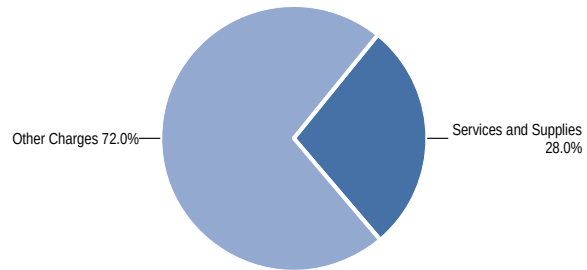
Workers' Compensation

(Unit 8409— Fund 476)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	2,868,867	4,556,697	3,949,945	4,830,489	4,830,489	273,792
Other Charges	11,843,128	11,501,686	10,361,951	14,218,511	12,441,511	939,825
Subtotal	\$14,711,995	\$16,058,383	\$14,311,896	\$19,049,000	\$17,272,000	1,213,617

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	308,286	225,383	431,267	400,000	400,000	174,617
Charges for Services	15,992,000	15,833,000	15,833,000	18,649,000	16,872,000	1,039,000
Miscellaneous Revenues	463,753	0	104	0	0	0
Subtotal	\$16,764,039	\$16,058,383	\$16,264,371	\$19,049,000	\$17,272,000	1,213,617
Fund Balance	(2,052,043)	0	(1,952,475)	0	0	0
Total Source of Funds	\$14,711,996	\$16,058,383	\$14,311,896	\$19,049,000	\$17,272,000	1,213,617

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 ISF is funded outside the County General Fund and 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 which are based upon loss history and future

exposure and currently 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.

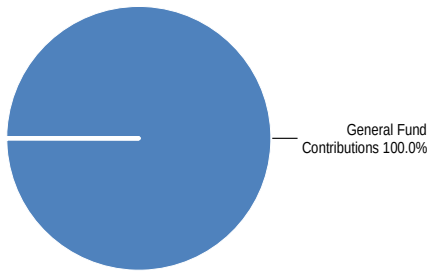
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

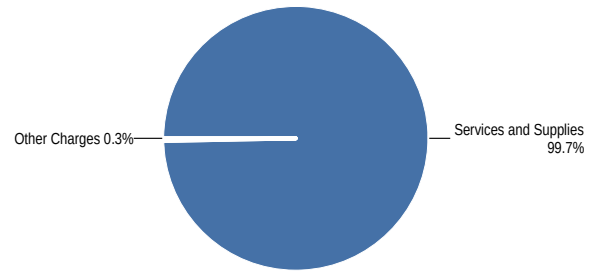
Enterprise Risk

(Unit 8429— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	168,024	1,062,384	3,250,435	662,485	194,387	(867,997)
Other Charges	505,389	0	0	613	613	613
Subtotal	\$673,413	\$1,062,384	\$3,250,435	\$663,098	\$195,000	(867,384)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	15,713	0	0	0	0	0
Subtotal	\$15,713	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$657,700	\$1,062,384	\$3,250,435	\$663,098	\$195,000	(867,384)
Total Source of Funds	\$673,413	\$1,062,384	\$3,250,435	\$663,098	\$195,000	(867,384)

Unit Description

The Enterprise Risk is responsible for the tracking of Lake Spill costs at Lake Nacimiento and Lake San Antonio, as well as, County risk related settlements and costs that cannot be passed through for Federal and State reimbursement.

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.



This page intentionally left blank.

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.

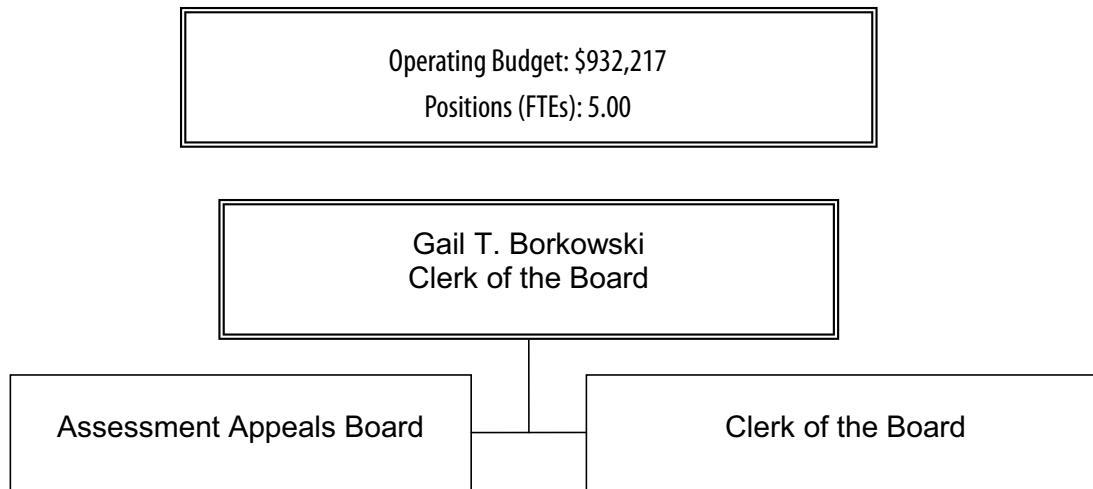
The COB's Office is responsible for carrying out mandated functions, included but not limited to: supporting the Board of Supervisors and County departments in the Board agenda process; maintaining and archiving County records; managing boards, commissions, and special district appointments and related Maddy Act posting of vacancies; serving as Filing Officer for Statements of Economic Interests (Form 700); serving as Administrative Officer, 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.

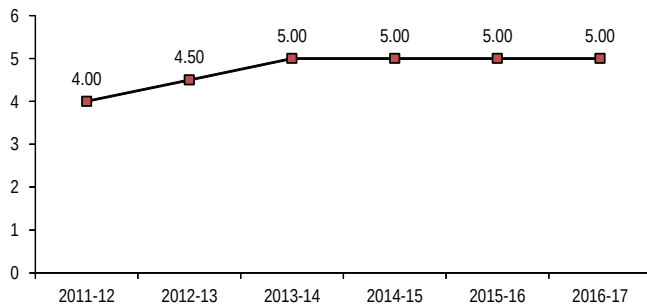
The COB strives to provide the highest level of customer service to the public, County departments and public agencies. The COB preserves the integrity of the local legislative process by issuing notices of pending matters and decisions made by the legislative body to assure timely access by the public.



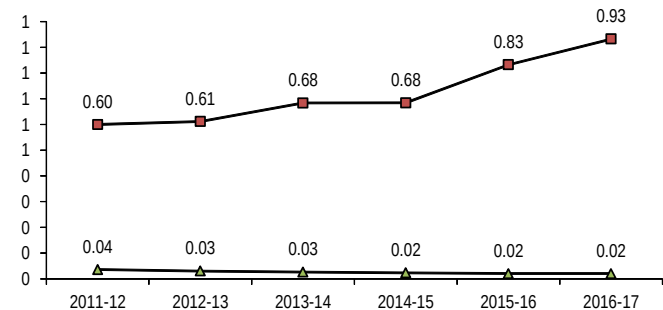
Clerk of the Board



Staffing Trends



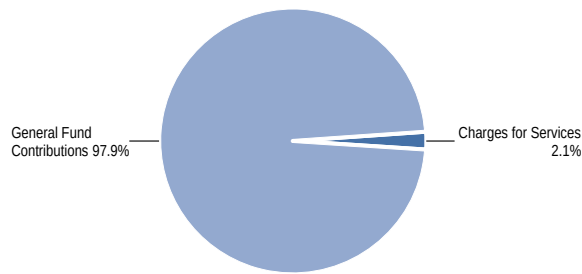
Expenditure/Revenue History (in millions)



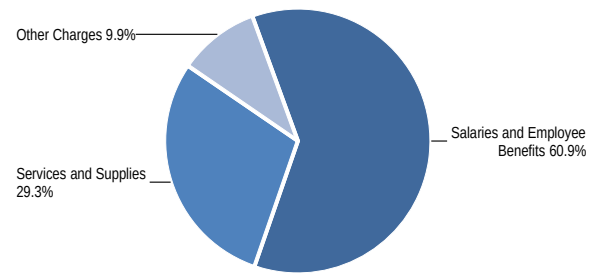
The Key Performance Measures of the Clerk of the Board reflect the department's legislative and statutory mandates as well as commitment in providing members of the public and County staff access to public information.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Number of Regular, Special, Supplemental, BOS governed Agencies and Special District meeting Agendas posted pursuant to Brown Act's 72 hour requirement.	212	186	56
Number of applications for Changed Assessment received and processed.	630	552	488
Percent of Assessment Appeals reconciled within the two year time period. Target = 100%	100%	65%	N/A
Number of Public Record Act Requests (PRAR) received and initial response provided within 10 days as mandated.	12	4	5
Number Statement of Economic Interest FPPC Form 700's processed.	528	589	276
Number of Boards, Committees & Commission appointments processed and posted pursuant to the Maddy Act.	194	161	85

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	488,876	575,827	562,892	570,359	567,301	(8,526)
Services and Supplies	195,149	271,198	269,518	275,346	272,883	1,685
Other Charges	0	0	0	92,033	92,033	92,033
Subtotal	\$684,025	\$847,025	\$832,410	\$937,738	\$932,217	85,192

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	21,720	20,000	20,000	20,000	20,000	0
Miscellaneous Revenues	1,362	0	0	0	0	0
Subtotal	\$23,082	\$20,000	\$20,000	\$20,000	\$20,000	0
General Fund Contributions	\$660,943	\$827,025	\$812,410	\$917,738	\$912,217	85,192
Total Source of Funds	\$684,025	\$847,025	\$832,410	\$937,738	\$932,217	85,192

Summary of Recommendation

The FY 2016-17 Recommended Budget for the Clerk of the Board's Office includes \$932,217 in total appropriations and estimated revenue of \$20,000. The General Fund Contribution (GFC) of \$912,217 reflects additional appropriations of \$85,192 over the prior fiscal year due the newly allocated countywide indirect costs. The FY 2016-17 Recommended Budget includes a reduction of \$3,058 for the worker's compensation program and \$2,463 for general liability. The Clerk of the Board built its requested budget based on the charges published earlier in the year by Risk Management, which funded the programs at an 80% confidence level. The Recommended Budget adjusts budgeted amounts to the current 70% confidence level County policy. Costs for salaries and benefits decreased from the prior fiscal year due to the filling of a vacancy at a lower step than budgeted. There is no change in anticipated revenue for Assessment Appeals applications from the prior fiscal year.

Budget Impacts

The GFC allocation allows the Department to maintain FY 2015-16 service levels and to continue to meet the service needs of the

public, County departments, special districts, as well as public agencies, while providing the highest level 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

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Assessment Appeals Board (COB001)	7,125	14,172	14,172	40,261	40,261	26,089	001	1300_8019
Clerk of the Board (COB001)	676,900	832,853	818,238	897,477	891,956	59,103	001	1300_8020
Subtotal	\$684,025	\$847,025	\$832,410	\$937,738	\$932,217	85,192		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Assessment Appeals Board	7,125	14,172	14,172	40,261	40,261	26,089
Clerk of the Board	676,900	832,853	818,238	897,477	891,956	59,103
Subtotal	\$684,025	\$847,025	\$832,410	\$937,738	\$932,217	85,192

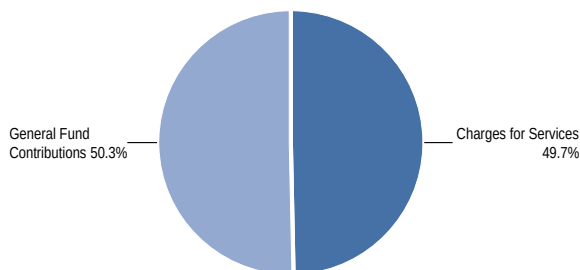
Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	0.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	2.00	2.00	0.00
	Total	5.00	5.00	5.00	0.00

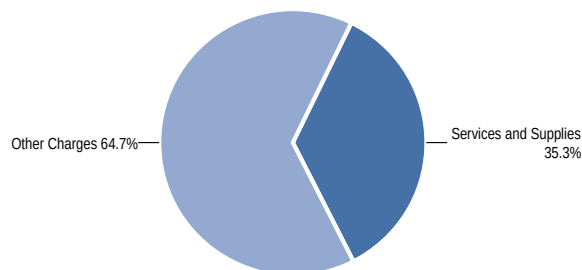
Assessment Appeals Board

(Unit 8019— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	804	0	0	0	0	0
Services and Supplies	6,322	14,172	14,172	14,205	14,205	33
Other Charges	0	0	0	26,056	26,056	26,056
Subtotal	\$7,125	\$14,172	\$14,172	\$40,261	\$40,261	26,089

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	21,720	20,000	20,000	20,000	20,000	0
Subtotal	\$21,720	\$20,000	\$20,000	\$20,000	\$20,000	0
General Fund Contributions	(\$14,595)	(\$5,828)	(\$5,828)	\$20,261	\$20,261	26,089
Total Source of Funds	\$7,125	\$14,172	\$14,172	\$40,261	\$40,261	26,089

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.

Applications filed for the 2014 regular assessment period are being scheduled for hearings. It is expected that all 2014 filings will be resolved by hearing, stipulation, withdrawal or indefinite waivers and extensions within the two year time period as prescribed by law.

Budget Year Goals

Continue to receive and process Assessment Appeal applications. The filing period for 2016 will run from July 2 to November 30, 2016. The number of application filings is anticipated to be in the range of 450 to 550.

Review and evaluate Assessment Appeals electronic management systems for possible implementation.

Update the Local Rules of Procedures to reflect minor revisions to Monterey County Assessment Appeals Board procedures.

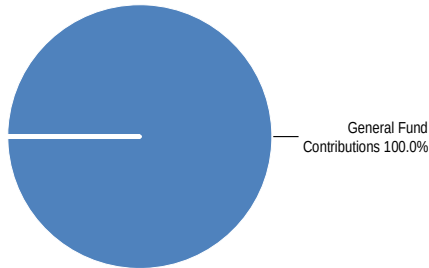
Prior Year Accomplishments

The filing period for regular assessment appeals in 2015 was July 2 to November 30, 2015. The Clerk of the Board's (COB) office has received 488 Assessment Appeals applications to date.

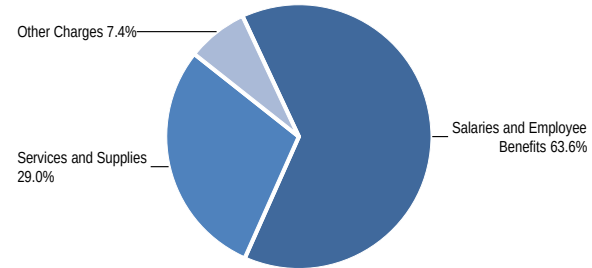
Clerk of the Board

(Unit 8020— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	488,072	575,827	562,892	570,359	567,301	(8,526)
Services and Supplies	188,828	257,026	255,346	261,141	258,678	1,652
Other Charges	0	0	0	65,977	65,977	65,977
Subtotal	\$676,900	\$832,853	\$818,238	\$897,477	\$891,956	59,103

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Miscellaneous Revenues	1,362	0	0	0	0	0
Subtotal	\$1,362	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$675,538	\$832,853	\$818,238	\$897,477	\$891,956	59,103
Total Source of Funds	\$676,900	\$832,853	\$818,238	\$897,477	\$891,956	59,103

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 requests 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 over 186 Board of Supervisors and legislative body agendas and received over 1300 staff reports.

With the assistance of County Counsel, the COB staff conducted trainings for County staff regarding the agenda management system. COB staff provides daily, ongoing support to County staff in the use of the agenda management system.

The COB 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 1,600 active filers. With the approval and ease of use of the NetFile system for electronic submission, we expect an increased number of filers for the 2015 filing period.

The unit provided administrative support and coordinated the processing of five 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 14 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 and processed approximately 161 Board appointments.

The COB continues development of a new software module for boards, committees, and commissions to allow the County to manage government body appointments, vacancies, and applications online, providing the public with more access to information regarding appointments. Implementation of the new module will allow residents of Monterey County to view open positions on boards and commissions and apply for board and commission positions online.

COB staff developed procedures in the COB's Office for electronic archiving of fully executed agreements into the County's online agenda management system database with the goal of having executed agreements fully searchable. This effort is currently underway.

COB unit staff continues the development and refinement of 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 a searchable electronic database housing schedules of all current Monterey County fees and charges.

Review processes and procedures in the Clerk of the Board's Office on an ongoing basis, with the goal of continually improving efficiencies in the Office.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00
14C31	MANAGEMENT ANALYST III	1.00
80A32	SENIOR SECRETARY	1.00
80E83	BOARD OF SUPERVISORS CLERK	2.00
Total		5.00



This page intentionally left blank.

Elections

The Elections Department is responsible for conducting Federal, State, County, and local public elections. The Department's primary goals are to provide quality customer service and to maintain the integrity and transparency of the elections process. The work of the Department takes place within seven areas:

ADMINISTRATION: Responsible for daily operations and high level administration. Oversees all aspects of the Department's functions including finance (annual budget, purchasing, and billing for election services); staff management, ballot and voter guide production and distribution, managing for results, and petition services. Primary in charge of media requests, Public Records Act requests, and maintaining the official online presence.

CANDIDATE AND CAMPAIGN SERVICES: Responsible for providing information on topics such as candidate nominations; codes related to local initiatives, referendum, and recall petitions; and the submission of measure arguments. This area processes petitions related to filing fees, nominations, and recalls. This area acts as the Elections liaison to cities and special districts. In addition, this area serves as the filing officer for campaign reports ensuring compliance with County ordinances, the Fair Political Practices Commission, provisions of the California Government Code, and the Secretary of State's Political Reform Division.

DATA AND VOTING TECHNOLOGY: Responsible for technological services, network infrastructure, and maintenance of database applications relating to voter registration, elections and Geographic Information Systems (GIS). Serves customer needs relating to voter file requests, maps, and the production of election data. This program area prepares the official ballot design for paper and electronic voting systems; carries out election night reporting, and produces canvass reports and the Statement of the Vote; and coordinates with the Secretary of State the transfer of voter and election data.

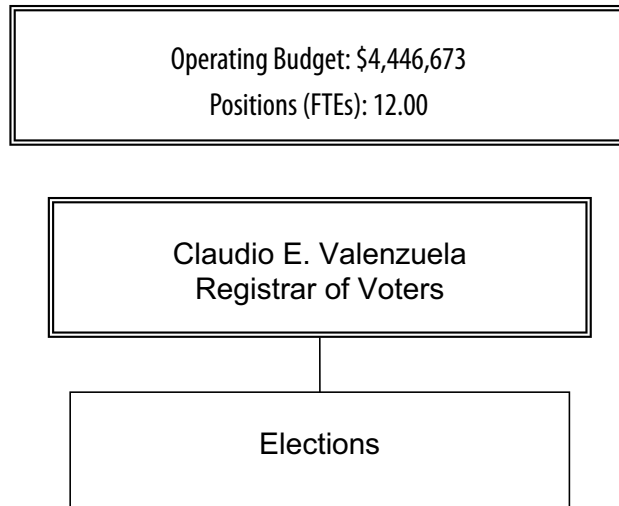
PRECINCT SERVICES: Responsible for all aspects of Election Worker recruitment and training. Coordinates inventory control and logistics of polling place materials and voting equipment, and supervises the help center and Election Day troubleshooting. This area also manages polling place procurement and assessment for compliance under the Americans with Disabilities Act.

VOTE BY MAIL AND EARLY VOTING/PETITIONS: Responsible for vote by mail and early voting programs, secure ballot drop locations, signature verification of returned voted ballots, and the ballot remake process. This area also plays a major role conducting State mandated post-election manual tally, including increased tally requirements established by the Secretary of State, and is also responsible for processing initiative and referendum petitions.

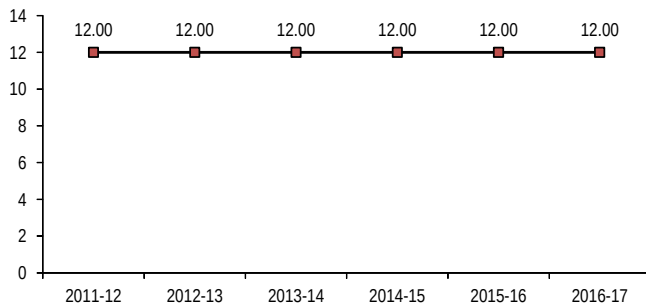
VOTER REGISTRATION SERVICES: Responsibilities include daily maintenance of the County's voter registration database, processing of online voter registrations, validating new registration forms, updating voters who have moved or who no longer meet registration requirements, and researching duplicate criteria. Further responsibilities include ensuring compliance with the National Voter Registration Act, the inventory and distribution of voter registration forms, and provisional ballot processing.

BILINGUAL OUTREACH AND EDUCATION: Bilingual services include specialized language outreach and education to assist Monterey County Elections in meeting the requirements of the Federal and State Voting Rights Act. Outreach efforts include presentations on a variety of election topics. Furthermore, this area assists with recruitment and training of bilingual poll workers; training individuals and organizations on how to conduct voter registration drives; and developing outreach programs to target audiences.

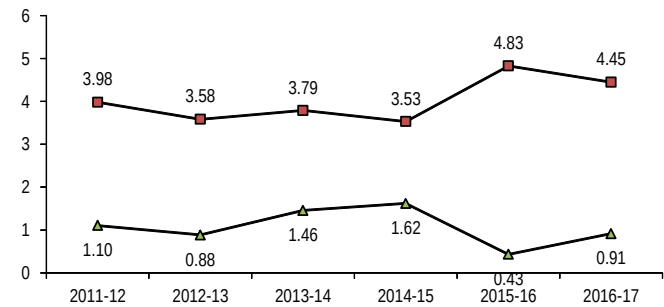




Staffing Trends



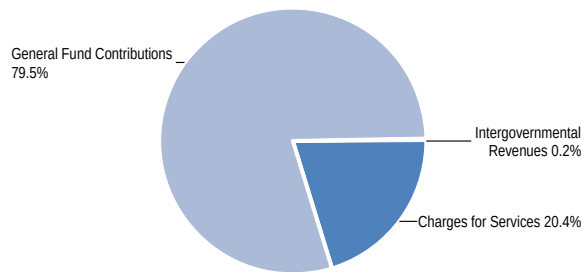
Expenditure/Revenue History (in millions)



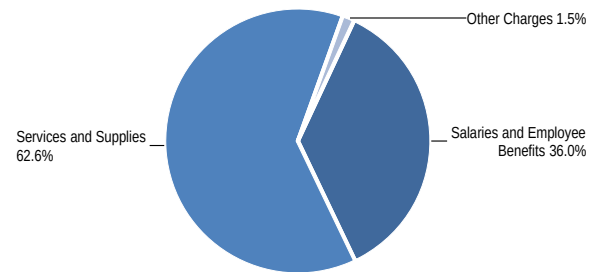
Monterey County Elections serves voters in the administration of elections. Outreach efforts work to educate and empower these voters and those who are eligible to register to vote but have not yet done so; especially those who are underrepresented in the voting population.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Number of registered voters.	167,856	165,731	168,935
Percent of voter turnout.	32%	45%	N/APP
Number of presentations to community organizations in target groups and areas.	73	74	24
Outreach delivered to target areas (low registration and participation). Target = 100%	100%	100%	35%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,221,806	1,431,457	1,578,672	1,600,543	1,598,919	167,462
Services and Supplies	2,307,118	4,026,555	3,247,449	2,783,992	2,782,637	(1,243,918)
Other Charges	0	0	0	65,117	65,117	65,117
Subtotal	\$3,528,924	\$5,458,012	\$4,826,121	\$4,449,652	\$4,446,673	(1,011,339)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	33,661	27,500	25,500	7,500	7,500	(20,000)
Charges for Services	1,584,517	1,006,000	406,000	906,000	906,000	(100,000)
Miscellaneous Revenues	488	0	0	0	0	0
Subtotal	\$1,618,667	\$1,033,500	\$431,500	\$913,500	\$913,500	(120,000)
General Fund Contributions	\$1,910,257	\$4,424,512	\$4,394,621	\$3,536,152	\$3,533,173	(891,339)
Total Source of Funds	\$3,528,924	\$5,458,012	\$4,826,121	\$4,449,652	\$4,446,673	(1,011,339)

Summary of Recommendation

Recommended appropriations for the Elections Department total \$4,446,673, a decrease of \$1,011,339 from the Fiscal Year (FY) 2015-16 Adopted Budget, based upon a Presidential Election occurring in November 2016. Services and supplies decreased due to one scheduled election, as opposed to two in the current FY. The proposed budget reflects this reduced volume of ballot and voter guide printing and mailing services, publication of notices, and poll workers.

Estimated revenues from services decreased by \$120,000 for a total revenue of \$913,500 in FY 2016-17. The County's General Fund Contribution (GFC) to the Department is \$3,533,173, a decrease of \$891,339 from the previous year which funded the November 2015 and June 2016 presidential primary election, as well as three unscheduled local elections. Since the Department administers all Federal, State, County, and local elections, expenditures and revenues vary based on the number and type of scheduled and unscheduled elections in a given year.

Budget Impacts

The record number of voter registrations will increase costs for staffing, printing and mailing, and office supplies. Voter registrations must be entered and processed by staff and the Program Manager in charge of registration will be recruiting and training temporary staff to ensure the higher volume of new voters

are entered in a timely manner per election code prior to the close of registration in October of 2016. Likewise, turnout on election will be higher and polls are expected to continue serving voters long after closing time as long as they arrive by 8pm, which will increase overtime costs for poll workers stationed at precincts and for staff who will have to wait for all returns at the County office.

A larger order of ballots and voter guides will be printed and mailed corresponding to a higher estimated turnout and a larger number of office supplies will be ordered for polling locations to avoid running out of voting materials.

Prior Year Accomplishments

The Department successfully administered five elections including: the August 25, 2015 Greenfield Fire Protection District Special Election conducted entirely by mail; the Cities, Schools and Special Districts Election held on November 3, 2015; the April 12, 2016 Carmel-by-the-Sea Municipal Election; the April 19, 2016 City of Pacific Grove Special Municipal Election; and the June 2016 Presidential Primary Election. 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 Department continues to utilize technology whenever possible to improve operational efficiency, streamline processes, increase

accountability and transparency, and realize cost savings. To that end, in addition to the daily voter database updates, the Department initiated and completed the voter file maintenance project and upgraded network connectivity in preparation for the Statewide VoteCal online database transition.

The VoteCal project is a Help America Vote Act (HAVA) mandated and funded project. The Department went live with VoteCal, officially joining all other counties in the State. With that move, there is now a single, official database of 17.2 million registered voters in the State of California.

The Department completed reimbursed expenditures totaling \$63,000 in HAVA Voting Systems grant monies. Expenditures included the acquisition of an additional tabulating machine to assist in improving efficiencies in processing ballots and results reporting.

The Department reestablished the Voting Accessibility Advisory Committee (VAAC). Members represent a variety of agencies each with expertise in serving members of the community who may require accessibility services. The VAAC makes data driven recommendations on polling place accessibility, website access, voting technology, language services and outreach campaigns.

The Department took possession of the Elections warehouse located at Schilling Place. The move allowed the Department to end a monthly rental agreement with overflow storage facilitating cost savings and additional workflow efficiencies.

The Department has fully implemented the candidate filing process within the election management system and the utilization of our own customized software suite, Election Management and Tracking System (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 candidates and campaign disclosure filing system. All Monterey County campaign committees were updated. The public can access the Department's official website and view campaign disclosure filings.

The Department implemented 26 new State laws, including AB 1504 which adds Monterey County to an ongoing pilot program to conduct certain elections entirely by mail, making necessary changes to materials and procedures 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 legislation that will impact elections.

Three members of the Department graduated from the highly regarded California Professional Election Administrator Certification Program becoming California Registered Election Officials. The program requires the successful completion of ten

courses covering areas such as emergency planning, developing and implementing new legislation, election history and voting systems.

The Department has taken leadership roles in the CACEO, including the Registrar of Voters who is the chairperson of the Bay Area counties. In addition, the Bilingual Outreach Program Manager was selected to serve on the State Language Accessibility Advisory Committee. Additional staff members are actively participating in CACEO committees working on voting accessibility, language services, and petition standardization.

Budget Year Goals

The Department seeks to implement 26 new pieces of legislation while minimizing impact to local jurisdictions. In addition, Elections will conduct the November 8, 2016 Presidential Election.

The Department will continue to redesign bilingual services and associated materials; improve the content of and access to Department procedures; and employ the Department's website as a means for the public to easily access information. It will 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. Likewise, it will continue to develop the public observer panel and the VAAC in an effort to improve transparency, access, and public education activities.

The Department anticipates introducing process efficiencies as it occupies its new Schilling facility at the end of the fiscal year.

Pending Issues

SPECIAL ELECTIONS: The potential for the Governor to call a statewide special election to occur within the remaining budget year or the following year remains unknown. Under existing law, elections conducted on behalf of the State are not reimbursable.

VOTING SYSTEMS: 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.

Two new election laws waiting to be implemented early in 2017 are the Election Day Registration and Automated Voter Registration at the Department of Motor Vehicles (DMV). The cost to implement these two laws is under review.

Policy Considerations

There are no policy considerations decisions at this time.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Elections (ELE001)	3,528,924	5,458,012	4,826,121	4,449,652	4,446,673	(1,011,339)	001	1410_8064
Subtotal	\$3,528,924	\$5,458,012	\$4,826,121	\$4,449,652	\$4,446,673	(1,011,339)		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Elections	3,528,924	5,458,012	4,826,121	4,449,652	4,446,673	(1,011,339)
Subtotal	\$3,528,924	\$5,458,012	\$4,826,121	\$4,449,652	\$4,446,673	(1,011,339)

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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



This page intentionally left blank.

Emergency Communications

The Department operates the countywide consolidated emergency communications system. Emergency and non-emergency call answering and dispatch services are provided to the County Sheriff, 11 of the 12 incorporated city police departments, fire agencies serving all 12 cities, three County fire districts, one volunteer fire brigade, 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 communication center is paid for by approximately 30 cents of General Fund Contributions and 70 cents 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: Realign the relationship and approach within criminal justice services and the courts to improve service integration and impact on the people served; Provide effective law enforcement and improve public safety infrastructure, local homeland security, and methods for reducing gangs and drug problems.

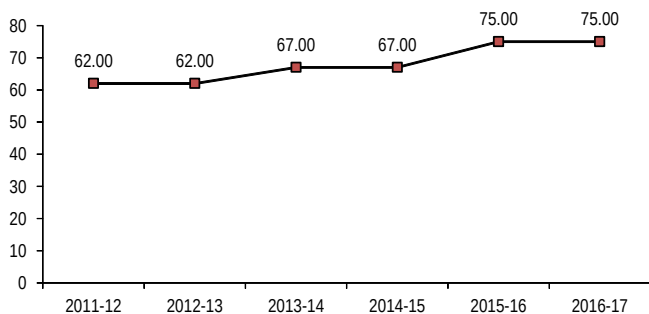


Operating Budget: \$16,073,820
Positions (FTEs): 75.00

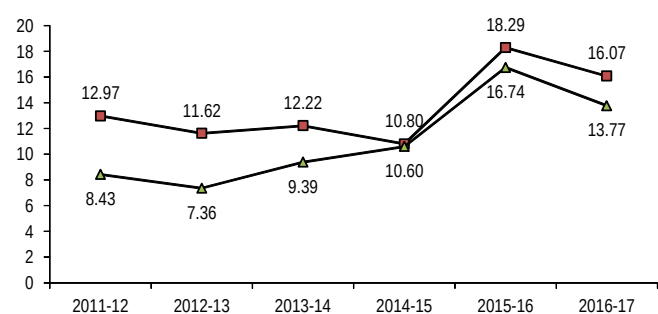
William Harry
Director

Emergency Communications

Staffing Trends



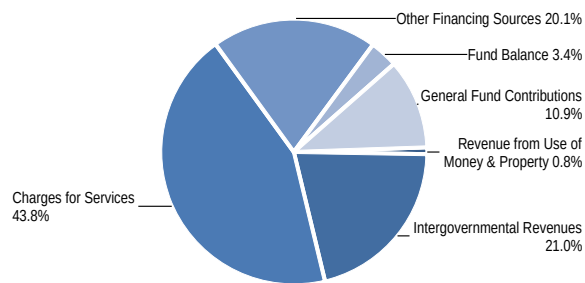
Expenditure/Revenue History (in millions)



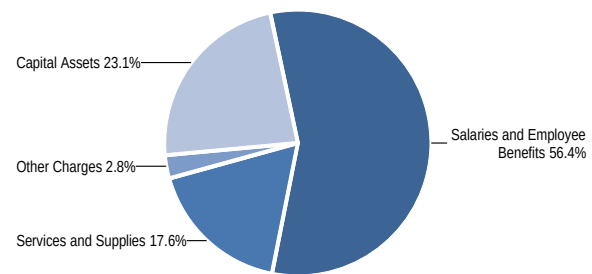
The Emergency Communications Department (ECD) operates a countywide, consolidated emergency communications center, providing 9-1-1 and non-emergency calls and providing law enforcement, fire protection, and emergency medical dispatch services.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Number of 9-1-1 and other emergency calls and non-emergency answered.	546,152	562,037	561,243
Percentage of emergency or non-emergency calls answered within 10 seconds. Target = 90%	82.4	86	89
Number of law enforcement service calls generated.	541,746	539,352	348,311
Number of fire protection service calls generated.	49,041	51,785	25,102
Average length of time of initiation of a high priority call for service and notification to the responding agency (in seconds). Target = 60 seconds.	72	74	76
Number of records for incident information provided upon request.	1,781	2,150	1,555

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	7,940,983	8,651,767	8,729,232	9,097,235	9,072,549	420,782
Services and Supplies	1,738,749	3,511,977	3,395,317	2,836,217	2,830,055	(681,922)
Other Charges	(455,788)	(13,515)	30,917	452,584	452,584	466,099
Capital Assets	1,574,524	6,135,828	6,135,828	3,718,632	3,718,632	(2,417,196)
Subtotal	\$10,798,468	\$18,286,057	\$18,291,294	\$16,104,668	\$16,073,820	(2,212,237)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	109,775	96,075	96,075	132,504	132,504	36,429
Intergovernmental Revenues	3,788,329	4,893,102	4,817,605	3,229,149	3,368,673	(1,524,429)
Charges for Services	5,396,863	7,140,591	7,140,591	7,029,084	7,029,084	(111,507)
Miscellaneous Revenues	774,850	0	21,849	13,800	13,800	13,800
Other Financing Sources	527,810	4,664,367	4,664,367	3,227,014	3,227,014	(1,437,353)
Subtotal	\$10,597,626	\$16,794,135	\$16,740,487	\$13,631,551	\$13,771,075	(3,023,060)
Fund Balance	(518,033)	0	84,048	546,618	546,618	546,618
General Fund Contributions	\$718,875	\$1,491,922	\$1,466,759	\$1,926,499	\$1,756,127	264,205
Total Source of Funds	\$10,798,468	\$18,286,057	\$18,291,294	\$16,104,668	\$16,073,820	(2,212,237)

Summary of Recommendation

The FY 2016-17 Recommended Budget provides \$16.1 million in appropriations for the Emergency Communications Department financed by \$13.8 million in revenue, \$1.8 million in General Fund Contributions (GFC), and \$546,618 of fund balance for the Next Generation (NGEN) Radio Project. The Recommended Budget includes \$12.3 million for emergency communications operations and \$3.8 million for the Next Generation (NGEN) Radio Project.

The recommended appropriations represent a decrease of \$2.2 million compared to the FY 2015-16 Adopted Budget, which is due to anticipated lower equipment spending and lower costs related to the NGEN project as it nears completion in FY 2016-17.

Revenues reflect a decrease of \$3.0 million compared to the FY 2015-16 Adopted Budget, which is due to an expired grant of \$1 million, which funded the purchase and installation of a Computer Aided Dispatch system in FY 2015-16. Additionally, the financing for NGEN is \$1.4 million lower due to lower anticipated costs as the project nears completion. The Department plans to use \$546,618 in Fund Balance to cover the financing requirement for the NGEN project.

Budget Impacts

There are no budget impacts.

Prior Year Accomplishments

Accomplishments are included in the unit level narrative.

Budget Year Goals

Budget goals are included in 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 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Emergency Communication (EME001)	10,214,010	12,990,726	12,911,915	12,331,036	12,300,188	(690,538)	001	1520_8065
Emergency Communication (EME002)	(78,864)	0	0	0	0	0	405	1520_8065
Emergency Communication (EME002)	663,322	5,295,331	5,379,379	3,773,632	3,773,632	(1,521,699)	405	1520_8426
Subtotal	\$10,798,468	\$18,286,057	\$18,291,294	\$16,104,668	\$16,073,820	(2,212,237)		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Emergency Communication	10,135,146	12,990,726	12,911,915	12,331,036	12,300,188	(690,538)
Emergency Communication	663,322	5,295,331	5,379,379	3,773,632	3,773,632	(1,521,699)
Subtotal	\$10,798,468	\$18,286,057	\$18,291,294	\$16,104,668	\$16,073,820	(2,212,237)

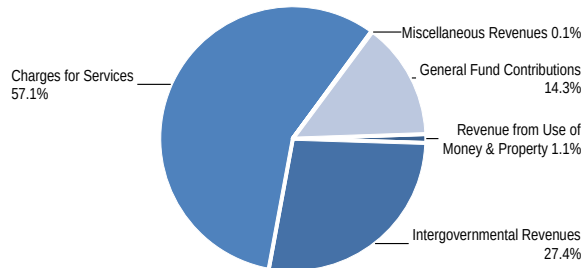
Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	3.00	3.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80S01	COMMUNICATIONS DISPATCHER I	6.00	6.00	6.00	0.00
80S21	COMMUNICATIONS DISPATCHER II	42.00	50.00	50.00	0.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.00	10.00	10.00	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	4.00	1.00	1.00	0.00
Total		67.00	75.00	75.00	0.00

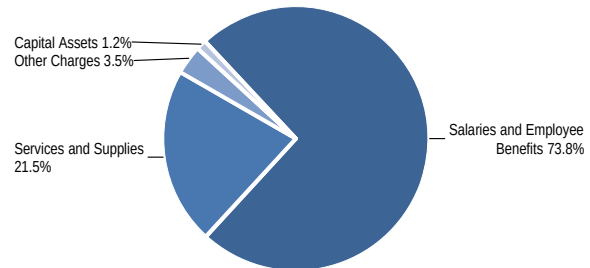
Emergency Communication

(Unit 8065— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	7,940,983	8,651,767	8,729,232	9,097,235	9,072,549	420,782
Services and Supplies	1,676,099	3,276,977	3,120,226	2,651,217	2,645,055	(631,922)
Other Charges	(384,372)	(13,515)	(13,040)	432,584	432,584	446,099
Capital Assets	981,300	1,075,497	1,075,497	150,000	150,000	(925,497)
Subtotal	\$10,214,010	\$12,990,726	\$12,911,915	\$12,331,036	\$12,300,188	(690,538)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	102,322	96,075	96,075	132,504	132,504	36,429
Intergovernmental Revenues	3,133,455	4,262,138	4,186,641	3,229,149	3,368,673	(893,465)
Charges for Services	5,371,863	7,140,591	7,140,591	7,029,084	7,029,084	(111,507)
Miscellaneous Revenues	887,495	0	21,849	13,800	13,800	13,800
Subtotal	\$9,495,135	\$11,498,804	\$11,445,156	\$10,404,537	\$10,544,061	(954,743)
General Fund Contributions	\$718,875	\$1,491,922	\$1,466,759	\$1,926,499	\$1,756,127	264,205
Total Source of Funds	\$10,214,010	\$12,990,726	\$12,911,915	\$12,331,036	\$12,300,188	(690,538)

Unit Description

This budget unit provides for the operation and administration of a countywide consolidated emergency communications system. The Department provides Public Safety Answering Point (PSAP) services including answering of 911 and non-emergency calls for law enforcement, fire protection and emergency medical dispatch. 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 the 12 cities, three County fire districts, 1 volunteer fire brigade, 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.

Prior Year Accomplishments

Completed the Request for Qualifications (RFQ), review and awarding of the contract for implementation for a new Computer Aided Dispatch System.

Expended \$1 million in grant funds awarded by the Urban Area Security Initiative (UASI) for the Computer Aided Dispatch System.

Budget Year Goals

Complete implementation of a new Computer Aided Dispatch system.

Evaluate existing services to ensure consistency with the 9-1-1 Service Agreement and identify any services that can be reduced without impact to public safety, especially using features of the new 9-1-1 telephone system.

Continue training for all 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.

Recruit, hire and train 16 new dispatchers.

Develop an implementation plan for Text to 911 Capabilities.

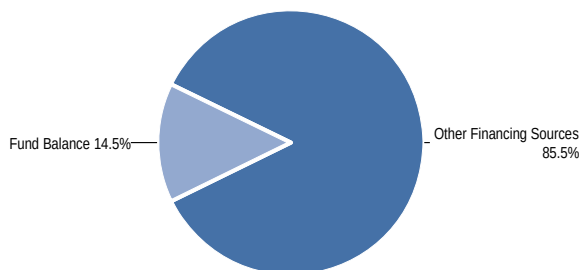
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
	EMERGENCY COMMUNICATIONS OPERATIONS	
12C42	MANAGER	1.00
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.00
14C31	MANAGEMENT ANALYST III	3.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
	SENIOR DEPARTMENTAL INFORMATION SYSTEMS	
43J09	COORDINATOR	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80S01	COMMUNICATIONS DISPATCHER I	6.00
80S21	COMMUNICATIONS DISPATCHER II	50.00
	EMERGENCY COMMUNICATIONS SHIFT	
80S22	SUPERVISOR	10.00
	EMERGENCY COMMUNICATIONS OPERATIONS	
80S26	SUPERVISOR	1.00
Total		75.00

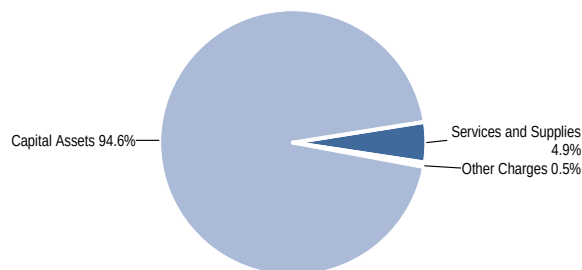
Emergency Communication

(Unit 8426— Fund 405)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	53,787	235,000	275,091	185,000	185,000	(50,000)
Other Charges	(64,615)	0	43,957	20,000	20,000	20,000
Capital Assets	674,149	5,060,331	5,060,331	3,568,632	3,568,632	(1,491,699)
Subtotal	\$663,322	\$5,295,331	\$5,379,379	\$3,773,632	\$3,773,632	(1,521,699)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	654,874	630,964	630,964	0	0	(630,964)
Charges for Services	25,000	0	0	0	0	0
Miscellaneous Revenues	409	0	0	0	0	0
Other Financing Sources	527,810	4,664,367	4,664,367	3,227,014	3,227,014	(1,437,353)
Subtotal	\$1,208,093	\$5,295,331	\$5,295,331	\$3,227,014	\$3,227,014	(2,068,317)
Fund Balance	(544,771)	0	84,048	546,618	546,618	546,618
Total Source of Funds	\$663,322	\$5,295,331	\$5,379,379	\$3,773,632	\$3,773,632	(1,521,699)

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 Emergency Medical Services), 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 and the Monterey County Regional Fire Protection District.

This Project includes mobile and portable radios, base station equipment, repeaters and radio control systems with interoperable 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.

The project is 70 percent complete and scheduled for completion by February 1, 2017.

End user equipment has also been purchased or upgraded and is being 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.

Continue system acceptance as more sites come online.

Completion is expected in early 2017.

Budget Year Goals

Continue the NGEN system deployment including completion of site construction and equipment installation.

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 operations are supported through charges to internal and external customers. Services and corresponding charges are published in the ITD's Products and Services Catalogue to assist customer departments in their annual budget development.

ITD functions support County departments in implementing and maintaining data privacy and confidentiality practices that, at a minimum, meet 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's 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**

[Learn More](#)

APPLICATIONS
Software development, MS SharePoint, GIS, Web development, ERP support, database services

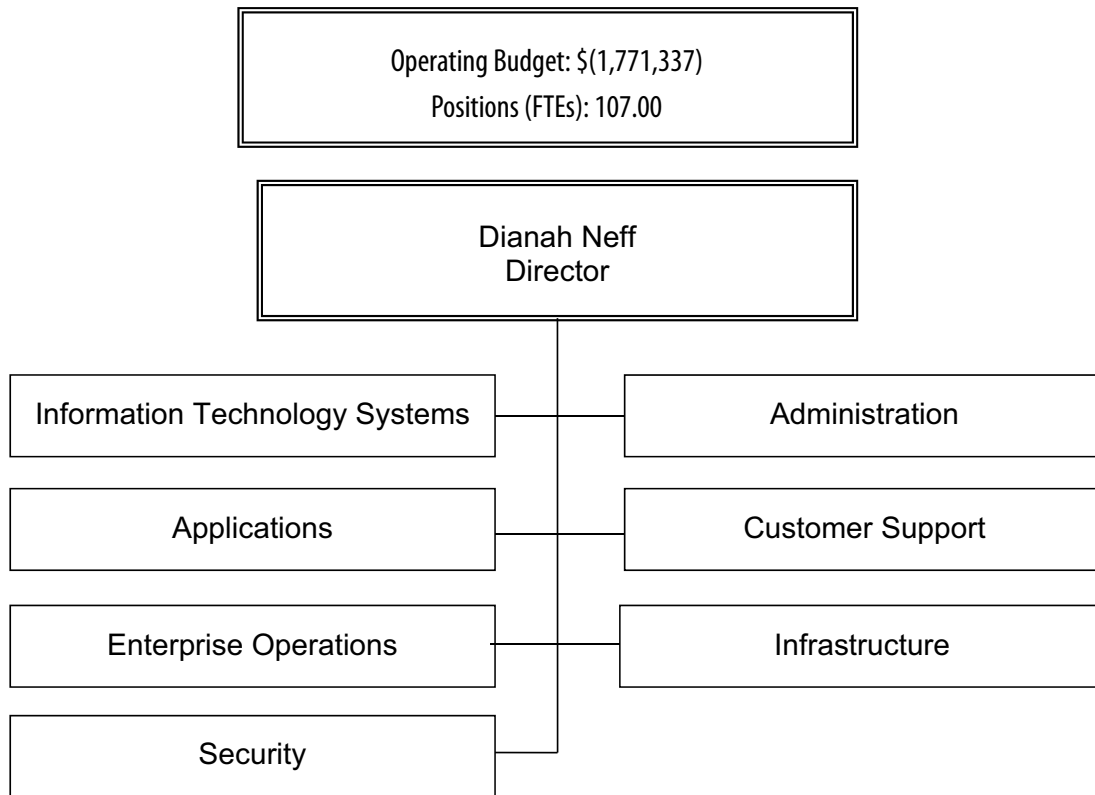
CUSTOMER SUPPORT
Planning, acquisition, operation, technical support and installation and maintenance of hardware and software

ENTERPRISE OPERATIONS
Email support, active directory maintenance, server admin, data center operations, warehousing and records retention

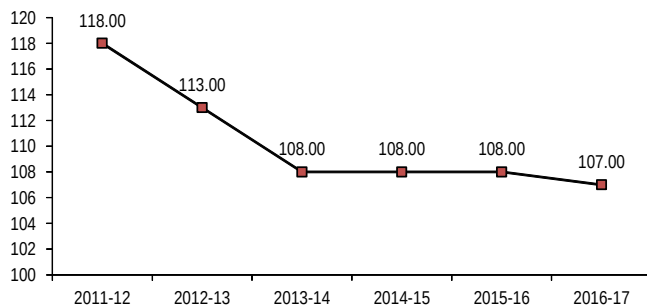
INFRASTRUCTURE
Develops and maintains radio, telecom and data networks, and provides planning services for County service expansion

SECURITY
Conducts security vulnerability assessments, audits, and evaluations of technologies for compliance with Information Security policies and regulations

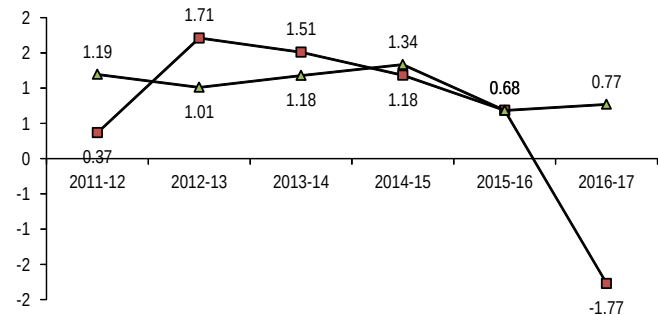
© 2014 County of Monterey
Information Technology Department.



Staffing Trends



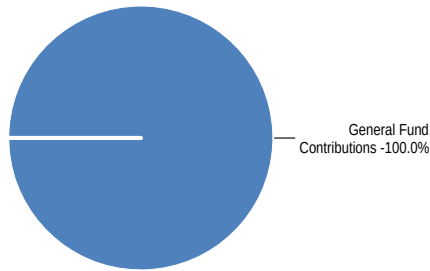
Expenditure/Revenue History (in millions)



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	2013-14 Actual	2014-15 Actual	2015-16 To Date
Enhance public access to online and mobile applications to improve interactions. County website user satisfactions. Target = 90%	83%	96%	90%
Assist departments by providing a highly available and secure environment. Percentage of employees completing security awareness training. Target = 90%	19%	77%	36%
Build and maintain reliable applications that support department needs. ERP incidents resolved and restored within 4 hours. Target = 100%	100%83%	100%	100%
Plan and develop a sustainable physical IT infrastructure. Number of infrastructure projects completed as scheduled. Target = 95%	85%	80%	80%
Streamline IT operations for accountability and efficiency of service delivery. IT spend per County employee. Target = <\$4,000	\$4,125	\$3,993	\$4,339

Source of Funds



Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	12,069,812	12,990,172	12,990,172	14,166,930	14,138,849	1,148,677
Services and Supplies	5,737,565	4,922,307	4,922,307	6,580,844	6,564,719	1,642,412
Other Charges	(18,280,451)	(21,479,216)	(21,479,216)	(23,186,279)	(25,683,752)	(4,204,536)
Capital Assets	1,367,437	4,150,131	4,150,131	3,108,121	3,108,121	(1,042,010)
Other Financing Uses	287,409	100,726	100,726	100,726	100,726	0
Subtotal	\$1,181,772	\$684,120	\$684,120	\$770,342	(\$1,771,337)	(2,455,457)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	637,823	300,000	300,000	311,000	311,000	11,000
Revenue from Use of Money & Property	73,380	54,198	54,198	78,555	78,555	24,357
Charges for Services	605,438	229,922	229,922	380,787	380,787	150,865
Miscellaneous Revenues	16,839	100,000	100,000	0	0	(100,000)
Other Financing Sources	1,780	0	0	0	0	0
Subtotal	\$1,335,259	\$684,120	\$684,120	\$770,342	\$770,342	86,222
General Fund Contributions	(\$153,487)	\$0	\$0	\$0	(\$2,541,679)	(2,541,679)
Total Source of Funds	\$1,181,772	\$684,120	\$684,120	\$770,342	(\$1,771,337)	(2,455,457)

Summary of Recommendation

The Information Technology Department (ITD) Fiscal Year (FY) 2016-17 Recommended Budget includes expenditures of \$23,811,689, financed by internal County reimbursements of \$23,186,279, and revenues from external sources of \$770,342 an increase of \$86,222 over the FY 2015-16 Adopted Budget. ITD also received a credit of \$2,497,473, part of the new Auditor-Controllers' accounting charge back program, leading to a surplus of \$1,771,337.

The Recommended Budget for ITD comprises two areas, Operations and Capital Improvements Projects (CIP). Operational expenditures represent the costs included in the rate structure, while the CIP expenditures are directly passed through to the customers benefiting from each of the respective projects.

The majority of ITD expenditures are reimbursed via ITD's County department customers in the amount noted above of \$23,186,279. The Recommended Budget reflects increased costs for Salaries and Benefits and Services and Supplies. The \$1,148,677 increase for Salaries and Benefits is due to the increase costs for employee

benefits, along with increased funding for vacation buybacks and payout of employee leave credit for separation from County service.

With regard to operations, FY 2016-17 Services and Supplies reflects an increase of \$1,642,412. Part of the increase is due to annual licensing for Office365, server and storage costs, and the additional Enterprise Resource Planning (ERP) charges of \$106,845.

CIP costs for FY 2016-17 total \$3,108,121. This is a decrease of \$1,042,010 from FY 2015-16 Adopted Budgeted CIP amount. The reduction between the two fiscal years is mainly due to completion of Office365 in FY 2015-16.

Budget Impacts

Even though all costs are covered by rates, and ITD remains balanced without the need for GFC.

In an effort to better serve our customers' ITD's needs. The Department eliminated one vacant Data Center Operations Technician III position

Prior Year Accomplishments

Accomplishments are included at the unit level.

Budget Year Goals

Goals are included at the unit level.

Pending Issues

ITD is working with Emergency Communications to secure two sites to complete the implementation of the Next Generation Radio System (NGEN), if either site cannot be secured, the project could be delayed.

ITD is continuing to audit Charter and AT&T cable franchises and Public, Educational and Governmental (PEG) fees.

The ITD data center roof leaked during the FY 2015-16 rainy season. The roof was temporarily patched and is not scheduled to

be replaced until FY 2018-19. The replacement date should be accelerated due to the continuing concerns over the roof.

Policy Considerations

AB 2257 was recently introduced and would require online posting of an agenda by a local agency to have a prominent direct link to the current agenda itself. The bill would require the link to be on the local agency's internet web site homepage, not in a contextual menu on the homepage, and would require the agenda to be posted in compliance with a specified section of law. California State Association of Counties (CSAC) and California County Information Services Directors Association (CCISDA) have taken opposition to the bill. Author: Brian Maienschein

Email retention policy and procedures are being reviewed by County Counsel. The policy and procedures would set email retention periods and require email users to manage their email. It is expected the policy and procedures will be brought to the Board of Supervisors (BOS) in the first quarter of FY 2016-17.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
IT Systems (INF002)	(94,485)	0	0	0	0	0	001	1930_8137
Telecommunication (INF001)	(777)	0	0	0	0	0	001	1930_8140
ITD Administration (INF002)	869,468	930,302	930,302	1,047,936	1,051,439	121,137	001	1930_8432
Applications (INF002)	2,945,887	(1,408,798)	(1,408,798)	(593,850)	(585,373)	823,425	001	1930_8433
Customer Service (INF002)	3,129,148	(354,746)	(354,746)	(659,365)	(597,397)	(242,651)	001	1930_8434
Enterprise Operations (INF002)	3,525,511	720,139	720,139	(419,519)	(410,590)	(1,130,729)	001	1930_8435
Infrastructure (INF002)	2,541,855	(691,476)	(691,476)	(351,817)	(1,274,154)	(582,678)	001	1930_8436
Security (INF002)	874,051	(311,260)	(311,260)	(359,187)	(357,205)	(45,945)	001	1930_8437
Information Technology Dept. (INF002)	(12,608,885)	1,799,959	1,799,959	2,106,144	401,943	(1,398,016)	001	1930_8439
Subtotal	\$1,181,772	\$684,120	\$684,120	\$770,342	(\$1,771,337)	(2,455,457)		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
IT Systems	(94,485)	0	0	0	0	0
Records Retention	0	0	0	0	0	0
Telecommunication	(777)	0	0	0	0	0
ITD Administration	869,468	930,302	930,302	1,047,936	1,051,439	121,137
Applications	2,945,887	(1,408,798)	(1,408,798)	(593,850)	(585,373)	823,425
Customer Service	3,129,148	(354,746)	(354,746)	(659,365)	(597,397)	(242,651)
Enterprise Operations	3,525,511	720,139	720,139	(419,519)	(410,590)	(1,130,729)
Infrastructure	2,541,855	(691,476)	(691,476)	(351,817)	(1,274,154)	(582,678)
Security	874,051	(311,260)	(311,260)	(359,187)	(357,205)	(45,945)
Information Technology Dept.	(12,608,885)	1,799,959	1,799,959	2,106,144	401,943	(1,398,016)
Subtotal	\$1,181,772	\$684,120	\$684,120	\$770,342	(\$1,771,337)	(2,455,457)

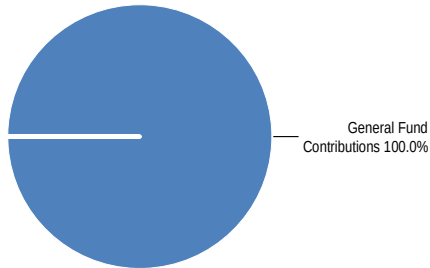
Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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
14K21	DIVISION MANAGER	3.00	3.00	4.00	1.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	3.00	3.00	2.00	-1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	9.00	13.00	13.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	21.00	21.00	20.00	-1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	3.00	3.00	2.00	-1.00
16C99	PROGRAMMER ANALYST-CONFIDENTIAL	4.00	0.00	0.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	0.00	0.00	1.00	1.00
16D25	DATABASE ADMINISTRATOR III	2.00	2.00	2.00	0.00
16E25	SECURITY ANALYST III	1.00	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
41N24	NETWORK SYSTEMS ENGINEER II	0.00	0.00	1.00	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	1.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	4.00	4.00	5.00	1.00
43G04	IT PROJECT MANAGEMENT ANALYST III	2.00	3.00	3.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	8.00	7.00	7.00	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	4.00	4.00	3.00	-1.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00	1.00	1.00	0.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00	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	5.00	-1.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
43P40	GRAPHICS ART TECHNICIAN	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	3.00	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
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
Total		108.00	108.00	107.00	-1.00

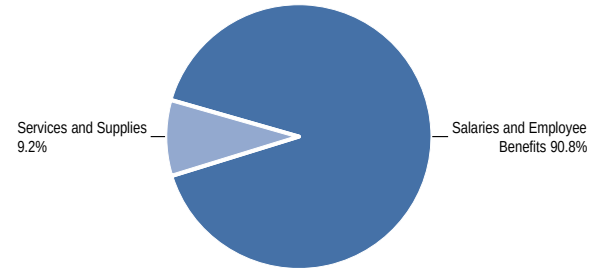
ITD Administration

(Unit 8432— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	843,422	927,926	927,926	955,436	954,506	26,580
Services and Supplies	14,005	2,376	2,376	92,500	96,933	94,557
Capital Assets	12,042	0	0	0	0	0
Subtotal	\$869,468	\$930,302	\$930,302	\$1,047,936	\$1,051,439	121,137

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$869,468	\$930,302	\$930,302	\$1,047,936	\$1,051,439	121,137
Total Source of Funds	\$869,468	\$930,302	\$930,302	\$1,047,936	\$1,051,439	121,137

Unit Description

The Administration Division is comprised of Fiscal and Human Resources Management.

Fiscal is responsible for ITD financial aspects. This includes budget preparation, tracking of actual transactions and how they compare to budget, and financial forecasting. Capital infrastructure needs and asset tracking are also under this section of ITD.

Human Resources partners and collaborates with ITD management to provide diverse talent management and recruitment services, the development and retention of staff, and other HR support services such as benefits and timekeeping coordination.

Prior Year Accomplishments

FISCAL: Collaborated with customer support for further refinement of service management tool relating to fiscal data extracted for both billing and payroll purposes. Rolled all of ITD services into a single billing to reflect one invoice for all service / goods provided by ITD. Directed additional report building from ITD's billing system to provide further year to date and breakout detailed information benefiting both the Department and its customers. Customer online access allows the ability to not only

view, but also to download information for internal analysis. All the reporting not only supports customer billing, but also provides necessary breakout for cost center reconciliation and internal review of staff time allocations. The reports provided by ITD's internal systems are critical as they provide the detail behind the summarized information reflected in the County Advantage system. For auditing purposes, the reports support the County system of record.

HUMAN RESOURCES: Hired staff at various levels, including management, professional, paraprofessional, and clerical. Met quarterly recruitment efficiency goals to fill vacant positions at an average of 90 days. Launched a SharePoint site for ITD staff containing various forms, documents, policies, guidelines, and information. Partnered with the ITD Project Management Office to establish a policy refresher training process and procedure. ITD staff completed mandatory trainings at an average completion rate of 90%.

Budget Year Goals

FISCAL: Work with the Auditor's Office to continue building additional report extraction from the County systems of record. Begin work on new ITD Data Warehouse billing structure. Continue setup in ServiceNow relating to Asset tracking in connection with purchasing, interaction with adds, moves, and

changes, and inventory. Continue to work with the Auditor's Office and County Administrative Office (CAO) regarding setup of new fund structure as a Sub-General Fund. Continue tracking and reconciliation of all ITD infrastructure replacement expenditures.

HUMAN RESOURCES: Collaborate with ITD Management to improve performance evaluation completion metrics with a quarterly goal of 85%. Continue to partner with hiring managers to maintain efficiency in the filling of vacant positions with a quarterly goal of 90 days average. Partner with management in the analysis of staffing and organizational needs in the completion of class/wage studies, training and development, and succession planning activities. Partner with ITD staff to achieve a mandatory training completion rate of 100%.

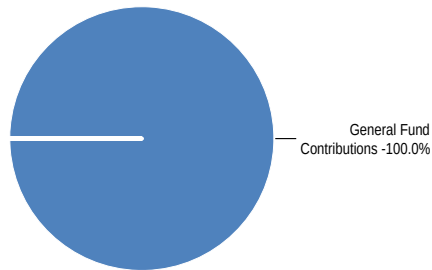
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,406,196	2,515,605	2,515,605	2,854,332	2,849,345	333,740
Services and Supplies	489,970	410,547	410,547	1,009,962	1,023,426	612,879
Other Charges	0	(4,334,950)	(4,334,950)	(4,458,144)	(4,458,144)	(123,194)
Capital Assets	49,721	0	0	0	0	0
Subtotal	\$2,945,887	(\$1,408,798)	(\$1,408,798)	(\$593,850)	(\$585,373)	823,425

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	112,200	112,200	15,511	15,511	(96,689)
Subtotal	\$0	\$112,200	\$112,200	\$15,511	\$15,511	(96,689)
General Fund Contributions	\$2,945,887	(\$1,520,998)	(\$1,520,998)	(\$609,361)	(\$600,884)	920,114
Total Source of Funds	\$2,945,887	(\$1,408,798)	(\$1,408,798)	(\$593,850)	(\$585,373)	823,425

Unit Description

The Applications Division is comprised of Enterprise Applications, Web Services, GIS Services, and Department Applications Support, including ERP Support.

Enterprise Applications provides database administration, software programming, systems consulting, project management and application administration support for enterprise applications for collaboration, document and records management, data integration warehousing and management, business intelligence and analysis, as well as interdepartmental billing and reporting of ITD services.

Web Services provides development and maintenance of Monterey County's internal and external website, individual department sites, as well as graphic services and consulting, and training services on the tools and techniques for content management, website quality assurance, and web analytics and reporting.

GIS Services provides GIS analytical services and development and maintenance of Monterey County's Geo Database, including the development of additional layers of specific GIS data and map development for internal and external customers.

Department Applications Support provides database administration, software programming, systems consulting, project management and application administration support services for applications specific to individual County departments.

ERP Support provides for 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

Enterprise Applications: In support of IT modernization of County Records Management, development and implementation of Infolinx, including Questys enhancements to integrate with InfoLinx, will be completed before the end of this fiscal year. In addition, Questys integration with MS Outlook was confirmed ready to implement once County email retention policies are finalized.

In line with the County's migration to Office 365, the current on premise SharePoint Foundations 2010 will begin migration to

SharePoint on the cloud as departments migrate to the Office 365 Exchange Server.

Finally, the ITD Billing System has been rebuilt into an automated web-based system with data repository that is accessible to all County departments, with web base access for outside agencies targeted for the end of this fiscal year.

Web Services: the redesigned County internal website, now called Infonet successfully launched. Migration of both internal and external department sites to the new Content Management System continued with Agricultural Commissioner, Resource Management Agency, Building, Planning, Public Works and Environmental Services website migration completed early in the fiscal year. County Administrative Office, Office of Emergency Services, Clerk of the Board, Assessor, Clerk-Recorder, Economic Development, and Health Department websites are targeted for completion before the end of the fiscal year.

GIS Services: Enterprise GeoDatabase and ArcGIS servers were upgraded and configured to version 10.2.2, including the rebuild of 2 of 3 mapping websites. The third mapping website to be completed before the fiscal year ends.

Department Applications Support: For department specific applications, Social Services Department (DSS) databases were migrated off unsupported technology to 2012 servers, and DSS and other departments MS Access applications were converted to ensure functionality with the upgrade. All other department database migrations are targeted for completion by the end of this fiscal year. DSS-CWES EQA Phase II was migrated to production and DSS Case Review converted to a web-based environment. In addition, DSS SharePoint 2013 Business Intelligence (BI) is in place on premise, and is expected to be in production by the end of this fiscal year.

ERP Support: Continued ERP ITD support has ensured stability and on-time processing of the County's payroll and financial operations. Affordable Care Act (ACA) patches were applied to the HRM/Payroll application, process improvements to Cash Reconciliation, and Fixed Assets and Budget system build were implemented. The ERP systems were reconfigured and validated for continued stability and functionality with the upgrade to Active Directory (AD) 2012, clearing the way for the AD upgrade, and enabling ITD to proceed with critical IT improvement projects.

Budget Year Goals

Enterprise Applications will complete migration of all County SharePoint sites from the SharePoint 2010 locally hosted server to SharePoint Online by the end of the second quarter of the fiscal year and retire the on premise servers. BI and analytical software functionality will be extended to other departments, along with enhanced search capabilities and workflow features of SharePoint Online. In addition, leveraging the Tier 2 licensing structure of Office 365, the Enterprise Applications Team will work with departments to utilize SharePoint mobility features.

ITD Billing system enhancements for receipt of payments, accounts receivables, and year-to-date details. ITD Billing will be incorporated with ServiceNow enhancements for asset management for the Radio Shop along with outside agencies web access. Finalize the design and begin development and implementation of the billing and asset tracking data warehouse for expanded data analytics capabilities and improved customer reporting.

Web Services will enhance both the County external and Infonet websites in response to user survey and feedback forms. DSS and Treasurer-Tax Collector websites will be migrated to the new Content Management System. The new Monterey County Government Channel (MGTV) website with live video streaming and on-demand video playback capabilities will launch early this coming fiscal year.

Comcate product used by Board of Supervisors' staff will be upgraded to include the Citizen Mobile Applications. Unified Fee Schedule Portal will be developed and launched when requirements are finalized by the Clerk of the Board. Uploads to the Administrative Policies website, Sunshine Ordinance web site and Fraud Reporting sites will continue as requests are received.

GIS Services will continue to collaborate with the department heads GIS Subcommittee, County Counsel, and the GIS Technical Advisory Committee to maintain the current environment and continually improve GIS services. This includes development of labor saving GIS apps that target specific tasks or queries, as well as exploring the adoption of mobile workforce technologies, and fleet, asset, and personnel tracking.

Department Applications Support: Project Charter for the DSS/Health Joint Analytics Management Solution (JAMS) for enterprise data management will be completed. Work on this project will be coordinated closely with the Enterprise Applications Team to ensure consistency of data warehousing and management technology and processes throughout the County.

Natividad Medical Center (NMC) will receive an upgrade to their E2Lite application as well as an upgrade of and training on the NMC Payroll Application.

Migration of MS Access applications for remaining departments will be completed before or shortly after the start of the new fiscal year. Migration of the MS Access backend databases from SQL 2005 to SQL 2012 is required to ensure continued support from Microsoft.

ERP Support will continue to support the 3.7.02 production of the ERP applications with respect to interfaces, batch jobs, reports and Adobe forms. This includes monitoring all ERP application modules and systems, resolving issues as they arise, support testing and implementation of patches and fixpacks from the ERP vendor and continuously improving processes and configurations where applicable and feasible.

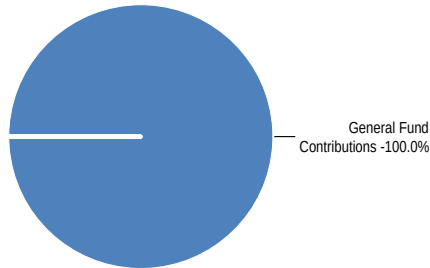
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
16C45	SOFTWARE PROGRAMMER ANALYST III	11.00
16C55	SYSTEMS PROGRAMMER ANALYST III	1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	1.00
16D25	DATABASE ADMINISTRATOR III	2.00
16G25	GIS ANALYST III	2.00
43P40	GRAPHICS ART TECHNICIAN	1.00
14K21	DIVISION MANAGER	1.00
Total		20.00

Customer Service

(Unit 8434— Fund 001)

Source of Funds



Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,907,247	3,299,267	3,299,267	3,509,044	3,502,959	203,692
Services and Supplies	179,828	61,498	61,498	100,623	168,676	107,178
Other Charges	0	(3,715,511)	(3,715,511)	(4,269,032)	(4,269,032)	(553,521)
Capital Assets	42,074	0	0	0	0	0
Subtotal	\$3,129,148	(\$354,746)	(\$354,746)	(\$659,365)	(\$597,397)	(242,651)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	13,014	27,920	27,920	30,241	30,241	2,321
Miscellaneous Revenues	5,627	0	0	0	0	0
Subtotal	\$18,641	\$27,920	\$27,920	\$30,241	\$30,241	2,321
General Fund Contributions	\$3,110,507	(\$382,666)	(\$382,666)	(\$689,606)	(\$627,638)	(244,972)
Total Source of Funds	\$3,129,148	(\$354,746)	(\$354,746)	(\$659,365)	(\$597,397)	(242,651)

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 the Department's customers.

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.

DESKTOP MANAGEMENT: Provides PC lifecycle management including the planning, acquisition, installation, support, maintenance and replacement of PC-based hardware and software.

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

IT SERVICE DESK: Further enhanced delivery of IT services by successfully completing Phase II of the ServiceNow IT Service Management implementation.

Reduced by 31% the number of countywide password reset requests performed at Service Desk.

DESKTOP MANAGEMENT: Accomplished 78.5% of all related incidents resolved within established ITD service level targets.

PROJECT MANAGEMENT (PMO): Identify two process improvement opportunities and formalize and/or re-engineer the associated IT processes to achieve efficiencies.

Accomplished the transition from Innotas to ServiceNow's Project & Portfolio Management (PPM) module, the PMO successfully re-engineered the project initiation (Demand) process and improved customer visibility.

The PMO re-engineered the IT Change Management process in conjunction with the launch of ServiceNow's Change module. The new process provides greater consistency and clarity, and captures applicable details including approvals within ServiceNow.

Budget Year Goals

IT SERVICE DESK: Implement Knowledge Management solution and processes to enable the collection, organization and sharing of important technical information with County employees.

Reduce by 50% the number of Password Reset requests performed at the Service Desk by providing County employees with the ability to securely reset their own passwords.

DESKTOP MANAGEMENT: Resolve at least 80% of all Incidents within established ITD service level targets.

PROJECT MANAGEMENT (PMO): Develop and publish a ServiceNow project dashboard to provide customers with greater visibility into their IT projects.

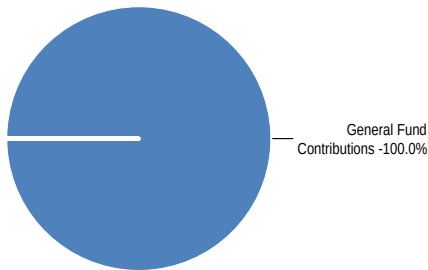
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14K21	DIVISION MANAGER	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	2.00
16C55	SYSTEMS PROGRAMMER ANALYST III	13.00
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		26.00

Enterprise Operations

(Unit 8435— Fund 001)

Source of Funds



Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,266,686	2,284,587	2,284,587	2,025,778	2,021,498	(263,089)
Services and Supplies	1,752,459	793,908	793,908	1,754,185	1,767,394	973,486
Other Charges	(506,194)	(3,443,356)	(3,443,356)	(4,220,982)	(4,220,982)	(777,626)
Capital Assets	11,805	1,085,000	1,085,000	21,500	21,500	(1,063,500)
Other Financing Uses	755	0	0	0	0	0
Subtotal	\$3,525,511	\$720,139	\$720,139	(\$419,519)	(\$410,590)	(1,130,729)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	2,446	2,446	24,755	24,755	22,309
Miscellaneous Revenues	11,131	10,000	10,000	0	0	(10,000)
Subtotal	\$11,131	\$12,446	\$12,446	\$24,755	\$24,755	12,309
General Fund Contributions	\$3,514,379	\$707,693	\$707,693	(\$444,274)	(\$435,345)	(1,143,038)
Total Source of Funds	\$3,525,511	\$720,139	\$720,139	(\$419,519)	(\$410,590)	(1,130,729)

Unit Description

The Enterprise Operations Division is comprised of Enterprise Distributed Services (EDS), Data Center Operations (DCO), Records Retention (RRC), and Procurement.

Enterprise Distributed Systems 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.

Data Center Operations is responsible for maintaining and operating enterprise systems and application platforms such as Payroll, Financial, Human Resources Management (HRM), and Social Services applications. They monitor the health of data center environmental systems, servers, and storage systems. They also oversee off-site data storage.

Records Retention Center 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.

Procurement is responsible for providing logistical support and sourcing 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, Heating, Ventilation, and Air Conditioning (HVAC), and Uninterruptable Power Supply (UPS) systems.

Prior Year Accomplishments

Enterprise Distributed Systems: Migrated the County's infrastructure from Active Directory 2003 to Active Directory 2012. Created the County's Microsoft Office 365 Government Cloud Tenant and developed, refined and implemented the process for migrating the County's E-Mail system to the Microsoft Government Cloud. Supported the migration of over 1,000 County

users to cloud-based email. Implemented the DhaaniStar Energy Management System which reduces electrical consumption in support of County personal computers, reducing greenhouse gases and saves tax payer dollars. Supported the network Border Network Upgrade Project.

Data Center Operations: Completed the de-commissioning of the County's mainframe computing environment. Performed day to day operational support of the DhaaniStar Energy Management System. Provided augmentation for the IT service desk. Assumed expanded role supporting, patching, and monitoring of hosted equipment in the data center.

Records Retention Center (RRC): Expanded customer base served by the Records Center and increased number of boxes of records stored from 26,000 to 38,000. Completed the move of 9,000 boxes of District Attorney records stored at an offsite vendor to the Records Center. Completed the replacement of the RRC's records management platform to a current state of the art application.

Procurement: Assisted in the procurement, receipt, and issuance of over 23,000 IT end items and components in support of the County's technology needs. Assisted in obtaining the agreement of the Microsoft Office 365 Enterprise Agreement. Negotiated a new master agreement for PC procurement. Participated in the planning and design review for the new Government Center Complex at 1441 Schilling Place. Oversaw ITD Facility projects including replacement of critical Data Center HVAC equipment and the facilities physical security (camera, door access and alarm) systems.

Budget Year Goals

Enterprise Distributed Systems (EDS): Complete the migration of all County users to Office 365. Upgrade County Print Server Environment to create redundancy in the event of component failure. Upgrade County file services hardware to include fault tolerance and high availability functions. Provide infrastructure support for Schilling Place construction and user moves.

Data Center Operations: Assume additional responsibility for server patching duties to augment capabilities of EDS to support strategic planning and deployment of infrastructure systems. Provide continued support of the AMS 3.7 ERP application. Provide enhanced operational support of I Series Hardware platform in support of County Recorder/Assessor applications.

RRC: Continue migration of new records to the center and perform review of record indexing practices to enhance search capabilities for County departments. Develop more efficient and effective records retrieval services in support of expanded use of the facility by County departments.

Procurement: Oversee the replacement of the ITD building roof, develop plans for next generation Uninterruptable Power Supply (UPS) and power distribution systems in support of the County's Data Center. Continue to provide support for the procurement of ITD commodities in support of the mission of all County agencies. Provide needed support for Schilling Place project as needed.

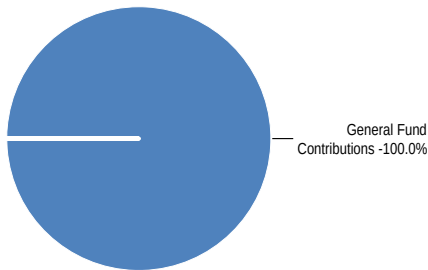
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	5.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00
70F79	WAREHOUSE WORKER	3.00
70F80	SENIOR STOREKEEPER	1.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00
Total		19.00

Infrastructure

(Unit 8436— Fund 001)

Source of Funds



Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,829,342	3,188,876	3,188,876	3,504,513	3,493,669	304,793
Services and Supplies	2,066,218	2,016,623	2,016,623	2,015,657	2,031,271	14,648
Other Charges	(3,541,534)	(8,262,054)	(8,262,054)	(8,973,657)	(9,900,764)	(1,638,710)
Capital Assets	965,039	2,324,030	2,324,030	3,060,621	3,060,621	736,591
Other Financing Uses	222,790	41,049	41,049	41,049	41,049	0
Subtotal	\$2,541,855	(\$691,476)	(\$691,476)	(\$351,817)	(\$1,274,154)	(582,678)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	637,823	300,000	300,000	311,000	311,000	11,000
Revenue from Use of Money & Property	69,643	54,198	54,198	78,555	78,555	24,357
Charges for Services	318,004	86,060	86,060	308,984	308,984	222,924
Miscellaneous Revenues	0	90,000	90,000	0	0	(90,000)
Other Financing Sources	1,780	0	0	0	0	0
Subtotal	\$1,027,250	\$530,258	\$530,258	\$698,539	\$698,539	168,281
General Fund Contributions	\$1,514,605	(\$1,221,734)	(\$1,221,734)	(\$1,050,356)	(\$1,972,693)	(750,959)
Total Source of Funds	\$2,541,855	(\$691,476)	(\$691,476)	(\$351,817)	(\$1,274,154)	(582,678)

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, telephony, 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.

TELECOMMUNICATIONS: Offers voice collaboration services by offering an efficient voice communication system that provides a seamless experience for County users and keeps our organizations in touch.

RADIO COMMUNICATIONS: Provides end-to-end wireless systems services including Land Mobile Radio and microwave communication with a focus on serving regional public safety agencies.

Prior Year Accomplishments

DATA NETWORK: Completed revamping of County's border network segment to use Palo Alto Next Generation firewall. County has finished migration to a cutting edge and scalable border network infrastructure capable of supporting Cloud computing

which includes vendor neutral Internet IP addresses, and a border network infrastructure that can scale up to 10-Gb.

TELECOMMUNICATIONS: Completed upgrade of County voice messaging system including hardware replacement and migration to VoIP platform in support of multi-year phone system upgrade.

RADIO COMMUNICATIONS: Completed multiple Next Generation (NGEN) digital radio sites which include Penon Peak, Bryant Canyon, 911, Mt. Toro and La Mesa Housing. Acquisition of a frequency to support county-wide fire paging was completed and is scheduled for implementation as the final stage of the NGEN Analog Overlay system at the end of 2016. Planning is underway for a countywide microwave backhaul migration project that will transition legacy technology to an internet protocol-based standard.

Budget Year Goals

DATA NETWORK: Complete data center network redesign and upgrade by using a sustainable technology.

TELECOMMUNICATIONS: Continue multi-year upgrade of the County's Telecommunications system in order to provide reliable and cost-effective voice communications infrastructure that leverages VoIP technology.

RADIO COMMUNICATIONS: Continue support Next Generation Radio project for the purpose of public safety communication.

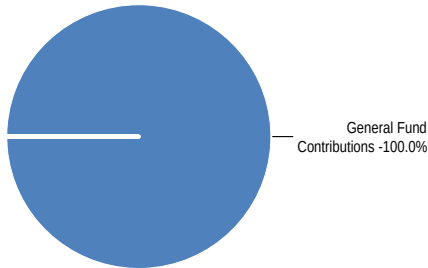
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	1.00
14K21	DIVISION MANAGER	1.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00
41N24	NETWORK SYSTEMS ENGINEER II	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00
43A22	ENGINEERING AIDE III	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.00
43G04	IT PROJECT MANAGEMENT ANALYST III	1.00
43L18	COMMUNICATIONS TECHNICIAN III	7.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	3.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		27.00

Security

(Unit 8437— Fund 001)

Source of Funds



Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	436,408	450,490	450,490	455,001	454,450	3,960
Services and Supplies	218,415	363,677	363,677	430,276	432,809	69,132
Other Charges	0	(1,202,928)	(1,202,928)	(1,264,464)	(1,264,464)	(61,536)
Capital Assets	219,228	77,501	77,501	20,000	20,000	(57,501)
Subtotal	\$874,051	(\$311,260)	(\$311,260)	(\$359,187)	(\$357,205)	(45,945)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	1,296	1,296	1,296	1,296	0
Subtotal	\$0	\$1,296	\$1,296	\$1,296	\$1,296	0
General Fund Contributions	\$874,051	(\$312,556)	(\$312,556)	(\$360,483)	(\$358,501)	(45,945)
Total Source of Funds	\$874,051	(\$311,260)	(\$311,260)	(\$359,187)	(\$357,205)	(45,945)

Unit Description

Information Security assists County business with assuring the availability of their information by guiding these businesses on how to properly manage the security risks to their information assets, actively monitoring those assets for compromise, and leading the effective business recovery of information assets that have been compromised.

Budget Year Goals

Continue to train departments to better monitor their systems and use tools to discover malicious activity. Increase the success percentage for social engineering through more advanced social engineering exercises. Continue to guide the ITD department in its security posture efforts.

Prior Year Accomplishments

Scored 94% success in social engineering exercises for County employees. Processed over 1/2 million intrusion events, responded to 120 security incidents, and pulled 54 systems out of service that were infected by serious malware, thereby preventing County data from being compromised. Contained 100% of advanced malware within 8 business hours.

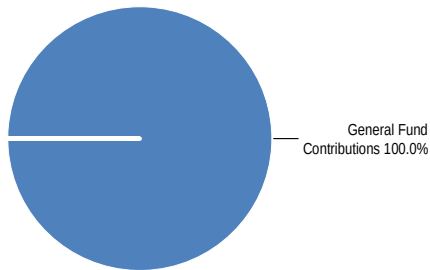
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	1.00
16E25	SECURITY ANALYST III	1.00
Total		3.00

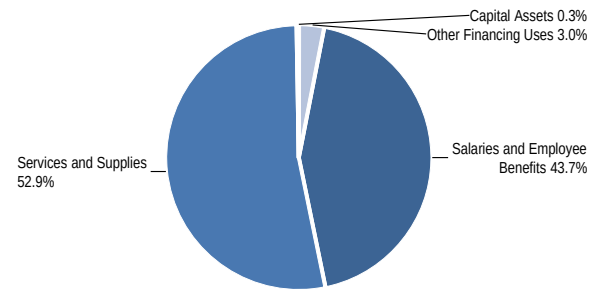
Information Technology Dept.

(Unit 8439— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	380,512	323,421	323,421	862,826	862,422	539,001
Services and Supplies	1,111,933	1,273,678	1,273,678	1,177,641	1,044,210	(229,468)
Other Charges	(14,232,722)	(520,417)	(520,417)	0	(1,570,366)	(1,049,949)
Capital Assets	67,528	663,600	663,600	6,000	6,000	(657,600)
Other Financing Uses	63,864	59,677	59,677	59,677	59,677	0
Subtotal	(\$12,608,885)	\$1,799,959	\$1,799,959	\$2,106,144	\$401,943	(1,398,016)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	30,820	0	0	0	0	0
Miscellaneous Revenues	80	0	0	0	0	0
Subtotal	\$30,900	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$12,639,785)	\$1,799,959	\$1,799,959	\$2,106,144	\$401,943	(1,398,016)
Total Source of Funds	(\$12,608,885)	\$1,799,959	\$1,799,959	\$2,106,144	\$401,943	(1,398,016)

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

Continued to work with Monterey Community Health Initiative to support/connect three countywide hospitals to meet Federal Health Initiative mandate; Community Hospital of Monterey Peninsula (CHOMP) and Salinas Valley Memorial Hospital (SVMH) are connected.

Developed Sunshine Ordinance with County Counsel to address open data access needs for County residents, businesses and visitors.

Negotiated agreement with Charter Communications to upgrade North and South County cable TV to modern HDTV cable system, plus install broadband fiber in Charter franchise area within 36 months of Federal Communication Commission (FCC) and California Public Utilities Commission (CPUC) approval of Charter/Time Warner Cable merger. Approval is expected in June 2016.

Budget Year Goals

Continue to work with Natividad Medical Center (NMC) to connect them with the other two hospitals.

Implement State legislation SB272 that requires local agencies to create a catalog of enterprise systems and post catalog in a prominent location on the agency's website.

Oversee the first year of the buildout of the Charter Cable Broadband upgrade. This is a three-year project.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00
80A32	SENIOR SECRETARY	1.00
Total		3.00



This page intentionally left blank.

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 and nearby rented office space, with a branch office in Monterey.

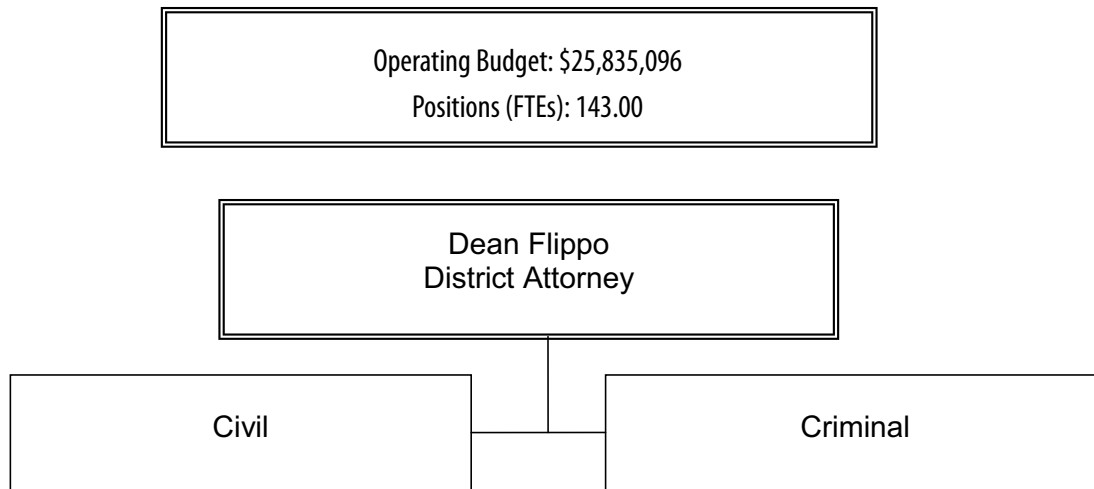
Under the leadership of District Attorney Dean Flippo, the Office is engaged in numerous community and multi-agency projects to protect and enhance public safety. Units within the Office are as follows:

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 mortgage fraud, investment transactions, securities, drug and healthcare claims, warranties, insurance packing, internet auctions and purchases, and schemes targeting senior citizens or immigrant communities.

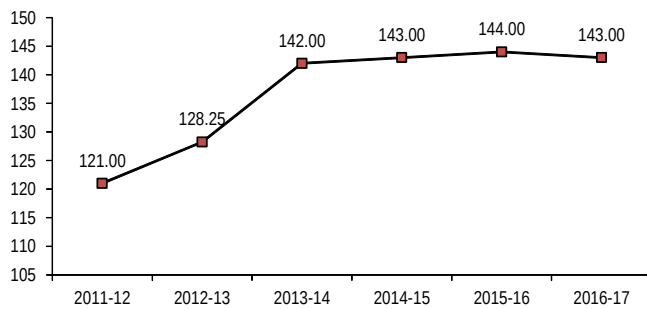
The Environmental Protection Unit enforces laws to protect our local environment. Cases involve hazardous material and hazardous waste violations, pollution, and other areas that impact the health of our community. Successful conclusion of consumer and environmental cases will often involve collaboration 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.

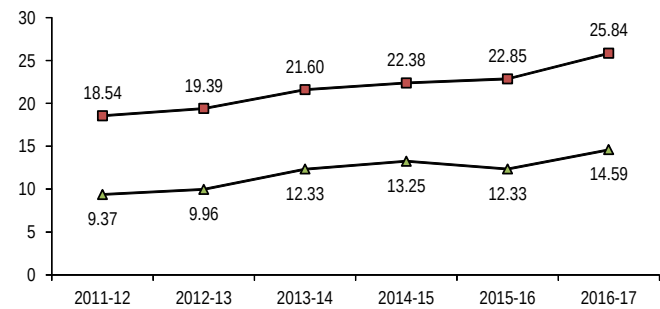




Staffing Trends



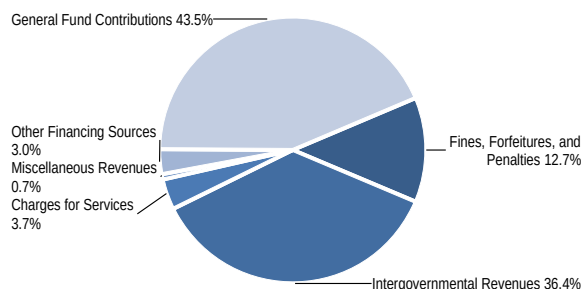
Expenditure/Revenue History (in millions)



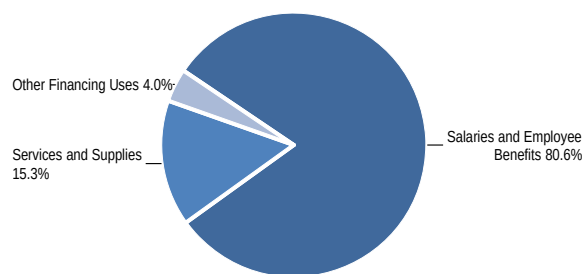
The Truancy Abatement Program and Truancy Court ensure that every child receives an education through secondary school. Restitution for Crimes are the fines or fees to be paid by the defendant. These are for Property Crimes, Court Ordered Fines, or for Victims Restitution.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Truancy: Number of active cases.	5,943	6,532	6,367
Restitution: Court ordered private losses.	\$1,258,862	\$193,380	\$289,764

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	19,472,899	20,555,357	19,899,195	21,549,719	20,907,180	351,823
Services and Supplies	3,316,218	3,632,077	3,564,965	4,085,758	3,977,513	345,436
Other Charges	(904,862)	(1,111,258)	(887,603)	(97,184)	(97,184)	1,014,074
Other Financing Uses	490,749	1,018,605	269,587	1,047,587	1,047,587	28,982
Subtotal	\$22,375,004	\$24,094,781	\$22,846,144	\$26,585,880	\$25,835,096	1,740,315

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,421,405	2,971,316	2,606,703	3,292,332	3,292,332	321,016
Revenue from Use of Money & Property	170	300	300	300	300	0
Intergovernmental Revenues	8,778,947	8,874,042	7,941,737	9,149,453	9,394,302	520,260
Charges for Services	845,794	989,000	799,000	959,000	959,000	(30,000)
Miscellaneous Revenues	441,562	170,000	413,500	170,000	170,000	0
Other Financing Sources	760,911	749,018	571,350	777,987	777,987	28,969
Subtotal	\$13,248,789	\$13,753,676	\$12,332,590	\$14,349,072	\$14,593,921	840,245
General Fund Contributions	\$9,145,627	\$10,341,105	\$10,513,554	\$12,236,808	\$11,241,175	900,070
Total Source of Funds	\$22,394,416	\$24,094,781	\$22,846,144	\$26,585,880	\$25,835,096	1,740,315

Summary of Recommendation

The Department proposed a budget to meet the available General Fund Contribution (GFC) funding that was significantly impacted by a dramatic increase in costs for the upcoming fiscal year. The Recommended Budget provides appropriations of \$25.8 million, an increase of \$1.7 million compared to the FY 2015-16 Adopted Budget. The increase in appropriations is primarily due to the newly allocated countywide indirect cost of \$1.0 million, as well as increases in retirement contributions and increased healthcare costs, totaling \$666,892. The Recommended Budget has a GFC of \$11.2 million and program revenues of \$14.6 million. To meet this level of GFC, one vacant position was removed from the Department's budget.

The Recommended Budget includes \$246,978 in augmentation to restore operating expenses, such as trial related expenses, that had been reduced to meet the baseline GFC funding.

The Recommended Budget does not include requested augmentations for six new positions: two Legal Secretaries, a Legal Assistant, a Legal Typist, a Deputy District Attorney and an Assistant Chief Investigator, totaling \$646,527.

The County Administrative Office reduced the budget for Workers' Compensation and General Liability Insurance by \$104,257 to reflect the current funding policy.

Budget Impacts

Despite the improving economic conditions in both the County and the State, significant fiscal challenges exist as revenue sources are not keeping pace with increasing costs. New and expanding technological challenges, for areas such as body camera videos, will require additional resources that the Department does not currently have available, which are reflected as augmentations requested by the Department.

Prior Year Accomplishments

The Criminal Unit successfully prosecuted many high-profile cases during the year, including murder, gang crimes and public integrity prosecutions.

The office successfully prosecuted a 4-defendant gang rape, numerous child molestation cases and many others.

The Civil unit had numerous successful settlements during the current fiscal year, in excess of \$550,000, which directly supports the efforts of the District Attorney in combating fraud in our County.

The Workers' Compensation Fraud Unit continued its efforts to protect workers from unscrupulous employers who attempted to cheat by not purchasing mandatory insurance, as well as employees who committed applicant fraud.

The District Attorney's Office is particularly proud of its success in reducing truancy in schools. Approximately 1,300 truant students went through mediation or court hearings because of their truancy, with a marked improvement in their attendance.

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 and the community to keep searching for a coordinated approach to this most pressing problem.

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 a new computer software interface between the Department's Case Management System, Prosecutor by Karpel, with the new Case Management System being utilized by several police agencies in the County, known as TrackNET. When implemented, criminal case files will be digitally uploaded to the system, eliminating the requirement of paper files.

Work with the Superior Court in the implementation of their new Case Management System, known as Odyssey, which begins implementation in FY 2016-17. While the Courts are phasing in the implementation over many months, this first phase will be an important step in creating a paperless criminal justice process.

Pending Issues

TRACKNET: The Sheriff's Office is utilizing a new case management system, known as TrackNET. The Department is training staff members on the use of the new system and this new technology holds a great deal of promise. Additionally, it has the capability to interface directly with the Department's case

management system, Prosecutor by Karpel, which has the potential to greatly improve productivity.

DIGITAL EVIDENCE: The Department is currently working with other District Attorneys across the State to assess the ongoing issue of processing digital evidence. As a direct result of the increased use of body cameras and the implementation of Proposition 47, offices across the State are facing dramatic increases in the processing and handling of digital evidence. Additional staff are needed to properly handle and process digital evidence. The Department has requested four new support staff positions to handle the growing amount of digital evidence. The additional positions are not included in the Recommended Budget due to County budget constraints.

RELOCATION: The Department has been housed in modular units in Salinas and in office facilities at the Monterey Courthouse for approximately 13 years, expecting to be there for only two years. The issue of appropriate office space for the District Attorney's Office continues to remain one of the Department's most pressing issues. The current construction and renovation of the East/West Wings will provide an improved work location for the Department.

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 the community. As the economy improves, the Department intends to continue advocating for service level restorations to improve safety for County citizens.

REALIGNMENT: The implementation of AB109 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 return of State prison inmates to local authorities for management continues to challenge the entire County. The recent implementation of Proposition 47, where significant reductions in the severity of many offenses were approved, has many in law enforcement concerned for the safety of citizens. The long-term impact on the District Attorney's office and the entire community remain uncertain. The unknowns for realignment and Proposition 47 present a significant challenge in planning for the future.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Civil (DIS001)	2,543,313	3,112,724	2,670,045	3,207,595	3,184,937	72,213	001	2240_8062
Criminal (DIS001)	19,609,864	20,233,039	20,176,099	22,600,285	21,872,159	1,639,120	001	2240_8063
Criminal (DIS002)	221,826	749,018	0	778,000	778,000	28,982	022	2240_8063
Subtotal	\$22,375,004	\$24,094,781	\$22,846,144	\$26,585,880	\$25,835,096	1,740,315		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Civil	2,543,313	3,112,724	2,670,045	3,207,595	3,184,937	72,213
Criminal	19,831,691	20,982,057	20,176,099	23,378,285	22,650,159	1,668,102
Subtotal	\$22,375,004	\$24,094,781	\$22,846,144	\$26,585,880	\$25,835,096	1,740,315

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	3.00	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	1.00	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	22.00	22.00	22.00	0.00
34A80	SUPERVISING DISTRICT ATTORNEY INVESTIGATOR	2.00	2.00	2.00	0.00
34G10	INVESTIGATIVE AIDE	5.00	5.00	5.00	0.00
39C01	LEGAL ASSISTANT	2.00	2.00	2.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	51.00	51.00	51.00	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.00	3.00	2.00	-1.00
43G05	DIGITAL FORENSIC INVESTIGATOR	0.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	6.00	6.00	6.00	0.00
80B11	LEGAL TYPIST	6.00	6.00	6.00	0.00
80B22	LEGAL SECRETARY	26.00	25.00	25.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	1.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
Total		143.00	144.00	143.00	-1.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2240	AUG1_2240_8063_001	Operational Expenditures	Base Level Maintenance	246,978	0.00	246,978	0.00
2240	AUG2_2240_8063_002	Legal Secretary - Discovery	Not Mandated-New Program/Svc	77,457	1.00	0	0.00
2240	AUG3_2240_8063_003	Legal Secretary - Evidence	Not Mandated-New Program/Svc	77,457	1.00	0	0.00
2240	AUG4_2240_8063_004	Legal Assistant - Evidence	Not Mandated-New Program/Svc	80,309	1.00	0	0.00
2240	AUG5_2240_8063_005	Legal Typist - Evidence	Not Mandated-New Program/Svc	70,239	1.00	0	0.00
2240	AUG6_2240_8063_006	Dept Dist Attny	Not Mandated-New Program/Svc	180,187	1.00	0	0.00
2240	AUG7_2240_8063_007	Assist Chief Investigator	Not Mandated-New Program/Svc	160,878	1.00	0	0.00
Grand Total				893,505	6.00	246,978	0.00



This page intentionally left blank.

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; modifying orders, and enforcement of current and past due child support obligations.

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.

The Department of Child Support Services puts children first by helping parents provide for the economic and social well-being, health and stability of the children. In keeping with a program recognized for providing economic stability for low-income families, all custodial parents, regardless of income or immigration status, are eligible for child support services. Research has shown that the child support program is among the most effective means of reducing child poverty and improves outcomes for children.

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 cost effective manner. The Department is 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. The Department, with a caseload of 16,993 children, distributed over \$41,240,237 in 2015, which represents needed money that helps families reach and maintain self-sufficiency.

Providing our Child Support Services to individuals that are current recipients or are border-line recipients of services from other agencies avoids costs to other agencies and to taxpayers. The avoidance of costs to other programs is based on the Department maintaining core services.

The services provided, which include the establishment of paternity, obtaining child support orders, obtaining health insurance provisions and enforcing child support orders, embraces the County's strategic initiative to enhance the quality of life and wellness of the residents of Monterey County.

S
U
P
P
O
R
T
I
N
G



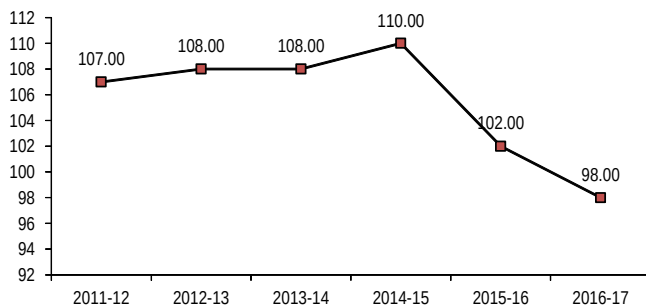
Monterey County's
children

Operating Budget: \$11,156,499
Positions (FTEs): 98.00

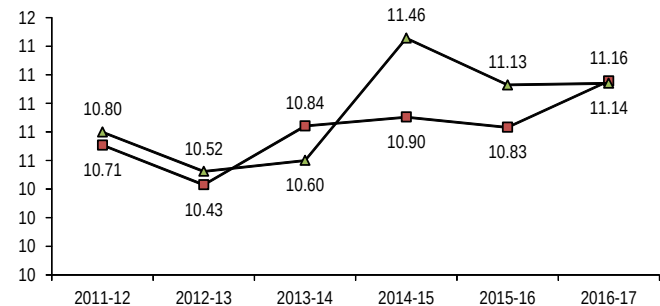
Jody Holtzworth
Acting Director

Child Support Services

Staffing Trends



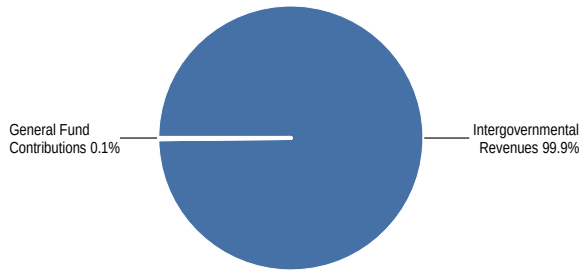
Expenditure/Revenue History (in millions)



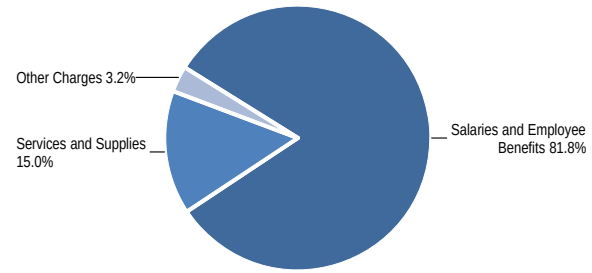
The performance measures are directly aligned with the mission of the Child Support program and striving to meet these goals each year results in increased services to customers, greater dollars collected, and optimization of Federal Incentive dollars.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of current child support collected. Target = 64.8%	63.6%	64.8%	65.9%
Percent of case with arrearage collections. Target = 69.7%	66.9%	68.2%	54.7%
Percent of cases with court orders. Target = 93.3%	93.4%	93.4%	93.2%
Percent of children with paternity established. Target = 105.2%	105.9%	104.1%	98.7%
Collections distributed (in millions). Target = \$42 M	\$40.1	\$40.2	\$20.4
Cost Effectiveness (collections compared to expenditures). Target = \$3.68	\$3.56	\$3.68	\$3.82

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	9,177,060	9,281,673	9,152,144	9,426,744	9,124,208	(157,465)
Services and Supplies	1,766,933	1,710,682	1,721,193	1,685,265	1,678,907	(31,775)
Other Charges	(40,052)	(33,500)	(41,200)	353,384	353,384	386,884
Subtotal	\$10,903,940	\$10,958,855	\$10,832,137	\$11,465,393	\$11,156,499	197,644

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	12,600	0	0	0	0	0
Intergovernmental Revenues	11,443,364	11,344,177	11,128,610	11,140,443	11,140,443	(203,734)
Charges for Services	204	0	0	0	0	0
Miscellaneous Revenues	145	0	0	0	0	0
Subtotal	\$11,456,313	\$11,344,177	\$11,128,610	\$11,140,443	\$11,140,443	(203,734)
General Fund Contributions	(\$552,373)	(\$385,322)	(\$296,473)	\$324,950	\$16,056	401,378
Total Source of Funds	\$10,903,940	\$10,958,855	\$10,832,137	\$11,465,393	\$11,156,499	197,644

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget for the Department of Child Support Services (DCSS) includes appropriations of \$11,156,499, financed by \$11,140,443 in revenue and a General Fund Contribution (GFC) of \$16,056. As required by legislation effective January 1, 2000, this budget has been submitted to the State for approval.

Budget Impacts

The Department of Child Support Services is funded with 34% State funds and 66% Federal funds based on a reimbursement process of claimed expenditures. However, since 2003-04 the State has funded local child support agencies on a "status quo" basis. As such, it does not address the ongoing fiscal pressures related to the ordinary cost-of-doing-business, personnel, healthcare, increased charges for information technology, the Enterprise Resource Planning (ERP) upgrade, general liability insurance, and workers' compensation.

Due to all the various cost pressures and static revenues, the Department's staffing level has decreased 44% from 167 positions in FY 2002-03 to 98 positions in FY 2016-17.

The Department requested an augmentation of \$111,209 to retain five positions (three vacant and two filled). The Recommended

Budget provides \$25,587 in additional funding to restore the two filled positions. However the Recommended Budget for FY 2016-17 also contains a reduction of four vacant positions, including the three vacant positions included in the augmentation request. Restoration of these positions would require an additional, \$111,209 in GFC and avoid a possible reduction in collections.

Prior Year Accomplishments

The Department continues to record the highest collection totals in the history of the program and continues to review and streamline its 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.

The Department has embraced the shared services concept and continues to have an ongoing no-cost agreement with Ventura County Department of Child Support Services to answer non-emergency calls for Monterey County DCSS. This has resulted in excellent measurements regarding wait times and a 98-99 percentage rate of calls being answered within ten seconds.

Part of the Department's critical mission, along with Federal performance measures, is to provide excellent customer service. The Department makes itself available to the public and takes walk-ins, with no appointments necessary. DCSS continues to offer early

and late office hours to accommodate those who have jobs and other commitments during regular working hours.

The Department continues to provide important information such as paternity adjudication and the enforcement of child support with outreach programs at local schools and at community events. The Department also continues to provide public service announcements and direct mailings to those in need of our services.

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 during the calendar year 2015.

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 basis. The Department has also 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 potential safety issues and be proactive in addressing them.

Continue to provide quality service to our customers and be a leader in the use of best practices and innovation, so that families and children receive 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 DCSS optimizes mandated services in the most efficient manner and to continue being a leader within the State of California Child Support Program.

Leverage technology to increase effectiveness and efficiency.

Develop and retain employees by providing ongoing professional development courses including utilizing the County's "Learning and Development Network:"

Continue to review cost savings and sharing of services with other County local child support agencies.

Increase the frequency and reliability of payments for families, so they can depend on this very important source of income.

Obtain additional funding stream(s) that will offset possible reduction of staff.

Budget Year Goals

Continue to deliver our core services and at the same time improve in all Federal/State performance measures.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Child Support Services (CHI001)	10,903,940	10,958,855	10,832,137	11,465,393	11,156,499	197,644	001	2250_8018
Subtotal	\$10,903,940	\$10,958,855	\$10,832,137	\$11,465,393	\$11,156,499	197,644		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Child Support Services	10,903,940	10,958,855	10,832,137	11,465,393	11,156,499	197,644
Subtotal	\$10,903,940	\$10,958,855	\$10,832,137	\$11,465,393	\$11,156,499	197,644

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	2.00	2.00	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	0.00	1.00	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	11.00	9.00	7.00	-2.00
25C23	CHILD SUPPORT OFFICER II	42.00	40.00	40.00	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	1.00	-1.00
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
39A47	CHIEF CHILD SUPPORT ATTORNEY	0.00	1.00	1.00	0.00
39C01	LEGAL ASSISTANT	1.00	1.00	0.00	-1.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
39D37	MANAGING CHILD SUPPRT ATTORNEY	1.00	0.00	0.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
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	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	3.00	2.00	2.00	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		110.00	101.00	98.00	-3.00

Child Support Services

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2250	AUG1_2250_8018_001	Restore 5 FTEs	Mandated	111,209	5.00	25,587	2.00
Grand Total				111,209	5.00	25,587	2.00



This page intentionally left blank.

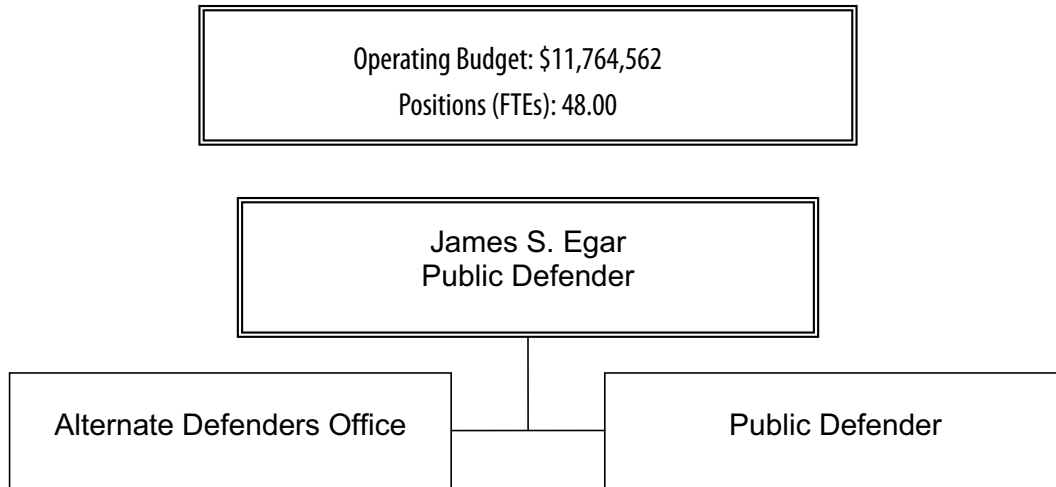
Public Defender

The Public Defender Department (PD) includes both the Public Defender's Office (PDO) and the Alternate Defender's Office (ADO). From a legal perspective, these offices function as two distinct and separate law offices.

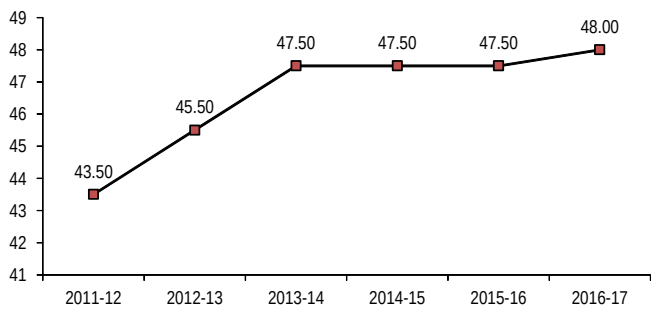
PUBLIC DEFENDER: The Law Office of the Public Defender provides legal representation to indigent adults and juveniles charged with crimes and violations of law in Monterey County. It also provides representation for mental health clients whose liberty may be restricted due to mental disease or defect 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.

ALTERNATE DEFENDER: The Court Assigned Counsel Unit, referred to as the Alternate Defender's Office, 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 due to a conflict of interest or for other appropriate reasons.

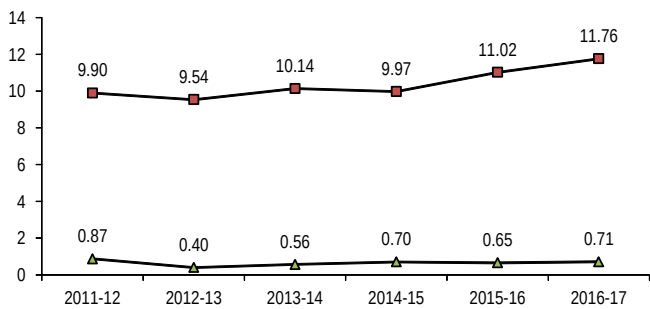




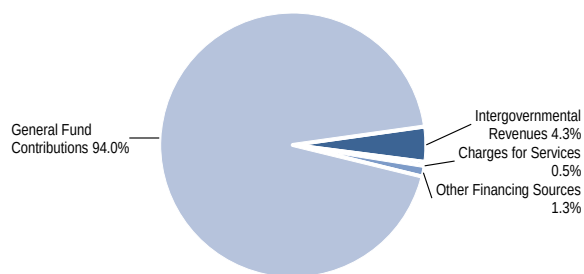
Staffing Trends



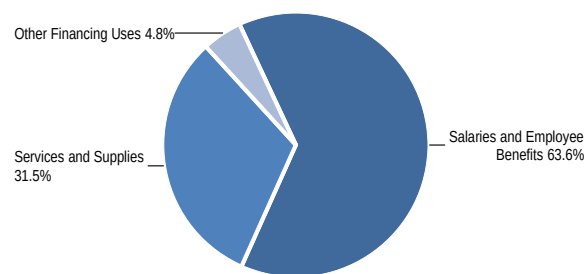
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,633,310	7,197,040	7,060,813	8,168,035	7,487,336	290,296
Services and Supplies	3,154,475	3,651,543	3,731,698	3,725,633	3,709,691	58,148
Other Charges	(300)	0	0	0	0	0
Other Financing Uses	187,038	227,185	227,185	567,535	567,535	340,350
Subtotal	\$9,974,522	\$11,075,768	\$11,019,696	\$12,461,203	\$11,764,562	688,794

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	563,698	458,933	458,933	503,000	503,000	44,067
Charges for Services	22,281	25,000	34,079	55,000	55,000	30,000
Other Financing Sources	118,786	158,933	158,933	153,000	153,000	(5,933)
Subtotal	\$704,764	\$642,866	\$651,945	\$711,000	\$711,000	68,134
General Fund Contributions	\$9,262,081	\$10,432,902	\$10,367,751	\$11,750,203	\$11,053,562	620,660
Total Source of Funds	\$9,966,845	\$11,075,768	\$11,019,696	\$12,461,203	\$11,764,562	688,794

Summary of Recommendation

The Recommended Budget for the Public Defender of \$11,764,562 is financed mostly with General Fund Contributions (GFC) of \$11,053,562, which is an increase of \$620,660 over the FY 2015-16 Adopted Budget. The Recommended Budget includes \$11,611,562 from the General Fund and \$153,000 from the Local Realignment (Fund 022).

The recommended appropriations represent an increase of \$688,794 over the FY 2015-16 Adopted Budget. The increase in appropriations is due to rising costs, including \$346,283 in new charges under the Auditor-Controller's new Indirect Cost Chargeback Program, as well as an increase in trial related expenses of \$122,319 due to expected high profile cases and an increase in salaries and benefits, specifically, rising healthcare costs of \$162,396.

The Recommended Budget includes augmentation requests totaling \$347,974, including \$68,628 to retain a filled 1.0 Full Time Equivalent (FTE) Office Assistant, and \$241,846 to restore 1.0 FTE Management Analyst I and 1.0 FTE Public Defender Investigator III. It also includes \$37,500 for the replacement of aged computers.

The Recommended Budget also includes an augmentation for 0.5 FTE Account Clerk in the ADO, which will be funded by an increase in State Prison Reimbursements.

Budget Impacts

The Department will experience significant countywide cost increases which will strain its ability to maintain service levels. Increased health costs, Information Technology (IT) charges, and other cost increases will reduce the Department's operational flexibility.

The Recommended Budget does not include \$533,100 for the Department's requested addition of 2.0 FTE Deputy Public Defenders, 1.0 FTE Public Defender Investigator II, and 1.0 FTE Accountant I. Nor does it include funding for the remainder of recommended new positions resulting from the Department's Caseload/Workload Benchmark Analysis.

The staffing and organizational structure concerns documented in a previously submitted Caseload/Workload Benchmark Analysis cannot be addressed given the available financial resources. The Department's one, three, and five year business plan will be deferred despite the expenditure of considerable County financial resources and time.

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

Housing employees in Modular Unit #4 remains a concern for the Department. The Department has expressed concern about the limited bathroom space and the need to convert storage space into work units. These issues will be addressed as part of the County's

strategy to move employees out of modular units into permanent structures.

Policy Considerations

Due to rising costs and countywide funding constraints, the Department has been unable to move forward with its requested staffing augmentations identified in its recent caseload / workload study.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Alternate Defenders Office (PUB001)	2,487,100	2,924,955	2,924,955	2,972,323	2,972,157	47,202	001	2270_8168
Alternate Defenders Office (PUB002)	2,283	5,500	5,500	3,000	3,000	(2,500)	022	2270_8168
Public Defender (PUB001)	7,368,636	7,991,880	7,935,808	9,335,880	8,639,405	647,525	001	2270_8169
Public Defender (PUB002)	116,504	153,433	153,433	150,000	150,000	(3,433)	022	2270_8169
Subtotal	\$9,974,522	\$11,075,768	\$11,019,696	\$12,461,203	\$11,764,562	688,794		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Alternate Defenders Office	2,489,382	2,930,455	2,930,455	2,975,323	2,975,157	44,702
Public Defender	7,485,140	8,145,313	8,089,241	9,485,880	8,789,405	644,092
Subtotal	\$9,974,522	\$11,075,768	\$11,019,696	\$12,461,203	\$11,764,562	688,794

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	0.00	-1.00
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
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80B22	LEGAL SECRETARY	6.50	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
80J21	ACCOUNT CLERK	0.00	0.00	0.50	0.50
Total		47.50	47.50	48.00	0.50

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2270	AUG10_2270_8169_001	.5 FTE Legal Secretary	Base Level Maintenance	33,336	0.50	0	0.00
2270	AUG11_2270_8169_001	1.0 FTE Class TBD (Chief Asst PD)	Mandated	13,238	0.00	0	0.00
2270	AUG12_2270_8169_001	1.0 FTE Class TBD (Managing DPD #1)	Mandated	14,668	0.00	0	0.00
2270	AUG1_2270_8169_001	Restore 1.0 FTE PD Investigator III	Mandated	123,922	1.00	123,922	1.00
2270	AUG13_2270_8169_001	1.0 FTE Class TBD (Managing DPD #2)	Mandated	14,668	0.00	0	0.00

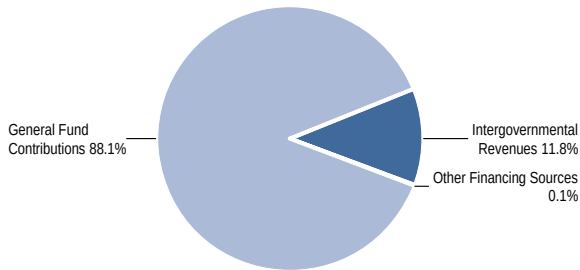
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2270	AUG14_2270_8169_001	1.0 FTE Class TBD (Finance)	Base Level Maintenance	10,832	0.00	0	0.00
2270	AUG15_2270_8169_001	1.0 FTE Class TBD (Sr DPD #1)	Mandated	4,736	0.00	0	0.00
2270	AUG16_2270_8169_001	1.0 FTE Class TBD (Sr DPD #2)	Mandated	4,736	0.00	0	0.00
2270	AUG17_2270_8169_001	Replacement Computers	Base Level Maintenance	37,500	0.00	37,500	0.00
2270	AUG18_2270_8169_001	Restore 1.0 FTE OA II	Base Level Maintenance	68,628	1.00	68,628	1.00
2270	AUG2_2270_8169_001	Restore 1.0 FTE MA I	Base Level Maintenance	117,924	1.00	117,924	1.00
2270	AUG3_2270_8168_001	.5 FTE Account Clerk	Base Level Maintenance	0	0.50	0	0.50
2270	AUG5_2270_8169_001	1.0 FTE Accountant I	Base Level Maintenance	92,420	1.00	0	0.00
2270	AUG7_2270_8169_001	1.0 FTE Deputy PD #1`	Mandated	171,806	1.00	0	0.00
2270	AUG8_2270_8169_001	1.0 FTE Deputy PD #2	Mandated	171,806	1.00	0	0.00
2270	AUG9_2270_8169_001	1.0 FTE PD Investigator II	Mandated	97,068	1.00	0	0.00
Grand Total				977,288	8.00	347,974	3.50

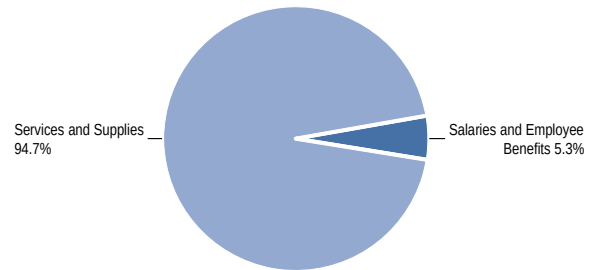
Alternate Defenders Office

(Unit 8168— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	104,638	113,141	127,172	158,412	158,312	45,171
Services and Supplies	2,382,462	2,811,814	2,797,783	2,813,911	2,813,845	2,031
Subtotal	\$2,487,100	\$2,924,955	\$2,924,955	\$2,972,323	\$2,972,157	47,202

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	452,589	300,000	300,000	350,000	350,000	50,000
Other Financing Sources	2,283	5,500	5,500	3,000	3,000	(2,500)
Subtotal	\$454,872	\$305,500	\$305,500	\$353,000	\$353,000	47,500
General Fund Contributions	\$2,032,228	\$2,619,455	\$2,619,455	\$2,619,323	\$2,619,157	(298)
Total Source of Funds	\$2,487,100	\$2,924,955	\$2,924,955	\$2,972,323	\$2,972,157	47,202

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's budget does not include the cost 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 (SVP), civil contempt cases and misdemeanor appeals cases. In addition, the ADO is charged with funding witnesses, investigation, transcripts, expert expenses, as well as court ordered experts in Not Guilty by Reason of Insanity (NGI) cases for the prosecution and the defense. The ADO meets these mandates through a group of contract attorneys (ADO) 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 was able to adapt to changes and remain flexible in managing the obligations of the office. The ADO contract and panel attorneys provided quality and effective representation despite an increasing number of serious cases such as life cases and death eligible cases. The ADO added one additional felony contract attorney in FY 2015-16 to reduce outside panel costs on the more serious felony cases and to maintain a high level of quality representation despite increasing caseloads. A further review of the caseloads and panel attorney costs showed the need for the additional contract felony attorney to better realize a reduction of expensive panel attorney costs in future fiscal years.

The ADO has continually made efforts to maintain efficiency and establish procedures to audit claims from panel attorneys. The Chief ADO and Public Defender each review all ancillary fee requests submitted by attorneys for both necessity and reasonableness (excluding death penalty cases which must be reviewed by the Court per statute). However, appointments of cases to the ADO are not subject to estimation and very costly cases frequently become the responsibility of the ADO (i.e., death penalty, official corruption, and exparte orders by outside private attorneys approved by the Judge).

Budget Year Goals

The ADO will continue to provide cost effective representation without sacrificing the quality of work and will continue to monitor and adapt to changes and remain flexible in managing the obligations of the office.

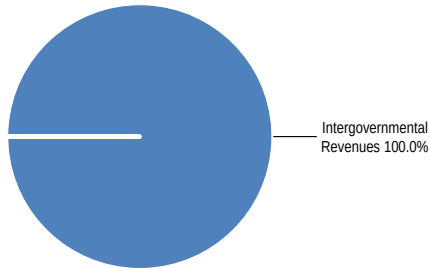
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14G02	MANAGEMENT ANALYST I	1.00
80J21	ACCOUNT CLERK	0.50
Total		1.50

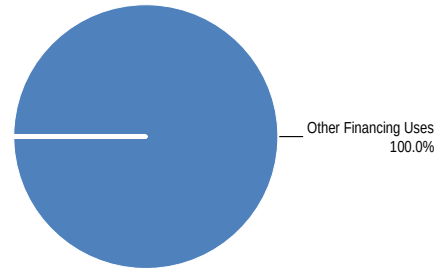
Alternate Defenders Office

(Unit 8168— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	2,283	5,500	5,500	3,000	3,000	(2,500)
Subtotal	\$2,283	\$5,500	\$5,500	\$3,000	\$3,000	(2,500)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	0	5,500	5,500	3,000	3,000	(2,500)
Subtotal	\$0	\$5,500	\$5,500	\$3,000	\$3,000	(2,500)
Total Source of Funds	\$0	\$5,500	\$5,500	\$3,000	\$3,000	(2,500)

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.

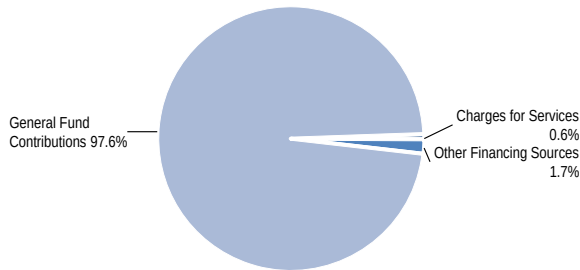
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

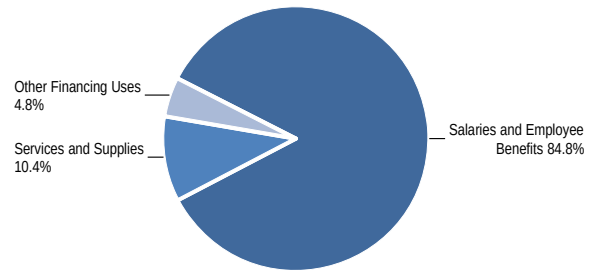
Public Defender

(Unit 8169— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,528,672	7,083,899	6,933,641	8,009,623	7,329,024	245,125
Services and Supplies	772,012	839,729	933,915	911,722	895,846	56,117
Other Charges	(300)	0	0	0	0	0
Other Financing Uses	68,252	68,252	68,252	414,535	414,535	346,283
Subtotal	\$7,368,636	\$7,991,880	\$7,935,808	\$9,335,880	\$8,639,405	647,525

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	22,281	25,000	34,079	55,000	55,000	30,000
Other Financing Sources	116,504	153,433	153,433	150,000	150,000	(3,433)
Subtotal	\$138,784	\$178,433	\$187,512	\$205,000	\$205,000	26,567
General Fund Contributions	\$7,229,852	\$7,813,447	\$7,748,296	\$9,130,880	\$8,434,405	620,958
Total Source of Funds	\$7,368,636	\$7,991,880	\$7,935,808	\$9,335,880	\$8,639,405	647,525

Unit Description

The Public Defender's Office (PDO) performs a large and varied number of mandatory functions, including: felonies, misdemeanors, juveniles, trancies, domestic violence, Therapeutic Courts, 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 courts in Salinas 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. The PDO continued to meet its statutory obligation to protect the conditions of detention and punishment of County inmates.

Prior Year Accomplishments

Reorganization of the felony deputy public defenders among two teams to more effectively and efficiently service the various felony courts to ensure greater team cohesion and to provide better oversight and review; reorganization of the misdemeanor deputy public defenders within the one team to provide direct leadership by an experienced senior deputy public defender, weekly team meetings to ensure a high level of consistent representation by the less experienced misdemeanor deputy public defenders, and to more efficiently handle the increased misdemeanor calendar as a result of Proposition 47's shift of certain felonies into misdemeanors.

The development of a robust response to Proposition 47's felony record reduction benefits for our community to quickly review and file appropriate petitions and extensive community outreach and interactions with motivated community action organizations wanting to assist in reaching those in the County who may receive the proposition's benefits. The receipt of a \$25,000 grant by the California Endowment fostered by local community action organizations to assist in the Public Defender Office's outreach,

review, and filing of appropriate Proposition 47 felony reduction petitions.

The complete reorganization of the Public Defender's Record Clearance program to better track record clearance requests, to ensure more complete intake processes, and to provide a more timely and effective filing and litigation response to requests.

Development of a long term computer technology plan to bring the Public Defender's Office into the digital age, given the Superior Court's pronouncement of going completely digital in the coming year, by working with the County Information Technology Department (ITD) in developing a joint Justice Partners solution and working with our internal database vendor to develop a digital solution.

Started weekly interoffice round tables on various legal topics that arise in the everyday criminal defense practice, and continued the development of a strong motions databank as well as other related legal topics.

Budget Year Goals

Continue active participation in the County's Gang Prevention Taskforce as well as other County department requests for Record Clearance education, community outreach, and litigation to gain any relief legally available.

Involvement in the Monterey County Immigration Coalition (MCIC) to assist in addressing the various immigration issues that intersect with the criminal legal process in court, on the streets, and in the County Jail.

Partnership with the Monterey Peninsula College Internship Program for utilization in the Public Defender Office's Record Clearance program for intake, record review, and briefing.

Pursue vigorous volunteer recruitment for law clerks from all the California law schools and legal interns from the surrounding Universities and Community Colleges.

Continuation of cost effective in-house monthly Minimum Continuing Legal Education (MCLE) trainings on such diverse topics as cross examination techniques, case updates, trial court records in relation to appeals, and immigration issues that intersect with criminal defense responsibilities.

Continue to pursue implementation of a one, three, and five year staffing plan.

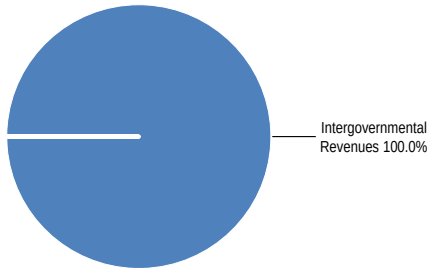
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A18	PUBLIC DEFENDER	1.00
12C11	ASSISTANT PUBLIC DEFENDER	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
14G02	MANAGEMENT ANALYST I	1.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80B22	LEGAL SECRETARY	6.50
80B23	SENIOR LEGAL SECRETARY	2.00
80E21	OFFICE ASSISTANT II	1.00
Total		46.50

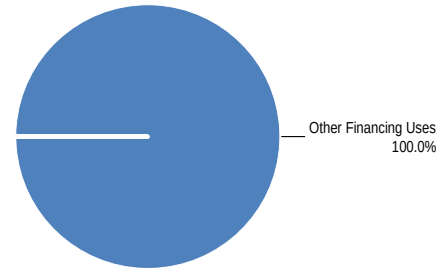
Public Defender

(Unit 8169— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	116,504	153,433	153,433	150,000	150,000	(3,433)
Subtotal	\$116,504	\$153,433	\$153,433	\$150,000	\$150,000	(3,433)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	111,109	153,433	153,433	150,000	150,000	(3,433)
Subtotal	\$111,109	\$153,433	\$153,433	\$150,000	\$150,000	(3,433)
Total Source of Funds	\$111,109	\$153,433	\$153,433	\$150,000	\$150,000	(3,433)

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.



This page intentionally left blank.

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 is also 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 investigates all reportable deaths and determines 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 Corrections Operations Bureau.

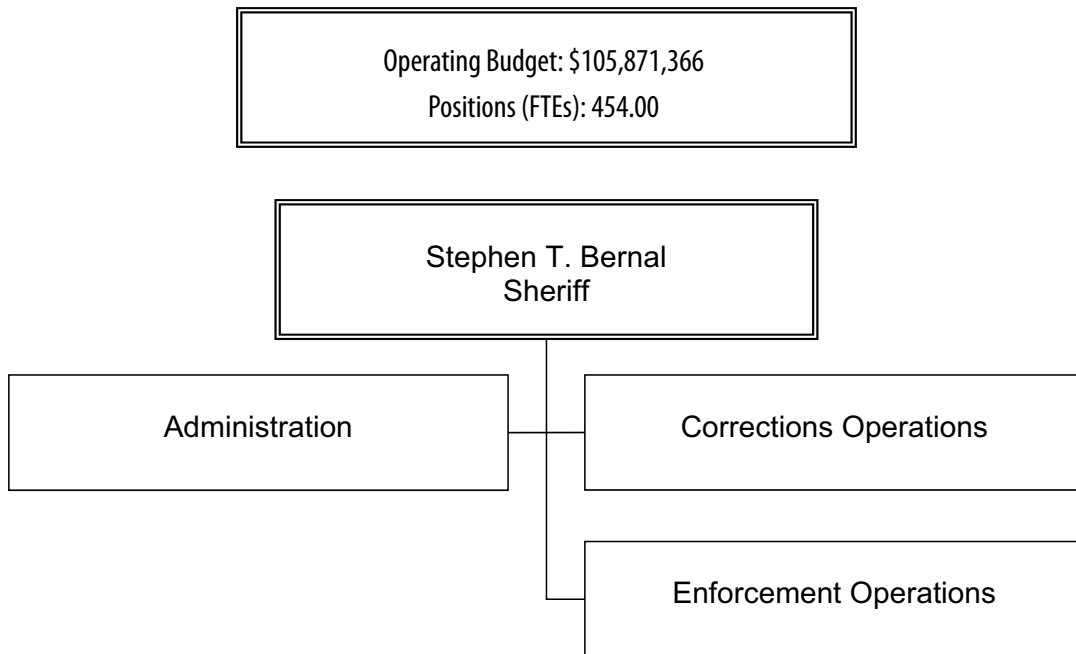
ADMINISTRATION BUREAU: The Administration Bureau serves as a support unit to the Enforcement Operations Bureau and Corrections Operations Bureau. It is comprised of the following divisions and units: Fiscal Division, Human Resources, Information Services Unit, Professional Standards Division, Records Division, Training Division, and Civil Unit.

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.

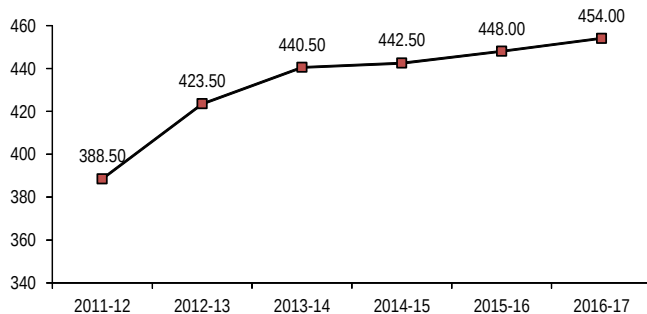
CORRECTIONS OPERATIONS BUREAU: The Sheriff is charged with the administration of the local detention facility, transportation of inmates and court security. The Corrections Operations Bureau (COB) is responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County or committed by the Courts. The Monterey County Jail is a Type II detention facility used for detention of adults pending arraignment, during trial and upon a sentence of commitment for local charges.

The Department actively addresses the Board of Supervisors' Public Safety Strategic Initiative to reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.

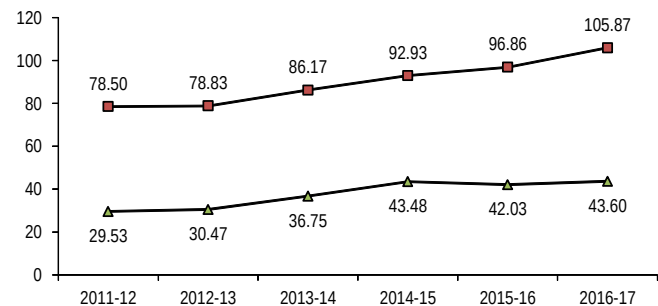




Staffing Trends



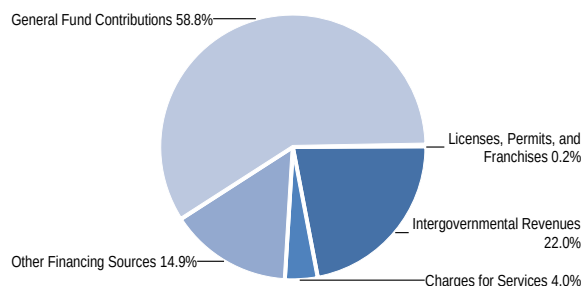
Expenditure/Revenue History (in millions)



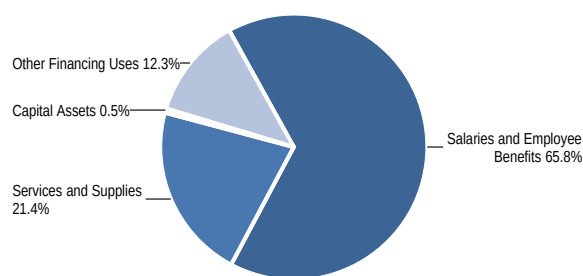
The Sheriff's Office employs nearly 450 employees and operates an approximate \$92 million budget. The Office is divided into three bureaus: Administration Operations, Enforcement Operations (patrol) and Correction Operations (jail).

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Number of patrol calls for service.	101,174	96,167	43,544
Number of bookings into the Monterey County Jail.	N/A	11,124	7,541
Number of Deputy Sheriff Recruit applications received.	1,141	199	311
Number of Deputy Sheriff Recruits Academy Candidates.	20	25	32
Percent of successful Search & Rescue missions completed.	83%	82%	96%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	65,225,196	66,682,260	67,476,226	72,412,285	69,732,246	3,049,986
Services and Supplies	21,280,349	21,371,167	21,890,061	22,877,039	22,628,736	1,257,569
Other Charges	(16,572)	(46,360)	(46,360)	(39,000)	(39,000)	7,360
Capital Assets	505,633	568,000	877,800	620,000	560,000	(8,000)
Other Financing Uses	5,936,057	6,665,152	6,665,152	12,989,384	12,989,384	6,324,232
Subtotal	\$92,930,663	\$95,240,219	\$96,862,879	\$108,859,708	\$105,871,366	10,631,147

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	223,993	225,000	215,000	235,000	235,000	10,000
Fines, Forfeitures, and Penalties	3,297	10,000	20,000	10,000	10,000	0
Revenue from Use of Money & Property	11,000	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	23,078,926	22,834,727	22,982,201	22,644,773	23,335,315	500,588
Charges for Services	4,103,939	4,288,683	4,538,419	4,203,663	4,203,663	(85,020)
Miscellaneous Revenues	48,323	15,000	6,000	15,000	15,000	0
Other Financing Sources	16,015,073	14,682,384	14,256,275	15,792,389	15,792,389	1,110,005
Subtotal	\$43,484,552	\$42,067,794	\$42,029,895	\$42,912,825	\$43,603,367	1,535,573
General Fund Contributions	\$49,720,316	\$53,172,425	\$54,832,984	\$65,946,883	\$62,267,999	9,095,574
Total Source of Funds	\$93,204,867	\$95,240,219	\$96,862,879	\$108,859,708	\$105,871,366	10,631,147

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget for the Sheriff's Office includes \$105.9 million in total appropriations. This represents an increase of \$10.6 million over the FY 2015-16 Adopted Budget. Revenue is estimated at \$43.6 million, a \$1.5 million net increase. The recommended General Fund Contribution (GFC) totals \$62.3 million or an increase of \$9.1 million compared to FY 2015-16. The increase in appropriations is primarily due to the newly allocated countywide indirect cost of \$4.7 million, \$1.9 million to support the mid-year adjustment to hire 11 Deputy Sheriffs and six Custody Control Specialists, \$1.7 million for the vehicle asset management program to replace high mileage patrol cars, as well as increases in retirement contributions, health insurance premiums, and various other allocated costs totaling approximately \$4.4 million. The increase in revenues reflects increased Public Safety Sales Tax revenue and reimbursements, partially offset by the expired Federal Community Oriented Policing Services (COPS) grant.

The Recommended Budget includes \$5.9 million in augmentations including \$4.2 million to retain 41 positions at risk due to aforementioned cost pressures and \$1.7 million to continue funding for the replacement of patrol cars.

The FY 2016-17 Recommended Budget includes a reduction of \$487,422 for the workers' compensation program and \$248,303 for the general liability insurance program. The Office built its requested budget based on the charges published earlier in the year by Risk Management, which assumed a change in County policy to fund these programs at the "80% confidence level" rather than the current 70% confidence level. Increasing the confidence level would have increased the funding requirements for these programs. The Recommended Budget adjusts budgeted amounts for these programs to match current (70% confidence level) County policy.

The Recommended Budget includes a total of 454.0 positions, representing an increase of 6.0 positions over the FY 2015-16 Adopted Budget, which authorized 448.0 positions. Six Custody and Control Specialist positions were added during the current

year. Due to fiscal constraints, the Recommended Budget does not include funding at this time to support three vacant positions: a Correctional Sergeant in the Jail Operations Unit, a Sheriff's Records Supervisor in the Jail Support Unit, and a Sheriff's Sergeant in the Special Operations Unit. Currently, 21 vacant safety and professional positions in various units are budgeted at 75% of step 1 pay rate. In addition, the funding for recommended augmentations to restore 21 vacant positions assumes an average hire date of October 1, 2016.

Budget Impacts

Retaining current staffing levels in the Recommended Budget amid a multitude of cost pressures leaves little flexibility to respond to emerging needs. For example, the Jail is old and has not been maintained appropriately, often requiring emergency repairs. Also, the Recommended Budget may not include sufficient funding for vacation payouts, payments to employees upon separation from County service, or employee overtime. In addition, the Sheriff's Office's ability to address staffing shortages in the jail, as well much needed programs and facilities upgrades, will be significantly impacted as a result of current fiscal constraints.

During FY 2016-17 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. However, additional actions may be needed in FY 2016-17 to address staffing needs, facility repairs and improvements, and expanded inmate programs.

Prior Year Accomplishments

Major accomplishments include:

Processed and sent prescreening notice to 542 Deputy Sheriff applicants.

Expedited the hiring processes for professional staff, especially for Custody and Control Specialist positions.

Hired a contract manager and streamlined contract processing; most of the contracts have been updated.

Secured funding for a new radio in the airplane.

The Warrants section of the Records Division passed the California Department of Justice audit of restraining orders.

Fully implemented a new records management system which allows the Office, County and other agencies to retire the aging and costly mainframe and transition to a computerized reporting system.

Information Technology (IT) Unit developed online forms for Patrol Deputies and completed many technical and time consuming IT projects, including a whole revision of the Sheriff's website.

Added 35 new patrol vehicles, one jail van, and three law enforcement trucks in the Sheriff's Fleet.

Located a source for 50 new radios that can be used in the jail, freeing up more radios for volunteer units and building an emergency cache.

Completed the move of the Coastal Station from its previous location to the vacated Health Department facility.

Remodeled the Patrol Commander and Sergeants' offices in Central Station.

Upgraded the drainage system and lighting in the underground parking area of Central Station.

Increased security measures installed at the South County Station.

Allocated and filled a South County Station Agricultural Deputy Sheriff position.

Created the South County Violence Suppression Collaboration (SCVSC) with South County Police Agencies.

Reduced overtime spending by 22% in Corrections Bureau.

Changed from 12-hour shifts to 8-hour shifts to address employee fatigue and an increase in workers' compensation claims.

Implemented daily briefings in the jail which allows for a more effective process to pass along information and conduct policy update trainings.

Reached a tentative settlement in the Hernandez vs. County of Monterey and Claypole vs. County of Monterey litigation.

Budget Year Goals

Major goals for FY 2016-17 include:

Complete the Next Generation Public Safety Radio Project (NGEN).

Continue to work with the Information Technology Department to take over more responsibilities for radio management and troubleshooting.

Continue to participate in the vehicle replacement program to replace aged and unsafe patrol vehicles.

Continue to expedite and further streamline hiring processes.

Complete and maintain all contracts up to date and in compliance with County policies and procedures.

Expand the SCVSC.

Repave the South County Station parking lot.

Complete the lighting upgrade for the South County Station.

Purchase and install a backup generator for the South County Station.

Purchase a safe or weapons rack to secure rifles and/or shotguns at the Coastal Station.

Secure the bottom floor of the parking garage for Sheriff's Office patrol units only at the Coastal Station.

Paint and recarpet the Central Station including the locker rooms.

Continue to make improvements necessitated by the tentative settlement reached in the Hernandez vs. County of Monterey litigation completed during FY 2015-16. These include Americans with Disabilities Act (ADA) improvements, the removal of suicide hazards recommended by a neutral expert and a new camera surveillance system.

Continue to work with County Counsel and the Hernandez attorneys on the permanent terms of the settlement.

Continue to provide trainings for a large number of newer Deputy Sheriffs in jail operations so that the Deputy Sheriffs who had transferred to Corrections Operations Bureau (COB) from Enforcement Operations Bureau (EOB) can be returned to EOB.

Stay on schedule to break ground on a new jail expansion project funded by AB900 monies with an expected completion date in FY 2018-19.

Complete a formal protocol for enrolling the inmate population in Medi-Cal and add a unit that handles all aspects of Medi-Cal for inmates. This would include taking applications, deactivating inmates once they have been in-custody for a period of time, and billing for those services that are reimbursable through the Affordable Care Act (ACA).

Pending Issues

Monterey County is in the initial stages of drafting an ordinance governing commercial cannabis activity. Preliminary versions of the draft ordinance will create additional demands upon Sheriff's Office resources to locate, investigate and eradicate growers, manufacturers and distributors of medical marijuana who choose to operate outside the regulations of the ordinance and/or State law. Additionally, there will be a need to assist regulatory agencies in the enforcement of the ordinance to ensure their personnel's safety. This program will require one additional Sheriff's Sergeant, four additional Sheriff's Deputies and one additional Records Specialist. Should the restrictions in the preliminary draft be loosened and the areas of operations for commercial cannabis activity be expanded in the final ordinance, additional demands upon Sheriff's Office resources will result.

One of the top priority augmentation requests was to add two Forensic Evidence Technicians (FETs) in the Investigations Division. In 2005, the unit was staffed with four FETs and one Supervising Forensic Evidence Technician (SFET). Currently, the unit is comprised of one SFET. The daily workload is far more than the current staffing can accommodate, creating a backlog and overtime. Additionally, because of the staffing shortage, the Deputy Crime Scene Investigators (CSI) are being tasked with assisting the SFET. This creates shortages on Patrol as the CSIs are pulled away from their assigned duties.

The Office needs to restore the Records Director position. The Records Division provides a wide variety of services for the Sheriff's Office and other law enforcement agencies. There are many laws that pertain to releasing information to the public and other agencies. A Records Director is needed to interpret these laws and make sure the Division is following all of these laws. The

Records Director ensures the Division is moving in the right direction as far as technology is concerned. The Records Director knows the Division, is able to align the goals of the Division with the goals of the Sheriff's Office as a whole, manages the Division budget, and looks at future needs, including personnel needs.

The Recommended Budget does not include the Department's requested augmentation to add one Senior Personnel Analyst. In FY 2011-12, the Office eliminated an Associate Personnel Analyst position in exchange for centralized support, leaving one Personnel Technician-Confidential to perform the day to day duties and responsibilities for the Office.

As a Department with over 40 different programs, 24/7 operations, and a complicated payroll with over 20 different special pays and 454 positions, the Sheriff's Office states that it needs additional human resources support to help with document processing and performance and disciplinary situations that require senior level analyst oversight and leadership.

Inmates housed in the County Jail are eligible to have inpatient medical services covered by State Medi-Cal Inpatient Prisoner Eligibility Program (MCIP). The Sheriff's Office was tasked by the County Administrative Office to come up with a plan to enroll patients into the MCIP and put together a comprehensive program, leveraging grant funding from Medi-Cal Administrative Activities (MAA), to enroll all prisoners into the MCIP, and to return them to County Managed Care Medi-Cal status prior to release. The Department states that it requires five new positions (two Deputy Sheriffs, two Eligibility Workers, and one Accounting Technician) to perform this workload. These positions are not included in the FY 2016-17 Recommended Budget. Per the enabling legislation for this program, the Sheriff must agree to perform the enrollment function.

In addition to coverage for current services, there is a retroactive component to this legislation that allows the MCSO to go back to November 2011 to claim eligible expenses from that time on forward. Significant savings would occur under this program, and the Sheriff's Office feels this should be combined with a Medi-Cal eligibility program for all inmates being released to improve the overall health of our community. This would allow probationers to have access to medical care and maintenance medications on day one of their release from custody, which is critical for those with chronic physical or mental health issues.

The Office has requested seven additional Deputy Sheriff positions be added to the Corrections Operations Bureau in order to comply with the Hernandez litigation settlement accepted by the County. With the acceptance of the settlement, the Office is required to comply with new policies and procedures concerning medical care, mental health care, dental care, inmate programming and education, and security standards. Additionally, the design of the current jail facility requires more Deputy Sheriff positions in order to deal with inmates incarcerated with mental health issues and increased sentences and criminal sophistication of many of the inmates due to AB109.

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 with longer sentences to be 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

is completed. In the meantime, the Office will continue to implement strategies to address understaffing, provision of medical services and facility improvements that will result in additional expenditures for County Jail operations.

Corrections Operations Bureau 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. The two remaining buses do not comply with State diesel particulate admission standards. The Sheriff's Office needs funding to replace one of these buses at a cost of \$210,000.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Fiscal Division (SHE001)	2,089,381	883,912	2,382,825	2,108,883	1,964,604	1,080,692	001	2300_8224
Civil Unit (SHE001)	683,931	707,128	1,148,363	893,723	744,635	37,507	001	2300_8225
Coroner Division (SHE002)	1,920,326	1,849,499	1,869,231	2,207,584	2,199,862	350,363	001	2300_8226
Professional Standards Division (SHE001)	2,125,568	1,486,028	1,937,093	1,884,416	1,876,532	390,504	001	2300_8227
Records and Warrants Division (SHE001)	2,156,981	2,080,204	2,215,602	2,426,719	2,255,194	174,990	001	2300_8229
Custody Compliance and Administration Division (SHE003)	3,304,201	4,169,205	3,260,116	4,665,049	4,590,298	421,093	001	2300_8233
Custody Compliance and Administration Division (SHE006)	147,755	150,000	150,000	150,000	150,000	0	022	2300_8233
Court Services Division (SHE003)	5,195,406	6,110,997	6,066,900	4,622,858	4,603,105	(1,507,892)	001	2300_8234
Court Services Division (SHE006)	3,546,302	4,200,000	4,200,000	4,200,000	4,200,000	0	022	2300_8234
Transportation Unit (SHE003)	0	0	0	2,318,077	2,318,077	2,318,077	001	2300_8235
Inmate Medical Program (SHE004)	7,397,856	8,240,741	8,240,740	8,559,471	8,559,471	318,730	001	2300_8237
Jail Operations Division (SHE003)	24,583,174	24,883,132	25,159,002	27,318,221	26,420,235	1,537,103	001	2300_8238
Jail Operations Division (SHE006)	650,210	800,000	800,000	800,000	800,000	0	022	2300_8238
Inmate Programs Division (SHE003)	920,881	1,024,641	1,233,220	1,269,644	1,239,625	214,984	001	2300_8239
Jail Support Services Division (SHE003)	3,721,128	3,390,107	3,692,172	3,770,934	3,713,967	323,860	001	2300_8240
Enforcement Operations and Administration Division (SHE001)	18,682,272	18,492,538	19,799,262	21,957,052	21,652,986	3,160,448	001	2300_8242
Enforcement Operations and Administration Division (SHE006)	178,383	250,000	250,000	250,000	250,000	0	022	2300_8242
Investigations Division (SHE001)	3,793,521	3,925,244	3,958,783	4,766,976	4,225,492	300,248	001	2300_8245
Investigations Division (SHE006)	385,750	400,000	400,000	400,000	400,000	0	022	2300_8245
Narcotics (SHE006)	195,046	200,000	200,000	200,000	200,000	0	022	2300_8246
Special Operations Division (SHE001)	3,644,965	3,352,824	4,196,501	4,956,286	4,917,667	1,564,843	001	2300_8250
Sheriff's Office Administration Division (SHE001)	3,978,873	6,365,170	3,485,709	6,695,366	6,563,238	198,068	001	2300_8273
Administration Bureau (SHE001)	3,628,753	2,278,849	2,217,360	2,438,449	2,026,378	(252,471)	001	2300_8400
Subtotal	\$92,930,663	\$95,240,219	\$96,862,879	\$108,859,708	\$105,871,366	10,631,147		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fiscal Division	2,089,381	883,912	2,382,825	2,108,883	1,964,604	1,080,692
Civil Unit	683,931	707,128	1,148,363	893,723	744,635	37,507
Coroner Division	1,920,326	1,849,499	1,869,231	2,207,584	2,199,862	350,363
Professional Standards Division	2,125,568	1,486,028	1,937,093	1,884,416	1,876,532	390,504
Records and Warrants Division	2,156,981	2,080,204	2,215,602	2,426,719	2,255,194	174,990
Custody Compliance and Administration Division	3,451,956	4,319,205	3,410,116	4,815,049	4,740,298	421,093
Court Services Division	8,741,709	10,310,997	10,266,900	8,822,858	8,803,105	(1,507,892)
Transportation Unit	0	0	0	2,318,077	2,318,077	2,318,077
Inmate Medical Program	7,397,856	8,240,741	8,240,740	8,559,471	8,559,471	318,730
Jail Operations Division	25,233,384	25,683,132	25,959,002	28,118,221	27,220,235	1,537,103
Inmate Programs Division	920,881	1,024,641	1,233,220	1,269,644	1,239,625	214,984
Jail Support Services Division	3,721,128	3,390,107	3,692,172	3,770,934	3,713,967	323,860
Enforcement Operations and Administration Division	18,860,655	18,742,538	20,049,262	22,207,052	21,902,986	3,160,448
Investigations Division	4,179,271	4,325,244	4,358,783	5,166,976	4,625,492	300,248
Narcotics	195,046	200,000	200,000	200,000	200,000	0
Special Operations Division	3,644,965	3,352,824	4,196,501	4,956,286	4,917,667	1,564,843
Sheriff's Office Administration Division	3,978,873	6,365,170	3,485,709	6,695,366	6,563,238	198,068
Administration Bureau	3,628,753	2,278,849	2,217,360	2,438,449	2,026,378	(252,471)
Subtotal	\$92,930,663	\$95,240,219	\$96,862,879	\$108,859,708	\$105,871,366	10,631,147

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
10B05	SHERIFF	1.00	1.00	1.00	0.00
12A10	CHIEF DEPUTY SHERIFF	2.00	3.00	3.00	0.00
12A11	EXECUTIVE DIRECTOR-ADMINISTRATIVE BUREAU	1.00	0.00	0.00	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	3.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	3.00	2.00	2.00	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	123.00	118.00	118.00	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
36A81	SHERIFFS CAPTAIN	0.00	1.00	1.00	0.00
36A82	SHERIFFS COMMANDER	11.00	11.00	11.00	0.00
36E21	DEPUTY SHERIFF-CORRECTIONS	129.00	141.00	142.00	1.00
36E23	CORRECTIONAL SERGEANT	19.00	20.00	20.00	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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
50S01	FORENSIC AUTOPSY TECHNICIAN	1.50	1.00	1.00	0.00
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
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
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	0.00	-1.00
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	24.00	24.00	30.00	6.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	4.00	4.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	18.00	16.00	16.00	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
Total		442.50	448.00	454.00	6.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2300	AUG10_2300_8245_001	2 DEPUTY SHERIFF-INVESTIGATIONS	Base Level Maintenance	290,702	2.00	0	0.00
2300	AUG11_2300_8245_001	2 FORENSIC EVIDENCE TECHNICIAN	Base Level Maintenance	237,259	2.00	0	0.00
2300	AUG12_2300_8242_001	RESTORATION OF FILLED EOB POSITIONS	Base Level Maintenance	2,621,910	17.00	2,621,910	17.00
2300	AUG1_2300_8224_001	1 FISCAL DIVISION TBD	Base Level Maintenance	21,988	1.00	0	0.00
2300	AUG13_2300_8238_001	RESTORATION OF VACANT COB POSITIONS & OVERTIME	Base Level Maintenance	430,472	8.00	430,472	8.00
2300	AUG14_2300_8240_001	2 INMATE MEDICAL SUPPORT CLERKS	New Prog./Svc w/ Outside funding	37,289	2.00	0	0.00
2300	AUG15_2300_8242_001	GENERATOR-BACK UP FOR SOUTH COUNTY STATION	Base Level Maintenance	60,000	0.00	0	0.00
2300	AUG16_2300_8242_001	RESTORATION OF VACANT EOB POSITIONS & OVERTIME	Base Level Maintenance	967,645	14.00	967,645	14.00
2300	AUG17_2300_8226_001	RESTORATION OF VACANT CORONER POSITION	Base Level Maintenance	181,900	1.00	181,900	1.00
2300	AUG18_2300_8224_001	RESTORATION OF FISCAL POSITION	Base Level Maintenance	54,110	1.00	54,110	1.00
2300	AUG19_2300_8250_001	PATROL VEHICLE REPLACEMENT PLAN	Base Level Maintenance	1,658,307	0.00	1,658,307	0.00
2300	AUG2_2300_8400_001	1 SR. DEPT. INFORMATION SYSTEMS COORDINATOR	Base Level Maintenance	119,782	1.00	0	0.00

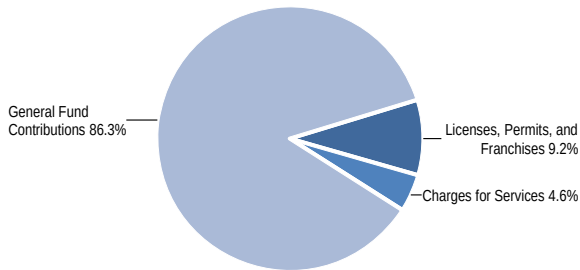
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2300	AUG3_2300_8229_001	1 SHERIFFS RECORDS SPECIALIST II	Base Level Maintenance	81,521	1.00	0	0.00
2300	AUG4_2300_8229_001	1 SR. SHERIFFS RECORDS SPECIALIST	Base Level Maintenance	86,172	1.00	0	0.00
2300	AUG5_2300_8225_001	1 DEPUTY SHERIFF FOR CIVIL	Base Level Maintenance	145,360	1.00	0	0.00
2300	AUG6_2300_8400_001	1 SR. PERSONNEL ANALYST	Base Level Maintenance	140,851	1.00	0	0.00
2300	AUG7_2300_8229_001	1 RECORDS DIRECTOR	Base Level Maintenance	148,820	1.00	0	0.00
2300	AUG8_2300_8238_001	7 DEPUTY SHERIFF-CORRECTIONS	Base Level Maintenance	778,962	7.00	0	0.00
2300	AUG9_2300_8242_001	1 CRIMINAL INTELLIGENCE SPECIALIST	Base Level Maintenance	103,911	1.00	0	0.00
Grand Total				8,166,961	62.00	5,914,344	41.00

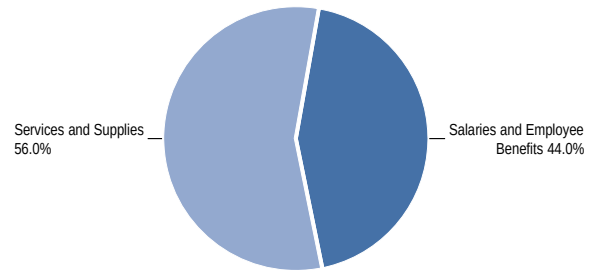
Fiscal Division

(Unit 8224— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	695,651	834,024	811,220	887,603	864,895	30,871
Services and Supplies	1,393,880	50,888	1,572,605	1,221,280	1,099,709	1,048,821
Other Charges	(150)	(1,000)	(1,000)	0	0	1,000
Subtotal	\$2,089,381	\$883,912	\$2,382,825	\$2,108,883	\$1,964,604	1,080,692

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	177,295	170,000	170,000	180,000	180,000	10,000
Charges for Services	72,095	90,000	90,000	90,000	90,000	0
Miscellaneous Revenues	(120)	0	0	0	0	0
Subtotal	\$249,270	\$260,000	\$260,000	\$270,000	\$270,000	10,000
General Fund Contributions	\$1,840,111	\$623,912	\$2,122,825	\$1,838,883	\$1,694,604	1,070,692
Total Source of Funds	\$2,089,381	\$883,912	\$2,382,825	\$2,108,883	\$1,964,604	1,080,692

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

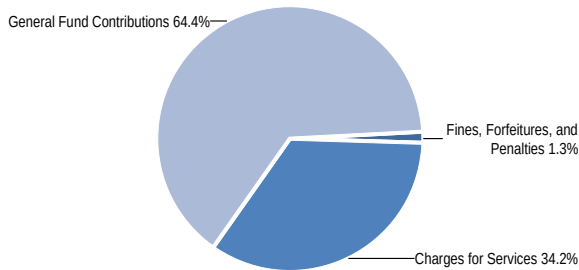
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
20B93	FINANCE MANAGER II	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	3.00
Total		9.00

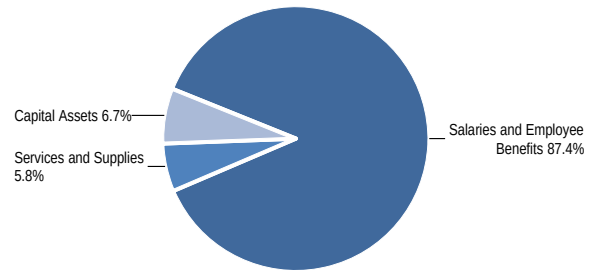
Civil Unit

(Unit 8225— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	607,727	614,186	609,980	797,398	651,179	36,993
Services and Supplies	36,717	34,942	245,583	46,325	43,456	8,514
Capital Assets	39,487	58,000	292,800	50,000	50,000	(8,000)
Subtotal	\$683,931	\$707,128	\$1,148,363	\$893,723	\$744,635	37,507

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	3,297	0	10,000	10,000	10,000	10,000
Charges for Services	176,480	255,000	650,000	255,000	255,000	0
Subtotal	\$179,777	\$255,000	\$660,000	\$265,000	\$265,000	10,000
General Fund Contributions	\$504,154	\$452,128	\$488,363	\$628,723	\$479,635	27,507
Total Source of Funds	\$683,931	\$707,128	\$1,148,363	\$893,723	\$744,635	37,507

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

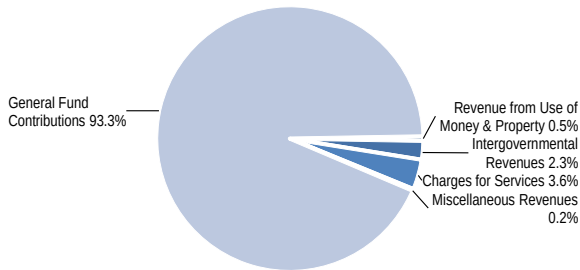
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

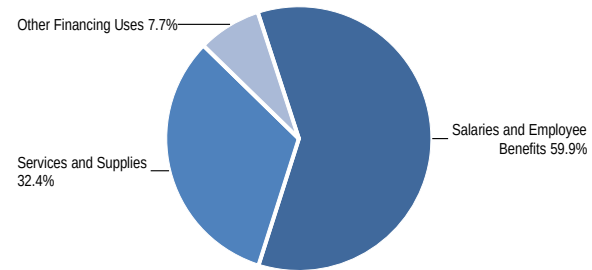
Coroner Division

(Unit 8226— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,283,094	1,276,774	1,216,206	1,324,393	1,317,554	40,780
Services and Supplies	602,621	541,555	576,855	714,210	713,327	171,772
Capital Assets	0	0	45,000	0	0	0
Other Financing Uses	34,610	31,170	31,170	168,981	168,981	137,811
Subtotal	\$1,920,326	\$1,849,499	\$1,869,231	\$2,207,584	\$2,199,862	350,363

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	11,000	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	16,208	50,000	25,000	50,000	50,000	0
Charges for Services	46,345	80,000	60,000	80,000	80,000	0
Miscellaneous Revenues	0	5,000	1,000	5,000	5,000	0
Subtotal	\$73,553	\$147,000	\$98,000	\$147,000	\$147,000	0
General Fund Contributions	\$1,846,773	\$1,702,499	\$1,771,231	\$2,060,584	\$2,052,862	350,363
Total Source of Funds	\$1,920,326	\$1,849,499	\$1,869,231	\$2,207,584	\$2,199,862	350,363

Unit Description

This 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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

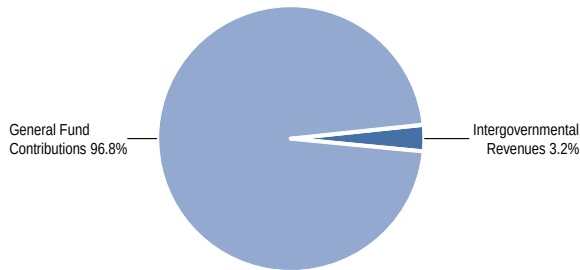
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
36A22	DEPUTY SHERIFF-OPERATIONS	4.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	1.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00
Total		7.00

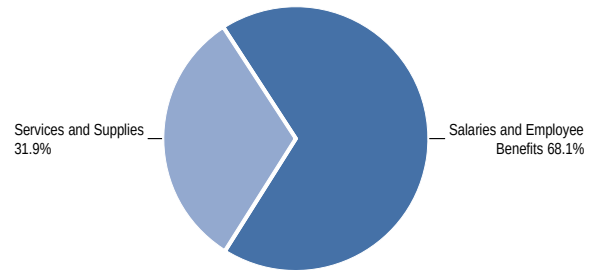
Professional Standards Division

(Unit 8227— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,384,616	1,179,368	1,274,843	1,284,934	1,278,011	98,643
Services and Supplies	740,952	306,660	662,250	599,482	598,521	291,861
Subtotal	\$2,125,568	\$1,486,028	\$1,937,093	\$1,884,416	\$1,876,532	390,504

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	40,640	60,000	50,000	60,000	60,000	0
Subtotal	\$40,640	\$60,000	\$50,000	\$60,000	\$60,000	0
General Fund Contributions	\$2,084,928	\$1,426,028	\$1,887,093	\$1,824,416	\$1,816,532	390,504
Total Source of Funds	\$2,125,568	\$1,486,028	\$1,937,093	\$1,884,416	\$1,876,532	390,504

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

Recommended 2016-17 Positions

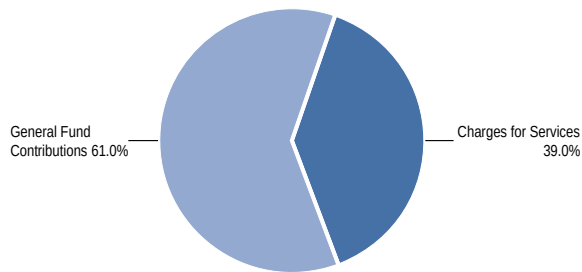
Classification Code	Classification Label	Recommended Budget 2016-2017
36A23	SHERIFFS SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
80A32	SENIOR SECRETARY	1.00
Total		5.00

Sheriff-Coroner

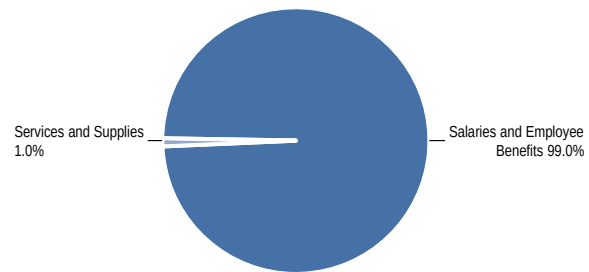
Records and Warrants Division

(Unit 8229— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,980,050	2,071,572	2,187,602	2,403,275	2,233,221	161,649
Services and Supplies	89,302	10,632	30,000	23,444	21,973	11,341
Other Charges	(3,139)	(2,000)	(2,000)	0	0	2,000
Capital Assets	90,769	0	0	0	0	0
Subtotal	\$2,156,981	\$2,080,204	\$2,215,602	\$2,426,719	\$2,255,194	174,990

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	929,137	840,000	900,000	880,000	880,000	40,000
Subtotal	\$929,137	\$840,000	\$900,000	\$880,000	\$880,000	40,000
General Fund Contributions	\$1,227,844	\$1,240,204	\$1,315,602	\$1,546,719	\$1,375,194	134,990
Total Source of Funds	\$2,156,981	\$2,080,204	\$2,215,602	\$2,426,719	\$2,255,194	174,990

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

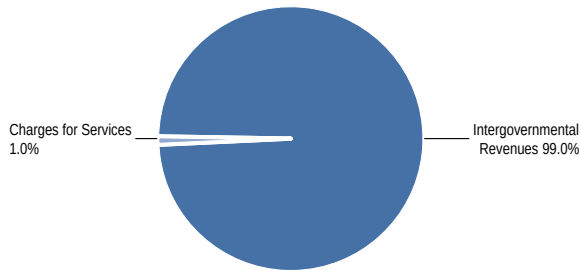
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
80115	SHERIFFS RECORDS SPECIALIST I	4.00
80116	SHERIFFS RECORDS SPECIALIST II	16.00
80117	SENIOR SHERIFFS RECORDS SPECIALIST	4.00
80120	SHERIFFS RECORDS SUPERVISOR	2.00
Total		26.00

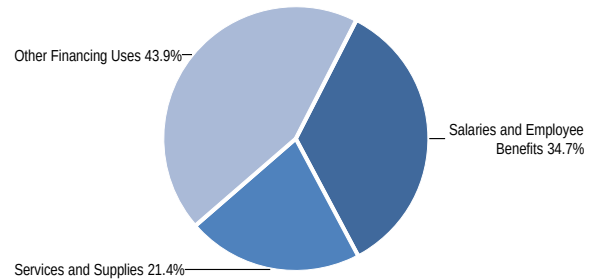
Custody Compliance and Administration Division

(Unit 8233— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,105,645	2,836,995	1,884,091	1,664,746	1,593,893	(1,243,102)
Services and Supplies	935,972	1,042,472	1,086,287	986,156	982,258	(60,214)
Other Financing Uses	262,585	289,738	289,738	2,014,147	2,014,147	1,724,409
Subtotal	\$3,304,201	\$4,169,205	\$3,260,116	\$4,665,049	\$4,590,298	421,093

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	9,361,016	9,522,684	9,704,793	9,649,375	10,065,220	542,536
Charges for Services	47,071	105,000	51,000	105,000	105,000	0
Miscellaneous Revenues	1,642	0	0	0	0	0
Other Financing Sources	147,755	0	0	0	0	0
Subtotal	\$9,557,484	\$9,627,684	\$9,755,793	\$9,754,375	\$10,170,220	542,536
General Fund Contributions	(\$6,253,283)	(\$5,458,479)	(\$6,495,677)	(\$5,089,326)	(\$5,579,922)	(121,443)
Total Source of Funds	\$3,304,201	\$4,169,205	\$3,260,116	\$4,665,049	\$4,590,298	421,093

Unit Description

The Corrections Operations Bureau (COB) is managed by a chief, a captain, and commanders who are responsible for all aspects of corrections 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.

The Compliance and Administration Division develops policies and procedures for divisions under its command, coordinates with County Counsel and other agencies on policies, procedures, claims and lawsuit responses. 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 Sheriff's Office. The Division oversees the inmate phone contract as well.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

Budget Year Goals

Goals for this unit are included at the department level.

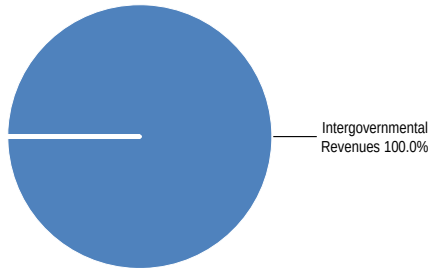
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12A10	CHIEF DEPUTY SHERIFF	1.00
36A81	SHERIFFS CAPTAIN	1.00
36A82	SHERIFFS COMMANDER	1.00
Total		3.00

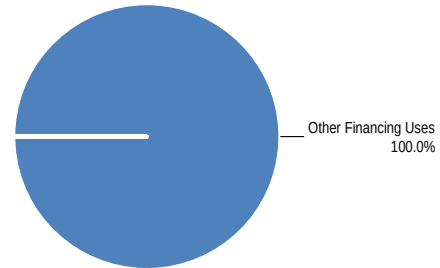
Custody Compliance and Administration Division

(Unit 8233— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	147,755	150,000	150,000	150,000	150,000	0
Subtotal	\$147,755	\$150,000	\$150,000	\$150,000	\$150,000	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	130,130	150,000	150,000	150,000	150,000	0
Subtotal	\$130,130	\$150,000	\$150,000	\$150,000	\$150,000	0
Total Source of Funds	\$130,130	\$150,000	\$150,000	\$150,000	\$150,000	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.

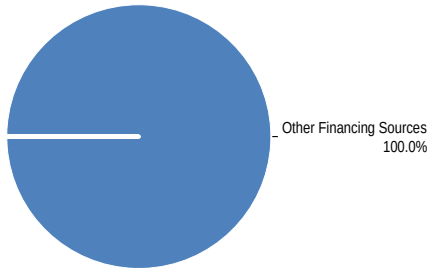
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

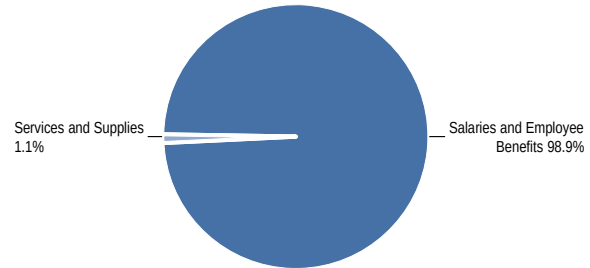
Court Services Division

(Unit 8234— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,794,573	5,857,833	5,829,332	4,567,084	4,554,640	(1,303,193)
Services and Supplies	392,576	253,164	237,568	55,774	48,465	(204,699)
Other Financing Uses	8,257	0	0	0	0	0
Subtotal	\$5,195,406	\$6,110,997	\$6,066,900	\$4,622,858	\$4,603,105	(1,507,892)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	19,259	50,000	80,000	0	0	(50,000)
Other Financing Sources	3,743,398	4,676,109	4,300,000	5,159,753	5,159,753	483,644
Subtotal	\$3,762,657	\$4,726,109	\$4,380,000	\$5,159,753	\$5,159,753	433,644
General Fund Contributions	\$1,432,749	\$1,384,888	\$1,686,900	(\$536,895)	(\$556,648)	(1,941,536)
Total Source of Funds	\$5,195,406	\$6,110,997	\$6,066,900	\$4,622,858	\$4,603,105	(1,507,892)

Unit Description

The Court Security Division manages all aspects of court security, with the exception of the entry stations which are currently managed by a private contract with the Court Administrative Office. The Court Security Division provides court security services for the Superior Court of California in Monterey County. The Court has 19 judicial officers located at five different court locations including Salinas, Monterey, Marina, and the Juvenile and Drug Court.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

Budget Year Goals

Goals for this unit are included at the department level.

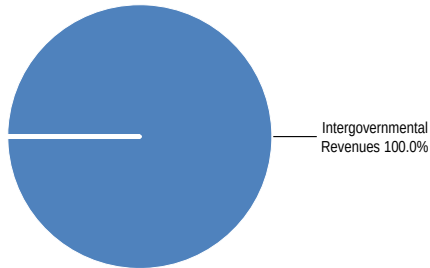
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
36A82	SHERIFFS COMMANDER	1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	23.00
36E23	CORRECTIONAL SERGEANT	2.00
Total		26.00

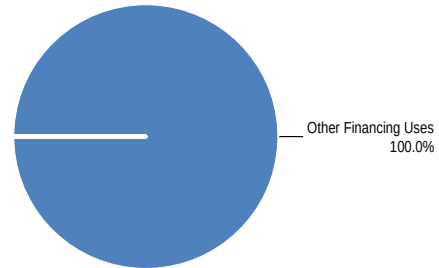
Court Services Division

(Unit 8234— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	3,546,302	4,200,000	4,200,000	4,200,000	4,200,000	0
Subtotal	\$3,546,302	\$4,200,000	\$4,200,000	\$4,200,000	\$4,200,000	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	4,056,116	4,200,000	4,200,000	4,200,000	4,200,000	0
Subtotal	\$4,056,116	\$4,200,000	\$4,200,000	\$4,200,000	\$4,200,000	0
Total Source of Funds	<u>\$4,056,116</u>	<u>\$4,200,000</u>	<u>\$4,200,000</u>	<u>\$4,200,000</u>	<u>\$4,200,000</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.

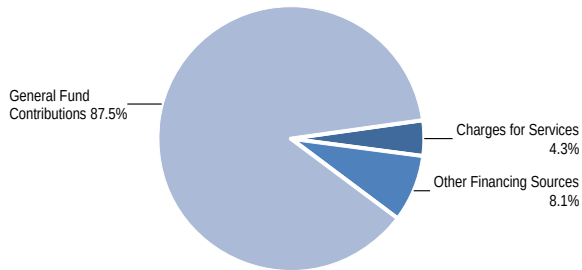
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

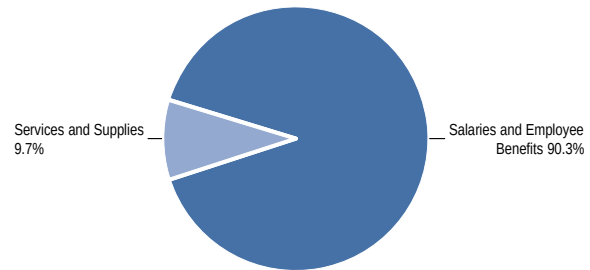
Transportation Unit

(Unit 8235— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	2,092,417	2,092,417	2,092,417
Services and Supplies	0	0	0	225,660	225,660	225,660
Subtotal	\$0	\$0	\$0	\$2,318,077	\$2,318,077	2,318,077

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	0	0	100,000	100,000	100,000
Other Financing Sources	0	0	0	188,640	188,640	188,640
Subtotal	\$0	\$0	\$0	\$288,640	\$288,640	288,640
General Fund Contributions	\$0	\$0	\$0	\$2,029,437	\$2,029,437	2,029,437
Total Source of Funds	\$0	\$0	\$0	\$2,318,077	\$2,318,077	2,318,077

Unit Description

The Transportation Division is responsible for safely transporting over 22,000 inmates to and from appointments at court and other penal institutions in and outside the State of California. The unit has a fleet of three buses and 11 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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

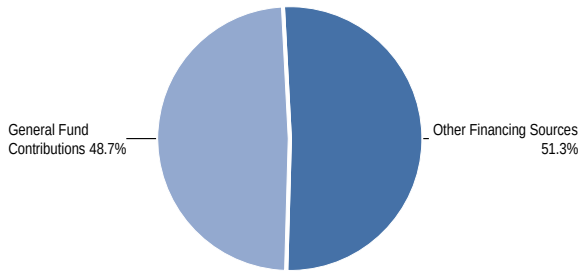
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
36E21	DEPUTY SHERIFF-CORRECTIONS	11.00
36E23	CORRECTIONAL SERGEANT	1.00
Total		12.00

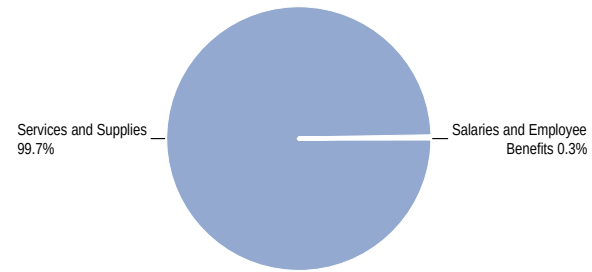
Inmate Medical Program

(Unit 8237— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	27,313	1	0	21,933	21,933	21,932
Services and Supplies	7,370,543	8,240,740	8,240,740	8,537,538	8,537,538	296,798
Subtotal	\$7,397,856	\$8,240,741	\$8,240,740	\$8,559,471	\$8,559,471	318,730

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Sources	6,645,590	4,342,428	4,342,428	4,388,256	4,388,256	45,828
Subtotal	\$6,645,590	\$4,342,428	\$4,342,428	\$4,388,256	\$4,388,256	45,828
General Fund Contributions	\$752,266	\$3,898,313	\$3,898,312	\$4,171,215	\$4,171,215	272,902
Total Source of Funds	\$7,397,856	\$8,240,741	\$8,240,740	\$8,559,471	\$8,559,471	318,730

Unit Description

This program monitors and oversees the inmate medical services provider. The County contracts to provide inmate medical, dental, and psychological services.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

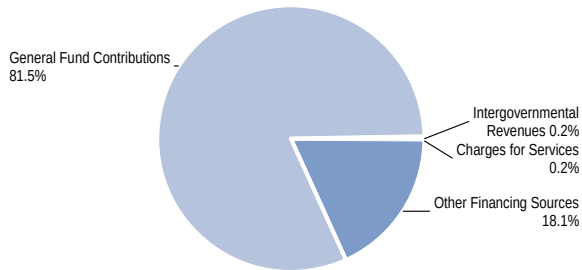
Budget Year Goals

Goals for this unit are included at the department level.

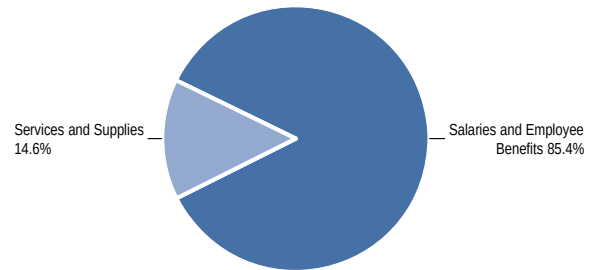
Jail Operations Division

(Unit 8238— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	20,952,460	21,264,985	21,740,803	23,434,950	22,559,987	1,295,002
Services and Supplies	3,550,093	3,630,507	3,430,559	3,883,271	3,860,248	229,741
Other Charges	(12,360)	(12,360)	(12,360)	0	0	12,360
Capital Assets	21,077	0	0	0	0	0
Other Financing Uses	71,904	0	0	0	0	0
Subtotal	\$24,583,174	\$24,883,132	\$25,159,002	\$27,318,221	\$26,420,235	1,537,103

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	6,000	10,000	42,000	50,000	50,000	40,000
Charges for Services	13,799	50,000	30,000	50,000	50,000	0
Miscellaneous Revenues	5	0	0	0	0	0
Other Financing Sources	4,701,163	4,868,625	4,868,625	4,789,429	4,789,429	(79,196)
Subtotal	\$4,720,966	\$4,928,625	\$4,940,625	\$4,889,429	\$4,889,429	(39,196)
General Fund Contributions	\$19,862,208	\$19,954,507	\$20,218,377	\$22,428,792	\$21,530,806	1,576,299
Total Source of Funds	\$24,583,174	\$24,883,132	\$25,159,002	\$27,318,221	\$26,420,235	1,537,103

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

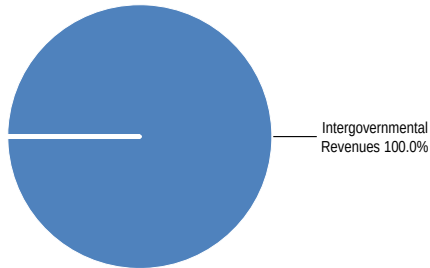
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A82	SHERIFFS COMMANDER	3.00
36E21	DEPUTY SHERIFF-CORRECTIONS	108.00
36E23	CORRECTIONAL SERGEANT	16.00
80110	CUSTODY AND CONTROL SPECIALIST	30.00
Total		158.00

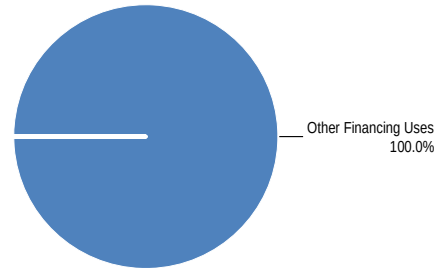
Jail Operations Division

(Unit 8238— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	650,210	800,000	800,000	800,000	800,000	0
Subtotal	\$650,210	\$800,000	\$800,000	\$800,000	\$800,000	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	562,341	800,000	800,000	800,000	800,000	0
Subtotal	\$562,341	\$800,000	\$800,000	\$800,000	\$800,000	0
Total Source of Funds	\$562,341	\$800,000	\$800,000	\$800,000	\$800,000	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.

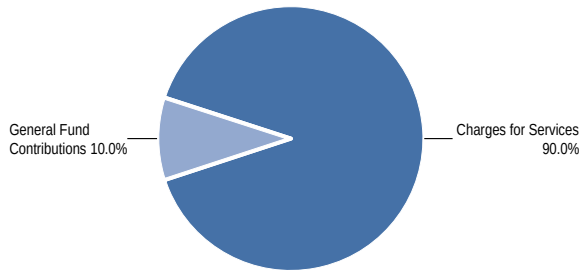
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

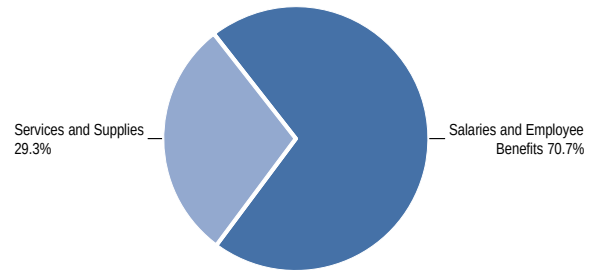
Inmate Programs Division

(Unit 8239— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	556,827	654,943	829,994	906,420	876,862	221,919
Services and Supplies	364,054	369,698	403,226	363,224	362,763	(6,935)
Subtotal	\$920,881	\$1,024,641	\$1,233,220	\$1,269,644	\$1,239,625	214,984

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	918,776	1,024,641	1,024,641	1,115,068	1,115,068	90,427
Subtotal	\$918,776	\$1,024,641	\$1,024,641	\$1,115,068	\$1,115,068	90,427
General Fund Contributions	\$2,105	\$0	\$208,579	\$154,576	\$124,557	124,557
Total Source of Funds	\$920,881	\$1,024,641	\$1,233,220	\$1,269,644	\$1,239,625	214,984

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

Recommended 2016-17 Positions

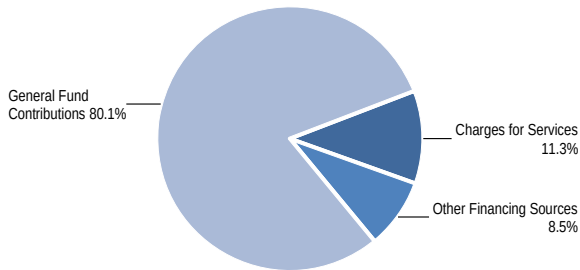
Classification Code	Classification Label	Recommended Budget 2016-2017
36E23	CORRECTIONAL SERGEANT	1.00
70N10	INMATE SERVICES SPECIALIST	4.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00
Total		6.00

Sheriff-Coroner

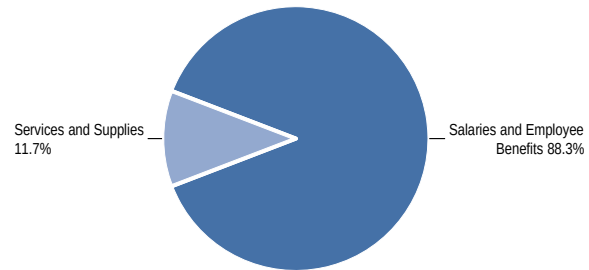
Jail Support Services Division

(Unit 8240— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	3,262,142	3,093,419	3,294,657	3,369,740	3,314,894	221,475
Services and Supplies	458,986	296,688	397,515	440,194	438,073	141,385
Other Charges	0	0	0	(39,000)	(39,000)	(39,000)
Subtotal	\$3,721,128	\$3,390,107	\$3,692,172	\$3,770,934	\$3,713,967	323,860

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	413,005	420,000	480,000	420,000	420,000	0
Other Financing Sources	0	0	0	317,369	317,369	317,369
Subtotal	\$413,005	\$420,000	\$480,000	\$737,369	\$737,369	317,369
General Fund Contributions	\$3,308,123	\$2,970,107	\$3,212,172	\$3,033,565	\$2,976,598	6,491
Total Source of Funds	\$3,721,128	\$3,390,107	\$3,692,172	\$3,770,934	\$3,713,967	323,860

Unit Description

The Support Services Division manages and audits the inmate food service and commissary contract with Aramark, purchases equipment and supplies for the Corrections Operations Bureau, and oversees 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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

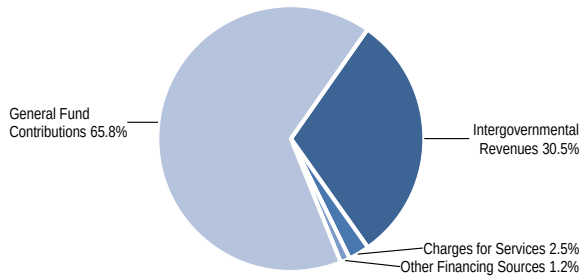
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	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
80E22	OFFICE ASSISTANT III	1.00
80I07	CORRECTIONS SPECIALIST	14.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
Total		34.00

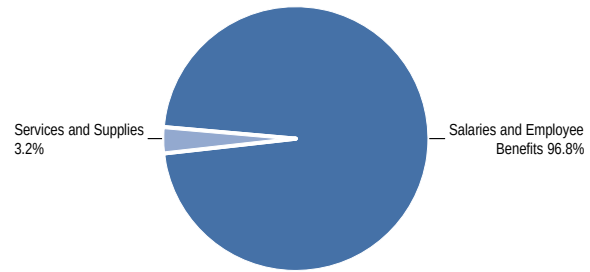
Enforcement Operations and Administration Division

(Unit 8242— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	17,823,154	18,178,386	19,302,866	21,169,374	20,963,802	2,785,416
Services and Supplies	733,416	345,152	527,396	727,678	689,184	344,032
Other Charges	(923)	(31,000)	(31,000)	0	0	31,000
Capital Assets	12,404	0	0	60,000	0	0
Other Financing Uses	114,220	0	0	0	0	0
Subtotal	\$18,682,272	\$18,492,538	\$19,799,262	\$21,957,052	\$21,652,986	3,160,448

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	1,340,779	6,792,299	6,760,664	6,325,989	6,600,686	(191,613)
Charges for Services	999,116	796,264	600,000	550,000	550,000	(246,264)
Miscellaneous Revenues	29,471	0	0	0	0	0
Other Financing Sources	178,383	250,000	200,000	250,000	250,000	0
Subtotal	\$2,547,749	\$7,838,563	\$7,560,664	\$7,125,989	\$7,400,686	(437,877)
General Fund Contributions	\$16,134,523	\$10,653,975	\$12,238,598	\$14,831,063	\$14,252,300	3,598,325
Total Source of Funds	\$18,682,272	\$18,492,538	\$19,799,262	\$21,957,052	\$21,652,986	3,160,448

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 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.

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

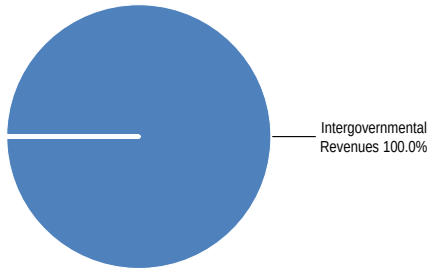
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12A10	CHIEF DEPUTY SHERIFF	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		122.00

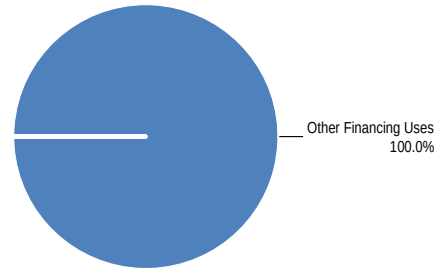
Enforcement Operations and Administration Division

(Unit 8242— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	178,383	250,000	250,000	250,000	250,000	0
Subtotal	\$178,383	\$250,000	\$250,000	\$250,000	\$250,000	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	193,801	250,000	250,000	250,000	250,000	0
Subtotal	\$193,801	\$250,000	\$250,000	\$250,000	\$250,000	0
Total Source of Funds	\$193,801	\$250,000	\$250,000	\$250,000	\$250,000	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.

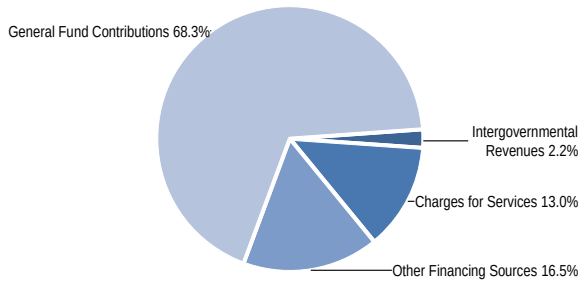
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

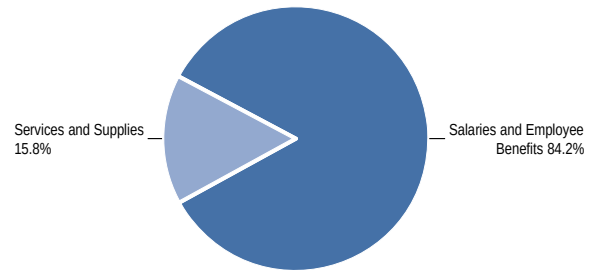
Investigations Division

(Unit 8245— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	3,549,632	3,421,601	3,293,581	4,097,428	3,558,782	137,181
Services and Supplies	232,271	503,643	635,202	669,548	666,710	163,067
Capital Assets	11,617	0	30,000	0	0	0
Subtotal	\$3,793,521	\$3,925,244	\$3,958,783	\$4,766,976	\$4,225,492	300,248

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	484,413	94,000	94,000	94,000	94,000	0
Charges for Services	4,818	567,778	567,778	548,595	548,595	(19,183)
Other Financing Sources	584,346	545,222	545,222	698,942	698,942	153,720
Subtotal	\$1,073,578	\$1,207,000	\$1,207,000	\$1,341,537	\$1,341,537	134,537
General Fund Contributions	\$2,719,943	\$2,718,244	\$2,751,783	\$3,425,439	\$2,883,955	165,711
Total Source of Funds	\$3,793,521	\$3,925,244	\$3,958,783	\$4,766,976	\$4,225,492	300,248

Unit Description

This 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, the Sexual Assault Felony Enforcement (SAFE) Team, and Crime Lab.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

Budget Year Goals

Goals for this unit are included at the department level.

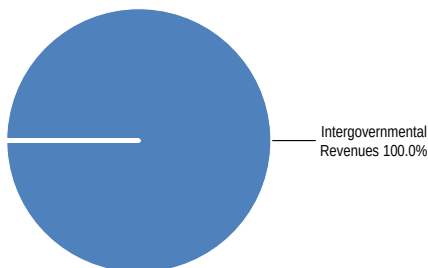
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	11.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
80E22	OFFICE ASSISTANT III	1.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00
Total		20.00

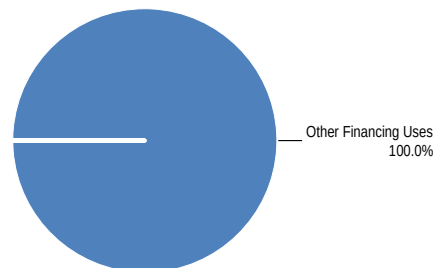
Investigations Division

(Unit 8245— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	385,750	400,000	400,000	400,000	400,000	0
Subtotal	\$385,750	\$400,000	\$400,000	\$400,000	\$400,000	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	263,332	400,000	400,000	400,000	400,000	0
Subtotal	\$263,332	\$400,000	\$400,000	\$400,000	\$400,000	0
Total Source of Funds	\$263,332	\$400,000	\$400,000	\$400,000	\$400,000	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.

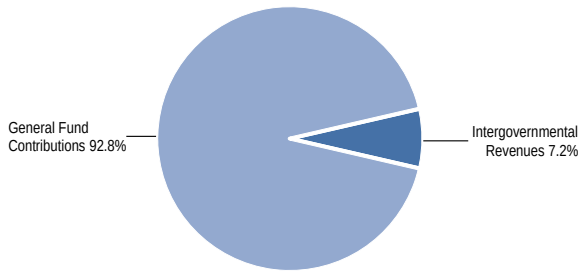
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

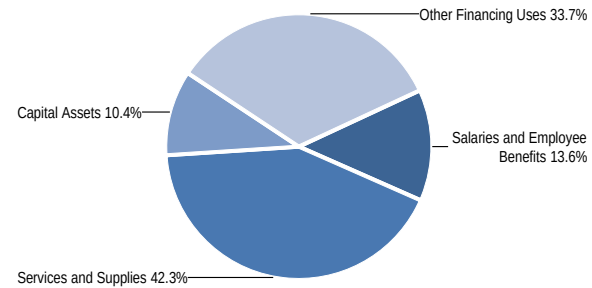
Special Operations Division

(Unit 8250— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,660,013	1,197,813	1,753,933	673,760	667,100	(530,713)
Services and Supplies	1,764,040	1,645,011	1,932,568	2,114,219	2,082,260	437,249
Capital Assets	220,911	510,000	510,000	510,000	510,000	0
Other Financing Uses	0	0	0	1,658,307	1,658,307	1,658,307
Subtotal	\$3,644,965	\$3,352,824	\$4,196,501	\$4,956,286	\$4,917,667	1,564,843

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	324,250	305,744	305,744	355,409	355,409	49,665
Miscellaneous Revenues	9,928	0	0	0	0	0
Other Financing Sources	14,437	0	0	0	0	0
Subtotal	\$348,615	\$305,744	\$305,744	\$355,409	\$355,409	49,665
General Fund Contributions	\$3,296,349	\$3,047,080	\$3,890,757	\$4,600,877	\$4,562,258	1,515,178
Total Source of Funds	\$3,644,965	\$3,352,824	\$4,196,501	\$4,956,286	\$4,917,667	1,564,843

Unit Description

The Special Operations Division manages the many special events that are held each year in Monterey County. These events draw large numbers of spectators and visitors to the area requiring an additional law enforcement presence. 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, all volunteer units (Reserves, Mounted, Aero Squad, Sheriff's Emergency Assistance Team (SEAT)), and other specialized teams.

This unit manages the Search and Rescue Team (SART). 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 SART and the Dive Team responds 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.

In FY 2016-17, the Sheriff's Office is expanding the SEAT. This Volunteer Unit provides support personnel to respond to events and provide such services as traffic control, staffing of road blocks, and incident support. The SEAT has also begun to provide a cadre of members to conduct Citizens' On Patrol activities in the Monterey Peninsula area. This service is being expanded to include Central Station and South County Station coverage.

Also in FY 2016-17, the Sheriff's Office is resurrecting the Explorer Post. The Post provides an avenue for teenage youth to participate in Sheriff's Office activities while providing limited personnel resources for major events throughout the County.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

Budget Year Goals

Goals for this unit are included at the department level.

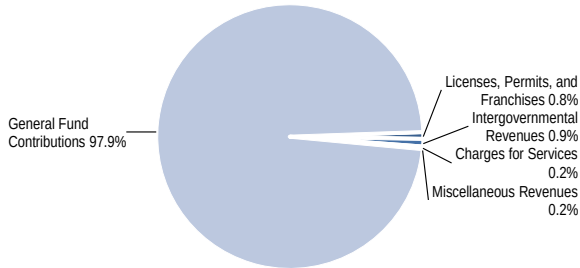
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

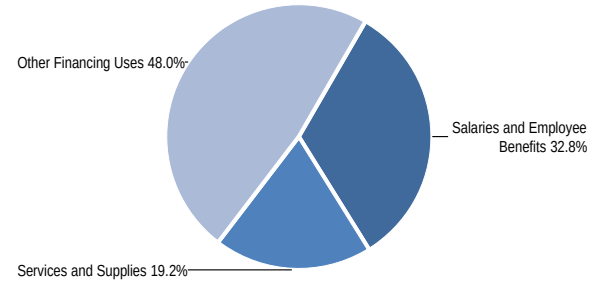
Sheriff's Office Administration Division

(Unit 8273— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	3,254,281	3,170,148	2,405,018	2,276,369	2,153,892	(1,016,256)
Services and Supplies	383,558	2,850,778	736,447	1,271,048	1,261,397	(1,589,381)
Other Financing Uses	341,034	344,244	344,244	3,147,949	3,147,949	2,803,705
Subtotal	\$3,978,873	\$6,365,170	\$3,485,709	\$6,695,366	\$6,563,238	198,068

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	46,698	55,000	45,000	55,000	55,000	0
Fines, Forfeitures, and Penalties	0	10,000	10,000	0	0	(10,000)
Intergovernmental Revenues	6,127,969	0	0	60,000	60,000	60,000
Charges for Services	2,275	10,000	5,000	10,000	10,000	0
Miscellaneous Revenues	7,397	10,000	5,000	10,000	10,000	0
Subtotal	\$6,184,339	\$85,000	\$65,000	\$135,000	\$135,000	50,000
General Fund Contributions	(\$2,205,466)	\$6,280,170	\$3,420,709	\$6,560,366	\$6,428,238	148,068
Total Source of Funds	\$3,978,873	\$6,365,170	\$3,485,709	\$6,695,366	\$6,563,238	198,068

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 department level.

Budget Year Goals

Goals for this unit are included at the department level.

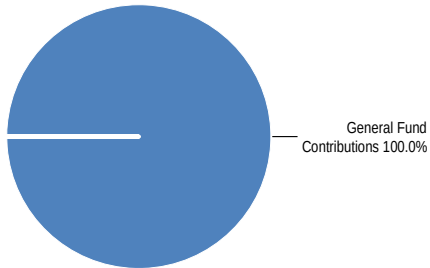
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
10B05	SHERIFF	1.00
12A13	UNDERSHERIFF	1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
Total		4.00

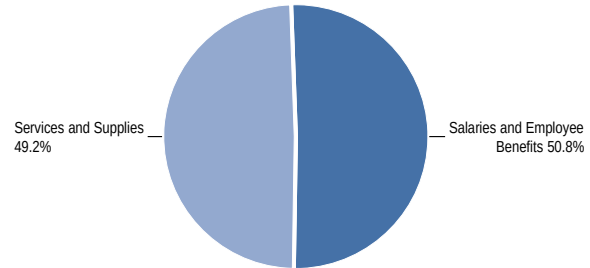
Administration Bureau

(Unit 8400— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,288,017	1,030,212	1,042,100	1,440,461	1,029,184	(1,028)
Services and Supplies	2,231,368	1,248,637	1,175,260	997,988	997,194	(251,443)
Capital Assets	109,368	0	0	0	0	0
Subtotal	\$3,628,753	\$2,278,849	\$2,217,360	\$2,438,449	\$2,026,378	(252,471)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	461,764	0	0	0	0	0
Subtotal	\$461,764	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$3,166,989	\$2,278,849	\$2,217,360	\$2,438,449	\$2,026,378	(252,471)
Total Source of Funds	\$3,628,753	\$2,278,849	\$2,217,360	\$2,438,449	\$2,026,378	(252,471)

Unit Description

This unit oversees all units in the Administration Bureau and directly supervises Human Resources, the Workers' Compensation program, and Information Technology systems support for the entire department.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

Budget Year Goals

Goals for this unit are included at the department level.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12A10	CHIEF DEPUTY SHERIFF	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
Total		7.00



This page intentionally left blank.

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. 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. The Department 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.

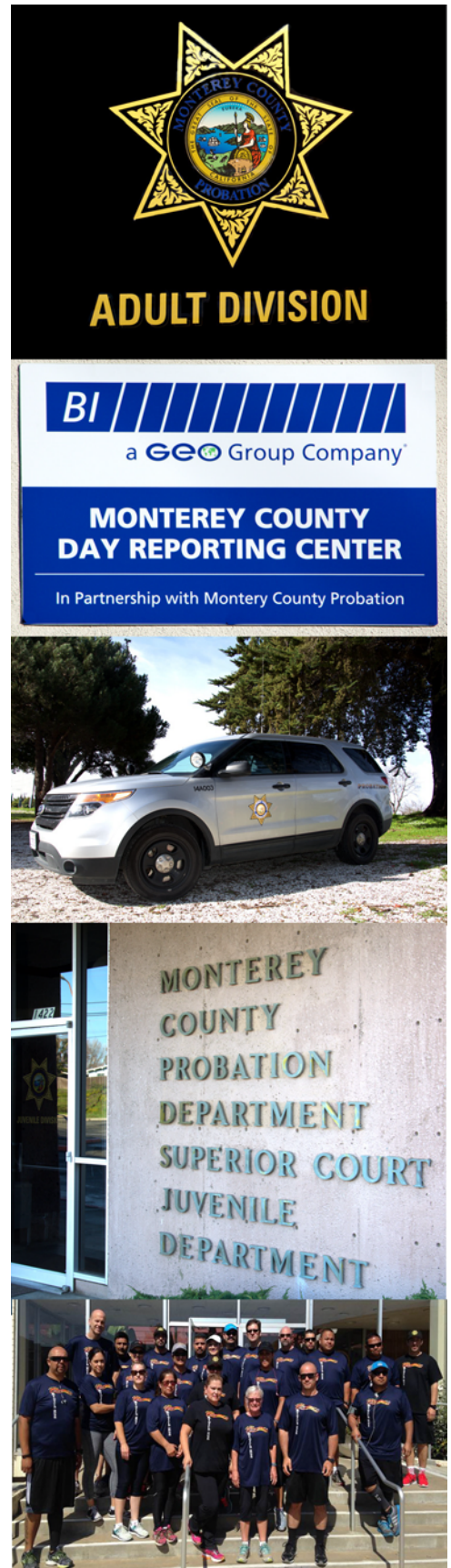
The Administration Division provides the Department's operating divisions with infrastructure and support services: fiscal, including collection of fines and fees and restitution to victims, personnel, safety, facilities, fleet, training and technology.

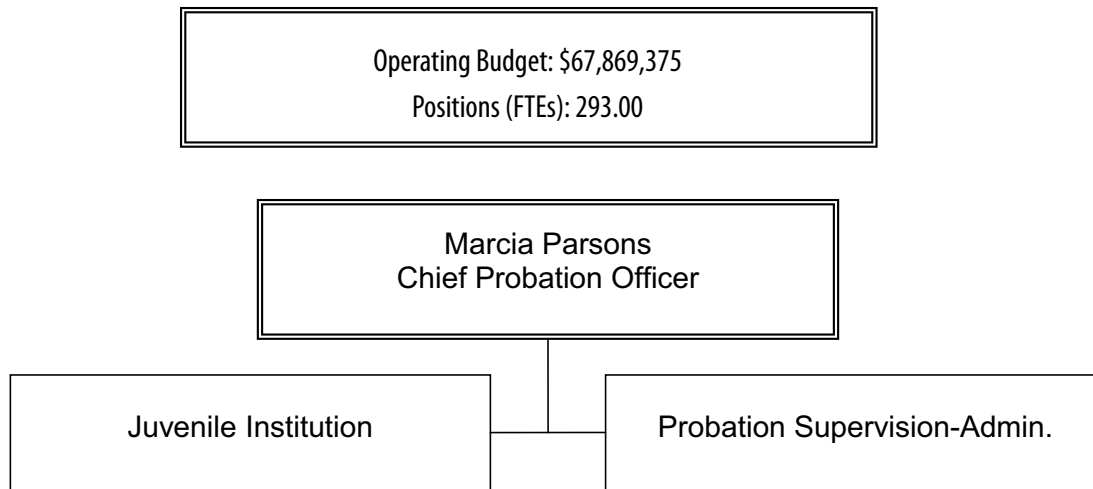
The Adult Division consists of pretrial services, court investigation, case management and field supervision for adult clients. Services include electronic monitoring, Drug Treatment Court, Mental Health Court, the Adult Day Reporting Center, the Adult Placement Program, and specialized caseloads and 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.

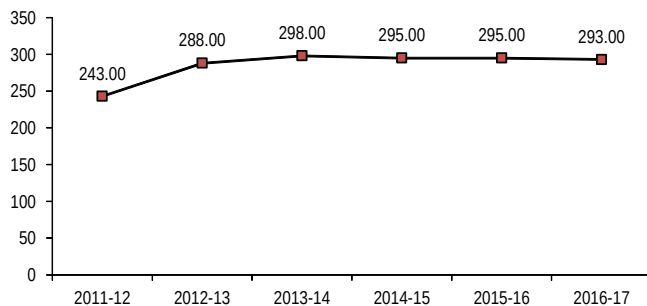
Within the Juvenile Division, Alternative Programs provides juvenile services to at-risk and adjudicated youth, such as the Day and Evening Reporting Centers at Rancho Cielo, Community Schools, Community Service Work Program, Juvenile Drug Court, and the Silver Star Resource Center, a Gang Prevention and Early Intervention Program.

The Juvenile Institutions section is comprised of the Juvenile Hall and Youth Center. Juvenile Hall houses juveniles referred by law enforcement agencies, Probation, and Juvenile Court. The primary purpose is to provide temporary, secure detention of juvenile offenders going through the court process, 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.

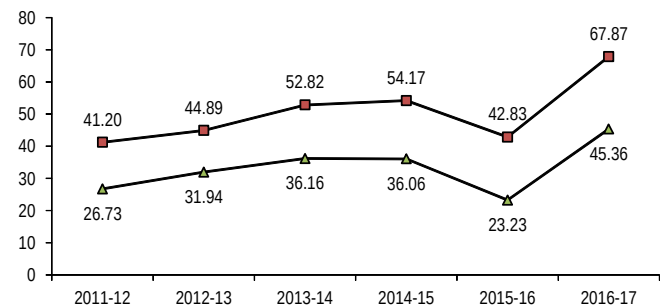




Staffing Trends



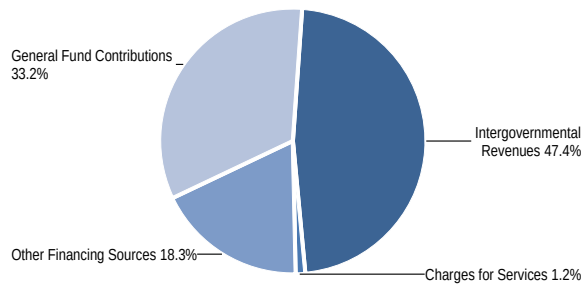
Expenditure/Revenue History (in millions)



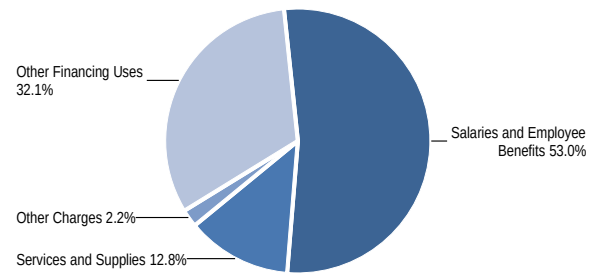
Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of adults who successfully complete probation.	65%	67%	60%
Percent of juveniles who successfully complete probation.	86%	75%	74%
Percent of employees who received an annual EPR through February 2016.	85%	88%	90%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	32,475,599	34,267,902	34,354,354	36,047,838	35,944,086	1,676,184
Services and Supplies	6,743,661	8,383,516	8,383,516	8,698,360	8,664,267	280,751
Other Charges	(336,148)	(276,198)	(276,198)	1,465,655	1,465,655	1,741,853
Capital Assets	28,896	0	0	0	0	0
Other Financing Uses	15,256,663	22,143,295	368,742	21,795,367	21,795,367	(347,928)
Subtotal	\$54,168,671	\$64,518,515	\$42,830,414	\$68,007,220	\$67,869,375	3,350,860

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,434	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	25,298,160	32,708,565	9,342,840	31,961,369	32,154,314	(554,251)
Charges for Services	1,022,026	792,631	792,631	792,631	792,631	0
Miscellaneous Revenues	21,297	9,996	9,996	9,996	9,996	0
Other Financing Sources	9,720,389	11,511,806	13,080,758	12,394,468	12,394,468	882,662
Subtotal	\$36,064,305	\$45,029,570	\$23,232,797	\$45,165,036	\$45,357,981	328,411
General Fund Contributions	\$17,821,457	\$19,488,945	\$19,597,617	\$22,842,184	\$22,511,394	3,022,449
Total Source of Funds	\$53,885,762	\$64,518,515	\$42,830,414	\$68,007,220	\$67,869,375	3,350,860

Summary of Recommendation

The Recommended Budget for the Department totals \$67,869,375, financed by \$45,357,981 in program revenue and \$22,511,394 in General Fund Contribution (GFC). The Recommended Budget includes increased appropriations of \$3,350,860 compared to the FY 2015-16 Adopted Budget. The recommended increase in appropriations is due to a newly allocated countywide indirect cost and rising cost pressures primarily in salary and benefits necessary to retain existing workforce. The Recommended Budget includes requested augmentations in the amount of \$2,022,577 to support the retention of 20 filled positions, which could no longer be funded within existing resources due to cost pressures (discussed later).

The Recommended Budget of \$67,869,375 continues to reflect two fund sources: the Local Realignment (Fund 022) budget of \$21,735,163 and a General Fund budget of \$46,134,212. Pursuant to State legislation, the Fund 022 Recommended Budget is a pass through fund for receipt of AB 109 Public Safety Realignment monies. Probation's AB 109 positions and operations are paid from the General Fund and reimbursed from Fund 022 as expenses are incurred. The funding associated with these realigned

responsibilities is shared with other community corrections partners, including the Sheriff's Office, District Attorney, Office of Employment Training, Health and Social Services in the form of operating transfers from Probation to the recipient departments.

The Recommended Budget includes a net increase of General Fund Contribution (GFC) totaling \$3,022,449. This increase includes \$1,192,817 for a charge back program implemented by the County Auditor-Controller to charge costs for overhead departments to general fund operating departments effective Fiscal Year 2016-17. The remaining \$1,829,632 of increased GFC represents augmentations to support the retention of 20 filled positions in the Evening Reporting Center, Juvenile Hall units, Home Supervision and Community Service Work Program, the Peninsula satellite Probation office, Youth Center in-custody programs and supervision, and the juvenile Placement Intervention Program and juvenile Intake unit. Note that augmentations of \$2,022,577 were funded with an increase in program revenues of \$192,945 and \$1,829,632 in increased GFC.

Other changes include a reduction of \$103,752 for the workers' compensation program and \$34,093 for the general liability insurance program based on updated funding criteria; and a

modest increase of \$328,411 in program revenue due to a small augmentation in State revenue apportionments and an increase in Proposition 172 sales tax revenue.

Budget Impacts

The Recommended Budget includes the reduction of 2.0 vacant and unfunded positions, one Probation Officer II in the Alternative Programs unit and one Probation Officer II in the Adult Probation unit, due to loss of grant funding. It also includes the reallocation of an existing Principal Office Assistant to a Personnel Technician-Confidential in the Administration unit to support the high level of personnel activity within the Department.

The Department experienced various expenditure increases compared to the FY 2015-16 Adopted Budget, including \$2,255,231 for retirement costs, employees step advances, workers' compensation insurance, and higher employee health care costs. Further increases include: \$154,707 for medical services for wards, maintenance contracts and State custody housing; \$268,290 for the Enterprise Financial System upgrade; and \$113,616 for Information Technology capital infrastructure upgrade and data circuit line support. The net result of these costs is a \$2,791,844 increase in baseline budget funding requirements for FY 2016-17. These cost pressures constrain future capability and flexibility in assigning resources to maintain the necessary level of services, particularly in consideration of the increase in the Department's span of control for adult and juvenile offenders.

Prior Year Accomplishments

Collaborated on planning and design for the new Juvenile Hall facility.

Continued to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA) programs (ongoing).

Continued to serve as the lead agency for the Community Corrections Partnership and developed the annual Public Safety Realignment plan, budget and related documentation (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.

Continued participation in the State's SmartJustice data sharing initiative.

Participated in Monterey County's Justice Partners Data Sharing project.

Continued participation in the Monterey Peninsula's Blue Ribbon Committee.

Continue to participate in a pilot program, Medi-Cal Administrative Activities (MAA), to obtain Federal reimbursement for the cost of performing administrative activities that directly support efforts to identify and enroll potential eligible individuals into Medi-Cal.

Provided staff and support to the Restorative Justice Commissions and the non-profit Restorative Justice Partners.

Participated in the implementation and provided support to the newly established DUI Court.

Participated in the implementation and provided support to the newly established Veterans' Treatment Court.

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.

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.

Expand services to the young adult population and address specific needs, e.g. mental health, substance abuse and vocational training.

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.

Continue to serve as the lead agency for the Juvenile Justice Crime Prevention Act programs.

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.

Continue to enhance data collection capabilities in the 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. Develop new data requirements for realigned adult and juvenile populations.

Continue to participate in data sharing efforts as required by law, such as the State's Supervised Release File (SRF) and SmartJustice initiatives, and the local Justice Partners Data Sharing project.

Expand the Medi-Cal Administrative Activities (MAA) program.

Pursue funding opportunities to expand the Veterans' Treatment Court.

Pending Issues

The State's Public Safety Realignment (AB 109) to the County level, implemented on October 1, 2011, continues to impart 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. Funding allocated at the State level was formalized through Senate Bill 1020 which was approved in July 2012, and in September 2015, the formula for Statewide programmatic base funding allocations was finalized through the State's Realignment Allocation Committee (RAC) with concurrence by the State Department of Finance. This affected how State funds are distributed to the local County level. The RAC will revisit the issue of allocation of growth funds in three to five years to set a permanent growth formula.

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 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 2016-17.

The annual Department of Juvenile Justice (DJJ) placement rate was established in July 2012 at \$24,000 per juvenile, a significant increase over prior years. This placement cost will continue to impact costs next fiscal year, based on the amount of youth in State custody and their commitment time.

The Continuum of Care Reform will affect the length of stay in out-of-home placement for juvenile wards of the Court; Probation will be involved in activities to facilitate and expedite the child's return to a family-type setting with the use of resource families.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Alternative Programs (PRO001)	3,195,127	3,202,903	3,202,903	3,830,915	3,816,876	613,973	001	2550_8162
Alternative Programs (PRO002)	2,482,651	1,449,316	0	1,455,147	1,455,147	5,831	022	2550_8162
Juvenile Hall (PRO001)	7,424,338	8,452,074	8,452,074	8,755,224	8,714,091	262,017	001	2550_8163
Youth Center (PRO001)	7,626,687	8,038,835	8,038,835	8,596,730	8,573,486	534,651	001	2550_8164
Youth Center (PRO002)	1,434,801	4,170,825	0	4,507,685	4,507,685	336,860	022	2550_8164
Adult Probation (PRO001)	11,898,079	13,636,752	13,723,204	14,166,394	14,146,644	509,892	001	2550_8165
Adult Probation (PRO002)	10,594,174	15,172,990	0	14,617,576	14,617,576	(555,414)	022	2550_8165
Juvenile Probation (PRO001)	5,380,334	6,119,548	6,119,548	6,538,749	6,517,305	397,757	001	2550_8166
Juvenile Probation (PRO002)	387,761	981,422	0	1,154,755	1,154,755	173,333	022	2550_8166
Probation Administration (PRO001)	3,744,718	3,293,850	3,293,850	4,384,045	4,365,810	1,071,960	001	2550_8167
Subtotal	\$54,168,671	\$64,518,515	\$42,830,414	\$68,007,220	\$67,869,375	3,350,860		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Alternative Programs	5,677,778	4,652,219	3,202,903	5,286,062	5,272,023	619,804
Juvenile Hall	7,424,338	8,452,074	8,452,074	8,755,224	8,714,091	262,017
Youth Center	9,061,488	12,209,660	8,038,835	13,104,415	13,081,171	871,511
Adult Probation	22,492,253	28,809,742	13,723,204	28,783,970	28,764,220	(45,522)
Juvenile Probation	5,768,095	7,100,970	6,119,548	7,693,504	7,672,060	571,090
Probation Administration	3,744,718	3,293,850	3,293,850	4,384,045	4,365,810	1,071,960
Subtotal	\$54,168,671	\$64,518,515	\$42,830,414	\$68,007,220	\$67,869,375	3,350,860

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	0.00	1.00	1.00
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	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	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
60F02	PROBATION AIDE	16.50	16.50	16.50	0.00
60F22	PROBATION OFFICER II	75.00	74.00	72.00	-2.00
60F23	PROBATION OFFICER III	25.00	25.00	25.00	0.00
60F84	PROBATION SERVICES MANAGER	14.00	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	74.00	0.00
60F90	SENIOR JUVENILE INSTITUTIONS OFFICER	14.00	14.00	14.00	0.00
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
80A32	SENIOR SECRETARY	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	15.00	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	0.00	-1.00
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
Total		295.00	295.00	293.00	-2.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2550	AUG10_2550_8163_001	Juvenile Hall Program Resource Officer	Mandated	133,430	1.00	133,430	1.00
2550	AUG1_2550_8162_001	Juvenile Evening Reporting Center	Base Level Maintenance	303,413	2.00	303,413	2.00
2550	AUG2_2550_8164_001	Youth Center Aftercare	Mandated	222,926	2.00	222,926	2.00
2550	AUG3_2550_8163_001	Juvenile Hall Housing Unit Closure	Mandated	211,182	5.00	211,182	5.00
2550	AUG4_2550_8163_001	Juvenile Hall Community Service Work Program	Mandated	0	3.00	0	3.00
2550	AUG5_2550_8163_001	Juvenile Hall Home Supervision Program	Mandated	303,834	3.00	303,834	3.00
2550	AUG6_2550_8164_001	Youth Center In-Custody Programs and Supervision	Mandated	353,892	3.00	353,892	3.00

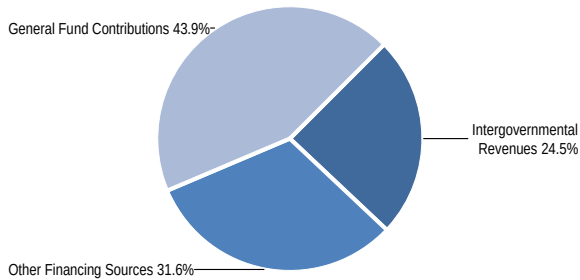
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2550	AUG7_2550_8165_001	Close Peninsula Probation Office- Juv & Adult Supervision	Mandated	233,516	2.00	233,516	2.00
2550	AUG8_2550_8162_001	Juvenile Placement Intervention Program Officer	Mandated	127,470	1.00	127,470	1.00
2550	AUG9_2550_8166_001	Juvenile Intake Probation Officer	Mandated	132,914	1.00	132,914	1.00
Grand Total				2,022,577	23.00	2,022,577	23.00

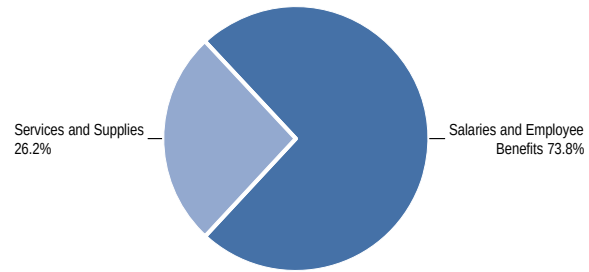
Alternative Programs

(Unit 8162— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,385,594	2,364,913	2,364,913	2,864,079	2,852,449	487,536
Services and Supplies	809,533	875,777	875,777	1,013,035	1,010,626	134,849
Other Charges	0	(37,787)	(37,787)	(46,199)	(46,199)	(8,412)
Subtotal	\$3,195,127	\$3,202,903	\$3,202,903	\$3,830,915	\$3,816,876	613,973

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	1,132,042	1,181,555	688,890	936,360	936,360	(245,195)
Miscellaneous Revenues	6,858	0	0	0	0	0
Other Financing Sources	1,209,738	1,205,147	1,205,147	1,205,147	1,205,147	0
Subtotal	\$2,348,638	\$2,386,702	\$1,894,037	\$2,141,507	\$2,141,507	(245,195)
General Fund Contributions	\$846,489	\$816,201	\$1,308,866	\$1,689,408	\$1,675,369	859,168
Total Source of Funds	\$3,195,127	\$3,202,903	\$3,202,903	\$3,830,915	\$3,816,876	613,973

Unit Description

The Alternative Programs unit includes a variety of programs directed at adjudicated at-risk youth. These programs include the Silver Star Youth Program Day Reporting Center and Evening Reporting Center at Rancho Cielo, and the Silver Star Resource Center (SSRC) for gang prevention and early intervention, the Truancy Program, 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

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 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 and increase the use of validated evidence-based programs and curricula.

Continue to collaborate with South County's "Four Cities for Peace" law enforcement initiative.

Collaborate with the City of Seaside California Gang Reduction, Intervention and Prevention Program (CalGRIP) to develop the Seaside Youth Resource Center.

Work in partnership with the City of Salinas on its Comprehensive Strategy for Community-wide Violence Reduction plan.

Continue to enhance the juvenile component of the Smart Probation Case Management System.

Continue to assess youth's risk to reoffend by using the Ohio Youth Assessment System (OYAS) and target identified criminogenic needs in order to reduce that risk.

Continue to collaborate with Monterey County schools to provide a coordinated approach, utilizing available resources to closely monitor and supervise juvenile probationers and assist with at-risk students within the school system.

Continue close collaboration with partners from the Department of Social Services (DSS), Health-Behavioral Health, Monterey County Office of Education (MCOE) and local law enforcement agencies.

Continue to provide therapeutic, evidence-based treatment for every youth participating in Juvenile Drug Court.

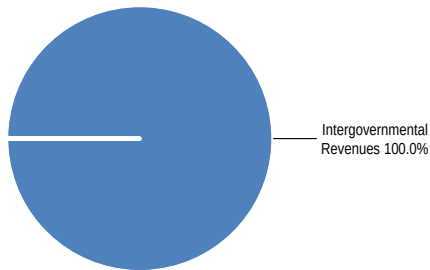
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
20B11	ACCOUNTANT II	1.00
60F02	PROBATION AIDE	8.00
60F22	PROBATION OFFICER II	8.00
60F23	PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	2.00
60F89	JUVENILE INSTITUTIONS OFFICER II	1.00
60F90	SENIOR JUVENILE INSTITUTIONS OFFICER	1.00
80E21	OFFICE ASSISTANT II	2.00
Total		25.00

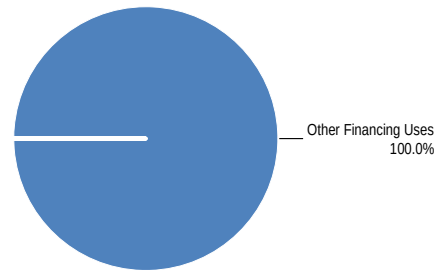
Alternative Programs

(Unit 8162— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	2,482,651	1,449,316	0	1,455,147	1,455,147	5,831
Subtotal	\$2,482,651	\$1,449,316	\$0	\$1,455,147	\$1,455,147	5,831

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	2,814,383	1,449,316	0	1,455,147	1,455,147	5,831
Subtotal	\$2,814,383	\$1,449,316	\$0	\$1,455,147	\$1,455,147	5,831
Total Source of Funds	<u>\$2,814,383</u>	<u>\$1,449,316</u>	<u>\$0</u>	<u>\$1,455,147</u>	<u>\$1,455,147</u>	<u>5,831</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.

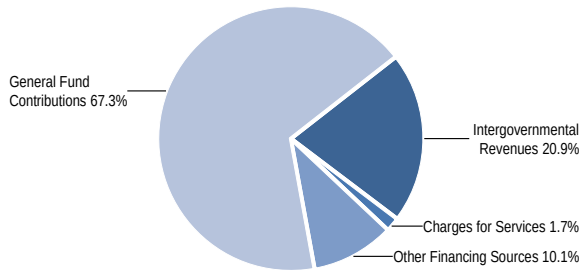
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

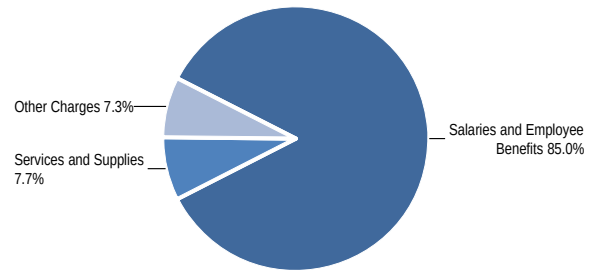
Juvenile Hall

(Unit 8163— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,607,426	7,634,639	7,634,639	7,438,616	7,405,559	(229,080)
Services and Supplies	549,854	541,376	541,376	677,109	669,033	127,657
Other Charges	0	0	0	639,499	639,499	639,499
Other Financing Uses	267,058	276,059	276,059	0	0	(276,059)
Subtotal	\$7,424,338	\$8,452,074	\$8,452,074	\$8,755,224	\$8,714,091	262,017

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	1,690,283	1,597,437	1,586,838	1,625,476	1,818,421	220,984
Charges for Services	275,638	149,500	149,500	149,500	149,500	0
Miscellaneous Revenues	1,949	0	0	0	0	0
Other Financing Sources	494,118	528,026	1,068,547	880,864	880,864	352,838
Subtotal	\$2,461,988	\$2,274,963	\$2,804,885	\$2,655,840	\$2,848,785	573,822
General Fund Contributions	\$4,962,351	\$6,177,111	\$5,647,189	\$6,099,384	\$5,865,306	(311,805)
Total Source of Funds	\$7,424,338	\$8,452,074	\$8,452,074	\$8,755,224	\$8,714,091	262,017

Unit Description

The Monterey County Juvenile Hall is a 114 bed facility that provides temporary detention for youth 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 youth to assist with their reintegration into the community and address their educational, physical, behavioral, psychological and emotional needs. Further, Probation operates the Home Supervision Program as a detention alternative that enables minors to return to their homes during the Court adjudication process.

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 design and planning 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 1,082 minors on the Community Service Work Program (CSWP), which provided 8,552 work hours for the County Parks Department, Federal Bureau of Land Management, and County Probation Department facilities.

Continued to manage the Home Supervision Program as a Court-sanctioned alternative to detention.

Assigned a full-time Juvenile Institutions Officer as Facility Resource Officer to coordinate, manage, and administer in-custody programming for youth. Programs available to detained youth

include evidence-based programs designed to target high-risk behavior, promote pro-social thinking and healthy lifestyles, and assist youth in reintegrating into society upon their release.

Budget Year Goals

Continue to foster a close working relationship with County officials and the Board of State and Community Corrections (BSCC), to maximize readiness to proceed with the design and construction for a new Juvenile Hall facility on the existing site.

Continue the Monterey County Juvenile Offender Health Services (JOCHS) Program, a collaborative re-entry and transition center for youth detained in Juvenile Hall. The center is designed to be a "one-stop" program for youth and their families/guardians to receive family and community reunification services, integrated behavioral health care, assistance with Medi-Cal eligibility determination, academic services and referrals, and expedited and coordinated contact with the supervising Probation Officer.

Continue to expand the cognitive behavior and programming services available to detained youth within the facility, to include moral re-cognitive therapy.

Collaborate with community based organization California Youth Outreach (C.Y.O.) to provide a Community Reentry Program through Cognitive Behavior Intervention (C.B.I.) services to help better prepare the youth for community reentry.

Continue to train staff and providers and refine infrastructure to ensure compliance with the Prison Rape Elimination Act (P.R.E.A.).

Develop a program in conjunction with Monterey County Office of Education (MCOE) for residents eligible to attend online college courses.

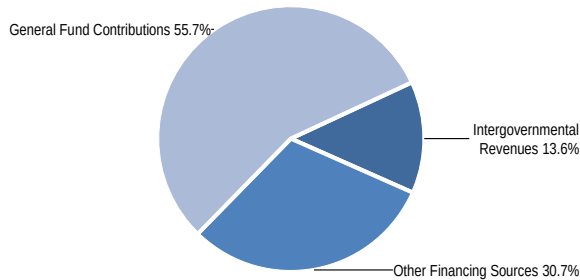
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	9.00
80A30	SECRETARIAL ASSISTANT	1.00
Total		66.00

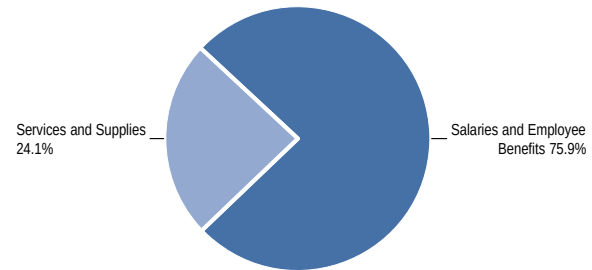
Youth Center

(Unit 8164— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,032,774	6,068,132	6,068,132	6,526,715	6,507,377	439,245
Services and Supplies	1,593,913	1,970,703	1,970,703	2,070,015	2,066,109	95,406
Subtotal	\$7,626,687	\$8,038,835	\$8,038,835	\$8,596,730	\$8,573,486	534,651

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	1,275,897	1,184,065	1,184,065	1,164,361	1,164,361	(19,704)
Charges for Services	13,342	0	0	0	0	0
Miscellaneous Revenues	7,477	5,996	5,996	5,996	5,996	0
Other Financing Sources	2,305,051	2,642,799	3,671,230	2,626,821	2,626,821	(15,978)
Subtotal	\$3,601,767	\$3,832,860	\$4,861,291	\$3,797,178	\$3,797,178	(35,682)
General Fund Contributions	\$4,024,919	\$4,205,975	\$3,177,544	\$4,799,552	\$4,776,308	570,333
Total Source of Funds	\$7,626,687	\$8,038,835	\$8,038,835	\$8,596,730	\$8,573,486	534,651

Unit Description

The Monterey County Youth Center is a secure residential treatment facility and aftercare program designed for Monterey County Juvenile Court wards. The Youth Center is comprised of four dormitories with a total capacity of 60 male residents. The program includes educational and rehabilitation opportunities offered through collaboration with other County agencies and departments, as well as private and business sectors of the community. The Youth Center's therapeutic environment is designed to increase self-awareness, enhance resilience and personal coping mechanisms, and encourage pro-social attitudes and behaviors.

The Aftercare/Re-entry component of the program is conducted through intensive field supervision within the community, and can last from six to twelve months. All residents are placed on electronic monitoring through the end of their commitment. Aftercare/Re-entry facilitates the transition of youth to family and community through supervision, connection to resources, and continued therapeutic treatment and support.

Prior Year Accomplishments

Continued the enhancements of evidence-based practices by 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.

Organized living units by those same teams to be able to include more group work.

Implemented probation-generated treatment plan using risk and needs assessment.

Won the 2015 National Association of Counties Award for Arts and Culture. The Monterey County Arts Council worked with residents to create art work that was displayed at the Youth Center, the Government Center's Monterey Room, the Monterey Airport and the Monterey Museum of Art.

Continued to enhance facility security and functionality with structural and procedural improvements.

Developed a program in conjunction with Monterey County Office of Education whereby residents at the Youth Center who have graduated from high school can take online career readiness and exploration classes.

Collaborated with a community-based organization, California Youth Outreach, to enhance aftercare and re-entry services.

Budget Year Goals

Improve data collection and outcome measurements to evaluate effectiveness of the Youth Center program and services, to ensure appropriate programs are offered to offenders.

Continue the Department's enhancements of evidence-based practices by: providing proper programming dosage based on assessed risk to reoffend; enhancing detention alternatives for technical violations, ensuring swift, certain, and just consequences, without excessive incarceration for aftercare youth; developing a sanctions and incentives matrix for juvenile offenders; and continuing to develop expertise of sworn staff in delivering evidence-based practices.

Continue to train staff and providers and refine infrastructure to ensure compliance with the Prison Rape Elimination Act (PREA).

Develop a program in conjunction with Monterey County Office of Education whereby residents at the Youth Center and Juvenile Hall, who have graduated from high school or who have received a GED can take online college courses.

Provide First Aid and Health Education classes for Youth Center residents.

Collaborate with California Forensic Medical Group (CFMG) and Natividad Medical Center (NMC) to implement a tattoo removal program for the Youth Center.

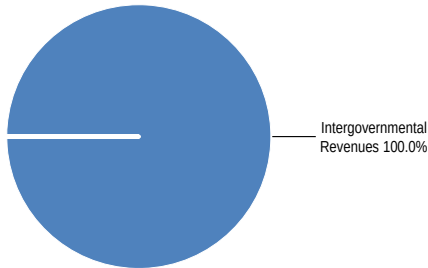
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
60F02	PROBATION AIDE	4.00
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	24.00
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		53.50

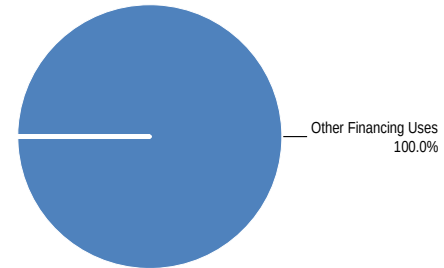
Youth Center

(Unit 8164— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	1,434,801	4,170,825	0	4,507,685	4,507,685	336,860
Subtotal	\$1,434,801	\$4,170,825	\$0	\$4,507,685	\$4,507,685	336,860

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	1,548,762	4,170,825	0	4,507,685	4,507,685	336,860
Subtotal	\$1,548,762	\$4,170,825	\$0	\$4,507,685	\$4,507,685	336,860
Total Source of Funds	<u>\$1,548,762</u>	<u>\$4,170,825</u>	<u>\$0</u>	<u>\$4,507,685</u>	<u>\$4,507,685</u>	<u>336,860</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.

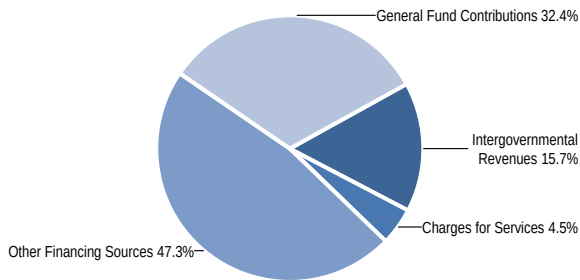
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

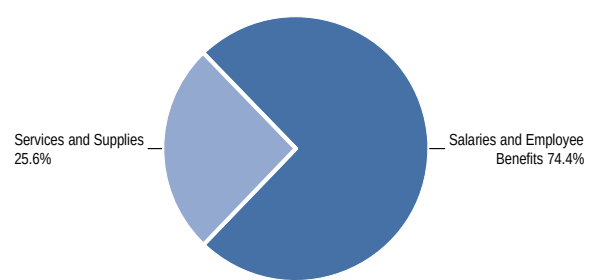
Adult Probation

(Unit 8165— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	9,625,179	10,143,305	10,229,757	10,687,698	10,675,490	532,185
Services and Supplies	2,427,365	3,697,098	3,697,098	3,682,347	3,674,805	(22,293)
Other Charges	(183,361)	(203,651)	(203,651)	(203,651)	(203,651)	0
Capital Assets	28,896	0	0	0	0	0
Subtotal	\$11,898,079	\$13,636,752	\$13,723,204	\$14,166,394	\$14,146,644	509,892

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,434	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	2,756,648	2,432,043	2,420,422	2,225,097	2,225,097	(206,946)
Charges for Services	690,903	643,131	643,131	643,131	643,131	0
Miscellaneous Revenues	3,434	2,000	2,000	2,000	2,000	0
Other Financing Sources	4,950,819	6,416,055	6,416,055	6,691,857	6,691,857	275,802
Subtotal	\$8,404,237	\$9,499,801	\$9,488,180	\$9,568,657	\$9,568,657	68,856
General Fund Contributions	\$3,493,842	\$4,136,951	\$4,235,024	\$4,597,737	\$4,577,987	441,036
Total Source of Funds	\$11,898,079	\$13,636,752	\$13,723,204	\$14,166,394	\$14,146,644	509,892

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 Department 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 2015-16 for the Board of State and Community Corrections (BSCC).

Created and presented the AB109 Annual Report for FY 2014-15 for the Community Corrections Partnership and streamlined data extraction and grouping for future reporting.

Continued to maintain and upgrade hardware and software to support new infrastructure requirements.

Continued to enhance data collection and reporting capabilities for AB109 service providers through Efforts to Outcomes software.

Continued to implement procedures for data integrity and quality assurance.

Sustained and expanded structural supports to sustain evidence-based practices with a Professional Standards and Practices (PSP) Deputy Probation Officer who provides training, coaching, and quality control auditing. Implemented video auditing to increase feedback and support in the use of motivational interviewing. The PSP officer participated in training at the University of Ohio on implementing evidence-based practices.

Sustained a cost-saving partnership with the California Department of Corrections and Rehabilitation (CDCR), to allow up to 30 parolees at any given time to participate in the Monterey County Day Reporting Center.

Implemented the staff and support for the Court's new Driving Under the Influence program.

Implemented the staff and support for the Court's new Veterans' Court.

Realigned supervision of participants in the Day Reporting Center (DRC) to one dedicated Probation Officer.

Increased funding and homeless services for homeless adult women through the State's recidivism reduction funding. This allowed for housing in an overnight emergency shelter and longer term transitional housing slots with a local community service provider.

Expanded transitional housing services for eligible Probation clients offered by Turning Point to include weekly meetings between clients, probation staff, behavioral health staff and the house manager.

Created and released a Request for Proposal (RFP) for re-entry services.

Implemented a weekly Courage to Change journaling group led by Probation staff for high risk offenders.

Budget Year Goals

Continue to 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.

Continue to collaborate with community justice partners to assess the utilization of Pre-Trial services.

Create and release an RFP for housing services for the adult high risk offender population.

Expand the housing options for homeless women within the existing budget by creating longer term options and reducing the need for overnight emergency housing with hotel vouchers.

Expand the support of client success by assigning a second Probation Officer to the DRC.

Continue to define reporting requirements and methodology in parallel with both internal and external requests and requirements.

Continue to work with AB109 service providers to identify appropriate goals and outcome measures in preparation for program evaluation.

Define business and technical requirements that will enable the Department to increase the efficiency of data storage, data extraction, data analytics and report building.

Obtain the necessary training to fully leverage and utilize our existing software and technical platform to achieve the goals above.

Recommended 2016-17 Positions

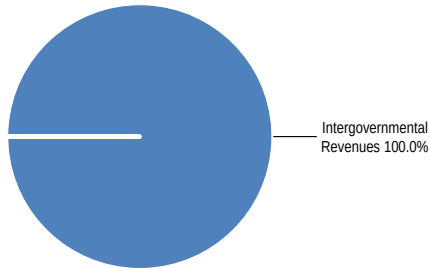
Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
20B10	ACCOUNTANT I	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60F02	PROBATION AIDE	2.00
60F22	PROBATION OFFICER II	41.00
60F23	PROBATION OFFICER III	14.00
60F84	PROBATION SERVICES MANAGER	6.00
60F85	PROBATION DIVISION MANAGER	1.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00
80A32	SENIOR SECRETARY	1.00
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

Probation

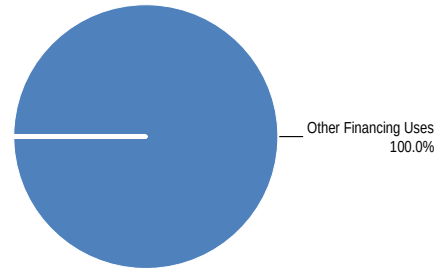
Adult Probation

(Unit 8165— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	10,594,174	15,172,990	0	14,617,576	14,617,576	(555,414)
Subtotal	\$10,594,174	\$15,172,990	\$0	\$14,617,576	\$14,617,576	(555,414)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	9,819,910	15,172,990	0	14,617,576	14,617,576	(555,414)
Subtotal	\$9,819,910	\$15,172,990	\$0	\$14,617,576	\$14,617,576	(555,414)
Total Source of Funds	\$9,819,910	\$15,172,990	\$0	\$14,617,576	\$14,617,576	(555,414)

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.

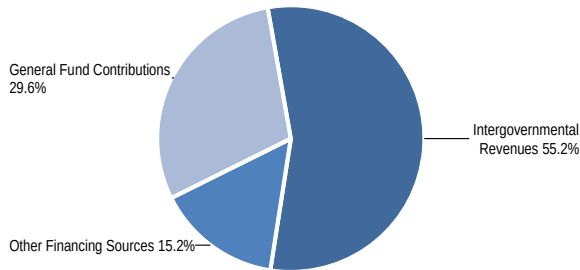
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

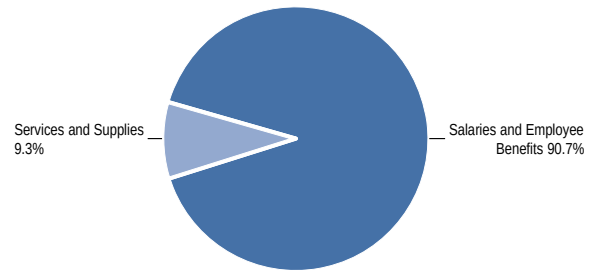
Juvenile Probation

(Unit 8166— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,252,251	5,665,260	5,665,260	6,088,178	6,070,631	405,371
Services and Supplies	322,650	631,068	631,068	627,351	623,454	(7,614)
Other Charges	(194,567)	(176,780)	(176,780)	(176,780)	(176,780)	0
Subtotal	\$5,380,334	\$6,119,548	\$6,119,548	\$6,538,749	\$6,517,305	397,757

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	3,429,364	3,862,914	2,991,627	3,598,914	3,598,914	(264,000)
Charges for Services	7,724	0	0	0	0	0
Miscellaneous Revenues	550	2,000	2,000	2,000	2,000	0
Other Financing Sources	757,060	719,779	719,779	989,779	989,779	270,000
Subtotal	\$4,194,698	\$4,584,693	\$3,713,406	\$4,590,693	\$4,590,693	6,000
General Fund Contributions	\$1,185,636	\$1,534,855	\$2,406,142	\$1,948,056	\$1,926,612	391,757
Total Source of Funds	\$5,380,334	\$6,119,548	\$6,119,548	\$6,538,749	\$6,517,305	397,757

Probation

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, including Wrap Around Services.

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, conducting the Ohio Youth Assessment System (OYAS) to identify evidence-based needs, assessing youth and the family to determine if the youth is at-risk of being a candidate for

foster care, developing and constantly assessing minor's progress to enable them to meet their rehabilitative goals.

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 establishes the restitution amount as an important tool in rehabilitation of the minor. This program made over 1,512 contacts on behalf of those victimized by juvenile offenders and collected \$30,105 in restitution for victims.

Implemented the Medi-Cal Administrative Activities (MAA) Program in the Juvenile Intake Unit.

Developed internal policy to determine Imminent Risk and Reasonable Candidacy for Foster Care and implemented an updated Title IV-E Pre-Placement case plan for compliance to Federal regulations.

Completed audits of pre-placement case files and provided justification for claiming of allowable Title IV-E Federal reimbursements, pursuant to revised regulations.

Delivered training to determine Title IV-E Reasonable Candidates, and implemented an updated Title IV-E Pre-Placement case plan for compliance to Federal regulations.

Budget Year Goals

Continue to provide quality services to the Courts, the minors, their families and the community.

Continue to enhance the juvenile component of the Smart Probation Case Management System.

Continue 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).

Implement interactive journaling tools with clients in order to further incorporate evidence-based practices into daily operations.

Continue to collaborate with the Salinas Unified High School District by providing a coordinated approach, utilizing available resources from both agencies, to closely monitor and supervise

juvenile probationers and assist with at-risk students within the school system.

Continue to implement the Ohio Youth Assessment System (OYAS) to assess youth's risk to reoffend and target criminogenic needs in order to reduce that risk.

Continue to provide therapeutic, evidence-based treatment for every youth participating in Mental Health Court.

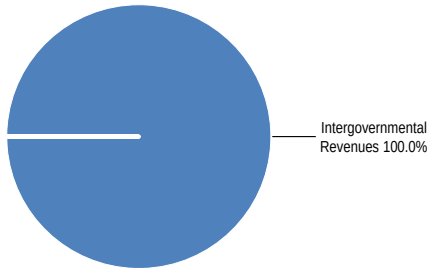
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
60F02	PROBATION AIDE	2.50
60F22	PROBATION OFFICER II	20.00
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		46.50

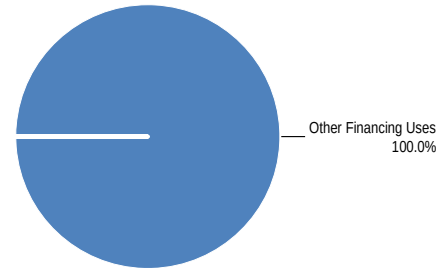
Juvenile Probation

(Unit 8166— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	387,761	981,422	0	1,154,755	1,154,755	173,333
Subtotal	\$387,761	\$981,422	\$0	\$1,154,755	\$1,154,755	173,333

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	433,424	981,422	0	1,154,755	1,154,755	173,333
Subtotal	\$433,424	\$981,422	\$0	\$1,154,755	\$1,154,755	173,333
Total Source of Funds	\$433,424	\$981,422	\$0	\$1,154,755	\$1,154,755	173,333

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.

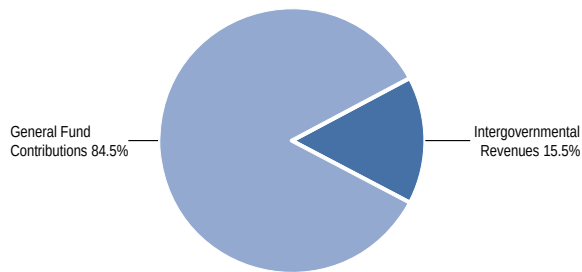
Budget Year Goals

Accomplishments and goals are reported under the Department's general fund narratives.

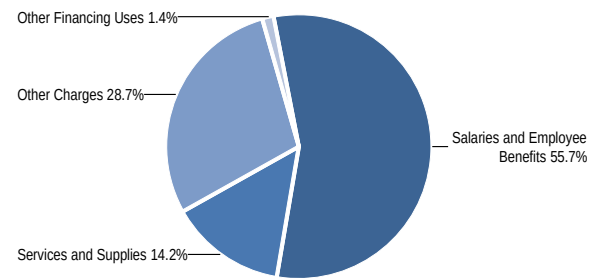
Probation Administration

(Unit 8167— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,572,375	2,391,653	2,391,653	2,442,552	2,432,580	40,927
Services and Supplies	1,040,345	667,494	667,494	628,503	620,240	(47,254)
Other Charges	41,780	142,020	142,020	1,252,786	1,252,786	1,110,766
Other Financing Uses	90,217	92,683	92,683	60,204	60,204	(32,479)
Subtotal	\$3,744,718	\$3,293,850	\$3,293,850	\$4,384,045	\$4,365,810	1,071,960

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	397,448	675,998	470,998	675,998	675,998	0
Charges for Services	34,419	0	0	0	0	0
Miscellaneous Revenues	1,030	0	0	0	0	0
Other Financing Sources	3,602	0	0	0	0	0
Subtotal	\$436,498	\$675,998	\$470,998	\$675,998	\$675,998	0
General Fund Contributions	\$3,308,220	\$2,617,852	\$2,822,852	\$3,708,047	\$3,689,812	1,071,960
Total Source of Funds	\$3,744,718	\$3,293,850	\$3,293,850	\$4,384,045	\$4,365,810	1,071,960

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.

Completed all mandated State Training Center training for sworn staff with full compliance to required standards. Utilized internal staff resources for specialized officer training.

Researched and pursued viable grant opportunities for funding of programs.

Continued to implement enhancements to Probation's Case Management System (CMS) for increased functionality.

Established infrastructure for participation in the State's SmartJustice initiative as a consolidated interface to multiple Department of Justice (DOJ) criminal justice databases.

Maintained a program for federal reimbursement of allowable Medi-Cal Administrative Activities (MAA).

Prior Year Accomplishments

Maintained compliance with Equal Employment Opportunity (EEO) goals.

Continued to serve as the lead agency and provide administrative support for the Juvenile Justice Coordinating Council (Juvenile Justice Crime Prevention Act and Youth Offender Block Grant) and the Monterey County Community Corrections Partnership (AB 109 Public Safety Realignment).

Budget Year Goals

Continue to implement a department-wide framework of evidence-based practices, such as case classification by risk of recidivism. Continue to adhere to the principles of evidence-based practices and incrementally implement proven supervision strategies such as conducting risk and needs assessments, developing case plans, providing targeted treatment and supervision, and responding appropriately to violations.

Continue to enhance the functionality of the Department's 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; and to address increased data collection and reporting requirements.

Continue to participate in data sharing projects, such as the State's SmartJustice Initiative.

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 rehabilitative programs.

Continue to work collaboratively with partner agencies and Community Based Organizations to provide meaningful and

effective services to juvenile and adult clients in order to reduce recidivism.

Expand program for Federal reimbursement of allowable Medi-Cal Administrative Activities (MAA).

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00
20B10	ACCOUNTANT I	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60F84	PROBATION SERVICES MANAGER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	4.00
Total		20.00



This page intentionally left blank.

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

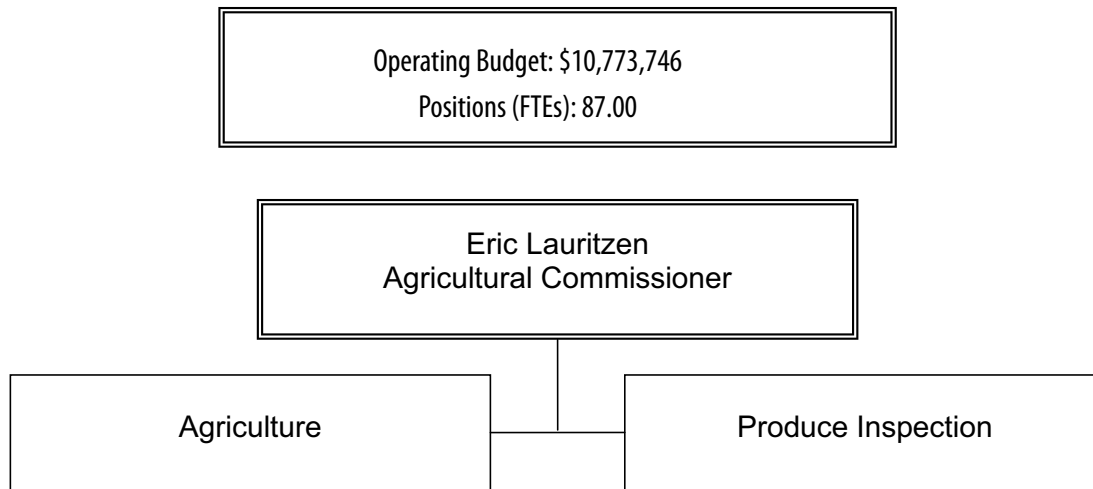
TRANSPARENCY

EFFICIENCY

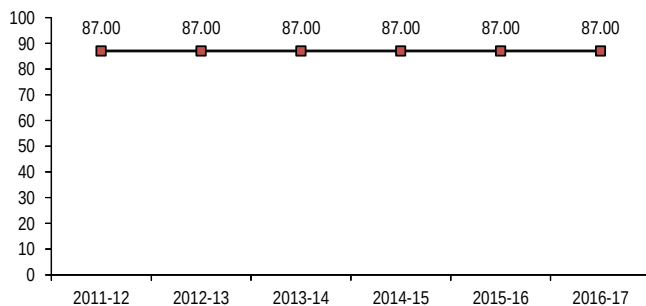
ag.co.monterey.ca.us



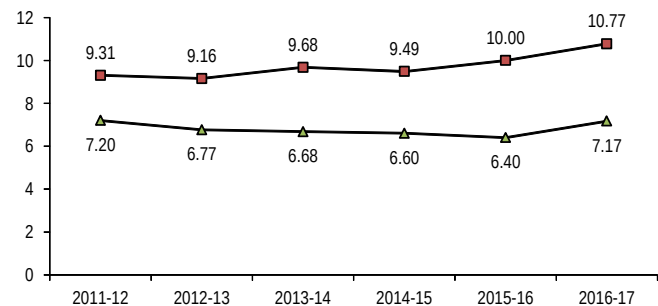
1428 Abbott St., Salinas, CA 93901
831.759.7325



Staffing Trends



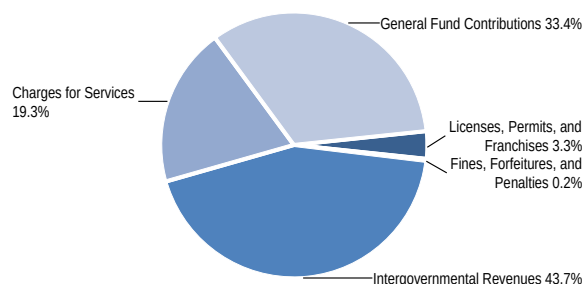
Expenditure/Revenue History (in millions)



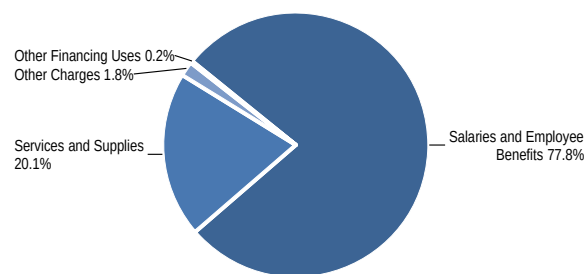
The Key Performance Measures below are tracked by the Department to monitor workload and the effectiveness of department activities including regulatory enforcement, consumer protection and customer service.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Number of Phytosanitary Certificates issued (federal and state) to facilitate the movement and export of agricultural products and nursery stock.	22,823	25,439	14,556
Number of containers of produce inspected for compliance with agricultural produce quality and marketing standards.	25,668,671	26,404,638	17,096,880
Number of pesticide use monitoring inspections completed.	1,256	1,723	945
Percentage of Weights & Measures device inspections completed on schedule.	98%	98%	98%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,943,069	7,910,291	7,910,291	8,922,876	8,383,807	473,516
Services and Supplies	2,477,390	1,945,610	1,945,610	2,052,174	2,170,726	225,116
Other Charges	(199,549)	(184,000)	(184,000)	192,480	192,480	376,480
Capital Assets	19,336	0	0	0	0	0
Other Financing Uses	248,896	124,395	324,395	26,733	26,733	(97,662)
Subtotal	\$9,489,142	\$9,796,296	\$9,996,296	\$11,194,263	\$10,773,746	977,450

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	372,182	360,000	360,000	360,000	360,000	0
Fines, Forfeitures, and Penalties	51,366	25,000	25,000	25,000	25,000	0
Intergovernmental Revenues	4,460,402	3,942,368	3,942,368	4,321,742	4,703,595	761,227
Charges for Services	1,706,675	2,069,649	2,069,649	2,243,281	2,084,193	14,544
Miscellaneous Revenues	8,947	2,100	2,000	2,100	2,100	0
Other Financing Sources	2,550	0	0	0	0	0
Subtotal	\$6,602,122	\$6,399,117	\$6,399,017	\$6,952,123	\$7,174,888	775,771
General Fund Contributions	\$2,887,020	\$3,397,179	\$3,597,279	\$4,242,140	\$3,598,858	201,679
Total Source of Funds	\$9,489,142	\$9,796,296	\$9,996,296	\$11,194,263	\$10,773,746	977,450

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget for the Agricultural Commissioner's Office includes \$10,773,746 in total appropriations. This represents an increase of \$977,450 over the FY 2015-16 Adopted Budget. Revenue is estimated at \$7,174,888, a \$775,771 net increase. The recommended General Fund Contribution (GFC) totals \$3,598,858, or an increase of \$201,679. The increase in GFC is due to the change in accounting for indirect costs. The rise in revenue is attributable to increases in funding from the California State Department of Pesticide Regulation and the California Department of Food and Agriculture. Health care costs and implementation of new capital projects represents the largest increase in expenditures.

Budget Impacts

There are no budget impacts.

Prior Year Accomplishments

Accomplishments are included under the unit level narratives.

Budget Year Goals

Promote and protect agriculture, the environment, and public welfare. Assure consumer and business confidence in the marketplace through uniform enforcement of laws and regulations.

Pending Issues

Revenues are increasing at a slower rate than expenditures, presenting budgetary challenges in FY 2016-17. The Department continues to support State and Federal activities, especially as related to pest exclusion and 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 22,000 total Phytosanitary Certificates.

The Department will work with the California Department of Food & Agriculture (CDFA) to continue exclusion and detection efforts for the European Grape Vine Moth the Asian Citrus Psyllid, Glassy-winged Sharpshooter and other target pests. 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 some of these programs is uncertain. Reduction in funding levels could significantly impact these efforts and may require local resources to protect the County's agriculture and maintain export markets.

A number of important land use issues and implementation of the 2010 General Plan will continue to require dedication of staffing resources.

There is a continuing focus on regulation of pesticide use, especially fumigants, and particularly around school sites. This will result in a continuing dedication of staff resources to pesticide use enforcement issues and community outreach efforts.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Agriculture/Weights & Measures (AGR001)	8,765,036	8,606,647	8,806,647	10,030,392	9,619,553	1,012,906	001	2810_8001
Produce Inspection (AGR001)	724,106	1,189,649	1,189,649	1,163,871	1,154,193	(35,456)	001	2810_8002
Subtotal	\$9,489,142	\$9,796,296	\$9,996,296	\$11,194,263	\$10,773,746	977,450		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Agriculture/Weights & Measures	8,765,036	8,606,647	8,806,647	10,030,392	9,619,553	1,012,906
Produce Inspection	724,106	1,189,649	1,189,649	1,163,871	1,154,193	(35,456)
Subtotal	\$9,489,142	\$9,796,296	\$9,996,296	\$11,194,263	\$10,773,746	977,450

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	2.00	2.00	3.00	1.00
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	1.00	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	5.00	5.00	1.00	-4.00
30M22	PRODUCE INSPECTOR II	6.00	6.00	3.00	-3.00
30M25	PRODUCE INSPECTOR III	3.00	3.00	0.00	-3.00
30N05	AGRICULTURAL ASSISTANT II	0.00	0.00	17.00	17.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00	29.00	30.00	1.00
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	0.00	-8.00
43T23	FARM ADVISOR ASSISTANT III	1.00	1.00	0.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	4.00	4.00	4.00	0.00

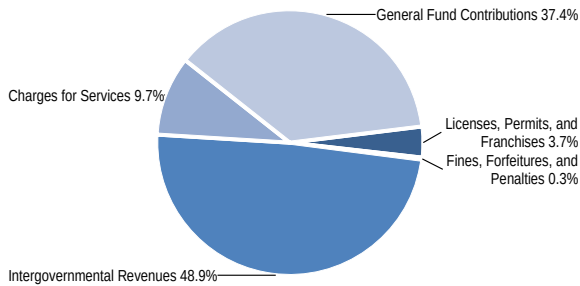
Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80G21	DATA ENTRY OPERATOR II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	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

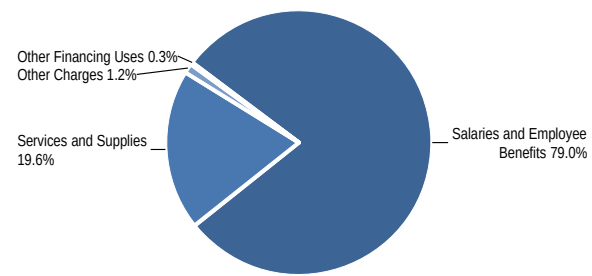
Agriculture/Weights & Measures

(Unit 8001— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	6,451,855	6,976,471	6,976,471	8,129,449	7,599,732	623,261
Services and Supplies	2,244,960	1,690,243	1,690,243	1,762,192	1,881,070	190,827
Other Charges	(199,549)	(184,000)	(184,000)	112,480	112,480	296,480
Capital Assets	19,336	0	0	0	0	0
Other Financing Uses	248,434	123,933	323,933	26,271	26,271	(97,662)
Subtotal	\$8,765,036	\$8,606,647	\$8,806,647	\$10,030,392	\$9,619,553	1,012,906

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	372,182	360,000	360,000	360,000	360,000	0
Fines, Forfeitures, and Penalties	51,366	25,000	25,000	25,000	25,000	0
Intergovernmental Revenues	4,460,402	3,942,368	3,942,368	4,321,742	4,703,595	761,227
Charges for Services	982,568	880,000	880,000	930,000	930,000	50,000
Miscellaneous Revenues	8,947	2,100	2,000	2,100	2,100	0
Other Financing Sources	2,550	0	0	0	0	0
Subtotal	\$5,878,015	\$5,209,468	\$5,209,368	\$5,638,842	\$6,020,695	811,227
General Fund Contributions	\$2,887,020	\$3,397,179	\$3,597,279	\$4,391,550	\$3,598,858	201,679
Total Source of Funds	\$8,765,036	\$8,606,647	\$8,806,647	\$10,030,392	\$9,619,553	1,012,906

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 2014-15 data): Issued 19,221 Phytosanitary Certificates facilitating export of County products. Of those, 7,118 were issued to Canada and 2,048 to Mexico. Inspected 1,513 high risk incoming plant shipments for pest and disease. Inspected 1,568 incoming shipments for Glassy-Winged Sharp Shooter. Placed and maintained 4,385 pest detection traps. Sampled 760 lots of lettuce seed for Lettuce Mosaic Virus and disseminated biological control agents from nursery sites to pest populations.

PESTICIDE USE ENFORCEMENT (FY 2014-15 data): Performed 1,723 monitoring inspections. Issued 649 restricted material permits, of those, 624 for agricultural use. Reviewed 15,391 notices of intent. Completed 45 human effects investigations. Conducted

53 outreach sessions to 2,822 attendees. Levied 28 agricultural civil penalties.

WEIGHTS AND MEASURES ENFORCEMENT (FY 2014-15 data): Performed 7,073 device inspections

Performed Quality Control inspections at 129 locations. Audited 15 Weighmaster locations; Petroleum Audits performed at 116 gas stations; Responded to 57 consumer complaints at 47 businesses.

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 water quality and collaborate with stakeholders, other departments and agencies as appropriate.

Emphasis on selection, training and retention efforts for all positions to maintain core service levels and for 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. Continue to 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.

Continue to direct limited, available resources through our 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 Agency 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 of Supervisors' 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), AgKnowledge (executive agricultural training), and the Monterey County Fair.

Recommended 2016-17 Positions

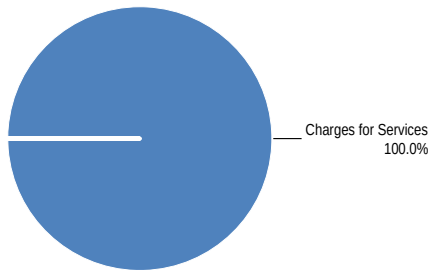
Classification Code	Classification Label	Recommended Budget 2016-2017
11A02	AGRICULTURAL COMMISSIONER	1.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C31	MANAGEMENT ANALYST III	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00
16G25	GIS ANALYST III	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.00
30N05	AGRICULTURAL ASSISTANT II	9.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	6.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	2.00
	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
43J15		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		70.00

Agricultural Commissioner

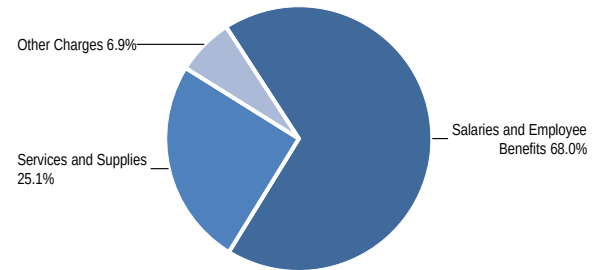
Produce Inspection

(Unit 8002— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	491,215	933,820	933,820	793,427	784,075	(149,745)
Services and Supplies	232,429	255,367	255,367	289,982	289,656	34,289
Other Charges	0	0	0	80,000	80,000	80,000
Other Financing Uses	462	462	462	462	462	0
Subtotal	\$724,106	\$1,189,649	\$1,189,649	\$1,163,871	\$1,154,193	(35,456)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	724,106	1,189,649	1,189,649	1,313,281	1,154,193	(35,456)
Subtotal	\$724,106	\$1,189,649	\$1,189,649	\$1,313,281	\$1,154,193	(35,456)
General Fund Contributions	\$0	\$0	\$0	(\$149,410)	\$0	0
Total Source of Funds	\$724,106	\$1,189,649	\$1,189,649	\$1,163,871	\$1,154,193	(35,456)

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, 42,832,534 containers and rejected 13,639 containers.

Budget Year Goals

Continue existing service level of Head Lettuce Inspection Program and other fruit and vegetable standardization activities.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	1.00
30M21	PRODUCE INSPECTOR I	1.00
30M22	PRODUCE INSPECTOR II	3.00
30N05	AGRICULTURAL ASSISTANT II	8.00
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		17.00

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 constructing and maintaining public infrastructure, developing and enforcing land use policy and regulations, ensuring building regulations are met, conducting development review, developing capital projects and maintaining County facilities. The RMA will be recommending a new organization structure for FY 2016-17 that will enable a more streamlined approach to conducting business by organizing functions based on core objectives. This recommendation includes the creation of three distinct divisions: Land Use and Community Development, Public Works and Facilities, and Administrative Services.

The Land Use and Community Development Division is comprised of the following Units: Building Services; Development Services; Environmental Services; and Planning Services. The Division is responsible for building permits and inspection services; code enforcement; permit processing; review of major and minor subdivisions along with the processing of Parcel and Final Maps; grading/drainage permits and inspection services; implementation of the National Pollutant Discharge Elimination System (NPDES) permit program and Areas of Special Biological Significance (ASBS) storm water permit regulations; as well as oversight of land use policy, regulations and development review throughout the County.

Public Works and Facilities Division is comprised of the following Units: Architectural Services; Facilities Maintenance; Grounds; Litter Control; Roads & Bridge Engineering; and Road & Bridge Maintenance. This Division is responsible for designing, building and maintaining the County's transportation system and County owned facilities.

The Administrative Services Division is comprised of the following Units: County Disposal Sites; Courier Operations; Mail Operations; Real Property; Utilities; RMA Administration; Facility Master Plan Projects; Capital Projects; Facilities Maintenance Projects; Special Districts Administration; County Sanitation Districts; and County Service Areas. The Division is responsible for functional activities within the RMA that provide support to the other two divisions, as well as other functions performed under RMA's purview that provide support services across the County.

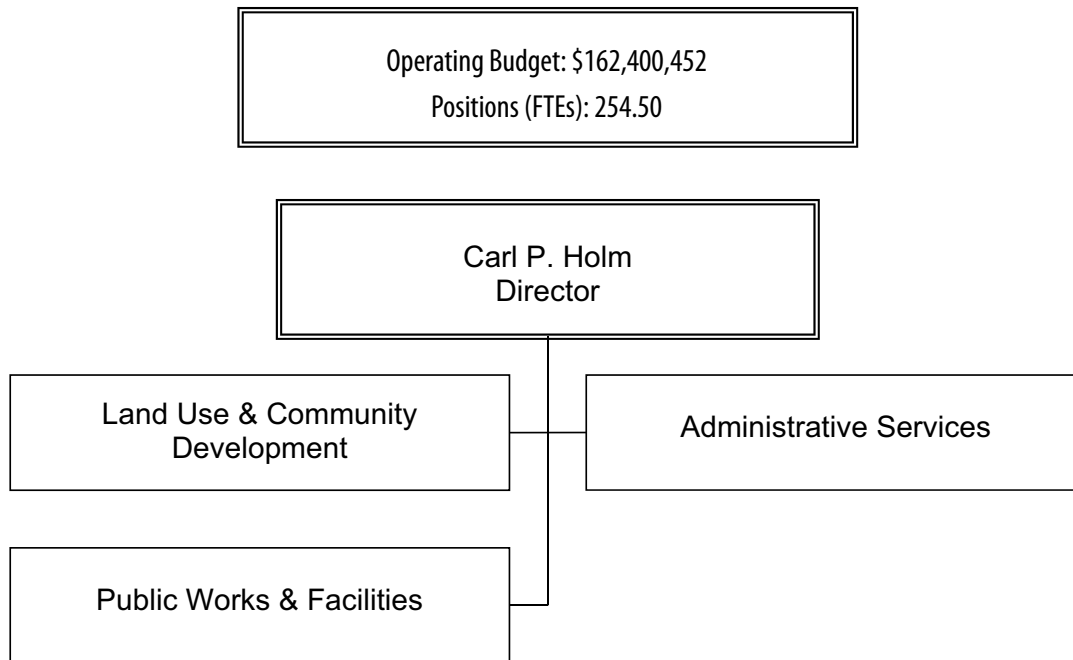
RMA uses performance measures to: Align operational activities and priorities with the Agency's Strategic Initiatives, create a cross functional approach to operations, create a responsive and solution-oriented culture, develop feasible staff productivity standards and instill accountability, and utilize metrics to inform management strategies and decisions, identify process constraints, as well as evaluate budget priorities and funding options.

Key Measures: RMA has developed six key measures reflective of 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.

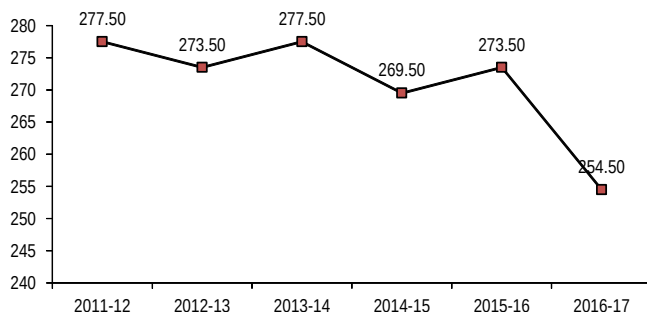
External Measures: RMA has developed over 100 measures to "tell our story" to the public and the Board of Supervisors about how the Agency is performing in terms of efficiency and effectiveness. These measures are reported in semi-annual and annual reports, and are included as part of a quarterly meeting that involves presentation of data by all functional units to RMA management.

Internal Measures: For its internal quarterly meetings, RMA has developed additional measures to provide operational details that help identify and track where issues may occur so they can be addressed in a timely manner.

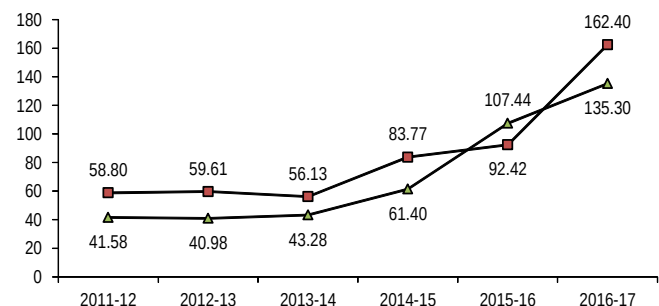




Staffing Trends



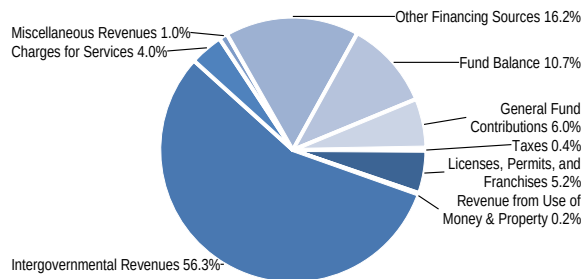
Expenditure/Revenue History (in millions)



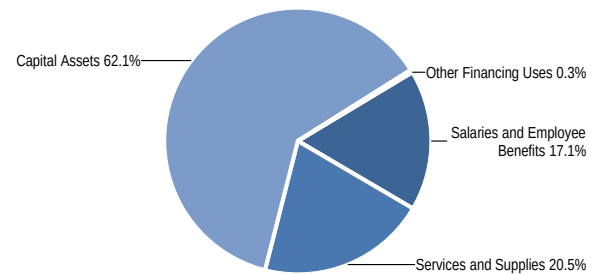
These measures were created to improve productivity and streamline processes to enhance public service. Utilizing these metrics provides RMA management with data and trend tracking that informs organizational improvements and efficiencies and assists in developing budgets.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of all land use permit applications decided meeting target timelines. Target =75%	78%	81%	84%
Percentage of ordinances or programs current with established timelines for adopted policies and regulations. Target=100%	24%	21%	20%
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%	85%	86%	79%
Percent of building permits requiring plan check issued within 90 days. Target =90%	85%	65%	100%
Percent of building permits issued over the counter.Target =50%	65%	54%	54%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	23,789,134	28,376,991	27,073,276	29,877,717	28,187,444	(189,547)
Services and Supplies	25,557,506	31,108,620	36,933,295	38,138,703	33,870,137	2,761,517
Other Charges	(6,098,283)	(2,711,957)	(3,952,119)	(2,763,480)	(2,771,313)	(59,356)
Capital Assets	25,576,063	27,651,143	29,818,497	104,583,195	102,557,302	74,906,159
Other Financing Uses	14,710,556	10,404,768	2,545,265	556,882	556,882	(9,847,886)
Extraordinary Items	230,345	0	0	0	0	0
Subtotal	\$83,765,322	\$94,829,565	\$92,418,214	\$170,393,017	\$162,400,452	67,570,887

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	576,539	591,193	503,364	603,631	603,631	12,438
Licenses, Permits, and Franchises	7,339,972	6,692,305	6,960,697	8,381,173	8,381,173	1,688,868
Fines, Forfeitures, and Penalties	7,751	7,079	10,152	9,326	9,326	2,247
Revenue from Use of Money & Property	324,572	11,835,275	285,783	300,737	300,737	(11,534,538)
Intergovernmental Revenues	16,560,785	26,921,599	18,005,556	91,368,285	91,368,285	64,446,686
Charges for Services	5,394,385	4,654,291	6,453,871	6,567,273	6,567,273	1,912,982
Miscellaneous Revenues	136,772	846,939	1,315,876	1,680,818	1,680,818	833,879
Other Financing Sources	31,061,274	18,051,042	73,902,653	26,386,821	26,386,821	8,335,779
Subtotal	\$61,402,051	\$69,599,723	\$107,437,952	\$135,298,064	\$135,298,064	65,698,341
Fund Balance	10,653,725	10,348,616	(30,033,772)	23,869,086	17,408,194	7,059,578
General Fund Contributions	\$11,739,706	\$14,881,226	\$15,014,034	\$11,225,867	\$9,694,194	(5,187,032)
Total Source of Funds	\$83,795,482	\$94,829,565	\$92,418,214	\$170,393,017	\$162,400,452	67,570,887

Summary of Recommendation

The FY 2016-17 Recommended Budget for the Resource Management Agency (RMA) totals \$162,400,452 in appropriations financed by \$135,298,064 in program revenues, \$9,694,194 in General Fund Contributions (GFC) and \$17,408,194 in other fund balances.

The Recommended Budget decreases the prior year level of GFC by \$5,187,032 attributable to the indirect charge back. Effective in FY 2016-17 the Office of the Auditor-Controller is implementing an indirect costs charge back process for operating departments within the General Fund. Under this program the Auditor-Controller will process a charge document to place the expense of service departments within the operating departments and remove the expense from service departments.

The Recommended Budget includes \$472,400 in recommended augmentations, including \$387,290 for General Plan implementation and 1.0 Full Time Equivalent (FTE) Shuttle Driver. The augmentation for the General Plan implementation is funded through redirection of existing RMA resources that previously supported two vacant assistant director positions.

While there appears to be a decrease in Salary and Benefits of \$189,547 from FY 2015-16, in order to balance the budget for the Road Fund, a total of 27 positions were deleted, including 22 vacant positions and five filled positions. These reductions were made as a result of increased costs of \$351,344 for workers' compensation insurance and \$768,585 for flexible benefit costs. In the Road Fund, one road project (Blanco Road Overlay) which was funded by Transient Occupancy Tax (TOT) allocation is being deferred in order to save \$2.6 million due to several emergency projects from the 2016 winter storms which is projecting to erode the Road Fund

Balance by \$1.2 million by the end of FY 2015-16. These funds will avoid further cuts to the Road Fund and restore eight filled of the 12 Road Fund positions identified for reduction due to loss of revenue and cost increases.

Expenditures for Services and Supplies increased by \$2,761,517 due to cost increases in four main areas: Building Maintenance associated with the Schilling Place occupancy, internal transfer of staff charges between RMA units, the Information Technology Department (ITD) and Enterprise Resource Project (ERP) Capital Project and Upgrade charges, professional services for consultants and external equipment rental charges. In other charges, there was an increase of \$1.2 million for the Countywide Cost Allocation Plan (COWCAP) to General Fund operating units. This increase was offset by staff reimbursements associated with Architectural Services staff costs supporting construction projects.

The increase in Capital Assets spending in FY 2016-17 includes the costs of construction for projects in the Road and Bridge Engineering (Fund 002) and Facilities Master Plan Projects (Fund 404). It includes such projects as the new Juvenile Hall (\$22.8 million), road and bridge construction (\$22.3 million) and Jail Housing Project (\$42.2 million) which are funded by grants and local funds. Other projects include 1441 Schilling Place Tennant Improvements (\$13.9 million) and East & West Wing Renovation (\$1.4 million) which are funded by Certificates of Participation (COPs).

Based on current business levels, the RMA expects an increase in Permit Revenues of \$1,688,868 from construction and development activities in the County.

The \$11,534,538 variance under Revenue from Use of Money and Property reflects the budgeting of COPs for work performed on the Schilling Place and East and West Wing projects which at the time assumed COPs reimbursement of actual expenditures. However, the Auditor-Controller's Office recognized the full COP issuance of \$52 million in FY 2015-16 as Debt Issuance and therefore no Debt Issuances associated with the COPs are anticipated in FY 2016-17.

Even though there is an overall significant increase in Intergovernmental Revenues of \$64,446,686, which is attributable to grant funding for two major Capital Improvement Projects, the new Juvenile Hall and Jail Expansion Project, what it does not show is the continued decline of State Highway User Tax (HUTA). This revenue source funds the maintenance projects in the Road Fund. In FY 2016-17, the amount of HUTA is expected to decline by an additional \$495,418 in FY 2016-17 to only \$8.3 million. As a comparison this equates to a 33% drop in funding received in FY 2013-14 of \$12.6 million.

Revenues captured under Charges for Services are projected to increase by \$1,912,982 and includes Special Assessments and Sanitation fees from the County Service Areas (CSAs) and County Sanitation Districts (CSDs) based on current and projected revenue receipts in FY 2015-16; health fees associated with increased focus on pursuing code violators based on current and projected revenue receipts; road and bridge maintenance and engineering supporting non-Road Fund activities such as Job Order Contracting projects, drainage projects, open space maintenance for the CSAs, operating and maintaining the CSDs, and development application reviews based on current and projected revenue receipts.

Miscellaneous Revenues include developer reimbursements, and revenues received from copies, revenue receipts from other non-

County entities and contributions. The increase of \$833,879 is attributable to two projects - Davis Road Bridge project and includes one-time revenues from Fort Ord Reuse Authority (FORA) and one-time contributions from the Library Department for the San Lucas Library.

Other Financing Sources increased by \$8,335,779 and is attributable to operating transfers into RMA associated with the Indirect Charge back allocation; the Road Fund allocation of the Transient Occupancy Tax; and the transfer of matching funds associated with the Jail Housing Addition and new Juvenile Hall grant projects.

Budget Impacts

The Agency continues to experience significant increases in non-discretionary costs, including: negotiated pay and earned annual step increases, employee health insurance costs, general liability insurance, property insurance, vacation buy backs, annual charges for ITD, Capital Improvements, the ERP Upgrade, and indirect chargeback (COWCAP) charges. With no growth in GFC in recent years, the Agency has had to divert funds from service delivery outlined below to cover these internal cost increases.

To cover increased costs within the limits of the County Administrative Office's preliminary baseline GFC level, RMA is relying on the use of one-time revenues of \$746,727 comprised of grants and permit fees. RMA removed \$313,985 of estimated costs associated with vacation buy back from its budget. RMA plans to return to the Board in FY 2016-17 for support if it cannot manage employee leave payments within its appropriations. While the use of one-time funds will fill the funding gap for FY 2016-17, RMA will need to identify recurring revenues or an increase in GFC in the following year in order to fill the funding gap created by these uncontrollable increased costs, plus any additional increases that arise in FY 2016-17.

There are several activities that were not included in the Agency's budget requiring the submittal of augmentation requests totaling \$8.9 million and includes the following:

Augmentation request to fund "Mission Critical" activities totalling \$260,000 to fund the purchase of a Hydro Vac unit vehicle to flush, clean and maintain the culverts, catch basins and connective pipes that make up the NPDES storm drain systems.

Augmentation request to fund "Base Level Maintenance" activities totalling \$3.5 million and includes requests for: \$352,800 pre-mitigate flood risk; \$350,000 update Pavement Management System; \$50,000 tree services for increased need due to drought; \$1.3 million for General Plan implementation; \$255,000 for projected increased utility costs in shared County facilities; \$250,000 Historical Boronda tree maintenance; \$558,000 Carmel Lagoon Sandbar Management & Flood Prevention; \$1.5 million for Schilling Place maintenance and operations and utilities; \$146,071 backfill for two positions; and \$85,112 for a full-time shuttle driver (this Operating Unit will be managed by the CAO's office).

Augmentation requests from "Outside Funds requesting General Funds" total \$452,420 Backfill Road Fund for impact to positions.

Augmentation requests that are "Not Mandated" total \$1.3 to include \$100,000 to develop a Major Component Replacement Program for County facilities; \$175,000 for four Pedestrian Activated Crossing Beacons (Intelligent Traffic Systems); \$500,000

for Traffic Signal at the corner of W. Alisal St. and Capital; \$386,726 for a Fire Plan Review/Inspection and Fuel Mitigation Grant Coordinator; \$117,767 additional Water Resources Biologist; and an augmentation to backfill for funding loss in the amount of \$1 million for Emergency Repair Reserve for the County's roads and bridges.

Of the \$1.7 million requested for the General Plan Implementation (GPI) and Long Range Planning augmentation, the County Administrative Office includes \$387,290 in the Recommended Budget to be used towards completing the following GPI Ordinances: Long Term Sustainable Water Supply Ordinance (PS-3.2) for \$76,075; Water Conservation Ordinance (PS-3.10, PS-3.11, PS-3.12, CV-5.3) for \$44,195; Development Impact Ordinance (S-5.11 and S-6.3) for \$73,895; Chualar Community Plan (LU-1.19 et al.) for \$50,000; Climate Action Planning (OS-10.11 and C-3.1) for \$15,000; Community Noise Ordinance (S-7.1 and Cach-3.2) for \$50,000; Hazard Database Mapping & Visual Sensitivity Maps (OS-3.4, S, OS-1.11, et al.) for \$50,000; Public Notices for \$28,125 (75 notices x \$375 average per notice).

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

The Road Fund (Fund 002) is a special revenue fund created to capture revenues legally restricted for road work such as construction and maintenance on roads and bridges within the unincorporated areas of Monterey County, pursuant to State law. The fund balance in the Road Fund has steadily eroded in recent years as the revenue from the County's Highway Users Tax (HUTA) decrease and overhead expenses increase. It was anticipated during

FY 2016-17 Budget development that there would be \$1.2 million of one-time funds from Fund 002 uncommitted fund balance that would carry over into FY 2016-17 to be used to offset operating costs. However, RMA's response to the 2016 winter storms has further complicated the financial condition of the Road Fund. The Road Fund unassigned fund balance is anticipated to be completely depleted by the end of FY 2015-16 (June 30, 2016).

In May 2016, RMA presented to the Board of Supervisors a report regarding the 2016 Winter Storms and the negative impact (approximately \$2.2 million) these storms had on the County's Road Fund uncommitted fund balance. RMA is recommending the Board approve the use of one-time funds by redirecting the FY 2016-17 Transient Occupancy Tax (TOT) allocation that was identified for the Blanco Road Overlay project in the amount of \$2.6 million towards sustaining operations and avoiding staff layoffs within the Road and Bridge field maintenance group. Projects that were planned to be performed using the TOT funds may need to be deferred. The use of one-time funds is not sustainable and unless additional revenue sources are identified during FY 2016-17, additional reductions will be necessary in the Road Fund for FY 2017-18.

In FY 2016-17, the Board will consider adopting a Medical Marijuana Ordinance for the permitting and regulation of cultivation, processing and distribution activities associated with the new medicinal marijuana industry. Adoption of such an ordinance will result in increased workloads for departments tasked with regulation and enforcement of these new activities. Departments will be developing for Board consideration a staffing plan necessary to meet the anticipated demands of this increase in workload. Without additional staffing for this new program, increased backlogs in permit application processing and code compliance cases are anticipated.

Policy Considerations

None.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Building Services (RMA011)	4,180,393	5,124,026	5,124,026	8,496,860	8,084,923	2,960,897	001	3000_8170
Planning (RMA001)	5,463,278	5,433,023	5,585,305	5,896,542	5,758,542	325,519	001	3000_8172
Architectural Services (RMA003)	0	0	0	100,003	3	3	001	3000_8173
Facility Master Plan Projects (RMA014)	2,656,269	2,045,801	2,211,800	0	0	(2,045,801)	402	3000_8174
Facility Master Plan Projects (RMA015)	32,466,020	21,767,244	20,602,274	82,902,501	82,902,501	61,135,257	404	3000_8174
County Disposal Sites (RMA039)	161,106	176,347	258,813	176,347	176,347	0	001	3000_8175
Facilities Maintenance (RMA006)	3,900,865	3,467,431	3,576,154	3,654,172	3,537,337	69,906	001	3000_8176
Courier (RMA005)	1,321	1,423	(490)	1,422	961	(462)	001	3000_8177
Mail (RMA005)	242	642	424	642	398	(244)	001	3000_8178
Grounds (RMA006)	504,740	633,033	569,959	674,960	617,824	(15,209)	001	3000_8181
Utilities (RMA098)	2,351,891	2,379,107	2,660,321	2,660,228	2,405,228	26,121	001	3000_8182
Real Property (RMA006)	275,923	953,731	837,509	612,215	611,951	(341,780)	001	3000_8183
Facilities Maintenance Projects (RMA004)	1,859,958	7,774,729	10,641,691	7,752,342	7,734,342	(40,387)	401	3000_8184
Shuttle Operations (RMA007)	0	0	0	248,331	247,470	247,470	001	3000_8188

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Litter Control (RMA002)	597,433	550,435	475,036	550,039	548,527	(1,908)	001	3000_8194
Road & Bridge Engineering (RMA012)	12,298,129	22,539,658	16,781,372	28,551,266	23,956,166	1,416,508	002	3000_8195
Development Services (RMA010)	1,115,477	1,016,884	878,550	1,135,238	1,133,823	116,939	001	3000_8196
County Sanitation District (RMA040)	1,103,546	892,228	1,211,265	880,435	880,435	(11,793)	151	3000_8197
County Sanitation District (RMA041)	230,632	0	0	0	0	0	152	3000_8197
County Sanitation District (RMA043)	0	15,500	15,500	15,854	15,854	354	154	3000_8197
County Sanitation District (RMA045)	264,426	176,291	129,791	146,633	146,633	(29,658)	156	3000_8197
County Sanitation District (RMA046)	75,560	80,100	87,428	77,306	77,306	(2,794)	157	3000_8197
County Sanitation District (RMA091)	37,950	37,850	37,850	38,700	38,700	850	306	3000_8197
County Sanitation District (RMA093)	34,900	35,600	35,600	35,200	35,200	(400)	310	3000_8197
County Service Areas (RMA047)	28,543	49,059	49,003	103,182	103,182	54,123	051	3000_8198
County Service Areas (RMA048)	26,008	42,196	69,183	67,671	67,671	25,475	052	3000_8198
County Service Areas (RMA049)	(217)	500	500	5,500	5,500	5,000	053	3000_8198
County Service Areas (RMA052)	153,681	153,656	153,656	186,152	186,152	32,496	056	3000_8198
County Service Areas (RMA053)	106,566	11,487	19,278	11,873	11,873	386	057	3000_8198
County Service Areas (RMA054)	584	606	606	5,000	5,000	4,394	058	3000_8198
County Service Areas (RMA055)	5,314	6,512	6,675	13,774	13,774	7,262	059	3000_8198
County Service Areas (RMA056)	5,736	85,235	85,235	135,240	135,240	50,005	060	3000_8198
County Service Areas (RMA057)	1,976	5,818	5,818	10,000	10,000	4,182	061	3000_8198
County Service Areas (RMA058)	15,137	31,753	239,329	31,906	31,906	153	062	3000_8198
County Service Areas (RMA059)	3,085	4,306	4,306	11,651	11,651	7,345	063	3000_8198
County Service Areas (RMA060)	1,011	1,576	1,576	13,000	13,000	11,424	064	3000_8198
County Service Areas (RMA061)	680	1,617	1,617	10,000	10,000	8,383	065	3000_8198
County Service Areas (RMA062)	5,724	8,748	8,748	14,509	14,509	5,761	066	3000_8198
County Service Areas (RMA063)	1,110	2,731	2,731	10,000	10,000	7,269	067	3000_8198
County Service Areas (RMA064)	396	1,993	1,993	10,000	10,000	8,007	068	3000_8198
County Service Areas (RMA065)	6,760	10,029	10,029	15,916	15,916	5,887	069	3000_8198
County Service Areas (RMA066)	369	978	978	10,000	10,000	9,022	070	3000_8198
County Service Areas (RMA067)	381	2,204	2,204	10,000	10,000	7,796	071	3000_8198
County Service Areas (RMA068)	13,648	18,471	18,471	21,221	21,221	2,750	072	3000_8198
County Service Areas (RMA069)	4,617	6,329	6,329	12,040	12,040	5,711	073	3000_8198
County Service Areas (RMA070)	21,385	28,934	54,043	57,607	57,607	28,673	074	3000_8198
County Service Areas (RMA071)	26,499	17,946	49,946	62,378	62,378	44,432	075	3000_8198
County Service Areas (RMA072)	13,176	22,460	58,000	168,313	168,313	145,853	076	3000_8198
County Service Areas (RMA073)	133,259	199,359	549,359	208,597	208,597	9,238	077	3000_8198
County Service Areas (RMA074)	5,149	17,174	17,174	17,597	17,597	423	078	3000_8198
County Service Areas (RMA075)	304	5,822	5,822	10,000	10,000	4,178	079	3000_8198
County Service Areas (RMA076)	428	8,949	8,949	16,000	16,000	7,051	080	3000_8198
County Service Areas (RMA077)	11	1,479	1,479	10,000	10,000	8,521	081	3000_8198
County Service Areas (RMA078)	213	7,893	7,893	10,000	10,000	2,107	082	3000_8198
County Service Areas (RMA079)	325	9,871	9,871	10,000	10,000	129	083	3000_8198
County Service Areas (RMA080)	82	1,645	1,645	10,000	10,000	8,355	084	3000_8198
County Service Areas (RMA081)	1,859	3,648	3,648	10,000	10,000	6,352	085	3000_8198
County Service Areas (RMA082)	513	11,531	11,531	40,000	40,000	28,469	086	3000_8198
County Service Areas (RMA083)	25,388	17,301	17,301	25,689	25,689	8,388	087	3000_8198
County Service Areas (RMA084)	6,842	103,918	0	166,070	166,070	62,152	088	3000_8198
County Service Areas (RMA085)	3	2,353	0	10,000	10,000	7,647	089	3000_8198

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
County Service Areas (RMA087)	12,793	4,945	290,328	58,286	58,286	53,341	091	3000_8198
County Service Areas (RMA088)	265,588	134,418	151,853	124,173	124,173	(10,245)	093	3000_8198
County Service Areas (RMA090)	15,448	0	15,917	16,311	16,311	16,311	312	3000_8198
RMA Administration (RMA013)	944,301	4,384,235	4,384,235	2,969,353	2,993,636	(1,390,599)	001	3000_8222
Roads & Bridges- Maintenance (RMA012)	11,099,573	12,531,020	12,618,767	14,550,420	12,702,628	171,608	002	3000_8443
Environmental Services (RMA099)	1,231,009	1,767,777	1,752,010	1,879,279	1,407,472	(360,305)	001	3000_8444
Capital Projects (RMA014)	0	0	0	4,647,073	4,647,073	4,647,073	402	3000_8468
Special District Administration	0	0	0	0	(484)	(484)	001	3000_8469
Subtotal	\$83,765,322	\$94,829,565	\$92,418,214	\$170,393,017	\$162,400,452	67,570,887		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Building Services	4,180,393	5,124,026	5,124,026	8,496,860	8,084,923	2,960,897
Planning	5,463,278	5,433,023	5,585,305	5,896,542	5,758,542	325,519
Architectural Services	0	0	0	100,003	3	3
Facility Master Plan Projects	35,122,289	23,813,045	22,814,074	82,902,501	82,902,501	59,089,456
County Disposal Sites	161,106	176,347	258,813	176,347	176,347	0
Facilities Maintenance	3,900,865	3,467,431	3,576,154	3,654,172	3,537,337	69,906
Courier	1,321	1,423	(490)	1,422	961	(462)
Mail	242	642	424	642	398	(244)
Grounds	504,740	633,033	569,959	674,960	617,824	(15,209)
Utilities	2,351,891	2,379,107	2,660,321	2,660,228	2,405,228	26,121
Real Property	275,923	953,731	837,509	612,215	611,951	(341,780)
Facilities Maintenance Projects	1,859,958	7,774,729	10,641,691	7,752,342	7,734,342	(40,387)
Shuttle Operations	0	0	0	248,331	247,470	247,470
Litter Control	597,433	550,435	475,036	550,039	548,527	(1,908)
Road & Bridge Engineering	12,298,129	22,539,658	16,781,372	28,551,266	23,956,166	1,416,508
Development Services	1,115,477	1,016,884	878,550	1,135,238	1,133,823	116,939
County Sanitation District	1,747,014	1,237,569	1,517,434	1,194,128	1,194,128	(43,441)
County Service Areas	910,377	1,045,450	1,943,024	1,739,656	1,739,656	694,206
RMA Administration	944,301	4,384,235	4,384,235	2,969,353	2,993,636	(1,390,599)
Roads & Bridges- Maintenance	11,099,573	12,531,020	12,618,767	14,550,420	12,702,628	171,608
Environmental Services	1,231,009	1,767,777	1,752,010	1,879,279	1,407,472	(360,305)
Capital Projects	0	0	0	4,647,073	4,647,073	4,647,073
Special District Administration	0	0	0	0	(484)	(484)
Subtotal	\$83,765,322	\$94,829,565	\$92,418,214	\$170,393,017	\$162,400,452	67,570,887

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	DIRECTOR OF BUILDING SERVICES	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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14A11	PROJECT MANAGER II	0.00	1.00	3.00	2.00
14A12	PROJECT MANAGER III	0.00	2.00	3.00	1.00
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.00	0.00	0.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	4.00	6.00	4.00	-2.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	1.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	4.00	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	1.00	1.00	0.00
14K51	RMA SERVICES MANAGER	5.00	6.00	7.00	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00
14M11	ASSISTANT DIRECTOR OF REDEVELOPMENT & HOUSING	1.00	0.00	0.00	0.00
14N22	GENERAL SERVICES MANAGER III	1.00	0.00	0.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	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	1.00	1.00	1.00	0.00
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	1.00	1.00	1.00	0.00
30D21	BUILDING INSPECTOR II	3.00	5.00	6.00	1.00
30D22	SENIOR BUILDING INSPECTOR	2.00	2.00	1.00	-1.00
30D24	BUILDING INSPECTOR SUPERVISOR	1.00	1.00	1.00	0.00
30D30	DEPUTY BUILDING OFFICIAL	1.00	1.00	1.00	0.00
30P01	GRADING INSPECTOR	1.00	0.00	0.00	0.00
34P26	CODE COMPLIANCE INSPECTOR II	2.00	3.00	3.00	0.00
34P27	SENIOR CODE ENFORCEMENT OFFICER	1.00	1.00	1.00	0.00
34X21	GUARD	3.00	3.00	2.00	-1.00
41A10	ASSISTANT ENGINEER	9.00	9.00	7.00	-2.00
41A20	CIVIL ENGINEER	6.00	5.00	3.00	-2.00
41A22	SENIOR CIVIL ENGINEER	4.00	4.00	2.00	-2.00
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	3.00	4.00	4.00	0.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	1.00	1.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41F11	ASSOCIATE PLANNER	11.00	11.00	11.00	0.00
41F22	SENIOR PLANNER	4.00	4.00	4.00	0.00
43A22	ENGINEERING AIDE III	3.00	3.00	2.00	-1.00
43A23	ENGINEERING TECHNICIAN	9.00	9.00	6.00	-3.00
43B03	WATER RESOURCES TECHNICIAN	3.00	3.00	3.00	0.00
43C10	PERMIT TECHNICIAN I	1.00	3.00	3.00	0.00

Adopted 2016 to Recommended 2017 Positions

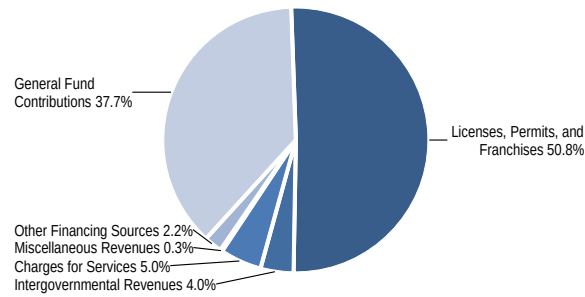
Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
43C11	PERMIT TECHNICIAN II	6.00	5.00	5.00	0.00
43C12	PERMIT TECHNICIAN III	0.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
70C20	SENIOR 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	3.00	3.00	3.00	0.00
70M01	SHUTTLE DRIVER	0.00	0.00	2.00	2.00
70N01	OFFICE MAINTENANCE WORKER	0.00	0.00	2.00	2.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	2.00	2.00	3.00	1.00
72A88	FACILITIES PROJECTS MANAGER	1.00	0.00	0.00	0.00
74D12	ROAD MAINTENANCE WORKER	27.00	27.00	18.00	-9.00
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	3.00	-1.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74D85	MAINTENANCE MANAGER	1.00	2.00	2.00	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	1.00	-1.00
74H27	SUPERVISING SANITATION WORKER	1.00	1.00	0.00	-1.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.00	2.00	0.00	-2.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.00	1.00	0.00	-1.00
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	6.00	6.00	6.00	0.00
80A32	SENIOR SECRETARY	6.00	6.00	4.00	-2.00
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	14.00	14.00	2.00	-12.00
80E22	OFFICE ASSISTANT III	1.00	1.00	15.00	14.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00	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
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	3.00	3.00	4.00	1.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	1.50	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	1.00	1.00	1.00	0.00
Total		261.50	271.50	254.50	-17.00

Augmentation

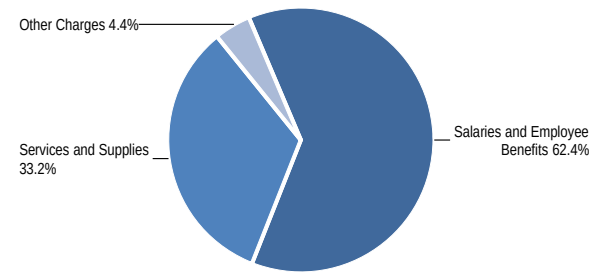
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
3000	AUG10_3000_8172_001	General Plan Implementation	Base Level Maintenance	1,667,553	0.00	387,290	0.00
3000	AUG11_3000_8443_002	Replace Hydro Vac Equipment	Base Level Maintenance	260,000	0.00	0	0.00
3000	AUG12_3000_8195_002	Pedestrian Activated Crossing Beacons	Not Mandated-New Program/Svc	175,000	0.00	0	0.00
3000	AUG1_3000_8443_002	Backfill RF for Impact to Positions	Base Level Maintenance	677,975	8.00	0	0.00
3000	AUG13_3000_8195_002	Traffic Signal W. Alisal and Capital	Not Mandated-New Program/Svc	500,000	0.00	0	0.00
3000	AUG14_3000_8182_001	Projected Utility Increased Costs	Base Level Maintenance	255,000	0.00	0	0.00
3000	AUG15_3000_8443_002	Historical Boronda Rd Eucalyptus Tree Maintenance	Base Level Maintenance	250,000	0.00	0	0.00
3000	AUG16_3000_8444_001	Water Resources Biologist	Not Mandated-New Program/Svc	117,767	1.00	0	0.00
3000	AUG17_3000_8184_401	Schilling M&O and Utilities	Base Level Maintenance	1,486,000	3.00	0	0.00
3000	AUG18_3000_8443_002	Carmel Lagoon Sandbar Mgmt	Base Level Maintenance	558,000	0.00	0	0.00
3000	AUG19_3000_8195_002	Backfill for 4 Filled Positions	Base Level Maintenance	452,420	4.00	0	0.00
3000	AUG2_3000_8176_001	Backfill for hiring 2 OMW from DSS in FY12	Base Level Maintenance	146,071	2.00	0	0.00
3000	AUG3_3000_8188_001	1 Additional Shuttle Driver	Base Level Maintenance	85,112	1.00	85,110	1.00
3000	AUG4_3000_8444_001	Pre-Mitigate Flood Risk	Not Mandated-New Program/Svc	352,800	0.00	0	0.00
3000	AUG5_3000_8195_002	Emergency Repair Reserve for the Road Fund	Lost State/Federal Funding	1,000,000	0.00	0	0.00
3000	AUG6_3000_8173_001	Major Component Replacement Program	Not Mandated-New Program/Svc	100,000	0.00	0	0.00
3000	AUG7_3000_8195_002	Update the Pavement Management System for County Roadways	Base Level Maintenance	350,000	0.00	0	0.00
3000	AUG8_3000_8170_001	Fire Plan Review/Inspection and Fuel Mitigation Grant Coord	Not Mandated-New Program/Svc	386,726	0.00	0	0.00
3000	AUG9_3000_8181_001	Tree Services	Base Level Maintenance	50,000	0.00	0	0.00
Grand Total				8,870,424	19.00	472,400	1.00

Land Use/Community Services

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	7,489,380	7,735,085	7,603,063	10,349,701	10,219,998	2,484,913
Services and Supplies	4,638,545	5,639,412	5,835,578	6,330,929	5,437,473	(201,939)
Other Charges	(308,753)	(186,563)	(252,526)	727,289	727,289	913,852
Capital Assets	15,067	0	0	0	0	0
Other Financing Uses	155,918	153,776	153,776	0	0	(153,776)
Subtotal	\$11,990,158	\$13,341,710	\$13,339,891	\$17,407,919	\$16,384,760	3,043,050

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	7,163,374	6,482,305	6,480,461	8,329,173	8,329,173	1,846,868
Intergovernmental Revenues	295,111	698,000	698,000	654,600	654,600	(43,400)
Charges for Services	601,885	562,262	743,896	825,746	825,746	263,484
Miscellaneous Revenues	123,408	157,848	158,373	41,729	41,729	(116,119)
Other Financing Sources	3,245	1,558,727	1,558,727	358,727	358,727	(1,200,000)
Subtotal	\$8,187,023	\$9,459,142	\$9,639,457	\$10,209,975	\$10,209,975	750,833
General Fund Contributions	\$3,803,134	\$3,882,568	\$3,700,434	\$7,197,944	\$6,174,785	2,292,217
Total Source of Funds	\$11,990,158	\$13,341,710	\$13,339,891	\$17,407,919	\$16,384,760	3,043,050

Unit Description

The Land Use and Community Development Division is comprised of the following Units: Building Services; Development Services; Environmental Services; and Planning Services. The Division is responsible for building permits and inspection services; code enforcement; permit processing; review of major and minor subdivisions along with the processing of Parcel and Final Maps; grading/drainage permits and inspection services; implementation of the National Pollutant Discharge Elimination System (NPDES) permit program and Areas of Special Biological Significance (ASBS) storm water permit regulations; and oversight of land use policies, regulations and development review throughout the County.

Prior Year Accomplishments

BUILDING SERVICES:

FY 2015-16 Goal: Elevate by 5% the inspections completed within 24 hours of request to a new target goal of 95%.

Status: The past 12 months has averaged 97.7% completion rate and has exceeded the new target of 95%.

FY 2015-16 Goal: Implement a method of tracking the time a plan examiner takes to perform the initial review, comments, corrections, and review revisions. The data collected will be used in the performance measures to illustrate the actual time that is taken by the plan examiner to complete a plan review.

Status: Continue to collect data to illustrate the actual time that is taken by the plan examiner to complete a plan review.

FY 2015-16 Goal: Reduce the use of outside consultants for plan review.

Status: Reduced the use of outside consultants by 50%.

PERMIT CENTER:

FY 2015-16 Goal: To develop a policy process for online permitting and coordinate with the County Treasurer once RMA is able to allow for online payments.

Status: In FY 2015-16, the Permit Center, together with RMA-Information Services, took online permitting from the testing phase and made it live. By March, the public was able to apply online for reroof and small photovoltaic systems. By the end of FY 2015-16 the Permit Center, together with RMA-Information Services, will bring water heater and tree removal permits out of testing into the live site. After working closely with the County Treasurer's Office, RMA will be the first agency in line for implementation of these new services, with implementation expected to be running by December 2016.

FY 2015-16 Goal: Review and revise all Building Services policies and procedures, including compiling and updating Building Services policies and procedures manual which is to be posted on RMA's website along with interactive forms to enable the public to conduct permitting transactions online.

Status: In FY 2015-16 the Permit Center, together with Building Services, built two keystone policies relating to construction permit revisions and construction permit extensions from the ground up. These major policy overhauls encompassed everything from defining limits of staff and departmental authority, to training staff, and developing new interactive forms and automation interfaces.

PLANNING:

FY 2015-16 Goal: Remain on schedule with General Plan Implementation work program (assumes continuation of funding for contractor in FY 2015-16), 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.

Status: A total of 49 General Plan tasks were in process during the 2015 calendar year: ten to completion; 13 to the Board of Supervisors; four to the Planning Commission as either a hearing or workshop; four under preparation and public outreach; and 18 in internal development. Since the adoption of the Long Range Planning Work Program (LRPWP), 42 General Plan tasks have been completed. While some components of Title 21 (Zoning Ordinance) have been updated, especially to reflect changes in State law, more work is needed to complete the update of this ordinance.

FY 2015-16 Goal: Evaluate the review process for non-Development Review Committee items and develop a streamlined approach for these simpler discretionary applications.

Status: Early steps of developing a non-Development Review Committee (DRC) have begun. This includes internal meetings, basic layout of the types of projects that would be appropriate for the streamlined process, and draft operating procedures. As part of the refinement process, staff have been working with stakeholders on the DRC process so that it works in concert with the non-DRC process. Streamlining of the DRC process was done in April 2016, allowing for staff to focus on completing the non-DRC process.

FY 2015-16 Goal: Develop a system for scanning and tracking historic permit files that can easily implement the adopted records

retention schedule. Implement the Record Retention Policy and Schedule and begin a systematic approach to cleaning out and scanning historic files and documents.

Status: The Board of Supervisors adopted a Records Retention Schedule for the Department on August 26, 2014, and updated the schedule on December 8, 2015. The Department adopted procedures regarding document naming conventions, began efforts related to a system for categorizing files in our electronic permit tracking system database to electronically filter document categories, and prepared a Standard Operating Procedure for staff to ensure consistency in applying the schedule. In addition, training and procedure documents for different tasks have components imbedded to implement different aspects of implementing the schedule. Support staff were trained in records retention and are continually clearing files according to the adopted schedule.

FY 2015-16 Goal: Institute an electronic submittal process for permit applications through the web-based Accela Automation system. The Questys and Accela linkage, vital to success for this process, has been completed. The last part of the equation is the ability to accept electronic payment of fees, which has been an initiative of the Treasurer's Office for several years.

Status: This year RMA began to successfully implement a process for electronic submission and processing of small and simple applications through the Permit Center. These submissions have served as test cases to help refine the electronic process before moving into accepting more complex planning applications and acceptance of electronic payments. Planning has worked with the Permit Center throughout the early implementation process to ensure that the transition to complex submittals will be as smooth as possible. In preparation for the transition, Planning has installed larger monitors at all workstations for the purpose of reviewing plans and drawings.

FY 2015-16 Goal: Improve public information and outreach through updated brochures and website information.

Status: The RMA website has been restructured to provide a better user interface. The website contains policies, procedures, interpretations, informational brochures, and forms and information related to submitting applications. Informational brochures are also included. All this information is downloadable and constantly being updated as processes are improved or where changes in regulations or policies require a change to a form or procedure. In addition, a "How Do I" section was added to respond to frequently asked questions.

DEVELOPMENT SERVICES:

FY 2015-16 Goal: Continue supporting RMA's efforts in implementing permit services.

Status: Coordination meetings were held to educate RMA staff on the process for film permits and encroachment permits, including special events. With RMA reorganization, Development Services will move into the Land Use Division to allow the full implementation of centralized permit services.

FY 2015-16 Goal: Adoption of Carmel Valley and countywide Traffic Impact Fee Program.

Status: A consultant completed the traffic corridor analysis. Additional work is ongoing to complete the update of the Fee

Program. Work on the Fee Program was completed by staff and the board report is with County Counsel for final review.

FY 2015-16 Goal: Update Title 12, Vehicles and Traffic, of the Monterey County Code.

Status: Title 12 update was completed by staff and the board report is with County Counsel for final review.

FY 2015-16 Goal: Update Title 14, Streets, Sidewalks, and Public Places, of the Monterey County Code.

Status: Title 14 update was started, but is currently on hold due to resource constraints.

CODE ENFORCEMENT:

FY 2015-16 Goal: Respond to all complaints received within three working days. In the past, the expectation was that only priority 1 calls would be responded to within three working days. To facilitate this commitment, a Courtesy Notice will be sent to all property owners whose property is the subject of a complaint.

Status: Completed. A Courtesy Notice template was created. On most complaints a Courtesy Notice is sent to the alleged violator advising that the County received a complaint involving their property. The notice requests that the property owner contact the Department and advises them that the County has scheduled an inspection to confirm their property is in compliance with the County Code. In cases where the Department has a confirmed violation a Request to Inspect letter is mailed. Our performance measures for FY 2015-16 2nd quarter indicated that the Department received 125 complaints and sent 92 notices within three working days. This goal will carry over into FY 2016-17.

FY 2015-16 Goal: Receive code compliance complaints online through the County website. Complainants currently can print a complaint online, but must mail, scan or deliver it for processing.

Status: Accomplished

FY 2015-16 Goal: Actively recruit to fill all Board authorized positions.

Status: Accomplished

FY 2015-16 Goal: Have all staff certified in Penal Code 832. This will allow staff to issue a criminal citation to violators when necessary and appropriate.

Status: Accomplished

FY 2015-16 Goal: Implement a "Stipulated Agreement" process to assist property owners in abating code violations.

Status: Accomplished

FY 2015-16 Goal: Reduce the backlog of Code Compliance cases.

Status: RMA continues to add to the backlog. Last year there were 1,385 cases and currently there are 1,412. This goal will carry over into FY 2016-17.

ENVIRONMENTAL SERVICES:

FY 2015-16 Goal: Implement and manage the County's NPDES Municipal General Permit-related requirements and provide a resource to other County departments responsible for implementing select program elements. Develop internal procedures and tools to document activities required by the NPDES Municipal General Permit. Review discretionary permits, ministerial permits, and environmental documents to ensure compliance with County grading, erosion control, and storm water regulations. Conduct plan review and construction site inspections to ensure code compliance.

Status: During FY2015-16, Environmental Services reviewed approximately 200 discretionary permits and 1,200 ministerial permits to ensure compliance with County's grading, erosion control, and storm water regulations. Staff conducted approximately 1,200 related construction site inspections. A total of 50 new code compliance cases were opened primarily related to unpermitted grading activities and site conditions resulting in accelerated erosion.

Environmental Services staff continue to participate in the Monterey Regional Storm Water Management Program group which implements select NPDES Municipal General Permit elements on behalf of the participating communities. Staff continue to coordinate with other County departments to ensure the street sweeping, storm drain maintenance, and staff training permit elements are implemented and documented.

FY 2015-16 Goal: Ensure compliance with all ongoing NPDES Municipal Permit elements and complete all new Permit Year-3 requirements, which include:

Develop and implement an Enforcement and Response Plan that includes enforcement procedures and actions to violations; develop and implement a training program for all Permittee staff who as part of their normal job responsibilities, may be notified of, come into contact with, or otherwise observe an illicit discharge or illegal connection to the storm drain system; develop and distribute educational materials to construction site operators; conduct a comprehensive inspection and assessment of pollutant discharge potential for permittee-owned or operated facilities; maintain all high priority storm drain systems on an ongoing schedule; assess operations and maintenance activities for potential to discharge pollutants in storm water, and inspect all best management practices on a quarterly basis; develop and implement a process for incorporating water quality and habitat enhancement features into new and rehabilitated flood management facilities; develop and implement Hydromodification Management procedures; inventory and assess the maintenance condition of structural post-construction best management practices; implement a water quality monitoring program addressing 303(d) impaired water bodies; develop and implement a Program Effectiveness Assessment and Improvement Plan that tracks annual and long-term effectiveness of the storm water program; and implement the post-construction storm water management requirements through the permitting process.

Status: Each of the NPDES Municipal Permit Year-3 elements will be completed at the conclusion of FY 2015-16.

Budget Year Goals

If the Board adopts the Medical Marijuana Ordinance, RMA will develop Standard Operating Procedures for receiving and responding to medicinal marijuana complaints.

Adopt a Gray Water/Rainwater Harvesting ordinance, to include a procedure and a fee schedule.

Develop and implement Storm Water Pollution Prevention Plans for pollutant hotspots.

Continue to coordinate with the County Treasurer to allow receipt of online payments for permits.

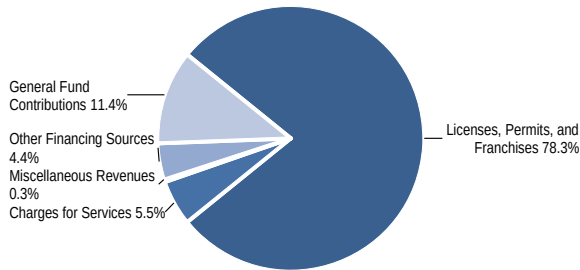
Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Building Services (RMA011)	4,180,393	5,124,026	5,124,026	8,496,860	8,084,923	2,960,897	001	3000_8170
Planning (RMA001)	5,463,278	5,433,023	5,585,305	5,896,542	5,758,542	325,519	001	3000_8172
Development Services (RMA010)	1,115,477	1,016,884	878,550	1,135,238	1,133,823	116,939	001	3000_8196
Environmental Services (RMA099)	1,231,009	1,767,777	1,752,010	1,879,279	1,407,472	(360,305)	001	3000_8444
Subtotal	\$11,990,158	\$13,341,710	\$13,339,891	\$17,407,919	\$16,384,760	3,043,050		

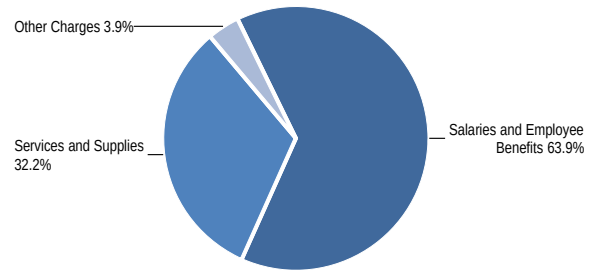
Building Services

(Unit 8170— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,395,071	2,992,467	2,992,467	5,170,648	5,167,090	2,174,623
Services and Supplies	1,707,333	2,055,712	2,055,712	3,010,434	2,602,055	546,343
Other Charges	0	0	0	315,778	315,778	315,778
Other Financing Uses	77,989	75,847	75,847	0	0	(75,847)
Subtotal	\$4,180,393	\$5,124,026	\$5,124,026	\$8,496,860	\$8,084,923	2,960,897

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	4,979,114	4,446,556	4,446,556	6,332,899	6,332,899	1,886,343
Charges for Services	58,422	87,501	87,501	445,780	445,780	358,279
Miscellaneous Revenues	25,186	24,598	24,598	23,669	23,669	(929)
Other Financing Sources	3,245	558,727	558,727	358,727	358,727	(200,000)
Subtotal	\$5,065,967	\$5,117,382	\$5,117,382	\$7,161,075	\$7,161,075	2,043,693
General Fund Contributions	(\$885,573)	\$6,644	\$6,644	\$1,335,785	\$923,848	917,204
Total Source of Funds	\$4,180,393	\$5,124,026	\$5,124,026	\$8,496,860	\$8,084,923	2,960,897

Unit Description

The Building Services Unit 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.

The Building Services Unit includes four programs and coordinates the review and approval of building permit applications with other related County agencies and 13 fire protection districts.

Building Services Permit Center receives permit applications, provides copies of public records and informational assistance, and issues building permits.

Building Services Plan Check engineers and technicians review plans submitted to ensure that building codes and other construction regulations are met.

Building Inspection staff visit construction sites of permitted construction work to inspect and approve for compliance with various building codes.

Code Enforcement responds to and investigates complaints of violations regarding the County's building, zoning, housing and grading ordinances.

Prior Year Accomplishments

Accomplishments are reported at the Division level.

Budget Year Goals

Goals are reported at the Division level.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A28	DIRECTOR OF BUILDING SERVICES	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
14K51	RMA SERVICES MANAGER	2.00
30D21	BUILDING INSPECTOR II	6.00
30D22	SENIOR BUILDING INSPECTOR	1.00
30D24	BUILDING INSPECTOR SUPERVISOR	1.00
30D30	DEPUTY BUILDING OFFICIAL	1.00
34P26	CODE COMPLIANCE INSPECTOR II	3.00
34P27	SENIOR CODE ENFORCEMENT OFFICER	1.00
41B21	BUILDING PLANS EXAMINER	4.00

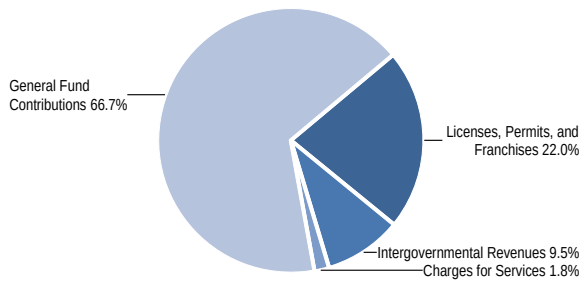
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
41B22	SENIOR BUILDING PLANS EXAMINER	1.00
41F22	SENIOR PLANNER	1.00
43C10	PERMIT TECHNICIAN I	3.00
43C11	PERMIT TECHNICIAN II	5.00
43C12	PERMIT TECHNICIAN III	1.00
80A31	SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E01	OFFICE ASSISTANT I	2.00
80E21	OFFICE ASSISTANT II	13.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
Total		53.00

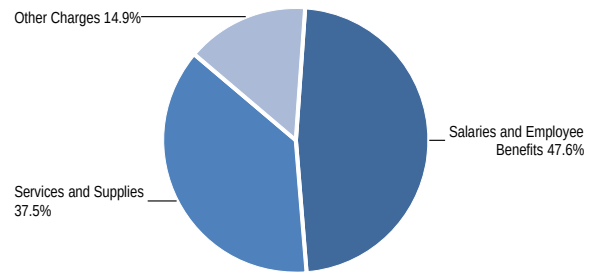
Planning

(Unit 8172— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	3,488,413	2,899,102	2,933,306	2,748,426	2,741,372	(157,730)
Services and Supplies	2,029,375	2,455,992	2,574,070	2,289,572	2,158,626	(297,366)
Other Charges	(132,439)	0	0	858,544	858,544	858,544
Other Financing Uses	77,929	77,929	77,929	0	0	(77,929)
Subtotal	\$5,463,278	\$5,433,023	\$5,585,305	\$5,896,542	\$5,758,542	325,519

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,425,512	1,323,852	1,328,873	1,268,366	1,268,366	(55,486)
Intergovernmental Revenues	35,741	388,000	388,000	544,600	544,600	156,600
Charges for Services	186,042	180,713	216,205	102,209	102,209	(78,504)
Miscellaneous Revenues	36,844	26	20,467	0	0	(26)
Other Financing Sources	0	1,000,000	1,000,000	0	0	(1,000,000)
Subtotal	\$1,684,139	\$2,892,591	\$2,953,545	\$1,915,175	\$1,915,175	(977,416)
General Fund Contributions	\$3,779,138	\$2,540,432	\$2,631,760	\$3,981,367	\$3,843,367	1,302,935
Total Source of Funds	\$5,463,278	\$5,433,023	\$5,585,305	\$5,896,542	\$5,758,542	325,519

Unit Description

Planning is comprised of two divisions: Long Range Planning and Current Planning. Planning is primarily responsible for regulating development activity in the unincorporated areas of Monterey County, preparing and implementing land use policies 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. In addition, 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. 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.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

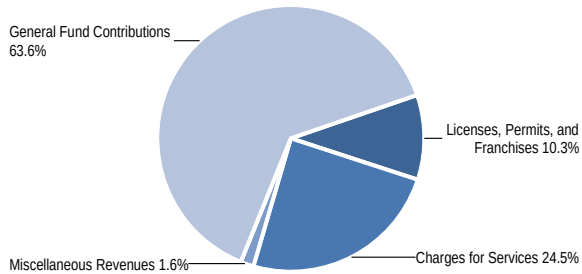
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A29	DIRECTOR OF PLANNING	1.00
14C31	MANAGEMENT ANALYST III	1.00
14K51	RMA SERVICES MANAGER	3.00
41F11	ASSOCIATE PLANNER	11.00
41F22	SENIOR PLANNER	3.00
80A32	SENIOR SECRETARY	1.00
Total		20.00

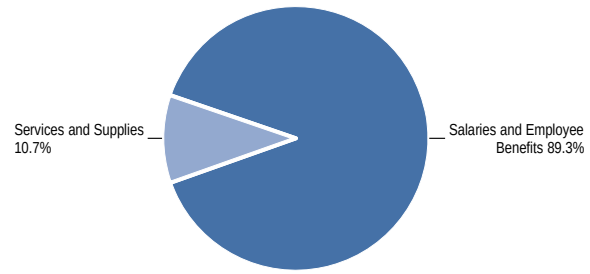
Development Services

(Unit 8196— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	776,105	924,657	754,447	1,290,757	1,289,903	365,246
Services and Supplies	386,070	130,287	228,126	155,341	154,780	24,493
Other Charges	(46,697)	(38,060)	(104,023)	(310,860)	(310,860)	(272,800)
Subtotal	\$1,115,477	\$1,016,884	\$878,550	\$1,135,238	\$1,133,823	116,939

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	103,097	102,407	95,378	116,830	116,830	14,423
Intergovernmental Revenues	97,601	0	0	0	0	0
Charges for Services	357,421	294,048	440,190	277,757	277,757	(16,291)
Miscellaneous Revenues	61,379	18,000	18,084	18,060	18,060	60
Subtotal	\$619,498	\$414,455	\$553,652	\$412,647	\$412,647	(1,808)
General Fund Contributions	\$495,979	\$602,429	\$324,898	\$722,591	\$721,176	118,747
Total Source of Funds	\$1,115,477	\$1,016,884	\$878,550	\$1,135,238	\$1,133,823	116,939

Unit Description

Development Services 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.

In addition, this Unit provides the technical review of boundary maps for the Local Agency Formation Commission (LAFCO), the road-naming and house-numbering system, and issuance of encroachment permits for within the public right-of-way.

Revenue for this program is derived from service fees, reimbursable service agreements, and permit fees for the various activities of this unit.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

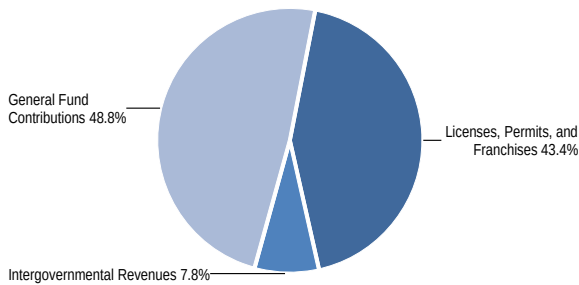
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14K51	RMA SERVICES MANAGER	1.00
41A10	ASSISTANT ENGINEER	2.00
41A20	CIVIL ENGINEER	1.00
41A87	CHIEF OF SURVEYS	1.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	4.00
80A31	SECRETARY	1.00
Total		11.00

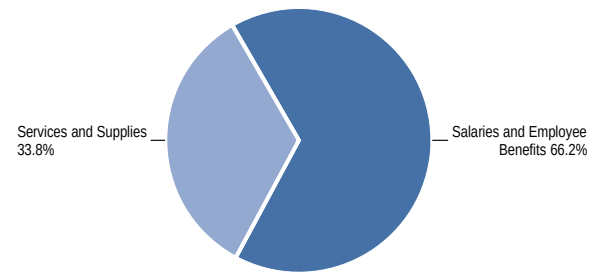
Environmental Services

(Unit 8444— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	829,792	918,859	922,843	1,139,870	1,021,633	102,774
Services and Supplies	515,767	997,421	977,670	875,582	522,012	(475,409)
Other Charges	(129,617)	(148,503)	(148,503)	(136,173)	(136,173)	12,330
Capital Assets	15,067	0	0	0	0	0
Subtotal	\$1,231,009	\$1,767,777	\$1,752,010	\$1,879,279	\$1,407,472	(360,305)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	655,650	609,490	609,654	611,078	611,078	1,588
Intergovernmental Revenues	161,769	310,000	310,000	110,000	110,000	(200,000)
Miscellaneous Revenues	0	115,224	95,224	0	0	(115,224)
Subtotal	\$817,419	\$1,034,714	\$1,014,878	\$721,078	\$721,078	(313,636)
General Fund Contributions	\$413,590	\$733,063	\$737,132	\$1,158,201	\$686,394	(46,669)
Total Source of Funds	\$1,231,009	\$1,767,777	\$1,752,010	\$1,879,279	\$1,407,472	(360,305)

Unit Description

Environmental Services consolidates development review responsibilities for grading, erosion control, and storm water management. Staff conduct site inspections at various times during the construction process to ensure code compliance. Environmental Services provides technical support for the Lower Carmel River Floodplain Restoration and Environmental Enhancement Project. This unit is responsible for implementing the National Pollutant Discharge Elimination System (NPDES) Municipal General Permit.

FY 2016-17 represents Year-4 of the effective NPDES Municipal General Permit during which the following program elements are required to be developed and/or implemented:

Develop and implement Storm Water Pollution Prevention Plans for pollutant hotspots.

In addition to the Year-4 NPDES Municipal General Permit requirements, the following program elements are required to be implemented on an ongoing basis:

Areas of Special Biological Significance (ASBS) Program, 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, Total Maximum Daily Loads (TMDL) Compliance Program, and Annual Reporting.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

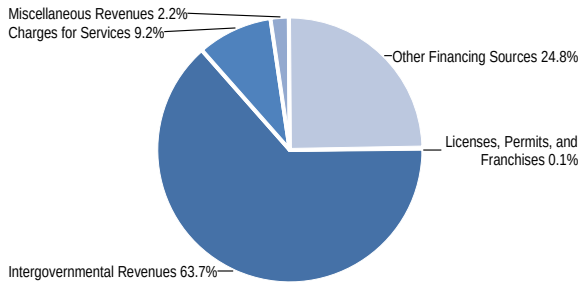
Goals are reported at the division level.

Recommended 2016-17 Positions

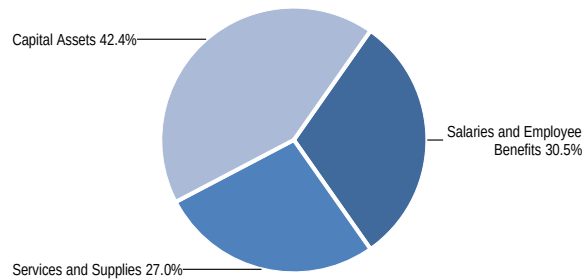
Classification Code	Classification Label	Recommended Budget 2016-2017
14G02	MANAGEMENT ANALYST I	1.00
41A20	CIVIL ENGINEER	2.00
41C02	WATER RESOURCES HYDROLOGIST	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00
43B03	WATER RESOURCES TECHNICIAN	3.00
Total		8.00

Public Works/Facilities

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	11,967,257	13,380,127	12,639,935	13,987,876	12,684,196	(695,931)
Services and Supplies	10,640,510	10,716,858	12,328,646	14,622,815	11,234,013	517,155
Other Charges	(988,586)	609,126	1,008,537	(189,041)	(189,041)	(798,167)
Capital Assets	6,738,180	14,971,168	7,999,872	19,648,413	17,622,520	2,651,352
Other Financing Uses	43,379	44,298	44,298	10,797	10,797	(33,501)
Subtotal	\$28,400,740	\$39,721,577	\$34,021,288	\$48,080,860	\$41,362,485	1,640,908

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	176,598	210,000	480,236	52,000	52,000	(158,000)
Fines, Forfeitures, and Penalties	7,751	7,079	10,152	9,326	9,326	2,247
Revenue from Use of Money & Property	16,805	0	13,398	21,404	21,404	21,404
Intergovernmental Revenues	16,089,562	22,750,078	16,258,041	27,258,380	27,258,380	4,508,302
Charges for Services	2,964,531	2,356,568	3,575,542	3,919,405	3,919,405	1,562,837
Miscellaneous Revenues	11,421	3,475	483,827	951,523	951,523	948,048
Other Financing Sources	3,995,316	5,509,957	4,776,657	10,631,908	10,631,908	5,121,951
Subtotal	\$23,261,985	\$30,837,157	\$25,597,853	\$42,843,946	\$42,843,946	12,006,789
Fund Balance	272,407	4,365,556	3,924,772	6,102,775	(340,117)	(4,705,673)
General Fund Contributions	\$4,866,348	\$4,518,864	\$4,498,663	(\$865,861)	(\$1,141,344)	(5,660,208)
Total Source of Funds	\$28,400,740	\$39,721,577	\$34,021,288	\$48,080,860	\$41,362,485	1,640,908

Unit Description

Public Works and Facilities Division is comprised of the following Units: Architectural Services; Facilities Maintenance; Grounds; Litter Control; Roads & Bridge Engineering; and Road & Bridge Maintenance. This Division is responsible for designing, building and maintaining the County's transportation system and County owned facilities.

Prior Year Accomplishments

LITTER & ENVIRONMENTAL CONTROL:

FY 2015-16 Goal: Issue a Request for Proposal for NPDES Street Sweeping services to determine if efficiencies can be gained by contracting this service out.

Status: The County issued RFP #59000 and Accent Clean Sweep was selected through a competitive selection process in accordance with County policies to provide these services. Estimated annual cost of the NPDES Sweeping is \$198,000 per year, which equates to an annual savings of \$130,000. Thorough analysis will be possible after the completion of the Spring NPDES Sweeping operation.

FY 2015-16 Goal: Continue working with Environmental Health to provide education and outreach about the impact to the environment of illegal dumping.

Status: Public Works is mapping locations and volumes of material removed from the roadways and supplying this information to the Litter Abatement Task Force. The Litter Abatement Task Force is using this information as part of its community outreach efforts to educate the public.

ROAD & BRIDGE ENGINEERING:

FY 2015-16 Goal: River Road Delineation.

Status: Completed construction.

FY 2015-16 Goal: River Road Overlay.

Status: Completed construction.

FY 2015-16 Goal: Nacimiento Lake Drive Bridge Replacement - Acquire right-of-way, and complete design.

Status: The right-of-way acquisition is underway and the design is 95% complete.

FY 2015-16 Goal: Peach Tree Road Bridge Replacement -Relocate utilities and begin project construction.

Status: Utilities have been relocated and construction is underway.

FY 2015-16 Goal: Davis Road Bridge Replacement - Continue efforts to complete Environmental Impact Report (EIR) and begin final design phase.

Status: Project EIR has been circulated and certified. Final design phase will be initiated in FY 2016-17.

FY 2015-16 Goal: Highway 1 Climbing Lane - Acquire right-of-way, relocate utilities, and complete 95% design.

Status: Right-of-way phase has been completed and design is 95% complete. The utility relocations are underway.

FY 2015-16 Goal: Highway 68/Corral de Tierra Intersection Improvement - Acquire right-of-way and complete design.

Status: Right-of-way acquisition phase is underway and design is 95% complete.

FY 2015-16 Goal: Las Lomas Drainage - Complete construction.

Status: Design is complete and construction is pending additional funding.

FY 2015-16 Goal: Las Lomas Street Lighting - Install 112 new streetlights on existing utility poles.

Status: Phases 1-3 totaling 104 new street lights are complete. Remaining eight lights to be installed in FY 2016-17.

FY 2015-16 Goal: Robinson Canyon Road Slip out.

Status: Completed design and construction pending funding.

FY 2015-16 Goal: Moss Landing Underground Utility District 20A - Complete construction of mainline joint trench and service conversions of 54 private properties.

Status: Right-of-way phase is complete and construction to be initiated in FY 2016-17.

FY 2015-16 Goal: Monterey Bay Sanctuary Scenic Trail - Acquire right-of-way, relocate utilities and complete 95% design.

Status: Right-of-way acquisition phase is underway and design is 95% complete.

FY 2015-16 Goal: Castroville Bicycle/Pedestrian Path Railroad Crossing - Acquire right-of-way, relocate utilities and complete design.

Status: Utility relocations are underway. The design and right-of-way acquisition phases are complete.

FY 2015-16 Goal: Johnson Canyon Landfill road improvements.

Status: Continue to seek funds to fully fund project and complete agreement with Salinas Valley Solid Waste Authority.

FY 2015-16 Goal: Gonzales River Road Bridge Superstructure Replacement - Initiate preliminary design and environmental phase.

Status: Project was initiated and environmental phase is underway.

FY 2015-16 Goal: Robinson Canyon Road Bridge Scour Repair - Initiate preliminary design and environmental phase.

Status: Project was initiated and environmental phase is underway.

FY 2015-16 Goal: Bradley Road Bridge Scour Repair - Initiate preliminary design and environmental phase.

Status: Project was initiated and environmental phase is underway.

FY 2015-16 Goal: Hartnell Road Bridge Replacement - Initiate preliminary design and environmental phase.

Status: Project was initiated and environmental phase is underway.

FY 2015-16 Goal: Johnson Road Bridge Replacement - Initiate preliminary design and environmental phase.

Status: Project was initiated and environmental phase is underway.

FY 2015-16 Goal: Salinas Road Left-Turn Channelization.

Status: Continue to execute a Cooperative Agreement between Monterey County and California State Department of Transportation.

ARCHITECTURAL SERVICES:

FY 2015-16 Goal: King City Addition for Agricultural Commissioner - Develop Master Plan.

Status: The Master Plan has concluded with a final report providing options for consideration.

FY 2015-16 Goal: Carpet replacement of the entire Juvenile Probation building and paint on the first floor.

Status: Project completed.

FY 2015-16 Goal: Capital Improvements Plan (CIP) Administration.

Status: CIP Administration is ongoing.

FY 2015-16 Goal: Americans with Disabilities Act (ADA) Improvements Phase I.

Status: Project complete. Phase I included providing exterior accessibility at the 1200 Aguajito Road, Monterey.

FY 2015-16 Goal: Jail Improvements.

Status: Project has begun and will expand to include further measures to improve the safety, accessibility and security of the Jail.

FY 2015-16 Goal: New Juvenile Hall - continue design and environmental phase.

Status: The design work has been completed. The project will be out to bid at the end of this fiscal year.

FY 2015-16 Goal: Jail Housing Addition - Design - Construction Documents.

Status: The design work is ongoing through the end of this fiscal year.

FY 2015-16 Goal: Schilling Facilities Utilization Program.

Status: Logistics planning will continue through this fiscal year to address the relocation of County tenants to Schilling Place in the following fiscal year.

FY 2015-16 Goal: Schilling Place Tenant Improvements - North and South buildings COPs.

Status: The design work has been completed and bid is in progress. A reroofing project has been completed during this fiscal year.

FY 2015-16 Goal: Monterey County Government Center East and West Wing Renovations.

Status: Interior demolition has occurred during this fiscal year in advance of the full building renovations to provide for better assessment of existing conditions. Design is in progress.

FACILITIES MAINTENANCE PROJECTS:

FY 2015-16 Goal: 1171 San Miguel Canyon-fuel station canopy at Public Works Yard.

Status: Completed.

FY 2015-16 Goal: 1200 Aguajito/Courthouse-repairs to building joints to prevent water intrusion.

Status: Project will commence in May 2016 and be completed in July 2016 (FY 2016-17).

FY 2015-16 Goal: 1292 Olympia Avenue, Seaside - new roof.

Status: Completed.

FY 2015-16 Goal: Laurel Yard - security upgrades entry/exit closed-circuit television (CCTV).

Status: Completed.

FY 2015-16 Goal: Laurel Yard - backup generator.

Status: Under design project will commence construction in June and be completed in FY 2016-17.

FY 2015-16 Goal: Complete ADA Improvements at the Porter Vallejo Mansion.

Status: Completed.

FY 2015-16 Goal: Seaside Library.

Status: Completed.

FY 2015-16 Goal: Complete elevator modernization at 1200 Aguajito/Courthouse.

Status: Completed.

FY 2015-16 Goal: Complete Energy Efficiency Projects - Municipal Climate Action Plan (MCAP) Phase II.

Status: Project completed under budget. The balance (Approximately \$100,000 will be programmed in FY 2017 to fund other Energy Efficient Mortgages (EMMs) in the 5-Year EEM Plan.)

FY 2015-16 Goal: Greenfield Library Exterior Repairs.

Status: Completed.

FY 2015-16 Goal: Big Sur Library Exterior and Interior Improvements.

Status: Project completed.

Budget Year Goals

In accordance with California Code Chapter Section 994 requires that the Road Fund budget be submitted at the same time as other County departments, please refer to the end of FY 2016-17 Recommended Budget Book for a listing of planned work and projects under the Annual Work Program for Road Fund.

Refer to Capital Project Budget Summary at the end of the FY 2016-17 Recommended Budget Book for a list of planned projects within RMA Managed Funds for Facilities Maintenance Projects (Fund 401), Capital Projects (Fund 402), and Facilities Master Plan Projects (Fund 404).

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Architectural Services (RMA003)	0	0	0	100,003	3	3	001	3000_8173
Facilities Maintenance (RMA006)	3,900,865	3,467,431	3,576,154	3,654,172	3,537,337	69,906	001	3000_8176
Grounds (RMA006)	504,740	633,033	569,959	674,960	617,824	(15,209)	001	3000_8181

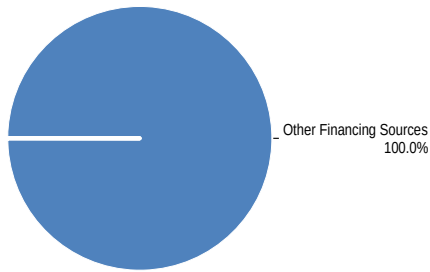
Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Litter Control (RMA002)	597,433	550,435	475,036	550,039	548,527	(1,908)	001	3000_8194
Road & Bridge Engineering (RMA012)	12,298,129	22,539,658	16,781,372	28,551,266	23,956,166	1,416,508	002	3000_8195
Roads & Bridges- Maintenance (RMA012)	11,099,573	12,531,020	12,618,767	14,550,420	12,702,628	171,608	002	3000_8443
Subtotal	\$28,400,740	\$39,721,577	\$34,021,288	\$48,080,860	\$41,362,485	1,640,908		

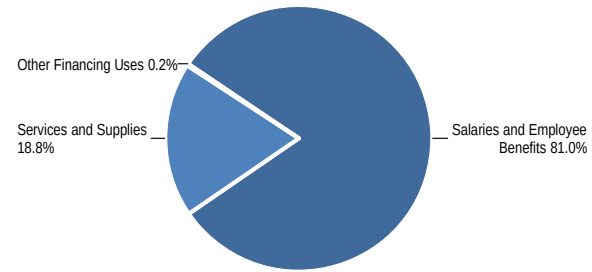
Architectural Services

(Unit 8173— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	918,344	918,344	918,344
Services and Supplies	0	0	0	313,250	213,250	213,250
Other Charges	0	0	0	(1,134,131)	(1,134,131)	(1,134,131)
Other Financing Uses	0	0	0	2,540	2,540	2,540
Subtotal	\$0	\$0	\$0	\$100,003	\$3	3

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Sources	0	0	0	477,776	477,776	477,776
Subtotal	\$0	\$0	\$0	\$477,776	\$477,776	477,776
General Fund Contributions	\$0	\$0	\$0	(\$377,773)	(\$477,773)	(477,773)
Total Source of Funds	\$0	\$0	\$0	\$100,003	\$3	3

Unit Description

The Architectural Services unit provides project management for new construction, major renovation projects and facility maintenance & repair funded by the Capital Projects Fund, 402, Unit 8468, the Facilities Master Plan Implementation, Fund 404, Unit 8174, and the Facilities Maintenance Projects, Fund 401, Unit 8184.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

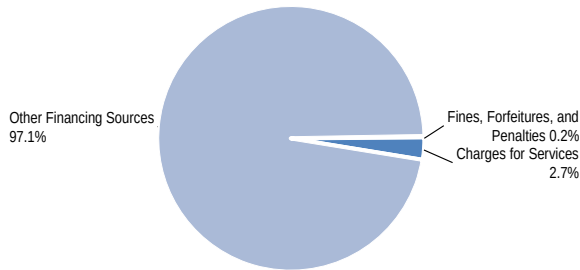
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14A11	PROJECT MANAGER II	2.00
14A12	PROJECT MANAGER III	1.00
14C30	MANAGEMENT ANALYST II	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
Total		6.00

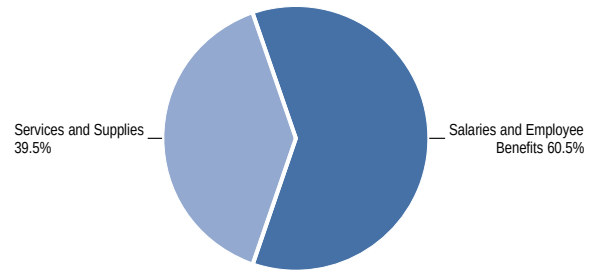
Facilities Maintenance

(Unit 8176— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,863,633	1,993,550	1,992,200	2,511,404	2,393,125	399,575
Services and Supplies	2,046,608	1,578,444	1,688,451	1,559,096	1,560,540	(17,904)
Other Charges	(41,958)	(138,064)	(137,998)	(416,328)	(416,328)	(278,264)
Other Financing Uses	32,582	33,501	33,501	0	0	(33,501)
Subtotal	\$3,900,865	\$3,467,431	\$3,576,154	\$3,654,172	\$3,537,337	69,906

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	7,751	7,079	10,152	9,326	9,326	2,247
Charges for Services	128,929	124,956	112,334	144,164	144,164	19,208
Miscellaneous Revenues	10	0	0	0	0	0
Other Financing Sources	0	0	0	5,213,769	5,213,769	5,213,769
Subtotal	\$136,690	\$132,035	\$122,486	\$5,367,259	\$5,367,259	5,235,224
General Fund Contributions	\$3,764,175	\$3,335,396	\$3,453,668	(\$1,713,087)	(\$1,829,922)	(5,165,318)
Total Source of Funds	\$3,900,865	\$3,467,431	\$3,576,154	\$3,654,172	\$3,537,337	69,906

Unit Description

Facilities Maintenance is responsible for facilities maintenance functions and administration of Building Services. The Facilities Maintenance 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 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. RMA prepares a quarterly invoice of actual expenditures for reimbursement to the Judicial Council of the Courts.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

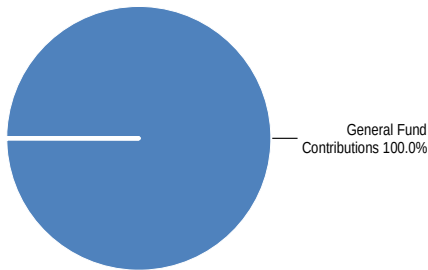
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14A10	PROJECT MANAGER I	1.00
14C31	MANAGEMENT ANALYST III	1.00
70N01	OFFICE MAINTENANCE WORKER	2.00
72A23	BUILDING MAINTENANCE WORKER	11.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00
74D85	MAINTENANCE MANAGER	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
Total		23.00

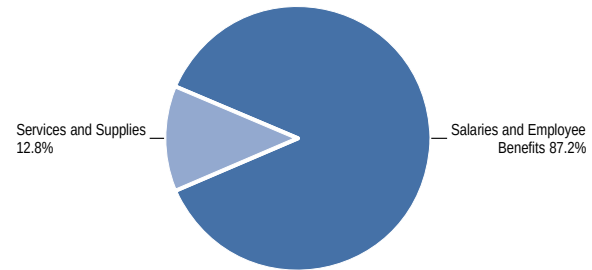
Grounds

(Unit 8181— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	375,571	501,009	437,829	545,369	538,514	37,505
Services and Supplies	135,901	132,024	132,130	129,591	79,310	(52,714)
Other Charges	(6,732)	0	0	0	0	0
Subtotal	\$504,740	\$633,033	\$569,959	\$674,960	\$617,824	(15,209)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$504,740	\$633,033	\$569,959	\$674,960	\$617,824	(15,209)
Total Source of Funds	\$504,740	\$633,033	\$569,959	\$674,960	\$617,824	(15,209)

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

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

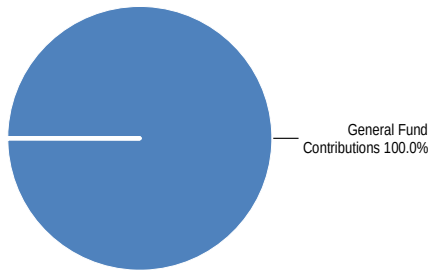
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
70C20	SENIOR GROUNDSKEEPER	1.00
70C21	GROUNDSKEEPER	4.00
70C80	GROUNDS SUPERVISOR	1.00
Total		6.00

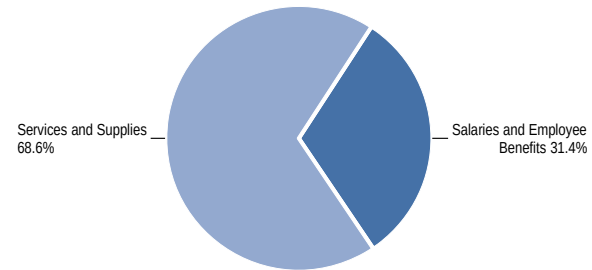
Litter Control

(Unit 8194— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	219,907	226,759	220,550	173,494	172,201	(54,558)
Services and Supplies	461,488	369,558	372,186	376,545	376,326	6,768
Other Charges	(83,962)	(45,882)	(117,700)	0	0	45,882
Subtotal	\$597,433	\$550,435	\$475,036	\$550,039	\$548,527	(1,908)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$597,433	\$550,435	\$475,036	\$550,039	\$548,527	(1,908)
Total Source of Funds	\$597,433	\$550,435	\$475,036	\$550,039	\$548,527	(1,908)

Unit Description

Litter and Environmental Control Services provides for the collection and disposal of litter on County maintained roads and County roads rights-of-way under the jurisdiction of the Board of Supervisors. 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. Public Works targeted education and public outreach as an area of focus this fiscal year.

Litter Removal: Litter clean-up from County roads and rights of way is a seven-day a week operation staffed by two rotating County employees known as Litter Guards. These Litter Guards manage citizens from the County Work Alternative Program to remove material dumped on County roads and property. The ability to remove material is dependent on the number of individuals available from the Work Alternative Program which can vary greatly.

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 per month for the litter that is brought to their facility as part of this program.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

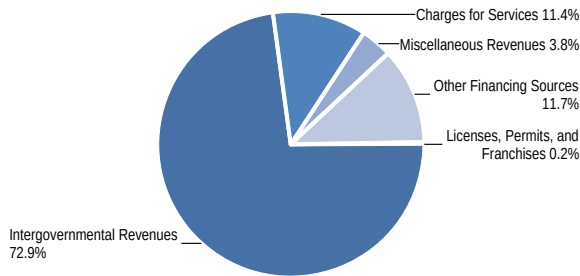
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
34X21	GUARD	2.00
Total		2.00

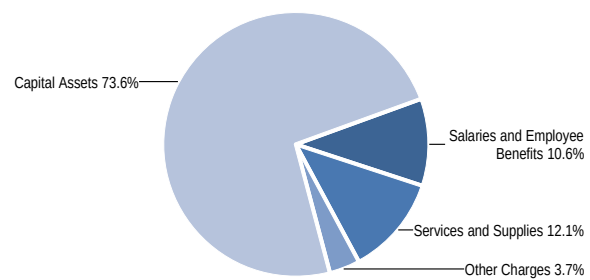
Road & Bridge Engineering

(Unit 8195— Fund 002)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,141,691	4,468,550	4,116,428	2,998,727	2,539,102	(1,929,448)
Services and Supplies	2,560,549	2,598,988	3,873,784	5,015,110	2,905,528	306,540
Other Charges	(1,118,395)	498,412	788,748	889,016	889,016	390,604
Capital Assets	6,711,744	14,971,168	7,999,872	19,648,413	17,622,520	2,651,352
Other Financing Uses	2,540	2,540	2,540	0	0	(2,540)
Subtotal	\$12,298,129	\$22,539,658	\$16,781,372	\$28,551,266	\$23,956,166	1,416,508

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	176,598	210,000	480,236	52,000	52,000	(158,000)
Revenue from Use of Money & Property	16,805	0	0	21,404	21,404	21,404
Intergovernmental Revenues	6,600,998	13,360,824	6,729,020	18,301,313	18,301,313	4,940,489
Charges for Services	2,255,130	1,834,195	2,766,191	2,853,098	2,853,098	1,018,903
Miscellaneous Revenues	1,574	1,777	482,129	951,180	951,180	949,403
Other Financing Sources	1,769,576	3,257,177	2,523,877	2,940,363	2,940,363	(316,814)
Subtotal	\$10,820,683	\$18,663,973	\$12,981,453	\$25,119,358	\$25,119,358	6,455,385
Fund Balance	1,477,446	3,875,685	3,799,919	3,431,908	(1,163,192)	(5,038,877)
Total Source of Funds	\$12,298,129	\$22,539,658	\$16,781,372	\$28,551,266	\$23,956,166	1,416,508

Unit Description

Unit 8195 includes Capital Projects Management for roads and bridge projects. This unit includes the Traffic Engineering section.

The primary sources of revenue for this budget include State and Federal Grants, an allocation from the Transient Occupancy Tax (TOT), and a portion of the allocation that the County receives from the State Highway Users Tax (HUTA).

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A19	PUBLIC WORKS DIRECTOR	1.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.00
14A11	PROJECT MANAGER II	1.00
14A12	PROJECT MANAGER III	1.00

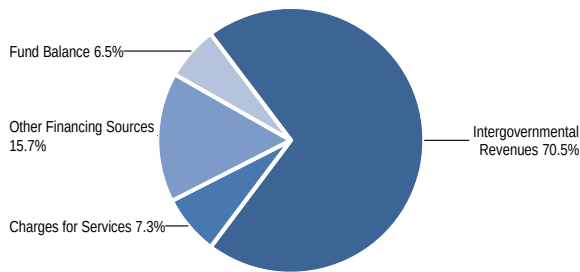
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
41A10	ASSISTANT ENGINEER	5.00
41A22	SENIOR CIVIL ENGINEER	2.00
41A85	TRAFFIC ENGINEER	1.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	2.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
Total		19.00

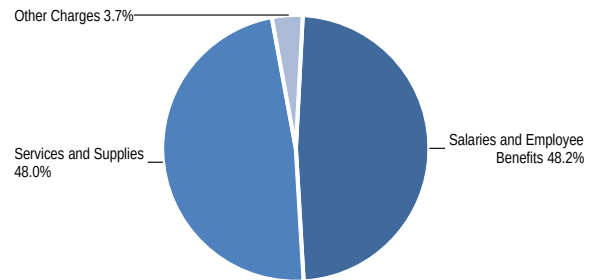
Roads & Bridges- Maintenance

(Unit 8443— Fund 002)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,366,455	6,190,259	5,872,928	6,840,538	6,122,910	(67,349)
Services and Supplies	5,435,964	6,037,844	6,262,095	7,229,223	6,099,059	61,215
Other Charges	262,461	294,660	475,487	472,402	472,402	177,742
Capital Assets	26,437	0	0	0	0	0
Other Financing Uses	8,257	8,257	8,257	8,257	8,257	0
Subtotal	\$11,099,573	\$12,531,020	\$12,618,767	\$14,550,420	\$12,702,628	171,608

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	13,398	0	0	0
Intergovernmental Revenues	9,488,564	9,389,254	9,529,021	8,957,067	8,957,067	(432,187)
Charges for Services	580,472	397,417	697,017	922,143	922,143	524,726
Miscellaneous Revenues	9,836	1,698	1,698	343	343	(1,355)
Other Financing Sources	2,225,740	2,252,780	2,252,780	2,000,000	2,000,000	(252,780)
Subtotal	\$12,304,613	\$12,041,149	\$12,493,914	\$11,879,553	\$11,879,553	(161,596)
Fund Balance	(1,205,039)	489,871	124,853	2,670,867	823,075	333,204
Total Source of Funds	\$11,099,574	\$12,531,020	\$12,618,767	\$14,550,420	\$12,702,628	171,608

Unit Description

This budget unit includes only road and bridge maintenance performed by the Roads & Bridges Maintenance Division of RMA-Public Works. Activities include 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's rights-of-way, emergency response to multi-hazards and response to requests for service that affect the County's rights-of-way, such as removal of dead animals.

The primary sources of revenue for this function include State Highway Users Tax (HUTA), \$2 million from the County's Transient Occupancy Tax for the annual Seal Coat Program, a Regional Surface Transportation Program allocation, and a General Fund allocation to provide flood protection for property surrounding the Carmel Lagoon.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

Recommended 2016-17 Positions

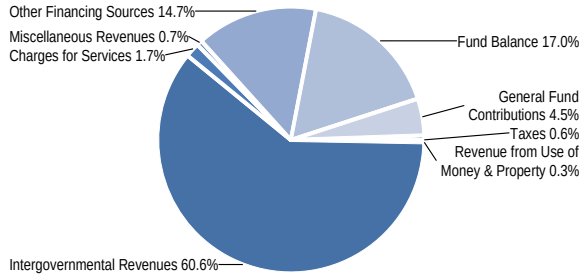
Classification Code	Classification Label	Recommended Budget 2016-2017
74D12	ROAD MAINTENANCE WORKER	18.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00
74D83	ROAD SUPERINTENDENT	3.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00
74D85	MAINTENANCE MANAGER	1.00
74E11	BRIDGE MAINTENANCE WORKER	5.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00
74E81	BRIDGE SUPERINTENDENT	1.00

Recommended 2016-17 Positions

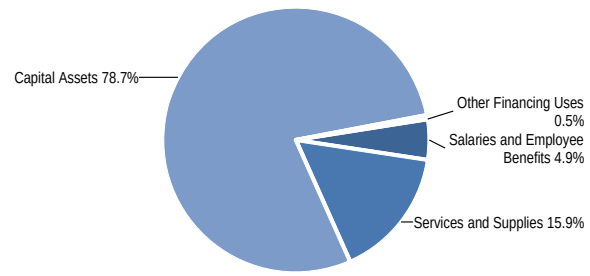
Classification Code	Classification Label	Recommended Budget 2016-2017
74G21	TREE TRIMMER	2.00
74G22	SENIOR TREE TRIMMER	1.00
74H24	SANITATION WORKER	1.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80E90	MAINTENANCE YARD CLERK	4.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00
Total		59.00

Administration/General Services

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,332,497	7,261,779	6,830,278	5,540,140	5,283,250	(1,978,529)
Services and Supplies	10,278,451	14,752,350	18,769,071	17,184,959	17,198,651	2,446,301
Other Charges	(4,800,944)	(3,134,520)	(4,708,130)	(3,301,728)	(3,309,561)	(175,041)
Capital Assets	18,822,815	12,679,975	21,818,625	84,934,782	84,934,782	72,254,807
Other Financing Uses	14,511,259	10,206,694	2,347,191	546,085	546,085	(9,660,609)
Extraordinary Items	230,345	0	0	0	0	0
Subtotal	\$43,374,424	\$41,766,278	\$45,057,035	\$104,904,238	\$104,653,207	62,886,929

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	576,539	591,193	503,364	603,631	603,631	12,438
Revenue from Use of Money & Property	307,767	11,835,275	272,385	279,333	279,333	(11,555,942)
Intergovernmental Revenues	176,112	3,473,521	1,049,515	63,455,305	63,455,305	59,981,784
Charges for Services	1,827,969	1,735,461	2,134,433	1,822,122	1,822,122	86,661
Miscellaneous Revenues	1,943	685,616	673,676	687,566	687,566	1,950
Other Financing Sources	27,062,712	10,982,358	67,567,269	15,396,186	15,396,186	4,413,828
Subtotal	\$29,953,043	\$29,303,424	\$72,200,642	\$82,244,143	\$82,244,143	52,940,719
Fund Balance	10,381,318	5,983,060	(33,958,544)	17,766,311	17,748,311	11,765,251
General Fund Contributions	\$3,070,224	\$6,479,794	\$6,814,937	\$4,893,784	\$4,660,753	(1,819,041)
Total Source of Funds	\$43,404,584	\$41,766,278	\$45,057,035	\$104,904,238	\$104,653,207	62,886,929

Unit Description

The Administrative Services Division is comprised of the following Units: County Disposal Sites; Courier Operations; Mail Operations; Real Property; Utilities; RMA Administration; Facility Master Plan Projects; Capital Projects; Facilities Maintenance Projects; Special Districts Administration; County Sanitation Districts; and County Service Areas. The Division is responsible for functional activities within the RMA that provide support to the other two divisions, as well as other functions performed under RMA's purview that provide support services across the County.

Prior Year Accomplishments

In FY 2015-16, RMA worked with other County departments and external agencies to achieve key objectives that support the

County's Strategic Initiatives. To create efficient and effective government operations, RMA advanced the following major interagency initiatives to foster innovation to improve County services: Development Review Committee process improvements. Permit Coordination Manager as single point of contact for event permitting. To meet our facilities', water, technology and transportation needs, RMA advanced the following major interagency initiatives to: Promote the use of best environmental practices for County facilities and the Municipal Climate Action Plan implementation. Provide for adequate County facilities: East West Wing demolition underway. Protect water quality and provide for adequate water supply: Secured additional funding to support the San Lucas Water Supply Project. To create safe communities, RMA advanced the following major interagency initiatives to attain safe and appropriate facilities to house adult and juvenile offenders: new Juvenile Hall went out to bid. To plan and develop a

sustainable, physical infrastructure that improves quality of life for County residents and supports economic development results, RMA advanced the following major interagency initiatives: Renewed Memorandum of Understanding (MOU) with City of Salinas and established a Community Benefits District Successor Agency's Long Range Property Management Plan approved by the Department of Finance, and RMA has begun implementation. Draft environmental documents for Carmel River Floodplain Restoration and Environmental Enhancement Project (FREE) and Lagoon projects released. Execute Environmental Protection Agency (EPA) grant agreement for CSA-50 flood control projects.

Budget Year Goals

Utilize and train staff on the RMA's new Grant Management System. Work with the Auditor-Controller's Office on the ERP Upgrade to ensure the existing WinCAMS to Advantage Interface performs properly. Begin to utilize the Advantage modules for Accounts Receivable, Cost Accounting and Grant Management Accounting.

Provide quality, ongoing support to interagency projects including Regional Housing Needs Assessment (RHNA), Airport Land Use Commission, RMA Long Range Project Workplan implementation, and Board committees. Major accomplishments anticipated include conducting review and analysis of Municipal Climate Action Plan.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Facility Master Plan Projects (RMA014)	2,656,269	2,045,801	2,211,800	0	0	(2,045,801)	402	3000_8174
Facility Master Plan Projects (RMA015)	32,466,020	21,767,244	20,602,274	82,902,501	82,902,501	61,135,257	404	3000_8174
County Disposal Sites (RMA039)	161,106	176,347	258,813	176,347	176,347	0	001	3000_8175
Courier (RMA005)	1,321	1,423	(490)	1,422	961	(462)	001	3000_8177
Mail (RMA005)	242	642	424	642	398	(244)	001	3000_8178
Utilities (RMA098)	2,351,891	2,379,107	2,660,321	2,660,228	2,405,228	26,121	001	3000_8182
Real Property (RMA006)	275,923	953,731	837,509	612,215	611,951	(341,780)	001	3000_8183
Facilities Maintenance Projects (RMA004)	1,859,958	7,774,729	10,641,691	7,752,342	7,734,342	(40,387)	401	3000_8184
Shuttle Operations (RMA007)	0	0	0	248,331	247,470	247,470	001	3000_8188
County Sanitation District (RMA040)	1,103,546	892,228	1,211,265	880,435	880,435	(11,793)	151	3000_8197
County Sanitation District (RMA041)	230,632	0	0	0	0	0	152	3000_8197
County Sanitation District (RMA043)	0	15,500	15,500	15,854	15,854	354	154	3000_8197
County Sanitation District (RMA045)	264,426	176,291	129,791	146,633	146,633	(29,658)	156	3000_8197
County Sanitation District (RMA046)	75,560	80,100	87,428	77,306	77,306	(2,794)	157	3000_8197
County Sanitation District (RMA091)	37,950	37,850	37,850	38,700	38,700	850	306	3000_8197
County Sanitation District (RMA093)	34,900	35,600	35,600	35,200	35,200	(400)	310	3000_8197
County Service Areas (RMA047)	28,543	49,059	49,003	103,182	103,182	54,123	051	3000_8198
County Service Areas (RMA048)	26,008	42,196	69,183	67,671	67,671	25,475	052	3000_8198
County Service Areas (RMA049)	(217)	500	500	5,500	5,500	5,000	053	3000_8198
County Service Areas (RMA052)	153,681	153,656	153,656	186,152	186,152	32,496	056	3000_8198
County Service Areas (RMA053)	106,566	11,487	19,278	11,873	11,873	386	057	3000_8198
County Service Areas (RMA054)	584	606	606	5,000	5,000	4,394	058	3000_8198
County Service Areas (RMA055)	5,314	6,512	6,675	13,774	13,774	7,262	059	3000_8198
County Service Areas (RMA056)	5,736	85,235	85,235	135,240	135,240	50,005	060	3000_8198
County Service Areas (RMA057)	1,976	5,818	5,818	10,000	10,000	4,182	061	3000_8198
County Service Areas (RMA058)	15,137	31,753	239,329	31,906	31,906	153	062	3000_8198
County Service Areas (RMA059)	3,085	4,306	4,306	11,651	11,651	7,345	063	3000_8198
County Service Areas (RMA060)	1,011	1,576	1,576	13,000	13,000	11,424	064	3000_8198
County Service Areas (RMA061)	680	1,617	1,617	10,000	10,000	8,383	065	3000_8198
County Service Areas (RMA062)	5,724	8,748	8,748	14,509	14,509	5,761	066	3000_8198
County Service Areas (RMA063)	1,110	2,731	2,731	10,000	10,000	7,269	067	3000_8198
County Service Areas (RMA064)	396	1,993	1,993	10,000	10,000	8,007	068	3000_8198
County Service Areas (RMA065)	6,760	10,029	10,029	15,916	15,916	5,887	069	3000_8198

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
County Service Areas (RMA066)	369	978	978	10,000	10,000	9,022	070	3000_8198
County Service Areas (RMA067)	381	2,204	2,204	10,000	10,000	7,796	071	3000_8198
County Service Areas (RMA068)	13,648	18,471	18,471	21,221	21,221	2,750	072	3000_8198
County Service Areas (RMA069)	4,617	6,329	6,329	12,040	12,040	5,711	073	3000_8198
County Service Areas (RMA070)	21,385	28,934	54,043	57,607	57,607	28,673	074	3000_8198
County Service Areas (RMA071)	26,499	17,946	49,946	62,378	62,378	44,432	075	3000_8198
County Service Areas (RMA072)	13,176	22,460	58,000	168,313	168,313	145,853	076	3000_8198
County Service Areas (RMA073)	133,259	199,359	549,359	208,597	208,597	9,238	077	3000_8198
County Service Areas (RMA074)	5,149	17,174	17,174	17,597	17,597	423	078	3000_8198
County Service Areas (RMA075)	304	5,822	5,822	10,000	10,000	4,178	079	3000_8198
County Service Areas (RMA076)	428	8,949	8,949	16,000	16,000	7,051	080	3000_8198
County Service Areas (RMA077)	11	1,479	1,479	10,000	10,000	8,521	081	3000_8198
County Service Areas (RMA078)	213	7,893	7,893	10,000	10,000	2,107	082	3000_8198
County Service Areas (RMA079)	325	9,871	9,871	10,000	10,000	129	083	3000_8198
County Service Areas (RMA080)	82	1,645	1,645	10,000	10,000	8,355	084	3000_8198
County Service Areas (RMA081)	1,859	3,648	3,648	10,000	10,000	6,352	085	3000_8198
County Service Areas (RMA082)	513	11,531	11,531	40,000	40,000	28,469	086	3000_8198
County Service Areas (RMA083)	25,388	17,301	17,301	25,689	25,689	8,388	087	3000_8198
County Service Areas (RMA084)	6,842	103,918	0	166,070	166,070	62,152	088	3000_8198
County Service Areas (RMA085)	3	2,353	0	10,000	10,000	7,647	089	3000_8198
County Service Areas (RMA087)	12,793	4,945	290,328	58,286	58,286	53,341	091	3000_8198
County Service Areas (RMA088)	265,588	134,418	151,853	124,173	124,173	(10,245)	093	3000_8198
County Service Areas (RMA090)	15,448	0	15,917	16,311	16,311	16,311	312	3000_8198
RMA Administration (RMA013)	944,301	4,384,235	4,384,235	2,969,353	2,993,636	(1,390,599)	001	3000_8222
Capital Projects (RMA014)	0	0	0	4,647,073	4,647,073	4,647,073	402	3000_8468
Subtotal	\$43,374,424	\$41,766,278	\$45,057,035	\$104,904,238	\$104,653,691	62,887,413		

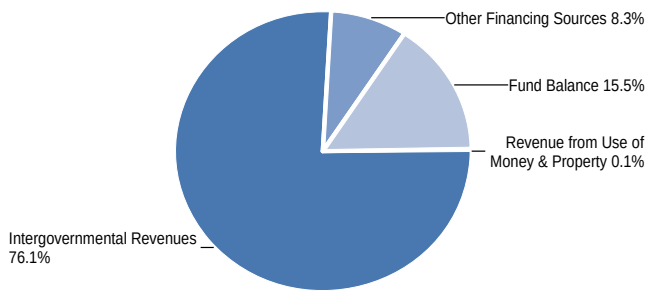
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
Total		2.00

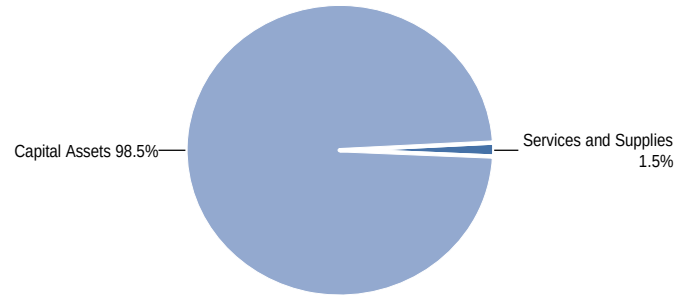
Facility Master Plan Projects

(Unit 8174— Fund 404)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	3,287,751	1,059,969	2,258,073	1,264,382	1,264,382	204,413
Other Charges	(746,417)	0	(247,305)	0	0	0
Capital Assets	18,423,236	12,642,975	20,125,468	81,638,119	81,638,119	68,995,144
Other Financing Uses	14,157,720	10,110,101	677,838	0	0	(10,110,101)
Subtotal	\$35,122,289	\$23,813,045	\$22,814,074	\$82,902,501	\$82,902,501	59,089,456

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	60,780	11,658,916	101,773	100,000	100,000	(11,558,916)
Intergovernmental Revenues	0	3,151,133	657,084	63,050,027	63,050,027	59,898,894
Charges for Services	113,272	0	90,986	0	0	0
Other Financing Sources	24,001,680	6,225,668	60,073,593	6,919,290	6,919,290	693,622
Subtotal	\$24,175,733	\$21,035,717	\$60,923,436	\$70,069,317	\$70,069,317	49,033,600
Fund Balance	10,946,556	2,777,328	(38,109,362)	12,833,184	12,833,184	10,055,856
Total Source of Funds	\$35,122,289	\$23,813,045	\$22,814,074	\$82,902,501	\$82,902,501	59,089,456

Unit Description

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 8173 - Architectural Services.

Prior Year Accomplishments

Accomplishments are reported at the division level.

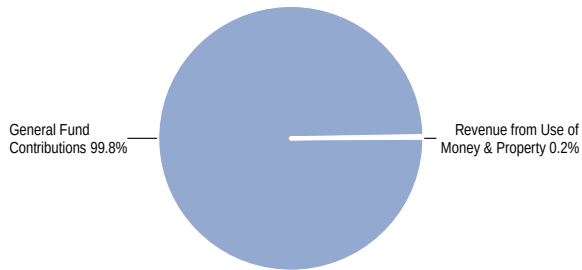
Budget Year Goals

Goals are reported at the division level.

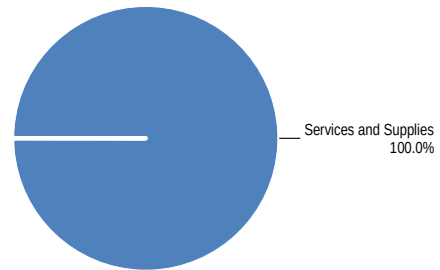
County Disposal Sites

(Unit 8175— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	161,048	176,287	258,767	176,301	176,301	14
Other Charges	59	60	46	46	46	(14)
Subtotal	\$161,106	\$176,347	\$258,813	\$176,347	\$176,347	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	0	375	750	375	375	0
Subtotal	\$0	\$375	\$750	\$375	\$375	0
General Fund Contributions	\$161,106	\$175,972	\$258,063	\$175,972	\$175,972	0
Total Source of Funds	\$161,106	\$176,347	\$258,813	\$176,347	\$176,347	0

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

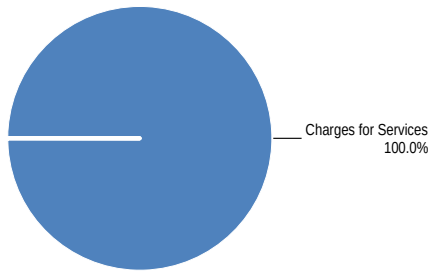
Accomplishments are reported at the division level.

Budget Year Goals

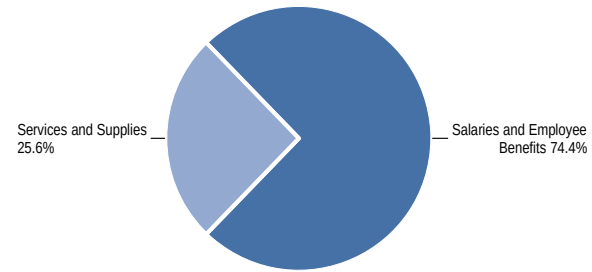
Goals are reported at the division level.

Courier
(Unit 8177— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	263,492	277,797	290,959	290,447	290,155	12,358
Services and Supplies	74,933	121,150	106,075	99,806	99,637	(21,513)
Other Charges	(337,103)	(397,524)	(397,524)	(388,831)	(388,831)	8,693
Subtotal	\$1,321	\$1,423	(\$490)	\$1,422	\$961	(462)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	2,013	1,422	1,993	1,422	1,422	0
Subtotal	\$2,013	\$1,422	\$1,993	\$1,422	\$1,422	0
General Fund Contributions	(\$692)	\$1	(\$2,483)	\$0	(\$461)	(462)
Total Source of Funds	\$1,321	\$1,423	(\$490)	\$1,422	\$961	(462)

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.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

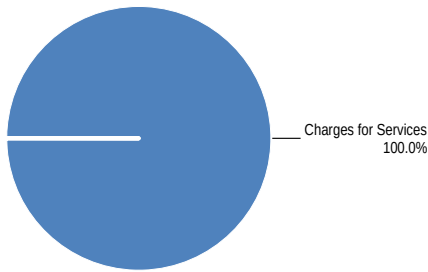
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
70F21	COURIER	3.00
80023	SENIOR MAILROOM CLERK	1.00
Total		4.00

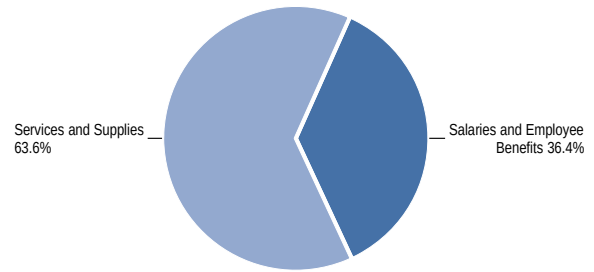
Mail

(Unit 8178— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	76,602	84,401	87,029	80,567	80,395	(4,006)
Services and Supplies	108,757	164,298	150,556	140,509	140,437	(23,861)
Other Charges	(185,117)	(248,057)	(237,161)	(220,434)	(220,434)	27,623
Subtotal	\$242	\$642	\$424	\$642	\$398	(244)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	424	642	424	642	642	0
Subtotal	\$424	\$642	\$424	\$642	\$642	0
General Fund Contributions	(\$182)	\$0	\$0	\$0	(\$244)	(244)
Total Source of Funds	\$242	\$642	\$424	\$642	\$398	(244)

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

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

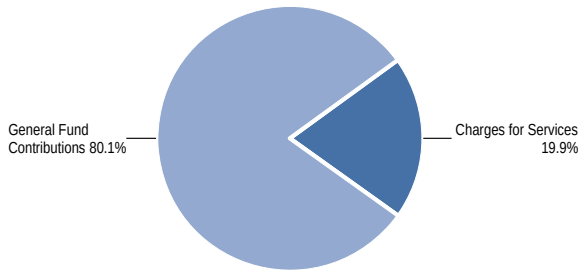
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
80022	MAILROOM CLERK	1.50
Total		1.50

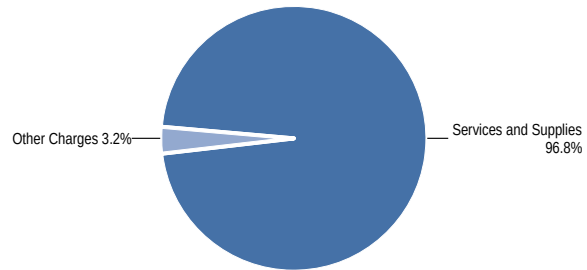
Utilities

(Unit 8182— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	2,316,416	2,312,647	2,586,139	2,582,337	2,327,337	14,690
Other Charges	35,475	66,460	74,182	77,891	77,891	11,431
Subtotal	\$2,351,891	\$2,379,107	\$2,660,321	\$2,660,228	\$2,405,228	26,121

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	462,266	452,008	477,687	478,129	478,129	26,121
Subtotal	\$462,266	\$452,008	\$477,687	\$478,129	\$478,129	26,121
General Fund Contributions	\$1,889,625	\$1,927,099	\$2,182,634	\$2,182,099	\$1,927,099	0
Total Source of Funds	\$2,351,891	\$2,379,107	\$2,660,321	\$2,660,228	\$2,405,228	26,121

Unit Description

The Utilities Unit accumulates costs associated with water, garbage, sewer, alarm lines, fire protection, and 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 Judicial Council of the Courts. 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

Accomplishments are reported at the division level.

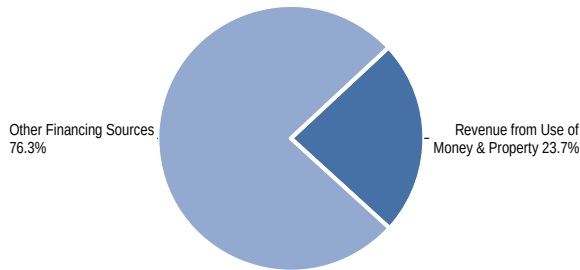
Budget Year Goals

Goals are reported at the division level.

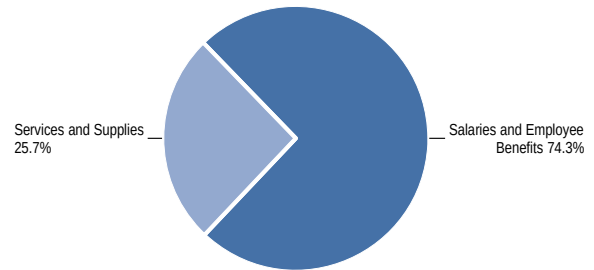
Real Property

(Unit 8183— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	171,514	516,798	434,927	454,658	454,499	(62,299)
Services and Supplies	120,736	436,933	402,582	157,557	157,452	(279,481)
Other Charges	(16,328)	0	0	0	0	0
Subtotal	\$275,923	\$953,731	\$837,509	\$612,215	\$611,951	(341,780)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	163,621	145,158	145,158	145,158	145,158	0
Other Financing Sources	0	808,573	692,350	467,057	467,057	(341,516)
Subtotal	\$163,621	\$953,731	\$837,508	\$612,215	\$612,215	(341,516)
General Fund Contributions	\$112,301	\$0	\$1	\$0	(\$264)	(264)
Total Source of Funds	\$275,923	\$953,731	\$837,509	\$612,215	\$611,951	(341,780)

Unit Description

The Real Property Unit is responsible for management of real property related to 88 owned facilities, 72 leased facilities, 34 facilities the County owns and leases to others, and 429 owned parcels. This includes management of acquisition, sale, leases, and records affecting properties.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

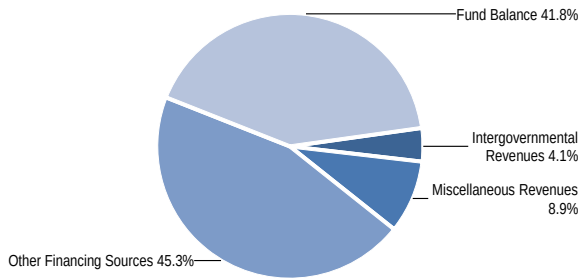
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14A12	PROJECT MANAGER III	1.00
14C74	REAL PROPERTY SPECIALIST	2.00
Total		3.00

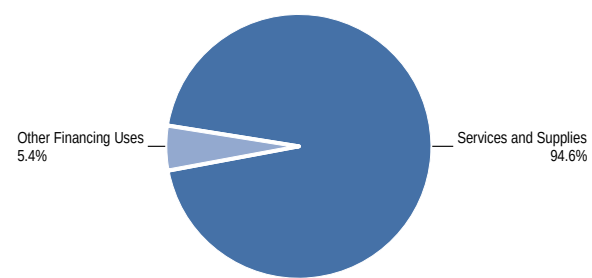
Facilities Maintenance Projects

(Unit 8184— Fund 401)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	282,495	0	0
Services and Supplies	1,486,091	7,774,729	9,074,171	7,042,115	7,314,443	(460,286)
Other Charges	(272,301)	0	(1,662,865)	7,833	0	0
Capital Assets	388,622	0	1,657,625	0	0	0
Other Financing Uses	257,546	0	1,572,760	419,899	419,899	419,899
Subtotal	\$1,859,958	\$7,774,729	\$10,641,691	\$7,752,342	\$7,734,342	(40,387)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	13,959	6,598	6,598	1,762	1,762	(4,836)
Intergovernmental Revenues	31,186	232,251	302,853	314,745	314,745	82,494
Charges for Services	50,416	139,747	373,978	0	0	(139,747)
Miscellaneous Revenues	0	685,616	675,616	685,616	685,616	0
Other Financing Sources	2,663,182	3,874,667	6,472,876	3,502,367	3,502,367	(372,300)
Subtotal	\$2,758,742	\$4,938,879	\$7,831,921	\$4,504,490	\$4,504,490	(434,389)
Fund Balance	(898,784)	2,835,850	2,809,770	3,247,852	3,229,852	394,002
Total Source of Funds	\$1,859,958	\$7,774,729	\$10,641,691	\$7,752,342	\$7,734,342	(40,387)

Unit Description

The Facilities Maintenance Projects Fund functions as a cost center for budgeting County facility maintenance and repair, building equipment, and control system projects. The source of funding for projects is primarily based on discretionary revenues from the Building Use Allowance.

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 Architectural Services Unit 8173. 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

Accomplishments are reported at the division level.

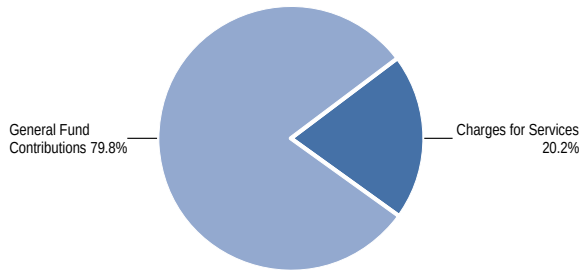
Budget Year Goals

Goals are reported at the division level.

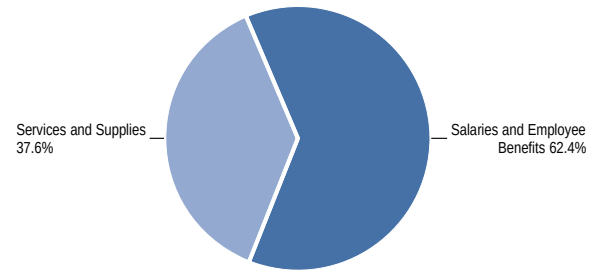
Shuttle Operations

(Unit 8188— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	154,691	154,367	154,367
Services and Supplies	0	0	0	93,640	93,103	93,103
Subtotal	\$0	\$0	\$0	\$248,331	\$247,470	247,470

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	0	0	50,000	50,000	50,000
Subtotal	\$0	\$0	\$0	\$50,000	\$50,000	50,000
General Fund Contributions	\$0	\$0	\$0	\$198,331	\$197,470	197,470
Total Source of Funds	\$0	\$0	\$0	\$248,331	\$247,470	247,470

Unit Description

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. The County Juror and Employee Shuttle Program falls under the direction of Fleet Management within the County Administrative Office.

Budget Year Goals

Goals are reported at the division level.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
70M01	SHUTTLE DRIVER	2.00
Total		2.00

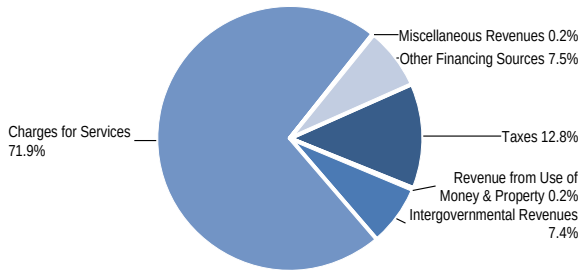
Prior Year Accomplishments

Accomplishments are reported at the division level.

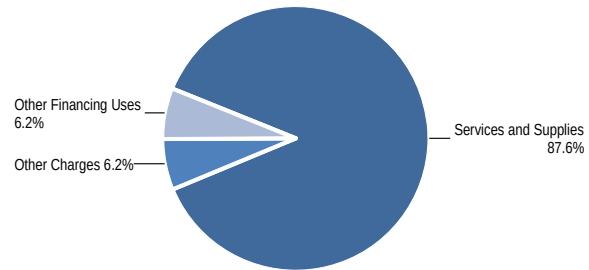
County Sanitation District

(Unit 8197— All Funds)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	251,538	265,513	215,457	0	0	(265,513)
Services and Supplies	1,303,347	1,067,209	1,393,625	1,046,293	1,046,293	(20,916)
Other Charges	(116,537)	(168,603)	(165,098)	73,935	73,935	242,538
Capital Assets	5,470	0	0	0	0	0
Other Financing Uses	72,850	73,450	73,450	73,900	73,900	450
Extraordinary Items	230,345	0	0	0	0	0
Subtotal	\$1,747,014	\$1,237,569	\$1,517,434	\$1,194,128	\$1,194,128	(43,441)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	138,053	146,448	151,739	152,498	152,498	6,050
Revenue from Use of Money & Property	4,543	1,631	2,511	2,719	2,719	1,088
Intergovernmental Revenues	118,661	87,678	87,678	88,117	88,117	439
Charges for Services	835,570	794,305	842,979	859,090	859,090	64,785
Miscellaneous Revenues	1,940	0	(1,940)	1,950	1,950	1,950
Other Financing Sources	72,850	73,450	73,450	89,754	89,754	16,304
Subtotal	\$1,171,616	\$1,103,512	\$1,156,417	\$1,194,128	\$1,194,128	90,616
Fund Balance	575,399	134,057	361,017	0	0	(134,057)
Total Source of Funds	\$1,747,015	\$1,237,569	\$1,517,434	\$1,194,128	\$1,194,128	(43,441)

Unit Description

There are currently two active County Sanitation Districts (CSDs) (Pajaro 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) and BCSD are funded with user fees.

Prior Year Accomplishments

Accomplishments are reported at the division level.

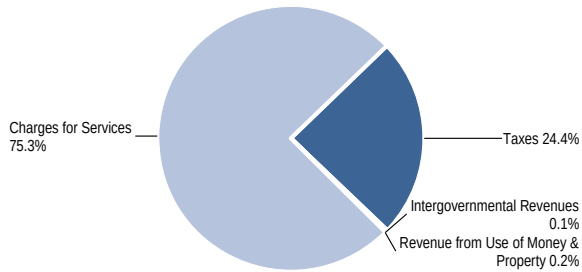
Budget Year Goals

Goals are reported at the division level.

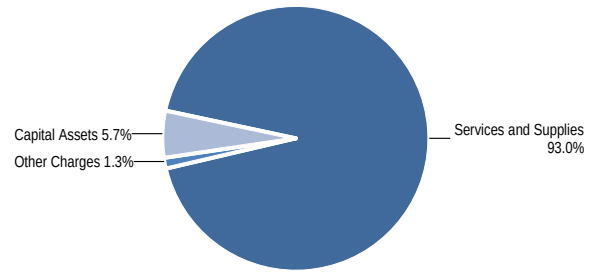
County Service Areas

(Unit 8198— All Funds)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	893,286	1,004,835	1,887,927	1,660,352	1,660,352	655,517
Other Charges	17,091	3,615	19,565	19,962	19,962	16,347
Capital Assets	0	37,000	35,532	7,056	7,056	(29,944)
Other Financing Uses	0	0	0	52,286	52,286	52,286
Subtotal	\$910,377	\$1,045,450	\$1,943,024	\$1,739,656	\$1,739,656	694,206

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	438,487	444,745	351,625	451,133	451,133	6,388
Revenue from Use of Money & Property	34,704	22,597	15,595	27,546	27,546	4,949
Intergovernmental Revenues	2,395	2,459	1,900	2,416	2,416	(43)
Charges for Services	351,644	339,824	338,873	425,326	425,326	85,502
Other Financing Sources	325,000	0	255,000	0	0	0
Subtotal	\$1,152,231	\$809,625	\$962,993	\$906,421	\$906,421	96,796
Fund Balance	(241,853)	235,825	980,031	833,235	833,235	597,410
Total Source of Funds	\$910,378	\$1,045,450	\$1,943,024	\$1,739,656	\$1,739,656	694,206

Unit Description

The County has 40 individual County Service Areas (CSAs) of which all but two are active. The CSAs provide a variety of urban services to unincorporated areas of the County. These services include park maintenance, 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 Special Districts Unit 8469 administers the maintenance and operation of the CSAs.

Prior Year Accomplishments

Accomplishments are reported at the division level.

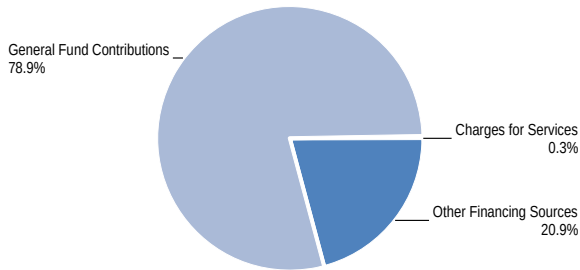
Budget Year Goals

Goals are reported at the division level.

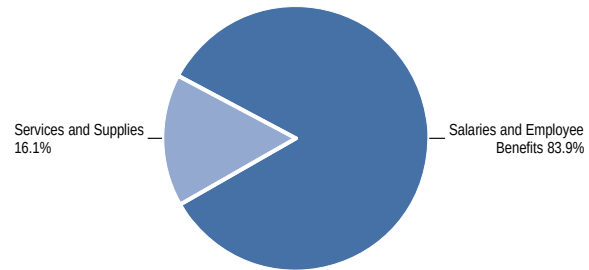
RMA Administration

(Unit 8222— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	3,569,351	6,117,270	5,801,906	4,003,797	4,030,641	(2,086,629)
Services and Supplies	526,087	634,293	651,156	773,237	770,676	136,383
Other Charges	(3,179,766)	(2,390,471)	(2,091,970)	(1,807,681)	(1,807,681)	582,790
Capital Assets	5,487	0	0	0	0	0
Other Financing Uses	23,143	23,143	23,143	0	0	(23,143)
Subtotal	\$944,301	\$4,384,235	\$4,384,235	\$2,969,353	\$2,993,636	(1,390,599)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	23,870	0	0	0	0	0
Charges for Services	12,363	7,513	7,513	7,513	7,513	0
Miscellaneous Revenues	3	0	0	0	0	0
Other Financing Sources	0	0	0	624,458	624,458	624,458
Subtotal	\$36,236	\$7,513	\$7,513	\$631,971	\$631,971	624,458
General Fund Contributions	\$908,065	\$4,376,722	\$4,376,722	\$2,337,382	\$2,361,665	(2,015,057)
Total Source of Funds	\$944,301	\$4,384,235	\$4,384,235	\$2,969,353	\$2,993,636	(1,390,599)

Unit Description

This unit provides the executive direction, oversight, coordination and centralized administrative and financial staff support of the operational areas within RMA including Payroll, Human Resources, Information Systems, Contracts/Grants Management and Safety.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00
	DEPUTY DIRECTOR RESOURCE MANAGEMENT	
12C40	AGENCY	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C30	MANAGEMENT ANALYST II	2.00
14G02	MANAGEMENT ANALYST I	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14K51	RMA SERVICES MANAGER	1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00

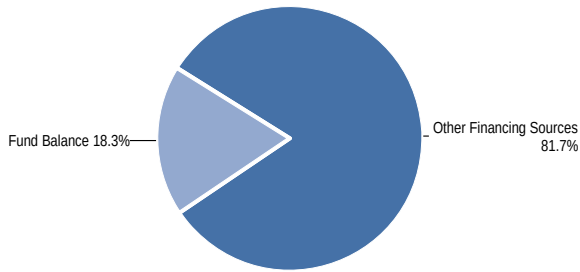
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
	DEPARTMENTAL INFORMATION SYSTEMS	
16F41	MANAGER II	1.00
16G24	GIS ANALYST II	1.00
20B11	ACCOUNTANT II	2.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
20B94	FINANCE MANAGER III	1.00
20B95	FINANCE MANAGER I	1.00
	DEPARTMENTAL INFORMATION SYSTEMS	
43J05	COORDINATOR	1.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	4.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	35.00

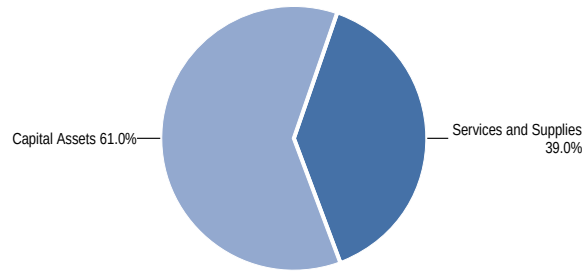
Capital Projects

(Unit 8468— Fund 402)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	0	0	0	2,106,664	2,106,664	2,106,664
Other Charges	0	0	0	(749,198)	(749,198)	(749,198)
Capital Assets	0	0	0	3,289,607	3,289,607	3,289,607
Subtotal	\$0	\$0	\$0	\$4,647,073	\$4,647,073	4,647,073

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	1,773	1,773	1,773
Other Financing Sources	0	0	0	3,793,260	3,793,260	3,793,260
Subtotal	\$0	\$0	\$0	\$3,795,033	\$3,795,033	3,795,033
Fund Balance	0	0	0	852,040	852,040	852,040
Total Source of Funds	\$0	\$0	\$0	\$4,647,073	\$4,647,073	4,647,073

Unit Description

Fund 402 was established to track funding for the capital projects that are financed with County General Funds, and other department funds such as the Ag Commissioner.

Prior Year Accomplishments

Accomplishments are reported at the division level.

Budget Year Goals

Goals are reported at the division level.

Special District Administration

(Unit 8469— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	273,485	273,193	273,193
Services and Supplies	0	0	0	41,766	41,574	41,574
Other Charges	0	0	0	(315,251)	(315,251)	(315,251)
Subtotal	\$0	\$0	\$0	\$0	(\$484)	(484)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$0	(\$484)	(484)
Total Source of Funds	\$0	\$0	\$0	\$0	(\$484)	(484)

Unit Description

Special Districts Administration is responsible for the management and oversight of the County's closed landfills, Sanitation Districts, and Service Areas.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
Total		2.00

Resource Management Agency



This page intentionally left blank.

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/Divisions.

ADMINISTRATION BUREAU: Provides the Department's operating bureaus with infrastructure and support services including: personnel, fiscal, facilities, information systems, health policies, grant and program development, and management of the public health accreditation process and implementation of the Strategic Plan.

BEHAVIORAL HEALTH BUREAU: Provides mental health and substance abuse services to 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 BUREAU: Provides comprehensive primary medical care, obstetrics, internal medicine, low acuity behavioral health, communicable disease and disease prevention services so that residents of the County have 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 BUREAU: Safeguards the health and safety of the residents and resources in the 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. Animal Services Division provides animal control and shelter services to residents of the County's unincorporated areas and contracting jurisdictions.

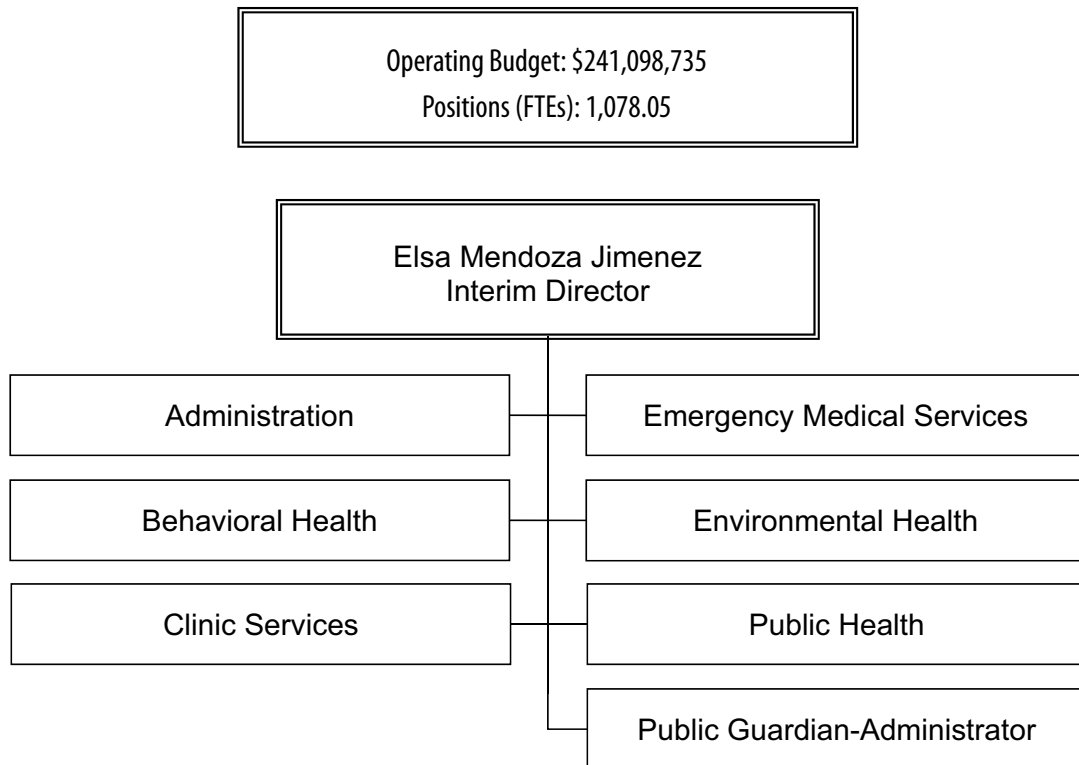
EMERGENCY MEDICAL SERVICES (EMS) AGENCY: Plans, coordinates, and evaluates the countywide EMS System. This includes maintaining countywide advanced-life support services, contracting for ambulance and pre-hospital care services, monitoring EMS training programs, monitoring the County's Level II Trauma Center, planning for disaster medical response, and coordinating public information and education.

PUBLIC HEALTH BUREAU: Monitors events and employs control strategies; plays a significant role in preparedness; registers birth and death certificates; provides laboratory analyses; provides coordinated care services to children and families; and implements programs that inform and educate individuals and communities in an effort to reduce health disparities.

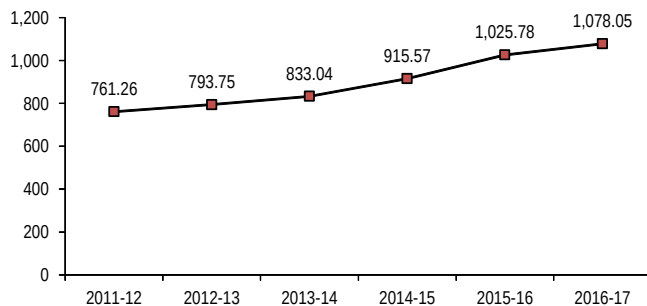
PUBLIC GUARDIAN/ADMINISTRATOR DIVISION: Provides services in four major functional areas: Public Administrator, Probate Conservator, Public Guardian Conservator, and Public Guardian.

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.

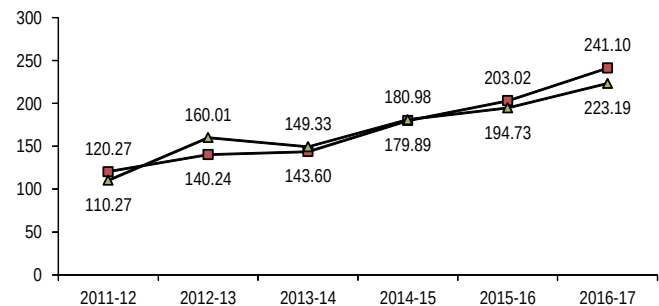




Staffing Trends



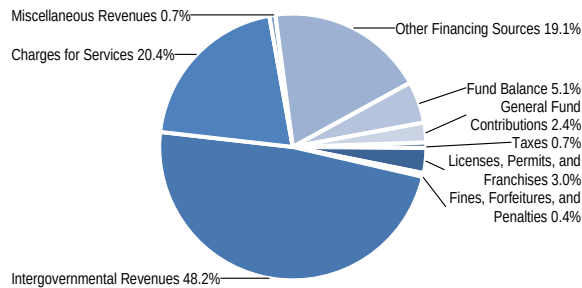
Expenditure/Revenue History (in millions)



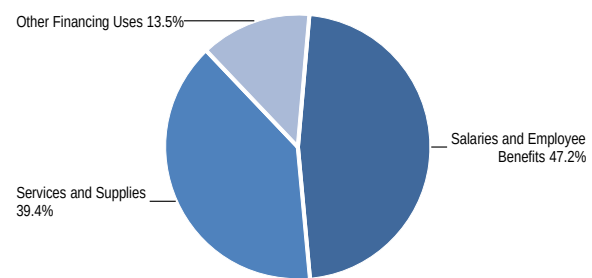
Monterey County Health Department is responsible for protecting the health of the entire community by offering primary and specialty health care, health education, collaborating with partners to improve health equity, and enforcing laws and regulations to protect health.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Targeted high-risk food facility inspections.Target = 165	197	72	39
Behavioral Health discharged clients with goals fully or partly met.Target = 45%	34%	34%	37%
Animals adopted/transferred to rescue agencies/reclaimed by owner. Target = 60% of all eligible animals	83%	65%	28%
Public conservator investigations within 10 business days of a complete referral.Target = 100%	100%	100%	100%
Clinic patients who rate "Timeliness of next appointment" as "Excellent." Target = ≥80%	80%	85%	85%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	87,380,274	111,933,293	95,171,516	120,166,950	116,123,551	4,190,258
Services and Supplies	67,177,098	88,104,657	78,357,142	97,673,138	96,958,919	8,854,262
Other Charges	(6,656,854)	(5,956,126)	(5,604,139)	(5,376,655)	(5,376,655)	579,471
Capital Assets	457,341	300,000	492,639	225,086	225,086	(74,914)
Other Financing Uses	31,537,041	33,717,288	34,602,456	33,587,297	33,167,834	(549,454)
Subtotal	\$179,894,900	\$228,099,112	\$203,019,614	\$246,275,816	\$241,098,735	12,999,623

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	1,642,241	1,630,000	1,635,000	1,635,000	1,635,000	5,000
Licenses, Permits, and Franchises	6,409,659	7,137,123	6,855,154	7,368,999	7,300,343	163,220
Fines, Forfeitures, and Penalties	1,080,011	1,199,026	1,073,316	1,072,933	1,072,933	(126,093)
Revenue from Use of Money & Property	122,766	77,000	129,951	129,951	129,951	52,951
Intergovernmental Revenues	93,383,391	110,983,238	103,430,073	116,940,324	116,138,091	5,154,853
Charges for Services	35,531,600	43,407,308	36,563,207	51,347,191	49,119,877	5,712,569
Miscellaneous Revenues	1,541,958	3,049,909	1,789,991	1,836,573	1,765,469	(1,284,440)
Other Financing Sources	41,268,237	46,348,264	43,249,859	46,444,241	46,024,778	(323,486)
Subtotal	\$180,979,862	\$213,831,868	\$194,726,551	\$226,775,212	\$223,186,442	9,354,574
Fund Balance	(3,917,775)	10,517,418	4,043,236	12,908,959	12,185,647	1,668,229
General Fund Contributions	\$2,832,814	\$3,749,826	\$4,249,827	\$6,591,645	\$5,726,646	1,976,820
Total Source of Funds	\$179,894,901	\$228,099,112	\$203,019,614	\$246,275,816	\$241,098,735	12,999,623

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget includes appropriations of \$241,098,735, an increase of \$12,999,623 from the FY 2015-16 Adopted Budget. Approximately \$12.5 million of the growth is attributed to enhanced capacity in Behavioral Health and Clinic Services Bureaus in the form of increased County staff and funding levels of contracted providers to better serve the needs of the community due to the implementation of the Affordable Care Act (ACA). The Recommended Budget is financed by \$223,186,442 in revenues, \$12,185,647 in fund balance, and \$5,726,646 in General Fund Contribution (GFC).

The Recommended Budget includes consolidation of the Public Guardian/Administrator/Conservator budget units from 8118, 8119, and 8120 into one budget unit (8118). Additionally, budget unit 8466, Bienestar Integrated Clinic in King City, is not budgeted

due to closure of the clinic since behavioral health patients accessing services in King City are already linked to primary care providers in King City.

The Recommended Budget includes 1,078.05 Full Time Equivalent (FTE) positions, a net increase of 52.27 positions from the FY 2015-16 Adopted Budget. The Recommended Budget includes augmentations for 62.0 new FTEs to meet community needs. These positions are fully funded by outside funding sources as follows: Health Administration (2.0 FTEs) for expanded facility oversight and security plan development and non-technical support to the Human Resources unit; Behavioral Health (9.0 FTEs) for expanded Behavioral Health services; and Clinic Services (51.0 FTEs) for expanded primary care services. The 62.0 new positions were partially offset by reductions of vacant positions in programs facing fiscal constraints.

Budget Impacts

CLINIC SERVICES: The implementation of the Affordable Care Act in January 2014 has resulted in approximately 40% of Monterey County residents being eligible for Medi-Cal, of which approximately 130,000 are enrolled in Medi-Cal Managed Care. This, coupled with the newly insured through the Covered California, has created a huge demand for access to primary care services in County clinics. In addition, in May 2016 all remaining uninsured up to 18 years of age (approximately 6,000 to 8,000 youth) were eligible for full scope Medi-cal, thus further impacting the demand for primary care services.

Construction of new facilities is critical in order to meet the increased demand for services in a manner that meets regulatory criteria for quality, access and patient satisfaction. Planning for new clinic construction and expansion is in process to serve communities in Seaside and Salinas. Under a lease agreement with Community Hospital Properties, construction for a new 18,500 square foot clinic in Seaside is expected to commence in August 2016 with completion in December 2017. Staff will continue to explore options for expanding services in the Alisal and East Salinas community.

The Bureau continues to work with other safety net providers to provide additional primary care capacity for these newly insured patients.

CLINIC SERVICES/BEHAVIORAL HEALTH: Mental health was recently identified as one of the primary cost drivers in the Medi-Cal system in California. This year, the Clinic Services and Behavioral Health Bureaus will continue to implement a coordinated IMPACT Model of Care designed to accommodate patients with mental health diagnoses in the most appropriate healthcare settings. Clinic Services remodeled existing space at the Laurel Internal Medicine Clinic in May 2016 to accommodate staffing for increased services for patients with mild to moderate mental health diagnoses.

Prior Year Accomplishments

Finalized implementation of the Health Department's Strategic Plan (2011-15) to improve health outcomes for Monterey County residents focusing on development of policies that promote healthy behaviors.

Developed a Health Department Workforce Development Plan to 'grow our own' in partnership with local educational institutions.

Finalized the Health Department quality improvement plan and maintained ongoing quality improvement processes across the Department and within each Bureau.

Reviewed and updated the Health Department Strategic Plan for 2016-2020.

Commenced process to integrate the bilingual Health Department website with the new countywide website to ensure immediate access to current information by the public.

Budget Year Goals

Implement the Health Departments Strategic Plan for 2016-2020.

Implement Health Department Workforce Development Plan to 'grow our own' in partnership with local educational institutions.

Fully integrate the bilingual Health Department website with the new countywide website to ensure immediate access to current information by the public.

Submit a proposal for a Whole Person Care Pilot Program in Monterey County in an effort to improve care coordination, case management, data integration, and data sharing efforts in Monterey County to help improve individual and population health outcomes.

Develop strategies with local stakeholders to address homelessness in Monterey County.

Pending Issues

MEDICAL 2020 WAIVER: California's Medi-Cal 2020 Waiver creates opportunities for counties to implement locally based initiatives to improve population health outcomes and leverage Federal financial participation, Federal revenues, for implementation of pilot projects.

Through its Whole Person Care (WPC), the Medical 2020 Waiver aims to expand care coordination, improve data collection and sharing, and expand housing supportive services. The WPC is a five year program to test locally based initiatives that will coordinate physical health, behavioral health, and social services for vulnerable Medi-Cal beneficiaries who are high users of the multiple systems and continue to have or are at risk of poor health outcomes. The Health Department will serve as the lead applicant entity and will bring together public and private entities to identify common patients who are high users across systems, discuss methods for sharing data across systems, develop plans for coordinating care in real time, and developing evaluation plans for individual and population improvements in health outcomes.

The California Children's Services (CCS) demonstration project aims to test two models of health care delivery for the CCS population that results in achieving the desired outcomes related to timely access to care, improved coordination of care, promotion of community based services, and improved health outcomes and great cost effectiveness. Components of CCS will be under the responsibility of Monterey's Managed Care Plan with implementation expected sometime in 2017.

The Drug Medi-cal Organized Delivery System is a pilot program to test a new paradigm for the organized delivery of health care services for Medi-cal eligible individuals with substance use disorder (SUD) to increase access, improve care coordination, assure implementation of evidence based practices in SUD treatment, and assure greater administrative oversight in an effort for individuals achieving sustainable recovery.

BEHAVIORAL HEALTH: The Health Department is attempting to address the dramatic shortage of behavioral health providers in the County, particularly in the South County region, through expansion of County staff and increased funding levels for contracted providers. As a result, the FY 2016-17 Recommended Budget for Behavioral Health Fund 023 includes utilization of \$12.2 million of fund balance which is not sustainable in future years. The Department strives to appropriately train staff and contracted providers to maximize the level of Federal Financial Participation, Federal revenues.

BEHAVIORAL HEALTH/CLINIC SERVICES/PUBLIC HEALTH: With the Affordable Care Act, counties will continue to be responsible for providing behavioral health, public health and health services to indigent adults without private or public health care insurance coverage. Based on recent reports, Monterey County has a high percentage of persons, 13.5% of the population, who do not qualify for either Medicaid (Medi-Cal) or subsidized health insurance due to documentation status. Under Obama's Executive Action on Immigration, individuals that qualify to legally work in the United States, will not be eligible for Medicaid or health care coverage subsidies but they may be eligible for employer sponsored health care coverage. Portions of California Senator Lara Senate Bill 4 Health Care for All Act originally introduced in Fiscal Year 2014-15, was signed by Governor Brown expanding full scope Medi-Cal to undocumented individuals up to age 19 starting in May 2016. Locally, an option to fund health care coverage for individuals not otherwise eligible for Medi-Cal or health care coverage subsidies was explored and piloted last fiscal year. The Department requested an augmentation in the amount of \$500,000 to continue the pilot project for remaining uninsured to provide medically necessary pharmacy, radiology, and laboratory services.

CLINIC SERVICES: There are several pending issues related to increasing access for both primary care and mental health services in the outpatient primary care setting. Clinic Services has approximately 45,000 Medi-Cal Managed Care members currently assigned, an increase of over 10,000 since implementation of the Affordable Care Act. This, coupled with the newly insured through the Covered California, has created a huge demand for access to primary care services in our County clinics.

The Monterey County Clinics are participating in Phase 1 of the Capitation Pilot Preparedness Program (CP3), a three year pilot program developed in partnership with the Department of Health Care Services, the California Primary Care Association, the California Association of Public Hospitals and the Safety Net Institute to reform Federally Qualified Health Center (FQHC) payment and service delivery modules, tentatively scheduled to become effective July 2017. In March 2015, Clinic Services entered into a capitation (per member per month payment) arrangement with Central California Alliance for Health in anticipation of payment reform and to improve upfront cash flow. CP3 is currently in the process of developing a new capitation payment model that would involve all FQHC payment to go through the local Managed Care Medi-Cal Plan. This would replace the traditional Fee for Service, per visit payment model where payment is contingent on a face-to-face visit with a medical provider. The development process includes extending the definition of a patient visit, or touch, to potentially include, for example, texting, wireless monitoring, eConsults, group visits, and face-to-face visits with providers who are currently not reimbursable (e.g. Nurses). This is critical as clinics will have to document patient engagement in care delivery and will also be held accountable for improving patient health outcomes. The pilot would fail if health outcomes are not improved or if clinics cannot document that they are still seeing and engaging patients in care.

ENVIRONMENTAL HEALTH: The continued threat of drought remains a concern as it may impact availability of water not only for household consumer use but also its impact on the agricultural, food, pool, spa and hospitality industries, as well as water systems and wells. This will continue to remain on the forefront for FY 2016-17.

Stricter State regulations per AB 885 for Onsite Wastewater Treatment Systems (OWTS) have mandated significant changes to our current OWTS program as a State mandated Local Area Management Plan (LAMP) is being developed for submittal to the Water Board, as well as to certain Drinking Water Protection Services program procedures. The impact of implementing the County General Plan (GPU) 2010 continues to involve significant staff time in development of ordinances and implementation of GPU policies.

The State Water Resources Control Board adopted standards for hexavalent chromium which have affected several water systems as they have not met the new standard. Efforts to assist water system operators in addressing nitrate and arsenic contamination in water systems serving communities, including disadvantaged communities, within Monterey County are ongoing and may be supplemented through Local Primacy Agency funding.

Disadvantaged community water systems have been impacted by nitrate contamination and the Environmental Health Bureau is working with Environmental Justice groups and County departments to find solutions to long term safe drinking water.

New recycling regulations under Cal Recycle will require implementation of Organics Recycling programs in the County through outreach and education.

New California Electronic Reporting (CERS) standards to the State as the Certified Unified Program Agency will require computer software upgrades and contracts with the vendor to comply with State standards.

A County and local municipality ordinances regulating the sale, manufacturing and distribution of medical marijuana will have significant impacts on workloads and require collaboration with law enforcement for illegal operations throughout the entire County.

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.

Policy Considerations

HEALTH REALIGNMENT: Over the past couple of fiscal years, the County has utilized a portion of Health Realignment resources to fund inmate medical care. The Health Department proposes to retain the use of Health Realignment resources for primary prevention efforts and early intervention strategies rather than using a portion for inmate medical care services.

PILOT PROJECT FOR REMAINING UNINSURED: The County continues to have a high percentage of its population ineligible for healthcare coverage due to their documentation status. The County funded an augmentation in the amount of \$500,000 to begin a pilot project for the remaining uninsured to provide medically necessary pharmacy, radiology, and laboratory services to reduce preventable emergency department visits, inpatient hospitalization, and other higher cost medical interventions in Fiscal Year 2015-16. Community residents eligible for this pilot are

able to more appropriately comply with their physicians orders and have better health outcomes reducing avoidable high cost emergency department visits and inpatient hospital stays. Funding this Pilot Project in Fiscal Year 2016-17 would provide necessary services to residents not eligible for healthcare coverage to improve health outcomes for these individuals and reduce avoidable high cost emergency department visits.

PUBLIC HEALTH: The Recommended Budget does not include funding to implement a Nurse Family Partnership Program (NFP) in the County due to fiscal constraints. NFP is a community

healthcare program that yields quantifiable social benefits and return on the community's investment. NFP would have a significant effect in creating positive social outcomes for communities such as reducing youth violence and increasing graduation rates.

ENVIRONMENTAL HEALTH: County and local municipality ordinances regulating the sale, manufacturing and distribution of medical marijuana will have significant impacts on workloads and require collaboration with law enforcement for enforcement of illegal operations throughout the entire County.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Animal Clinic (HEA001)	(1,395)	0	0	0	0	0	001	4000_8067
Animal Field Services (HEA001)	7,531	0	0	0	0	0	001	4000_8068
AS Admin (HEA001)	29	0	0	0	0	0	001	4000_8069
Shelter (HEA001)	(4,343)	0	0	0	0	0	001	4000_8072
Clinical Services IT (HEA007)	30,910	0	0	0	0	0	001	4000_8094
Clinic Services Administration (HEA007)	3,592,310	4,861,114	4,724,324	6,644,971	6,000,179	1,139,065	001	4000_8096
Alisal Health Center (HEA007)	5,516,375	6,452,182	6,279,821	8,205,515	7,237,657	785,475	001	4000_8097
FQHC Billing (HEA007)	932,716	1,150,968	980,470	1,175,167	1,172,958	21,990	001	4000_8098
Laurel Family Practice (HEA007)	3,380,859	4,469,861	6,847,000	7,168,535	7,160,924	2,691,063	001	4000_8099
Laurel Internal Medicine (HEA007)	2,411,849	3,446,789	2,664,168	3,718,964	3,715,091	268,302	001	4000_8100
Laurel Pediatrics (HEA007)	3,427,470	5,683,827	3,885,116	7,150,358	7,063,268	1,379,441	001	4000_8101
Laurel Women's Health Clinic (HEA007)	2,777,250	3,135,421	0	1,435,053	1,435,053	(1,700,368)	001	4000_8102
Marina Health Center (HEA007)	1,060,091	1,468,559	908,413	1,464,956	1,463,204	(5,355)	001	4000_8103
Seaside Family Health Center (HEA007)	6,040,094	8,414,736	6,995,778	10,290,968	9,132,403	717,667	001	4000_8105
Laurel Administration (HEA007)	852,260	695,851	768,896	0	0	(695,851)	001	4000_8107
Ambulance Service (HEA010)	1,657,758	4,260,185	1,669,771	2,335,721	2,335,721	(1,924,464)	092	4000_8108
EMS Operating (HEA006)	291	4,600	231	0	(1,114)	(5,714)	001	4000_8109
Uncompensated Care (HEA009)	871,648	1,478,700	871,928	876,928	876,928	(601,772)	016	4000_8111
Consumer Health Protection Services (HEA005)	1,936,520	2,531,724	2,428,659	2,477,241	2,473,788	(57,936)	001	4000_8112
Recycling and Resource Recovery Services (HEA005)	430,430	719,451	636,944	708,808	708,370	(11,081)	001	4000_8113
Solid Waste Management Services (HEA005)	457,639	717,150	583,281	594,539	590,197	(126,953)	001	4000_8114
Environmental Health Review Services (HEA005)	685,202	855,254	724,884	906,013	776,721	(78,533)	001	4000_8115
Hazardous Materials Management Services (HEA005)	1,172,733	1,536,108	1,569,584	1,669,606	1,530,306	(5,802)	001	4000_8116
Environmental Health Fiscal and Administration (HEA005)	2,166,583	1,468,388	1,444,651	1,651,192	1,651,192	182,804	001	4000_8117
Public Guardian/Administrator/ Conservator (HEA008)	766,337	1,138,629	1,397,180	1,494,328	1,492,804	354,175	001	4000_8118
Public Administrator (HEA008)	151,043	74,001	0	0	0	(74,001)	001	4000_8119
Public Guardian (HEA008)	312,621	171,983	0	0	0	(171,983)	001	4000_8120
Children's Medical Services (HEA004)	7,220,735	8,393,642	7,526,934	8,156,008	8,135,284	(258,358)	001	4000_8121
Public Health (HEA003)	15,546,277	17,163,650	15,917,173	16,486,314	15,602,266	(1,561,384)	001	4000_8124

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Drinking Water Protection Service (HEA005)	1,026,932	1,382,590	1,288,778	1,317,089	1,315,570	(67,020)	001	4000_8272
Behavioral Health (HEA012)	78,647,516	105,639,999	91,776,509	117,528,835	116,858,100	11,218,101	023	4000_8410
Behavioral Health (HEA015)	8,948,968	9,000,000	9,885,168	9,500,000	9,500,000	500,000	022	4000_8410
Behavioral Health (HEA016)	8,994,246	11,000,000	11,000,000	11,000,000	11,000,000	0	025	4000_8410
Health Realignment (HEA013)	13,053,422	13,203,628	13,203,628	12,551,576	12,132,113	(1,071,515)	025	4000_8424
Health Dept. Administration (HEA014)	1,713,717	2,453,687	2,551,659	2,959,806	2,945,513	491,826	001	4000_8438
Animal Services (HEA001)	1,799,871	2,000,043	1,874,674	1,939,345	1,928,009	(72,034)	001	4000_8442
Bienestar Salinas (HEA007)	108,126	29,743	34,352	137,066	136,975	107,232	001	4000_8446
Marina Integrative Clinic (HEA007)	34,183	30,435	23,357	264,698	264,679	234,244	001	4000_8447
Laurel Vista (HEA007)	0	1,104,781	152,683	2,605,214	2,605,214	1,500,433	001	4000_8448
Clinic Services Quality Improvement (HEA007)	1,451,987	975,967	1,555,910	773,347	772,749	(203,218)	001	4000_8449
Customer Service Center (HEA007)	707,795	985,466	847,132	1,087,655	1,086,613	101,147	001	4000_8450
Bienestar King City (HEA007)	0	0	558	0	0	0	001	4000_8466
Subtotal	\$179,886,586	\$228,099,112	\$203,019,614	\$246,275,816	\$241,098,735	12,999,623		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Animal Clinic	(1,395)	0	0	0	0	0
Animal Field Services	7,531	0	0	0	0	0
AS Admin	29	0	0	0	0	0
Licensing	0	0	0	0	0	0
Shelter	(4,343)	0	0	0	0	0
Behavioral Health Administration	0	0	0	0	0	0
Clinical Services IT	30,910	0	0	0	0	0
Clinic Services Administration	3,592,310	4,861,114	4,724,324	6,644,971	6,000,179	1,139,065
Alisal Health Center	5,516,375	6,452,182	6,279,821	8,205,515	7,237,657	785,475
FQHC Billing	932,716	1,150,968	980,470	1,175,167	1,172,958	21,990
Laurel Family Practice	3,380,859	4,469,861	6,847,000	7,168,535	7,160,924	2,691,063
Laurel Internal Medicine	2,411,849	3,446,789	2,664,168	3,718,964	3,715,091	268,302
Laurel Pediatrics	3,427,470	5,683,827	3,885,116	7,150,358	7,063,268	1,379,441
Laurel Women's Health Clinic	2,777,250	3,135,421	0	1,435,053	1,435,053	(1,700,368)
Marina Health Center	1,060,091	1,468,559	908,413	1,464,956	1,463,204	(5,355)
Seaside Family Health Center	6,040,094	8,414,736	6,995,778	10,290,968	9,132,403	717,667
Billing - Pro Fees	0	0	0	0	0	0
Laurel Administration	852,260	695,851	768,896	0	0	(695,851)
Ambulance Service	1,657,758	4,260,185	1,669,771	2,335,721	2,335,721	(1,924,464)
EMS Operating	291	4,600	231	0	(1,114)	(5,714)
EMS Training	0	0	0	0	0	0
Uncompensated Care	871,648	1,478,700	871,928	876,928	876,928	(601,772)
Consumer Health Protection Services	1,936,520	2,531,724	2,428,659	2,477,241	2,473,788	(57,936)
Recycling and Resource Recovery Services	430,430	719,451	636,944	708,808	708,370	(11,081)
Solid Waste Management Services	457,639	717,150	583,281	594,539	590,197	(126,953)
Environmental Health Review Services	685,202	855,254	724,884	906,013	776,721	(78,533)

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Hazardous Materials Management Services	1,172,733	1,536,108	1,569,584	1,669,606	1,530,306	(5,802)
Environmental Health Fiscal and Administration	2,166,583	1,468,388	1,444,651	1,651,192	1,651,192	182,804
Public Guardian/Administrator/Conservator	766,337	1,138,629	1,397,180	1,494,328	1,492,804	354,175
Public Administrator	151,043	74,001	0	0	0	(74,001)
Public Guardian	312,621	171,983	0	0	0	(171,983)
Children's Medical Services	7,220,735	8,393,642	7,526,934	8,156,008	8,135,284	(258,358)
Public Health	15,546,277	17,163,650	15,917,173	16,486,314	15,602,266	(1,561,384)
Health Administration	0	0	0	0	0	0
Drinking Water Protection Service	1,026,932	1,382,590	1,288,778	1,317,089	1,315,570	(67,020)
Behavioral Health	96,590,729	125,639,999	112,661,677	138,028,835	137,358,100	11,718,101
Health Realignment	13,053,422	13,203,628	13,203,628	12,551,576	12,132,113	(1,071,515)
Health Dept. Administration	1,713,717	2,453,687	2,551,659	2,959,806	2,945,513	491,826
Animal Services	1,799,871	2,000,043	1,874,674	1,939,345	1,928,009	(72,034)
Bienestar Salinas	108,126	29,743	34,352	137,066	136,975	107,232
Marina Integrative Clinic	34,183	30,435	23,357	264,698	264,679	234,244
Laurel Vista	0	1,104,781	152,683	2,605,214	2,605,214	1,500,433
Clinic Services Quality Improvement	1,451,987	975,967	1,555,910	773,347	772,749	(203,218)
Customer Service Center	707,795	985,466	847,132	1,087,655	1,086,613	101,147
Bienestar King City	0	0	558	0	0	0
Subtotal	\$179,886,586	\$228,099,112	\$203,019,614	\$246,275,816	\$241,098,735	12,999,623

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	1.00	1.00	1.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	8.00	10.00	10.00	0.00
14C31	MANAGEMENT ANALYST III	10.00	12.00	12.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	4.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	0.00	0.00	0.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	1.00	1.00	2.00	1.00
14G02	MANAGEMENT ANALYST I	5.00	5.75	8.00	2.25
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	4.00	4.00	0.00
14H66	OUTPATIENT SERVICES DIRECTOR	0.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00	2.00	2.00	0.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	11.00	12.00	12.00	0.00
14K44	ASSISTANT BUREAU CHIEF	1.00	1.00	1.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.00	2.00	1.00	-1.00
14N06	OPERATIONS MANAGER	3.00	3.00	3.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	2.00	2.00	4.00	2.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	0.00	0.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	4.00	4.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	0.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	1.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	3.00	3.00	0.00
20B11	ACCOUNTANT II	6.00	7.00	7.00	0.00
20B12	ACCOUNTANT III	4.00	4.00	5.00	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
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	0.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	22.00	21.00	20.00	-1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	14.00	13.00	12.00	-1.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	6.00	7.00	7.00	0.00
34C01	ANIMAL CONTROL OFFICER	2.00	3.00	3.00	0.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00	1.00	1.00	0.00
34C11	ANIMAL SERVICES SUPERVISOR	0.00	1.00	1.00	0.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II	5.00	5.00	5.00	0.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	10.00	10.00	10.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	6.00	6.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	2.00	2.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	1.00	2.00	2.00	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
50C70	ASSISTANT DIRECTOR PUBLIC HEALTH LABORATORY	0.00	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	14.00	16.00	16.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	8.50	10.50	10.50	0.00
50K18	HEALTH PROGRAM COORDINATOR	6.00	6.00	5.00	-1.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	6.00	2.00
50K23	SENIOR HEALTH EDUCATOR	3.00	3.00	3.00	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	5.50	5.50	5.50	0.00
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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	2.00	2.00	2.00	0.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00	1.00	0.00	-1.00
50U16	BEHAVIORAL HEALTH AIDE	19.05	20.05	20.05	0.00
50U42	MEDICAL ASSISTANT	115.00	134.00	164.00	30.00
52A21	CLINIC NURSE	2.00	2.00	4.00	2.00
52A22	SENIOR CLINIC NURSE	10.00	10.00	10.00	0.00
52A97	NURSE PRACTITIONER II	7.00	7.00	9.00	2.00
52A98	NURSE PRACTITIONER III	4.00	4.00	5.00	1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	12.00	12.00	11.00	-1.00
52E22	PUBLIC HEALTH NURSE II	24.00	24.00	21.00	-3.00
52E23	PUBLIC HEALTH NURSE III	3.00	3.00	5.00	2.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.00	7.00	7.00	0.00
54B04	GENERAL INTERNIST	3.00	3.00	2.00	-1.00
54B12	CONTRACT PHYSICIAN	41.57	50.03	52.05	2.02
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B23	PSYCHIATRIST	3.00	0.00	0.00	0.00
54B90	CLINIC PHYSICIAN II	6.00	6.00	6.00	0.00
54C02	PHYSICIAN ASSISTANT II	7.50	10.50	10.50	0.00
60A21	CLINICAL PSYCHOLOGIST	12.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	135.30	189.30	199.30	10.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	21.00	25.00	25.00	0.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	12.00	13.00	15.00	2.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	4.00	4.00	0.00
60C22	SOCIAL WORKER III	27.40	32.40	32.40	0.00
60C24	SOCIAL WORKER V	1.00	1.00	1.00	0.00
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	2.00	3.00	3.00	0.00
60L01	PATIENT RIGHTS ADVOCATE	1.00	1.00	1.00	0.00
60M11	ALCOHOL & DRUG COUNSELOR II	3.00	0.00	0.00	0.00
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	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.50	0.00
70B03	ANIMAL CARE TECHNICIAN II	4.00	3.00	3.00	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	0.00	-1.00
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	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	15.00	16.00	8.00	-8.00
80E22	OFFICE ASSISTANT III	18.00	17.00	23.00	6.00
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	1.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	6.00	6.00	6.00	0.00
80J30	ACCOUNTING TECHNICIAN	5.00	6.00	6.00	0.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
80K20	CLINIC OFFICE SUPERVISOR	5.00	4.00	4.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	0.00	4.00	6.00	2.00
80L02	PATIENT SERVICES REPRESENTATIVE II	49.00	48.00	52.00	4.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	19.00	20.00	20.00	0.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	2.00	2.00	2.00	0.00
80U21	TELEPHONE OPERATOR	0.00	1.00	1.00	0.00
Total		909.57	1,025.78	1,078.05	52.27

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
4000	AUG1_4000_8096_001	Clinic Services PILOT PROJECT	Not Mandated-New Program/Svc	500,000	0.00	0	0.00
4000	AUG1_4000_8097_001	Clinic Services Alisal Second Shift	New Prog/Svc w/ Outside funding	0	9.00	0	0.00
4000	AUG1_4000_8099_001	Clinic Services LFP OSM	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG1_4000_8100_001	Clinic Services LIM MA	New Prog/Svc w/ Outside funding	0	4.00	0	4.00
4000	AUG1_4000_8101_001	Clinic Services LPed MA	New Prog/Svc w/ Outside funding	0	4.00	0	4.00
4000	AUG1_4000_8105_001	Clinic Services Seaside MA	New Prog/Svc w/ Outside funding	0	4.00	0	4.00
4000	AUG1_4000_8116_001	ENVIRONMENTAL HEALTH SPECIALIST IV	Base Level Maintenance	68,660	1.00	0	0.00
4000	AUG1_4000_8124_001	Public Health	Mandated	0	5.00	0	5.00
4000	AUG1_4000_8410_023_A	BH ACCESS	New Prog/Svc w/ Outside funding	463,656	7.00	463,656	7.00
4000	AUG1_4000_8424_025	Realignment	Mandated	236,669	0.00	0	0.00
4000	AUG1_4000_8438_001	Admin HR - POA	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG1_4000_8448_001	Clinic Services LV Second Shift	New Prog/Svc w/ Outside funding	0	9.00	0	9.00
4000	AUG2_4000_8096_001	Clinic Services Admin	New Prog/Svc w/ Outside funding	0	1.00	0	0.00
4000	AUG2_4000_8097_001	Clinic Services Alisal MA	New Prog/Svc w/ Outside funding	0	2.00	0	2.00
4000	AUG2_4000_8099_001	Clinic Services LFP MA	New Prog/Svc w/ Outside funding	0	8.00	0	8.00
4000	AUG2_4000_8100_001	Clinic Services LIM PSW	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG2_4000_8101_001	Clinic Services LPed OSM	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG2_4000_8105_001	Clinic Services Seaside Second Shift	New Prog/Svc w/ Outside funding	0	9.00	0	0.00
4000	AUG2_4000_8124_001	Public Health	New Prog/Svc w/ Outside funding	0	4.00	0	0.00
4000	AUG2_4000_8410_023_C	BH CalWORKS	New Prog/Svc w/ Outside funding	129,534	2.00	0	0.00
4000	AUG2_4000_8424_025	Realignment	New Prog/Svc w/ Outside funding	254,169	0.00	0	0.00
4000	AUG2_4000_8438_001	Health Admin MAI Facility	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG3_4000_8099_001	Clinic Services LFP PSR	New Prog/Svc w/ Outside funding	0	2.00	0	2.00
4000	AUG3_4000_8101_001	Clinic Services LPed PSR	New Prog/Svc w/ Outside funding	0	1.00	0	0.00
4000	AUG3_4000_8105_001	Clinic Services Seaside PSW	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG3_4000_8124_001	Public Health	Mandated	0	2.00	0	0.00
4000	AUG3_4000_8410_023_D	BH DUI Court	New Prog/Svc w/ Outside funding	6,500	1.00	0	0.00
4000	AUG3_4000_8424_025	Realignment	Mandated	165,294	0.00	0	0.00
4000	AUG_4000_8112_001	ENVIRONMENTAL HEALTH SPECIALIST II	Base Level Maintenance	117,144	1.00	0	0.00
4000	AUG_4000_8115_001	ENVIRONMENTAL HEALTH SPECIALIST III	Base Level Maintenance	125,360	1.00	125,360	1.00
4000	AUG4_4000_8099_001	Clinic Services LFP PSW	New Prog/Svc w/ Outside funding	0	1.00	0	1.00

Health

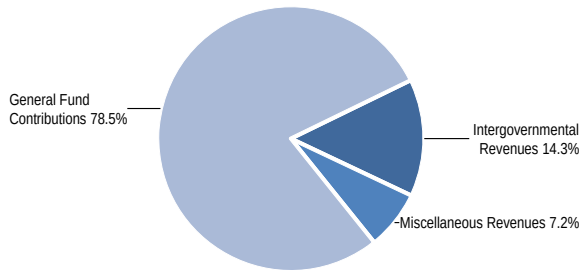
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
4000	AUG4_4000_8101_001	Clinic Services LPed 2nd Shift	New Prog/Svc w/ Outside funding	0	9.00	0	9.00
4000	AUG4_4000_8410_023_M	BH Med Team	New Prog/Svc w/ Outside funding	60,980	1.00	0	0.00
4000	AUG5_4000_8410_023_A	BH Admin	New Prog/Svc w/ Outside funding	137,667	2.00	137,667	2.00
Grand Total				2,265,633	96.00	726,683	64.00

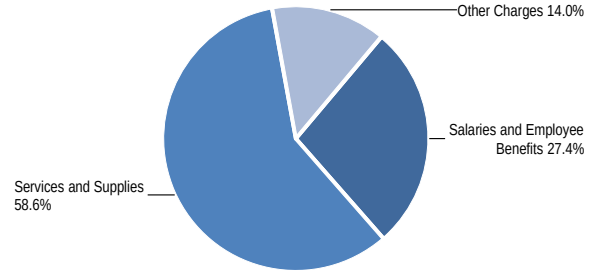
Clinic Services Administration

(Unit 8096— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,182,873	1,685,615	1,499,475	1,786,216	1,646,586	(39,029)
Services and Supplies	2,415,831	3,175,499	3,224,849	4,020,473	3,515,311	339,812
Other Charges	(12,335)	0	0	838,282	838,282	838,282
Capital Assets	5,941	0	0	0	0	0
Subtotal	\$3,592,310	\$4,861,114	\$4,724,324	\$6,644,971	\$6,000,179	1,139,065

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	855,687	855,687	855,687
Charges for Services	698,340	277,757	1,095	97,816	0	(277,757)
Miscellaneous Revenues	560,440	496,713	561,825	456,814	432,360	(64,353)
Other Financing Sources	750,000	0	0	0	0	0
Subtotal	\$2,008,780	\$774,470	\$562,920	\$1,410,317	\$1,288,047	513,577
General Fund Contributions	\$1,583,530	\$4,086,644	\$4,161,404	\$5,234,654	\$4,712,132	625,488
Total Source of Funds	\$3,592,310	\$4,861,114	\$4,724,324	\$6,644,971	\$6,000,179	1,139,065

Unit Description

The Clinic Services Administration unit provides fiscal reporting and oversight, service delivery and strategic planning, contracting and provider credentialing. The 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

Initiated organizational restructure within administration and completed hiring of Quality Management (QM) team members including a Quality Manager and a Data Analyst.

Currently participating in the State's Capitation Payment Preparedness Program(CP3)-also known as CP3 pilot project.

Implemented a Pilot Project to provide coverage of prescribed radiology, laboratory, and medications to eligible Monterey County uninsured residents.

Implemented a Health Information Exchange platform and texting services for patient appointment reminders and care management.

Budget Year Goals

Complete organizational restructure in preparation for value-based and outcome based payment methodology.

Successfully negotiate a Medi-Cal Perspective Payment System rate for Laurel Vista Clinic.

Maintain the standard of 1.47 visits per assigned managed care Medi-Cal patients per year.

Implement additional Telehealth care models.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E04	BUREAU CHIEF	1.00

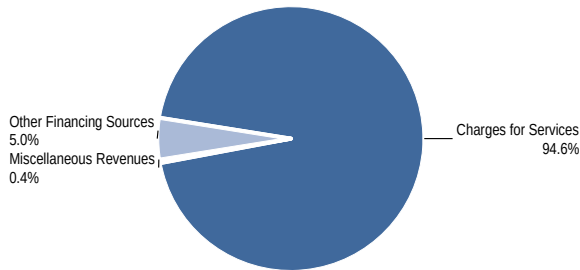
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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
80J30	ACCOUNTING TECHNICIAN	1.00
Total		11.00

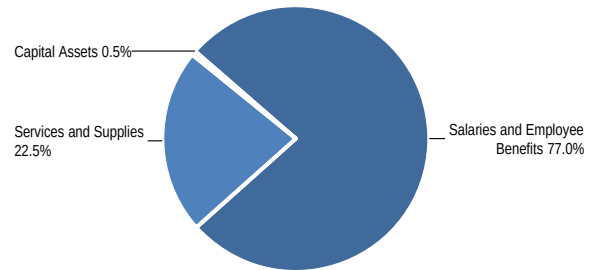
Alisal Health Center

(Unit 8097— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,627,320	5,158,075	5,002,263	6,493,660	5,573,232	415,157
Services and Supplies	945,298	1,294,107	1,277,558	1,673,205	1,625,775	331,668
Other Charges	(56,243)	0	0	0	0	0
Capital Assets	0	0	0	38,650	38,650	38,650
Subtotal	\$5,516,375	\$6,452,182	\$6,279,821	\$8,205,515	\$7,237,657	785,475

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	170,750	0	893,279	0	0	0
Charges for Services	7,508,025	6,313,272	7,851,617	9,390,732	8,446,047	2,132,775
Miscellaneous Revenues	0	518,735	0	40,500	36,000	(482,735)
Other Financing Sources	0	310,000	0	450,000	450,000	140,000
Subtotal	\$7,678,775	\$7,142,007	\$8,744,896	\$9,881,232	\$8,932,047	1,790,040
General Fund Contributions	(\$2,162,400)	(\$689,825)	(\$2,465,075)	(\$1,675,717)	(\$1,694,390)	(1,004,565)
Total Source of Funds	\$5,516,375	\$6,452,182	\$6,279,821	\$8,205,515	\$7,237,657	785,475

Unit Description

Alisal Health Center is a community based clinic serving the East Salinas area. 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 core services in primary care.

Prior Year Accomplishments

Estimated visits for FY 2015-16 are 43,137.

Improved access to care by serving an average of 30 or more walk-in patients per day and implemented Obstetrician (OB) Thursdays for obstetric patients' timely and adequate care after delivery or emergency room visit.

Successfully passed site audits by Child Health and Disability Prevention (CHDP) Program, Central California Alliance for Health (CCAH) and Environmental Health Bureau.

Hired an Outpatient Services Manager I and a Clinic Operations Supervisor.

Budget Year Goals

Visit goals for FY 2016-17 are 53,044 visits.

Establish and maintain 1 provider to 2 medical assistants (1 to 2 care team), and develop a workflow to maximize the 1 to 2 care team model.

Increase access by opening Saturdays and expanding Alisal Health Center.

Meet and maintain clinic cycle time goal.

Improve and measure patient care and service delivery by utilizing data and system reports.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	31.00

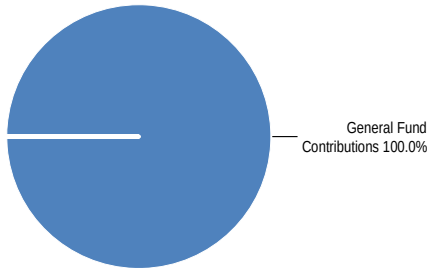
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
52A21	CLINIC NURSE	1.00
52A22	SENIOR CLINIC NURSE	1.00
52A98	NURSE PRACTITIONER III	1.00
54B12	CONTRACT PHYSICIAN	4.00
54B90	CLINIC PHYSICIAN II	4.00
54C03	PHYSICIAN ASSISTANT II	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
Total		50.00

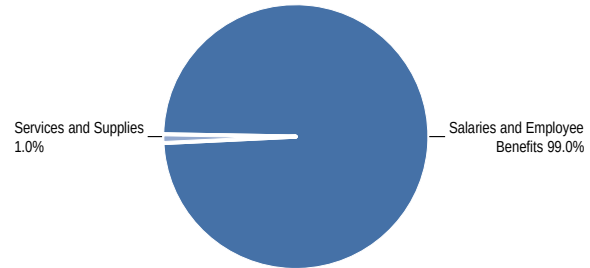
FQHC Billing

(Unit 8098— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	924,434	1,057,341	963,186	1,162,300	1,160,704	103,363
Services and Supplies	8,282	93,627	17,284	12,867	12,254	(81,373)
Subtotal	\$932,716	\$1,150,968	\$980,470	\$1,175,167	\$1,172,958	21,990

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	42,696	0	48,125	0	0	0
Miscellaneous Revenues	35,684	0	10,000	0	0	0
Subtotal	\$78,380	\$0	\$58,125	\$0	\$0	0
General Fund Contributions	\$854,336	\$1,150,968	\$922,345	\$1,175,167	\$1,172,958	21,990
Total Source of Funds	\$932,716	\$1,150,968	\$980,470	\$1,175,167	\$1,172,958	21,990

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 99% claim accuracy.

Updated policies and procedures of Sliding Scale Discount Program in compliance with Health Researches and Services Administration (HRSA) PIN 2014-02.

Maintained annual fee schedule update.

Successfully implemented new Medicare G code billing.

Successfully transitioned International Classification of Diseases (ICD) 10 without increase in claim denials.

Budget Year Goals

Review and maintain the fee schedule annually.

Achieve appropriate staffing levels for clinic expansions.

Develop and utilize reports in Business Object software to manage revenue cycles and productivity.

Develop training manual on claim denial management.

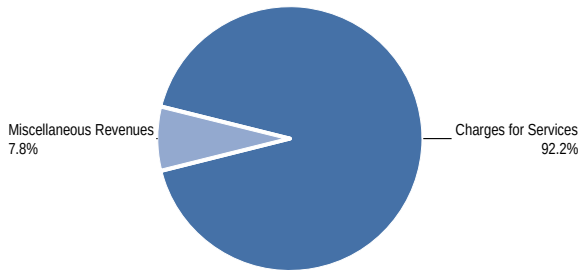
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
80M02	PATIENT ACCOUNT REPRESENTATIVE II	13.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.00
Total		14.00

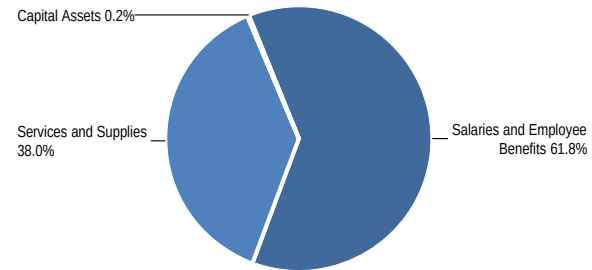
Laurel Family Practice

(Unit 8099— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,477,345	2,587,291	4,297,039	4,429,544	4,424,355	1,837,064
Services and Supplies	1,757,793	1,882,570	2,549,961	2,722,761	2,720,339	837,769
Other Charges	(16,662)	0	0	0	0	0
Capital Assets	162,382	0	0	16,230	16,230	16,230
Subtotal	\$3,380,859	\$4,469,861	\$6,847,000	\$7,168,535	\$7,160,924	2,691,063

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	3,404,463	5,796,777	6,807,693	9,114,403	9,114,403	3,317,626
Miscellaneous Revenues	0	880,510	750,000	770,885	770,885	(109,625)
Subtotal	\$3,404,463	\$6,677,287	\$7,557,693	\$9,885,288	\$9,885,288	3,208,001
General Fund Contributions	(\$23,604)	(\$2,207,426)	(\$710,693)	(\$2,716,753)	(\$2,724,364)	(516,938)
Total Source of Funds	\$3,380,859	\$4,469,861	\$6,847,000	\$7,168,535	\$7,160,924	2,691,063

Unit Description

The Laurel Family Practice Residency clinic is operated by the Health Department and serves as a collaborative training site for the 30 Natividad Medical Center Family Practice residents. The clinic provides general family medicine practice and Comprehensive Perinatal Services and Postpartum education (CPSP).

The clinic also serves high-risk obstetric Medi-Cal patients and treats patients referred from other safety net providers. It provides access to Stanford perinatology services for high-risk patients.

Prior Year Accomplishments

Estimated visits for FY 2015-16 are 39,786.

Integrated mild to moderate Behavioral Health Services.

Achieved 80% of graduation of third year Residents and increased Resident class from 26 to 28.

Hired additional physicians to increase access and enhanced obstetrics comprehensive perinatal and postpartum education by adding an additional CPSP worker.

Successfully implemented International Classification of Diseases (ICD) -10.

Budget Year Goals

Visit goals for FY 2016-17 are 54,694.

Increase Resident class from 28 to 30 and achieve 95% graduation of third year Residents.

Achieve appropriate staffing levels to meet clinic needs.

Achieve the standard of 1.47 visits per assigned managed care Medi-Cal patients.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00

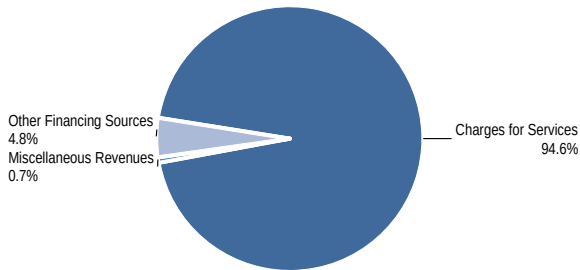
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
50U42	MEDICAL ASSISTANT	25.00
52A22	SENIOR CLINIC NURSE	2.00
52A97	NURSE PRACTITIONER II	1.00
54B12	CONTRACT PHYSICIAN	1.00
54C03	PHYSICIAN ASSISTANT II	2.00
60B21	PSYCHIATRIC SOCIAL WORKER II	2.00
80K20	CLINIC OFFICE SUPERVISOR	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	7.00
Total		45.00

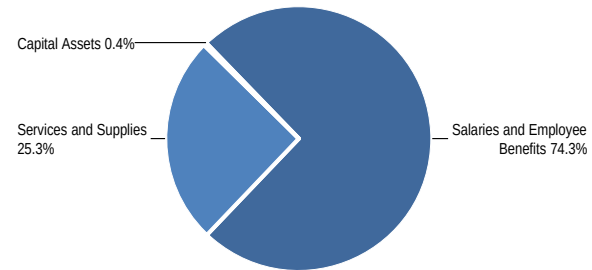
Laurel Internal Medicine

(Unit 8100— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,919,511	2,599,623	1,817,285	2,764,482	2,762,066	162,443
Services and Supplies	492,337	847,166	846,883	940,482	939,025	91,859
Capital Assets	0	0	0	14,000	14,000	14,000
Subtotal	\$2,411,849	\$3,446,789	\$2,664,168	\$3,718,964	\$3,715,091	268,302

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	2,575,317	3,921,950	2,408,060	4,176,255	4,176,255	254,305
Miscellaneous Revenues	39,611	151,566	12,222	29,184	29,184	(122,382)
Other Financing Sources	0	174,454	0	210,000	210,000	35,546
Subtotal	\$2,614,927	\$4,247,970	\$2,420,282	\$4,415,439	\$4,415,439	167,469
General Fund Contributions	(\$203,079)	(\$801,181)	\$243,886	(\$696,475)	(\$700,348)	100,833
Total Source of Funds	\$2,411,849	\$3,446,789	\$2,664,168	\$3,718,964	\$3,715,091	268,302

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 on site by community physicians.

Prior Year Accomplishments

Estimated visits for FY 2015-16 are 8,847 visits.

Initiated mild to moderate Behavioral Health (BH) Services Integration and completed clinic expansion by adding office space for BH integration and new exam rooms.

Hired a mid-level provider to provide full scope primary care services in the clinic.

Maintained the standard of 1.47 visits per assigned managed care Medi-Cal patients per year.

Budget Year Goals

Visit goals for FY 2016-17 are 22,206.

Increase the number of patients with mild to moderate mental health diagnosis by fully integrating BH services in the clinic.

Successfully recertify National Committee for Quality Assurance (NCQA) Level 3 recognition as a Patient Centered Medical Home clinic.

Maintain the standard of 1.47 visits per assigned managed care Medi-Cal patients per year.

Increase access by adding two providers.

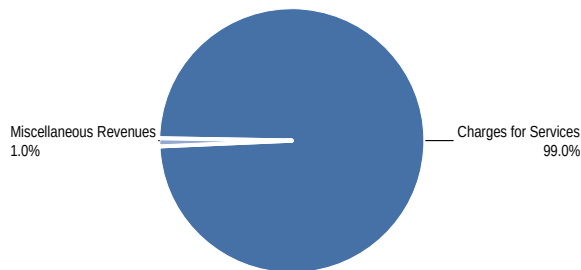
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
50U42	MEDICAL ASSISTANT	12.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	2.00
54B04	GENERAL INTERNIST	1.00
54B12	CONTRACT PHYSICIAN	3.50
54C03	PHYSICIAN ASSISTANT II	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	4.00
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.00
Total		29.50

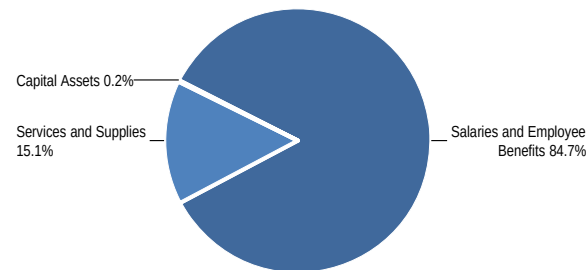
Laurel Pediatrics

(Unit 8101— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	3,238,608	4,643,030	3,185,220	6,066,510	5,985,945	1,342,915
Services and Supplies	474,460	1,094,461	699,896	1,070,142	1,063,617	(30,844)
Other Charges	(285,597)	(53,664)	0	0	0	53,664
Capital Assets	0	0	0	13,706	13,706	13,706
Subtotal	\$3,427,470	\$5,683,827	\$3,885,116	\$7,150,358	\$7,063,268	1,379,441

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	4,777,932	5,864,510	5,163,123	8,314,347	8,234,905	2,370,395
Miscellaneous Revenues	16,289	102,184	194,001	80,334	80,334	(21,850)
Other Financing Sources	0	0	311,909	0	0	0
Subtotal	\$4,794,221	\$5,966,694	\$5,669,033	\$8,394,681	\$8,315,239	2,348,545
General Fund Contributions	(\$1,366,750)	(\$282,867)	(\$1,783,917)	(\$1,244,323)	(\$1,251,971)	(969,104)
Total Source of Funds	\$3,427,470	\$5,683,827	\$3,885,116	\$7,150,358	\$7,063,268	1,379,441

Unit Description

Laurel Pediatrics Clinic provides full scope pediatric care through board certified pediatricians. The clinic serves as a referral clinic for all safety net providers for acute pediatric cases. Access to specialists from the University of California San Francisco and Stanford in pediatric cardiology, endocrinology, nephrology and neurology is provided in the clinic.

Prior Year Accomplishments

Estimated patient visits for FY 2015-16 are 26,027.

Increased access by adding a mid-level provider and opening Saturdays effective March 2016. Increased the percentage of children receiving Well Child Care visits.

Maintained the standard of 1.47 visits per assigned managed care Medi-Cal patients per year.

Budget Year Goals

Visit goals for FY 2016-17 are 39,883.

Complete expansion of the clinic into the space vacated by Laurel Family Practice in Building 200 on the Natividad Medical Center campus.

Maintain the standard of 1.47 visits per assigned managed care Medi-Cal patients per year.

Increase primary care access for children by adding three providers after clinic expansion.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	2.00
50U42	MEDICAL ASSISTANT	29.00

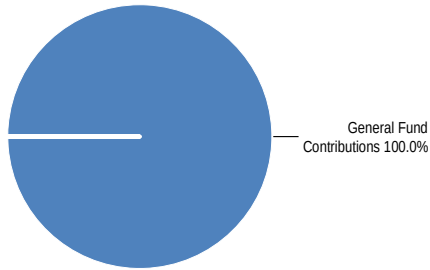
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
52A21	CLINIC NURSE	1.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	2.00
52A98	NURSE PRACTITIONER III	1.00
54B12	CONTRACT PHYSICIAN	10.05
54C03	PHYSICIAN ASSISTANT II	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	2.00
80L02	PATIENT SERVICES REPRESENTATIVE II	5.00
Total		58.05

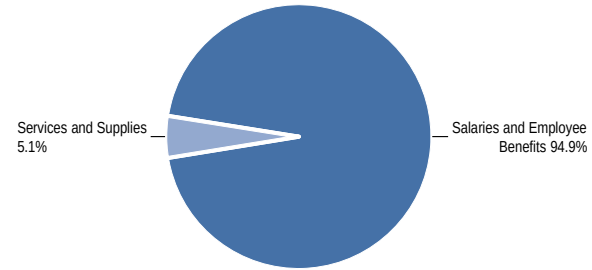
Laurel Women's Health Clinic

(Unit 8102— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,535,548	1,943,557	0	1,362,223	1,362,223	(581,334)
Services and Supplies	1,241,702	1,191,864	0	72,830	72,830	(1,119,034)
Subtotal	\$2,777,250	\$3,135,421	\$0	\$1,435,053	\$1,435,053	(1,700,368)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	3,068,235	4,616,357	0	0	0	(4,616,357)
Miscellaneous Revenues	76,808	0	0	0	0	0
Subtotal	\$3,145,042	\$4,616,357	\$0	\$0	\$0	(4,616,357)
General Fund Contributions	(\$367,792)	(\$1,480,936)	\$0	\$1,435,053	\$1,435,053	2,915,989
Total Source of Funds	\$2,777,250	\$3,135,421	\$0	\$1,435,053	\$1,435,053	(1,700,368)

Unit Description

Services provided by Laurel Women's Health Clinic are now offered at Laurel Family Practice located on the 3rd floor, Bldg 400 of Natividad Medical Center Campus.

Achieve the target visit goal of Laurel Family Practice.

Prior Year Accomplishments

Successfully merged clinic operations with Laurel Family Practice.

Successfully transitioned to International Classification of Diseases (ICD) 10 conversion.

Budget Year Goals

Merge Budget Unit 8102 with Laurel Family Practice Budget Unit 8099.

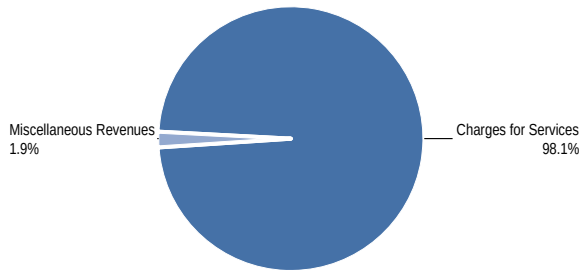
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
50U42	MEDICAL ASSISTANT	11.00
52A22	SENIOR CLINIC NURSE	1.00
52A98	NURSE PRACTITIONER III	1.00
54B12	CONTRACT PHYSICIAN	1.00
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	2.00
Total		17.00

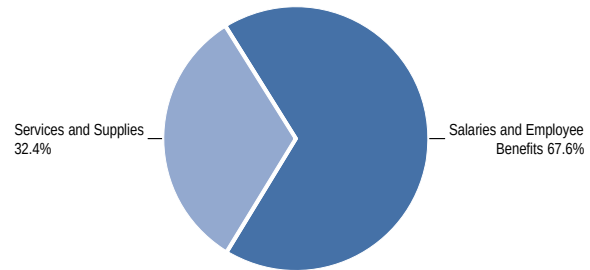
Marina Health Center

(Unit 8103— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	756,453	1,138,768	602,942	990,173	989,067	(149,701)
Services and Supplies	323,304	329,791	305,471	474,783	474,137	144,346
Other Charges	(19,667)	0	0	0	0	0
Subtotal	\$1,060,091	\$1,468,559	\$908,413	\$1,464,956	\$1,463,204	(5,355)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	1,590,925	1,961,365	1,912,030	1,758,703	1,758,703	(202,662)
Miscellaneous Revenues	16,618	120,715	15,000	34,000	34,000	(86,715)
Subtotal	\$1,607,543	\$2,082,080	\$1,927,030	\$1,792,703	\$1,792,703	(289,377)
General Fund Contributions	(\$547,453)	(\$613,521)	(\$1,018,617)	(\$327,747)	(\$329,499)	284,022
Total Source of Funds	\$1,060,091	\$1,468,559	\$908,413	\$1,464,956	\$1,463,204	(5,355)

Unit Description

Marina Health Center is a small family practice clinic serving the Marina area, offering specialized services such as gynecological and obstetric care, internal medicine, and Comprehensive Perinatal Services and Postpartum education (CPSP).

Meet Bureau's productivity goals.

Continue to improve Coleman Dramatic Performance Improvement (DPI) project.

Prior Year Accomplishments

Estimated visits for FY 2015-16 are 8,957.

Successfully transitioned to International Classification of Diseases (ICD) 10 conversion.

Improved day-to-day clinic operations by locating an Outpatient Services Manager at the clinic.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
50U42	MEDICAL ASSISTANT	4.00
52A21	CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	1.00
54C03	PHYSICIAN ASSISTANT II	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
Total		8.00

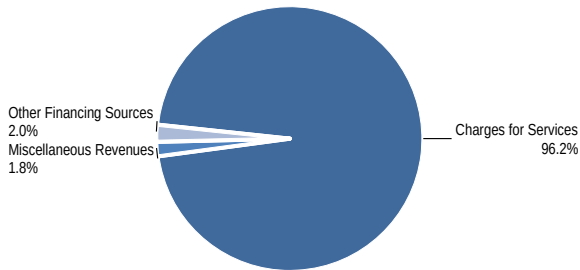
Budget Year Goals

Visit goals for FY 2016-17 are 13,350.

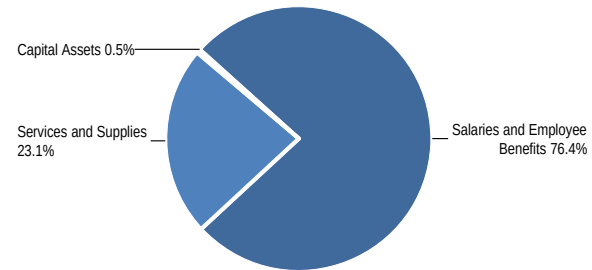
Seaside Family Health Center

(Unit 8105— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,945,150	6,466,307	5,551,659	8,096,227	6,980,329	514,022
Services and Supplies	1,281,785	1,948,429	1,444,119	2,152,241	2,109,574	161,145
Other Charges	(234,709)	0	0	0	0	0
Capital Assets	47,867	0	0	42,500	42,500	42,500
Subtotal	\$6,040,094	\$8,414,736	\$6,995,778	\$10,290,968	\$9,132,403	717,667

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	7,264,287	8,036,108	7,642,566	10,969,655	9,864,284	1,828,176
Miscellaneous Revenues	180,654	658,070	60,000	222,334	180,184	(477,886)
Other Financing Sources	0	440,000	440,000	210,000	210,000	(230,000)
Subtotal	\$7,444,942	\$9,134,178	\$8,142,566	\$11,401,989	\$10,254,468	1,120,290
General Fund Contributions	(\$1,404,848)	(\$719,442)	(\$1,146,788)	(\$1,111,021)	(\$1,122,065)	(402,623)
Total Source of Funds	\$6,040,094	\$8,414,736	\$6,995,778	\$10,290,968	\$9,132,403	717,667

Unit Description

The Seaside Family Health Center is a large family practice clinic serving the Monterey Peninsula. Specialized services offered include Obstetrician (OB)/ Gynecologists (GYN) care, pediatrics, behavioral health, internal medicine and Comprehensive Perinatal and Postpartum education (CPSP).

Prior Year Accomplishments

Estimated visits for FY 2015-16 are 37,214.

Successfully hired a Clinic Operations Supervisor and filled two vacant Contract Physician positions.

Served average 30 walk-in patients per day, reducing emergency room utilization.

Improved mental health integration by increasing adult psychiatry capacity and adding a Clinical Social Worker in clinic to serve patients with mild to moderate mental health diagnosis.

Increased the numbers of patients served and encounters generated.

Budget Year Goals

Visit goals for FY 2016-17 are 59,940.

Commence construction of the new clinic while maintaining access for patients.

Increase access by opening the clinic on Saturdays and increase outreach services by providing diabetic educational classes and nutritional classes.

Work closely with existing Behavioral Health providers to increase access and model a team approach for consultations/visits between psychiatrist, physician assistant and licensed clinical social workers.

Enhance and improve care transition of moderate-to-severe mental health patients into Behavioral Health Bureau.

Increase usage of system generated reports to manage appointment listings and schedule patients per Care Base Incentive (CBI) measures in order to maximize timely scheduling and reduce frequent emergency room use, and at the same time increase revenue by the visit and measure.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	34.00
52A22	SENIOR CLINIC NURSE	2.00

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
52A97	NURSE PRACTITIONER II	2.00
52A98	NURSE PRACTITIONER III	1.00
54B04	GENERAL INTERNIST	1.00
54B12	CONTRACT PHYSICIAN	8.00
54B90	CLINIC PHYSICIAN II	2.00
54C03	PHYSICIAN ASSISTANT II	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	2.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.00
Total		62.00

Laurel Administration

(Unit 8107— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	635,819	561,223	650,051	0	0	(561,223)
Services and Supplies	216,442	134,628	118,845	0	0	(134,628)
Subtotal	\$852,260	\$695,851	\$768,896	\$0	\$0	(695,851)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$852,260	\$695,851	\$768,896	\$0	\$0	(695,851)
Total Source of Funds	\$852,260	\$695,851	\$768,896	\$0	\$0	(695,851)

Unit Description

Laurel Administration is responsible for the administrative functions of the Laurel clinics and the centralized medical records area for the clinics.

Hired clinic operation supervisors.

Managed Laurel Internal Medicine remodeling project.

Prior Year Accomplishments

Integrated into clinic operations.

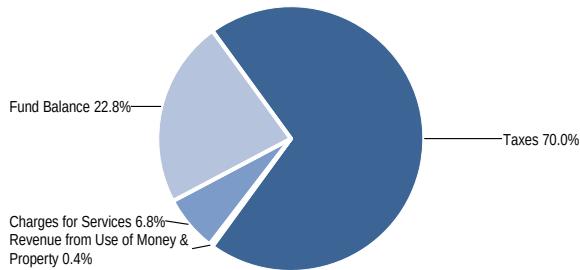
Budget Year Goals

Reallocate staff into unit 8099 Laurel Family Practice, unit 8101 Laurel Pediatric Clinic and unit 8100 Internal Medicine Clinic.

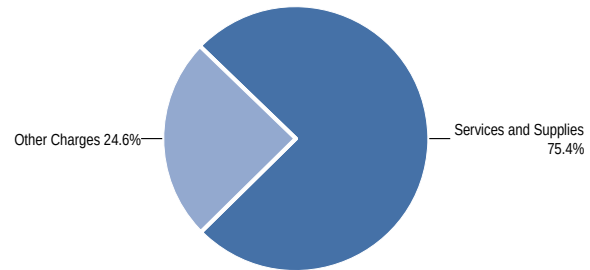
Ambulance Service

(Unit 8108— Fund 092)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	1,129,182	3,735,185	1,095,228	1,760,721	1,760,721	(1,974,464)
Other Charges	511,376	525,000	574,543	575,000	575,000	50,000
Capital Assets	17,200	0	0	0	0	0
Subtotal	\$1,657,758	\$4,260,185	\$1,669,771	\$2,335,721	\$2,335,721	(1,924,464)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	1,642,241	1,630,000	1,635,000	1,635,000	1,635,000	5,000
Revenue from Use of Money & Property	15,376	6,000	10,000	10,000	10,000	4,000
Charges for Services	159,248	139,000	159,000	159,000	159,000	20,000
Subtotal	\$1,816,865	\$1,775,000	\$1,804,000	\$1,804,000	\$1,804,000	29,000
Fund Balance	(159,106)	2,485,185	(134,229)	531,721	531,721	(1,953,464)
Total Source of Funds	\$1,657,759	\$4,260,185	\$1,669,771	\$2,335,721	\$2,335,721	(1,924,464)

Unit Description

The Director of Health administers County Service Area (CSA) 74. This CSA was created to finance a countywide paramedic Emergency Medical Services (EMS) program. On March 7, 2000, Monterey County voters approved Measure A, 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 EMS Agency and is used "for the purpose of funding the countywide paramedic EMS system, which provides advanced life-saving support to victims in response to emergency calls". This fund is administered by the Director of Health, but is accounted for in County Service Area 74.

Prior Year Accomplishments

Distributed CSA-74 funds to EMS System stakeholders, based on existing allocation formula.

Assessed CSA-74 utilization and determined need to increase reserve to provide funding to pay for paramedic ambulance, should contracted 911 provider resign.

Assessed the CSA-74 payment process and identified process improvement opportunities.

Budget Year Goals

Provide services and support in the following areas of the local EMS System: CSA 74 Administration.

Start to increase the CSA-74 reserve to equivalent of 45 days of operating expenses for 911 paramedic ambulance provider. This goal will be accomplished over two years.

Implement CSA-74 payment process and audit improvements.

EMS Operating

(Unit 8109— Fund 001)

Source of Funds

Use of Funds

Intentionally Left Blank

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	660,291	860,640	705,561	930,188	929,560	68,920
Services and Supplies	636,880	737,682	589,693	950,588	950,102	212,420
Other Charges	(1,347,129)	(1,613,352)	(1,314,653)	(1,900,406)	(1,900,406)	(287,054)
Other Financing Uses	50,249	19,630	19,630	19,630	19,630	0
Subtotal	\$291	\$4,600	\$231	\$0	(\$1,114)	(5,714)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	900	0	0	0	0	0
Charges for Services	6,125	4,600	231	0	0	(4,600)
Subtotal	\$7,025	\$4,600	\$231	\$0	\$0	(4,600)
General Fund Contributions	(\$6,734)	\$0	\$0	\$0	(\$1,114)	(1,114)
Total Source of Funds	\$291	\$4,600	\$231	\$0	(\$1,114)	(5,714)

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.

Trauma Centers (data available through the Regional Trauma Coordinating Committee).

Started collecting data from non-trauma centers to conduct a comparison with trauma center data.

Revised trauma system policies and procedures.

Budget Year Goals

Implement an electronic patient care reporting among all Emergency Medical Services (EMS) communication centers, first responders, ambulance providers, and hospitals.

Develop a robust multi-casualty incident and medical disaster capability.

Transition to a Quality Improvement (QI) process and data-based EMS System.

Prior Year Accomplishments

Natividad Medical Center (NMC) met all requirements for Level II Trauma designation. NMC has a consult visit with the American College of Surgeons (ACS). This visit is ahead of schedule by one month.

Data shows that NMC is meeting benchmarks set by the ACS, the National Trauma Database (NTD), and the Bay Area Regional

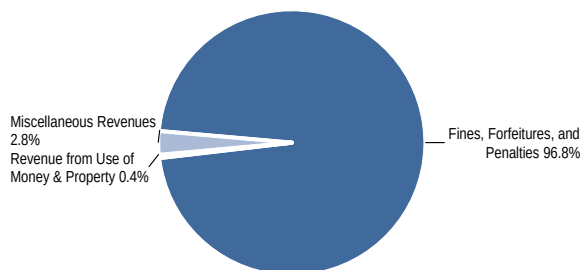
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E04	BUREAU CHIEF	1.00
14C31	MANAGEMENT ANALYST III	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	2.00
50K18	HEALTH PROGRAM COORDINATOR	1.00
80A31	SECRETARY	1.00
Total		7.00

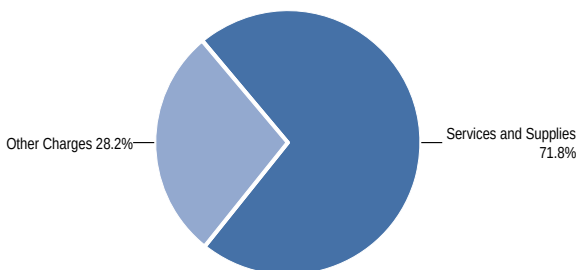
Uncompensated Care

(Unit 8111— Fund 016)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	871,648	1,231,772	625,000	630,000	630,000	(601,772)
Other Charges	0	246,928	246,928	246,928	246,928	0
Subtotal	\$871,648	\$1,478,700	\$871,928	\$876,928	\$876,928	(601,772)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	853,801	975,000	850,000	850,000	850,000	(125,000)
Revenue from Use of Money & Property	4,360	1,000	3,500	3,500	3,500	2,500
Miscellaneous Revenues	30,999	0	25,000	25,000	25,000	25,000
Subtotal	\$889,161	\$976,000	\$878,500	\$878,500	\$878,500	(97,500)
Fund Balance	(17,513)	502,700	(6,572)	(1,572)	(1,572)	(504,272)
Total Source of Funds	\$871,648	\$1,478,700	\$871,928	\$876,928	\$876,928	(601,772)

Unit Description

Uncompensated Care 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 EMS 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 approximately 17,000 claims for payment, totaling approximately \$1.0 million.

Assessed Fund 016 payment process and identified process improvement opportunities, which will be accomplished in the next fiscal year. Revised applicable Standard Operating Procedures.

Budget Year Goals

Restructure the EMS database to improve the review and approval of claims.

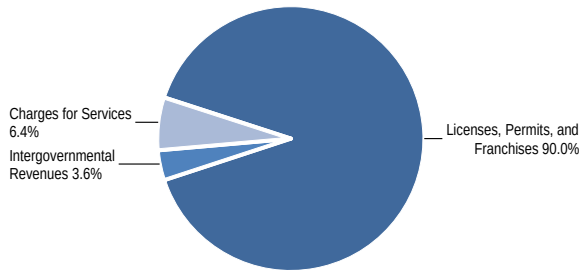
Revise 016 Fund payment process.

Process a total of approximately 18,000 claims totaling \$1.1 million for payment.

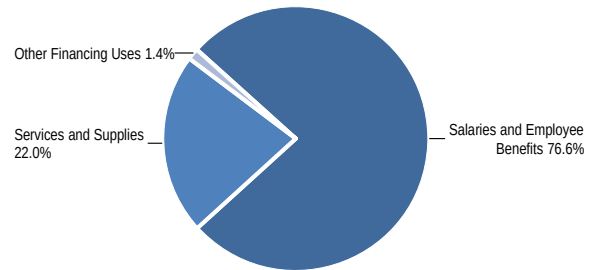
Consumer Health Protection Services

(Unit 8112— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,699,289	1,912,909	1,742,535	1,898,282	1,896,152	(16,757)
Services and Supplies	254,851	586,365	653,674	546,509	545,186	(41,179)
Other Charges	(51,703)	(2,047)	(2,047)	(2,047)	(2,047)	0
Other Financing Uses	34,083	34,497	34,497	34,497	34,497	0
Subtotal	\$1,936,520	\$2,531,724	\$2,428,659	\$2,477,241	\$2,473,788	(57,936)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	2,015,548	2,359,415	2,241,844	2,359,415	2,359,415	0
Fines, Forfeitures, and Penalties	0	1	1	0	0	(1)
Intergovernmental Revenues	53,002	95,469	95,469	95,469	95,469	0
Charges for Services	279,462	168,000	168,000	168,000	168,000	0
Miscellaneous Revenues	2,550	3	3	2	2	(1)
Other Financing Sources	0	1	0	0	0	(1)
Subtotal	\$2,350,561	\$2,622,889	\$2,505,317	\$2,622,886	\$2,622,886	(3)
General Fund Contributions	(\$414,041)	(\$91,165)	(\$76,658)	(\$145,645)	(\$149,098)	(57,933)
Total Source of Funds	\$1,936,520	\$2,531,724	\$2,428,659	\$2,477,241	\$2,473,788	(57,936)

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 2,717 low, moderate, and high risk food facilities.

Performed 964 swimming pool and spa inspections.

Organized Environmental Health's 7th Annual Food Safety Conference. This year's conference highlighted food borne illness prevention.

Provided quarterly specialized food safety training to food service employees in both Spanish and English.

Hired four Environmental Health trainees to begin comprehensive training in all aspects of environmental health focusing on consumer health protection.

Sent Environmental Health program supervisor to represent Monterey County at a Food and Drug Administration (FDA) Standardization Food Safety Program refresher course.

Received a \$20,000 grant from the FDA to accomplish a risk factor study in association of Standard Nine of the FDA Standardization Food Safety Program.

Budget Year Goals

Continue to expand and refine the annual Food Safety Conference held in September each year. This year's theme will be, "How the Food Flows?"

Continue and complete the Monterey County Environmental Public Health Leadership Institute (MEPHLI) Cohort II.

Work toward achievement of the nine FDA Voluntary National Retail Food Regulatory Program Standards by completing Standard Nine which involves FDA standardization, staff training and education.

Provide mandated training to the appointed CHPS staff to complete the "Standardization" process by FDA for the retail food program.

Continue to 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.

Establish an, "Excellence in Food Safety", recognition program for retail food facilities.

Three Environmental Health personnel will complete lead assessor/inspector certification.

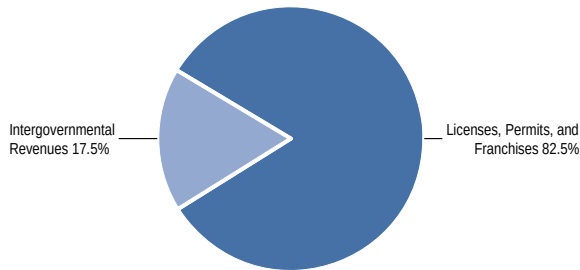
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	8.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	2.00
80E21	OFFICE ASSISTANT II	2.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00
Total		17.00

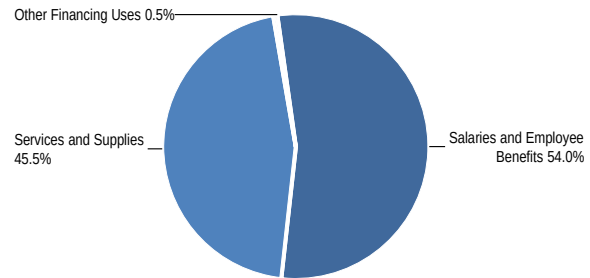
Recycling and Resource Recovery Services

(Unit 8113— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	126,521	427,646	330,308	383,539	383,275	(44,371)
Services and Supplies	295,322	290,026	304,857	323,490	323,316	33,290
Other Charges	5,000	(1,852)	(1,852)	(1,852)	(1,852)	0
Other Financing Uses	3,588	3,631	3,631	3,631	3,631	0
Subtotal	\$430,430	\$719,451	\$636,944	\$708,808	\$708,370	(11,081)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	502,623	683,300	683,300	683,300	683,300	0
Fines, Forfeitures, and Penalties	0	1	1	0	0	(1)
Intergovernmental Revenues	262,713	145,000	145,000	145,000	145,000	0
Charges for Services	6,985	3	3	3	3	0
Miscellaneous Revenues	562	3	3	2	2	(1)
Other Financing Sources	0	1	0	0	0	(1)
Subtotal	\$772,883	\$828,308	\$828,307	\$828,305	\$828,305	(3)
General Fund Contributions	(\$342,453)	(\$108,857)	(\$191,363)	(\$119,497)	(\$119,935)	(11,078)
Total Source of Funds	\$430,430	\$719,451	\$636,944	\$708,808	\$708,370	(11,081)

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, 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

Incorporated the diversion goals of Assembly Bill 1826, which requires businesses that generate organic materials such as food

scraps and/or yard trimmings to establish a diversion program for these materials into the current Unified Franchise Agreement.

Completed or coordinated approximately 138 waste assessments with businesses and multi-family complexes.

Conducted or facilitated, in collaboration with the franchise hauler and contracted service providers, at least 42 public education events to help the County of Monterey to meet State-mandated diversion goals and to prolong landfill life.

Assisted 16 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 62.32% diversion rate.

Held 13 successful on-call collection events for multi-family and employee housing sites and achieved a 23% diversion rate from these activities.

Budget Year Goals

Continue to implement the diversion goals of Assembly Bill 341 (effective July 1, 2012) which requires every commercial and multi-family facility producing four or more cubic yards of waste to implement an individual recycling program.

Continue to implement the diversion goals of Assembly Bill 1826, which require businesses that generate organic materials such as food scraps and/or yard trimmings to establish a diversion program for these materials.

Continue to collaborate with the franchise hauler and contracted service providers to conduct a minimum of 150 waste assessments or consultations at commercial and multi-family facilities and a minimum of 50 community outreach and education events in the County.

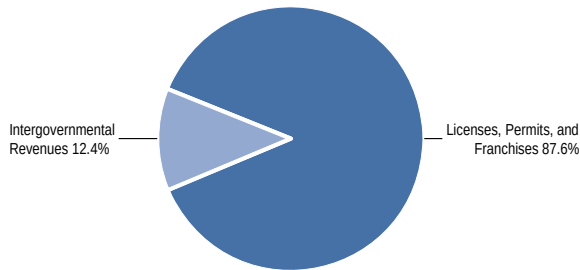
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
20B10	ACCOUNTANT I	1.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	1.00
80E01	OFFICE ASSISTANT I	1.00
Total		4.00

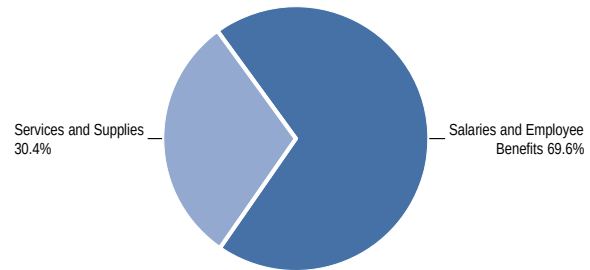
Solid Waste Management Services

(Unit 8114— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	393,836	534,986	387,386	412,845	412,336	(122,650)
Services and Supplies	57,811	184,014	197,745	183,544	179,711	(4,303)
Other Charges	(2,977)	(1,851)	(1,851)	(1,851)	(1,851)	0
Other Financing Uses	8,969	1	1	1	1	0
Subtotal	\$457,639	\$717,150	\$583,281	\$594,539	\$590,197	(126,953)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	669,654	650,003	650,003	650,003	650,003	0
Fines, Forfeitures, and Penalties	0	1	1	0	0	(1)
Intergovernmental Revenues	94,181	127,000	127,000	92,293	92,293	(34,707)
Charges for Services	737	2	2	2	2	0
Miscellaneous Revenues	0	3	3	2	2	(1)
Other Financing Sources	0	1	0	0	0	(1)
Subtotal	\$764,572	\$777,010	\$777,009	\$742,300	\$742,300	(34,710)
General Fund Contributions	(\$306,934)	(\$59,860)	(\$193,728)	(\$147,761)	(\$152,103)	(92,243)
Total Source of Funds	\$457,639	\$717,150	\$583,281	\$594,539	\$590,197	(126,953)

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, SWMS 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 Local Enforcement Program inspections.

Responded to calls regarding illegal dumping and other solid waste-related complaints.

Completed 100% of inspections for body art facilities and enforced compliance with more stringent regulations in effect per the updated Safe Body Art Act.

Staffed the Illegal Dumping and Litter Control Task Force (reestablished April 2014) with increases in clean-up volunteer participation and amount of waste collected.

Launched the first annual, "End-of-Season Campaign," which synchronizes the delivery of multiple disposals and recycling resources within a focused point of time.

Implemented medical waste inspections based on the 2014 Risk-Based Assessment.

Budget Year Goals

Complete 100% of LEA Facility inspections and 100% of mandated Local Enforcement Program inspections.

Increase program capabilities through diversified training for all program staff in solid waste management duties.

Continue to track and update management about potential legislative changes that may preempt the County's Medical Waste Program.

Continue to evaluate and identify new approaches towards adoption of an Illegal Dumping Ordinance and target implementation.

Continue to track statewide policy changes and develop Landfill Zoning standards for properties adjacent to landfills to comply with the County General Plan.

Continue to respond to all illegal dumping complaints to ensure the timely clean-up and proper disposal of abandoned waste.

Continue to guide body art facility owners and operators to ensure compliance with new and updated regulations.

Provide logistical support and disposal vouchers to the public to facilitate the expansion of agricultural waste tire take-back events in collaboration with local non-profit groups and tire recyclers, and develop a model to share with other counties for dissemination throughout the State.

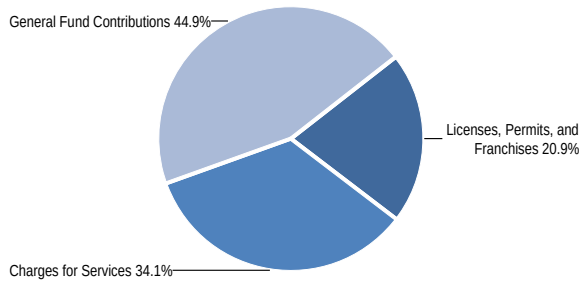
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	1.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		4.00

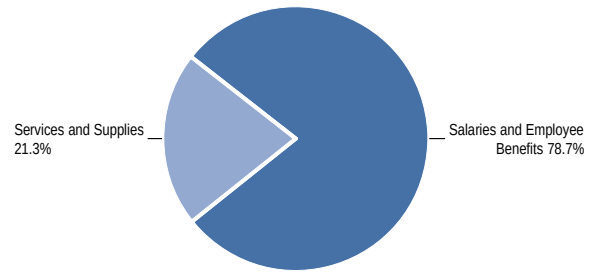
Environmental Health Review Services

(Unit 8115— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	635,111	723,410	596,832	737,428	611,342	(112,068)
Services and Supplies	40,108	131,840	128,048	168,581	165,375	33,535
Other Charges	(780)	3	3	3	3	0
Other Financing Uses	10,763	1	1	1	1	0
Subtotal	\$685,202	\$855,254	\$724,884	\$906,013	\$776,721	(78,533)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	196,591	162,702	162,702	162,702	162,702	0
Fines, Forfeitures, and Penalties	0	1	1	0	0	(1)
Intergovernmental Revenues	0	1	1	1	1	0
Charges for Services	291,992	335,450	335,450	265,035	265,035	(70,415)
Miscellaneous Revenues	7,072	3	3	2	2	(1)
Other Financing Sources	0	1	0	0	0	(1)
Subtotal	\$495,655	\$498,158	\$498,157	\$427,740	\$427,740	(70,418)
General Fund Contributions	\$189,547	\$357,096	\$226,727	\$478,273	\$348,981	(8,115)
Total Source of Funds	\$685,202	\$855,254	\$724,884	\$906,013	\$776,721	(78,533)

Unit Description

Environmental Health Review Services (EHRS) serves as the liaison between the Environmental Health Bureau (Bureau) and the Resource Management Agency (RMA) 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 Supply and Onsite Wastewater Treatment System (OWTS) and provides annual inspections of sewage treatment and wastewater reclamation facilities.

Prior Year Accomplishments

Continued to work 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 OWTS criteria.

Worked with RMA-Building Services to establish workflow and policy for review and issuance of Rainwater Catchment System permits.

Processed approximately 200 OWTS permits.

Processed approximately 450 building permit applications for Environmental Health Bureau program compliance.

Processed approximately 140 land use project (planning permit) applications.

Provided staffing to the 24 Planning Commission and 24 Zoning Administrator hearings throughout the year.

Budget Year Goals

Continue to work with RMA- Building Services to finalize workflow and policy for review and issuance of Rainwater Catchment System permits.

Obtain approval of Local Onsite Wastewater Treatment Systems Management Program (LAMP) from the Board of Supervisors and Central Coast Regional Water Quality Control Board.

Establish new EnvisionConnect database fields to collect OWTS permit, complaint and monitoring information to facilitate annual reporting to the Central Coast Regional Water Quality Control Board.

Continue to provide staff for the Planning Commission and Zoning Administrator hearings.

Amend Monterey County Code, Chapter 15.20, Sewage Disposal, to reflect approved LAMP and develop a supplemental Administrative Manual.

Streamline the graywater permit process to improve the speed and efficiency of permit-related activities, while ensuring graywater permits are installed in a manner that protects public health and environmental resources.

Process 180 OWTS permit applications.

Process 500 building permit applications.

Process 120 land use projects (planning permit) applications.

Continue to improve reconciliation of fees collected by RMA and transferred to Environment Health Bureau (EHB) for land use projects.

Establish new EnvisionConnect database fields to collect OWTS permit, complaint and monitoring information to facilitate annual reporting to the Central Coast Regional Water Quality Control Board.

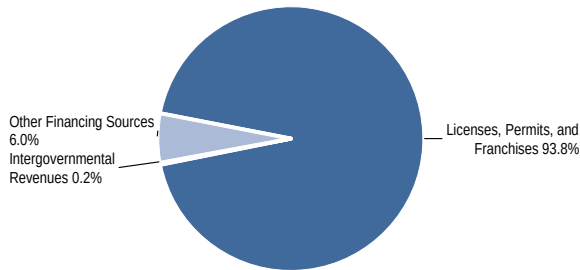
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

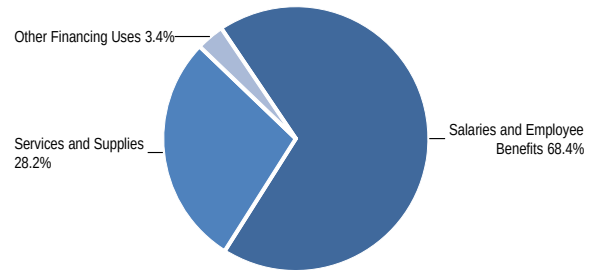
Hazardous Materials Management Services

(Unit 8116— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,054,628	1,202,611	1,175,810	1,215,751	1,077,149	(125,462)
Services and Supplies	147,801	324,446	384,723	444,804	444,106	119,660
Other Charges	(45,841)	(44,107)	(44,107)	(44,107)	(44,107)	0
Other Financing Uses	16,145	53,158	53,158	53,158	53,158	0
Subtotal	\$1,172,733	\$1,536,108	\$1,569,584	\$1,669,606	\$1,530,306	(5,802)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,607,556	1,985,003	1,885,753	2,213,659	2,145,003	160,000
Fines, Forfeitures, and Penalties	0	1	1	0	0	(1)
Intergovernmental Revenues	23,064	5,000	5,000	5,000	5,000	0
Charges for Services	12,789	3	3	3	3	0
Miscellaneous Revenues	16,000	2	2	1	1	(1)
Other Financing Sources	0	498,838	480,762	136,602	136,602	(362,236)
Subtotal	\$1,659,410	\$2,488,847	\$2,371,521	\$2,355,265	\$2,286,609	(202,238)
General Fund Contributions	(\$486,677)	(\$952,739)	(\$801,937)	(\$685,659)	(\$756,303)	196,436
Total Source of Funds	\$1,172,733	\$1,536,108	\$1,569,584	\$1,669,606	\$1,530,306	(5,802)

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 continued educational outreach and support to local businesses to assist them to enter their information into the new statewide California Electronic Reporting System (CERS) in compliance with California Environmental Protection Agency (Cal EPA) directives.

Instituted the use of the CERS Integration Wizard (CIW) as part of the EnvisionConnect upgrade to ensure proper use of the State mandated reporting system.

Inspected 219 underground storage tank facilities and 1,715 facilities that handle hazardous materials or generate hazardous waste.

Conducted two environmental compliance workshops: one located in King City that focused on the agricultural industry and the second located in Salinas which was opened to all regulated businesses.

Collaborated in the production of the 23rd Annual Ammonia Safety Training Workshop for industry, regulators, responders and the general public.

Provide continued educational outreach through annual workshops and conferences to the regulated community.

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 and safety, and the environment.

Budget Year Goals

Encourage and assist businesses to submit required hazardous materials information electronically using the CERS System.

Inspect 219 underground storage tank facilities and 1,715 facilities that handle hazardous materials or generate hazardous waste.

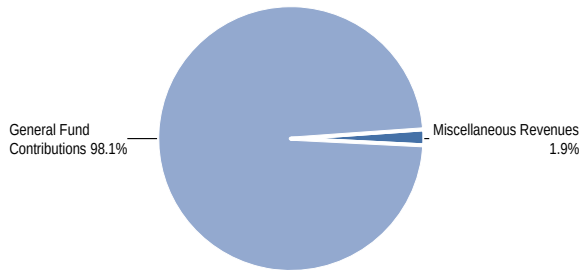
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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

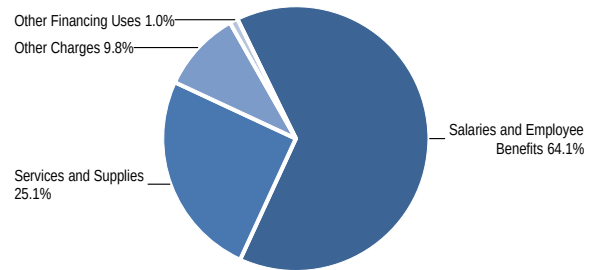
Environmental Health Fiscal and Administration

(Unit 8117— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,184,466	1,156,759	1,086,230	1,058,046	1,058,046	(98,713)
Services and Supplies	964,041	295,284	342,076	414,313	414,313	119,029
Other Charges	137	3	3	162,491	162,491	162,488
Other Financing Uses	17,939	16,342	16,342	16,342	16,342	0
Subtotal	\$2,166,583	\$1,468,388	\$1,444,651	\$1,651,192	\$1,651,192	182,804

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	168,758	3	3	3	3	0
Fines, Forfeitures, and Penalties	210	0	0	0	0	0
Intergovernmental Revenues	0	1	1	0	0	(1)
Charges for Services	163	3	3	2	2	(1)
Miscellaneous Revenues	1,927	18,000	18,000	31,862	31,862	13,862
Other Financing Sources	0	67,969	0	0	0	(67,969)
Subtotal	\$171,058	\$85,976	\$18,007	\$31,867	\$31,867	(54,109)
General Fund Contributions	\$1,995,525	\$1,382,412	\$1,426,644	\$1,619,325	\$1,619,325	236,913
Total Source of Funds	\$2,166,583	\$1,468,388	\$1,444,651	\$1,651,192	\$1,651,192	182,804

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 programs and the Animal Shelter. Services include budget preparation and oversight, billing and collections, procurement and accounts payable, contract and grant management, information management systems and clerical support.

Prior Year Accomplishments

Completed the Capacity Assessment Services of the Environmental Health's enterprise database EnvisionConnect software.

Upgraded the EnvisionConnect system to the most current version and moved to a vendor hosted environment to ensure timely updates to the system.

Implemented a 'green policy' for reformatting of paper records into a digital format.

Worked in collaboration with program supervisors for efficient fiscal management of their respective programs.

Continued to implement the Health Department's Performance Measure guidelines to improve efficiency and effectiveness of operations.

Assistant Director was elected the Executive 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. In addition, Monterey County is represented at the chapter level by a County Environmental Health Specialist I.

Worked in collaboration with the Health Department Administration to complete and update the Strategic Plan for the Health Department.

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.

Completed the Request for Proposals (RFP) process to obtain services of a consultant to review and analyze the Environmental Health Bureau's program fees and hourly rate.

Developed and led Cohort I of the Monterey County Environmental Public Health Leadership Institute (MEPHLI), in partnership with the Learning Development Network (LDN), to provide training to managers and supervisors enabling them to maintain their professional, inter-personal and leadership skills, and continue to support staffs' continuing professional growth and development. Participated with the Environmental Public Health Leadership Institute (EPHLI) to formulate this training.

Budget Year Goals

Promote accountability and efficiency by developing and enforcing internal policies and procedures, including but not limited to daily submission of field activity reports, fiscal policies, records retention and equipment inventory.

Continue with Cohort II of the MEPHLI leadership academy.

Continue working with a consultant to review and analyze the Environmental Health Bureau's program fees and hourly rate to develop a fee schedule ordinance that reflects costs of services.

Continue to explore the feasibility of an electronic field inspection system.

Continue to represent the County at CEHA, 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 realignment of EHB programs and staffing levels for those programs.

Review and evaluate the Bureau's mission, vision and goals to align with the County's Board of Supervisors' strategic initiatives.

Continue to support staffs' continuing professional growth and development.

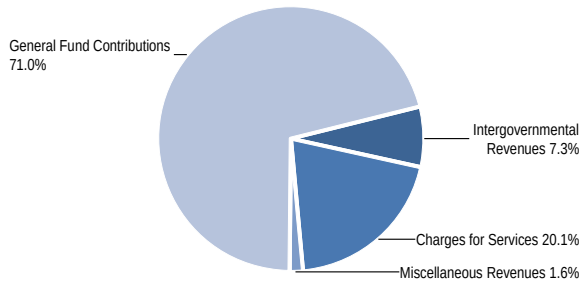
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E04	BUREAU CHIEF	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00
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		8.00

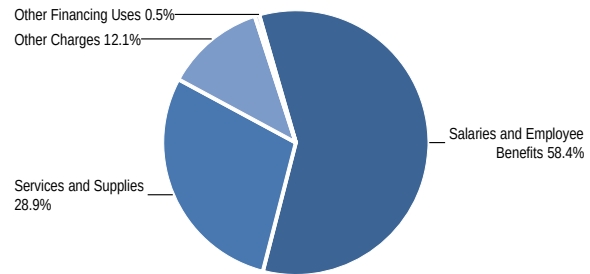
Public Guardian/Administrator/Conservator

(Unit 8118— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	520,057	953,557	863,939	873,164	872,240	(81,317)
Services and Supplies	246,281	177,069	532,668	431,971	431,371	254,302
Other Charges	0	0	(7,430)	181,190	181,190	181,190
Other Financing Uses	0	8,003	8,003	8,003	8,003	0
Subtotal	\$766,337	\$1,138,629	\$1,397,180	\$1,494,328	\$1,492,804	354,175

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	0	0	151,851	109,525	109,525	109,525
Charges for Services	164,579	176,000	349,215	300,000	300,000	124,000
Miscellaneous Revenues	18,956	15,000	24,000	24,000	24,000	9,000
Subtotal	\$183,534	\$191,000	\$525,066	\$433,525	\$433,525	242,525
General Fund Contributions	\$582,803	\$947,629	\$872,114	\$1,060,803	\$1,059,279	111,650
Total Source of Funds	\$766,337	\$1,138,629	\$1,397,180	\$1,494,328	\$1,492,804	354,175

Unit Description

The Public Guardian/Administrator Division provides services in four major functional areas:

The Public Administrator is mandated by law to take charge of property and probate the decedent estates ranging in value from \$2,000 to over \$2,000,000 of persons who have died when no executor or estate administrator exists or is willing or able to act.

The Public Guardian acts as court appointed Lanterman Petris Short (LPS) Conservator of any individual found to be gravely disabled due to mental disorder who is unable or unwilling to accept treatment voluntarily pursuant to Welfare and Institutions Code 5000 et seq.

The Public Guardian acts as court appointed Probate 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.

The Public Guardian serves as Public Representative Payee pursuant to Board Resolution 82-43 for Monterey County residents. 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.

Prior Year Accomplishments

All Deputies were certified for competence from the California State Association of Public Administrators/Public Guardians/Public Conservators pursuant to Probate Code sections 1456.2 and 7605.

Successfully process referrals for Probate Conservatorship and assign to deputies in less than 10 working days from the receipt of the package.

Integrated the Public Administrator and Public Guardian functions, develop and implement policies and procedures, cross train deputy level staff to increase capacity and create efficiencies.

Researched and reviewed all old case files and started process of taking appropriate Court directed action.

Assumed fiscal duties for an additional 100 Representative Payee clients from Behavioral Health.

Completed the Memorandum of Understanding with the Community Hospital of the Monterey Peninsula for client referrals.

Ensured that the percentage of Public Guardian clients who were homeless is less than 1%.

Budget Year Goals

Close all Public Administration cases that have been opened more than two years ago.

Successfully implement Memorandum of Understanding with Community Hospital of the Monterey Peninsula. Division will

accept and investigate probate referrals within five days to make determination on eligibility for services.

Identify cases that no longer meet court accountings criteria and work with County Counsel staff to file petition to the court to transition cases to representative payee status.

Ensure that less than 1% of Public Guardian clients are homeless.

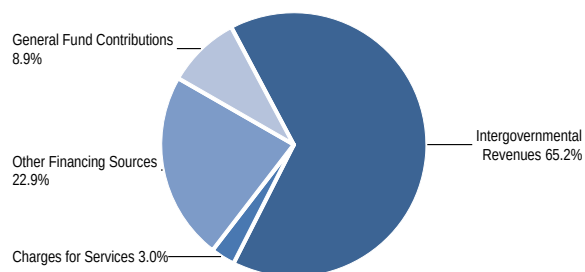
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14N06	OPERATIONS MANAGER	1.00
20B11	ACCOUNTANT II	1.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR II	5.00
80E21	OFFICE ASSISTANT II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
Total		10.00

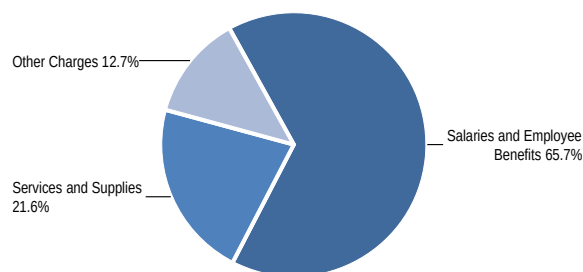
Children's Medical Services

(Unit 8121— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	5,070,639	5,659,988	5,079,060	5,358,301	5,341,958	(318,030)
Services and Supplies	1,473,128	1,586,294	1,588,265	1,762,853	1,758,472	172,178
Other Charges	676,969	1,147,360	859,609	1,034,854	1,034,854	(112,506)
Subtotal	\$7,220,735	\$8,393,642	\$7,526,934	\$8,156,008	\$8,135,284	(258,358)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	5,182,320	5,057,722	4,987,663	5,307,569	5,307,569	249,847
Charges for Services	91,204	233,911	117,992	240,466	240,466	6,555
Miscellaneous Revenues	105	30	0	0	0	(30)
Other Financing Sources	1,269,301	2,492,820	1,812,120	1,862,136	1,862,136	(630,684)
Subtotal	\$6,542,930	\$7,784,483	\$6,917,775	\$7,410,171	\$7,410,171	(374,312)
General Fund Contributions	\$677,805	\$609,159	\$609,159	\$745,837	\$725,113	115,954
Total Source of Funds	\$7,220,735	\$8,393,642	\$7,526,934	\$8,156,008	\$8,135,284	(258,358)

Unit Description

Children's Medical Services provides services to improve 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 (CLPPP) 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

The CHDP Program conducted provider education and outreach regarding childhood obesity and prevention, and CHDP staff provided one-on-one educational intervention to 74% of the families of children with identified Body Mass Index (BMI) above the 85th percentile. Contact with providers and families include promotion of increased screening to identify at-risk children including use of lab tests, phone counseling to parents, education materials for providers and families, and referral to additional resources.

CCS worked with Central California Alliance for Health (CCAH) staff to align program materials and processes and to identify joint providers within each network. As the Department continues planning for implementation of the CCS Redesign, the Department will collaborate with CCAH to align program processes and develop provider outreach and education.

Budget Year Goals

The CHDP Program will conduct outreach to CHDP provider offices to offer education and resources about the availability of ongoing Medi-Cal coverage for those clients who access care via the CHDP Gateway. CHDP staff will expand one-on-one educational intervention to 95% of the families of children who access care through the CHDP Gateway. Contact with providers and families will include education materials, information regarding Medi-Cal application access points, and referral to additional resources.

California Children's Services in partnership with CCAH staff will provide resources and conduct joint training to Monterey County medical/healthcare providers regarding the CCS Redesign, and the current procedures for client referrals and case management, thus increasing referral processing efficiency for medical providers, CCAH and CCS.

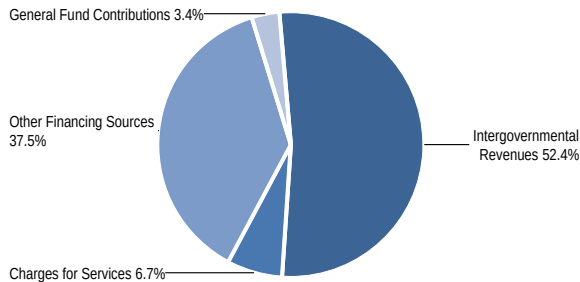
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	9.00
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
80E22	OFFICE ASSISTANT III	10.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	2.00
Total		54.00

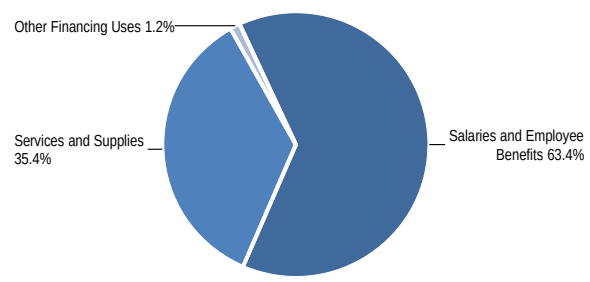
Public Health

(Unit 8124— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	12,053,316	13,172,390	12,254,181	12,670,931	11,795,666	(1,376,724)
Services and Supplies	6,021,567	6,455,355	6,546,986	6,581,840	6,573,057	117,702
Other Charges	(2,783,463)	(2,665,836)	(3,140,826)	(2,990,259)	(2,990,259)	(324,423)
Capital Assets	31,054	0	55,091	0	0	0
Other Financing Uses	223,802	201,741	201,741	223,802	223,802	22,061
Subtotal	\$15,546,277	\$17,163,650	\$15,917,173	\$16,486,314	\$15,602,266	(1,561,384)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	12,335	12,500	12,370	13,781	13,781	1,281
Fines, Forfeitures, and Penalties	7,555	9,020	8,310	7,933	7,933	(1,087)
Intergovernmental Revenues	9,589,423	9,776,775	8,493,829	8,606,252	8,170,905	(1,605,870)
Charges for Services	770,818	1,621,931	911,969	1,050,829	1,050,829	(571,102)
Miscellaneous Revenues	41,251	25,000	0	0	0	(25,000)
Other Financing Sources	4,854,883	5,602,595	6,374,866	6,256,172	5,836,709	234,114
Subtotal	\$15,276,266	\$17,047,821	\$15,801,344	\$15,934,967	\$15,080,157	(1,967,664)
General Fund Contributions	\$270,011	\$115,829	\$115,829	\$551,347	\$522,109	406,280
Total Source of Funds	\$15,546,277	\$17,163,650	\$15,917,173	\$16,486,314	\$15,602,266	(1,561,384)

Unit Description

Public Health is credited with adding 25 years to the life expectancy of people in the United States. In the last 100 years, major public health accomplishments that have improved and prolonged life include vaccinations, motor vehicle safety, safer workplaces, control of infectious disease, reductions in heart disease and stroke, safer and healthier foods, healthier mothers and babies, and recognizing tobacco as a health hazard. Public Health includes Communicable Disease Prevention and Control, Public Health Laboratory, Public Health Preparedness, Regional Health Teams, Health Promotion and Chronic Disease Prevention Services, Supplemental Nutrition Program for Women, Infants, and Children (WIC), Nutrition Services, Vital Records, Employee Wellness, 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. Regional Teams nurses provide case management for families and links individuals to services and resources. Public Health is also charged with reducing the community's risk for chronic diseases such as diabetes, stroke, cancer and heart disease. This is accomplished by assisting communities in advocating for their health, collaborating with communities to reduce risky lifestyle behaviors, assisting in the adoption of policies conducive to good health and healthy environments, and assuring access to preventive health screening and medical care. Women, Infants, and Children provides supplemental foods, health care referrals, and nutrition

education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk. Public Health also identifies health disparities and works collaboratively with other agencies to achieve health equity for all County residents.

Prior Year Accomplishments

Communicable Disease Prevention and Control initiated disease control measures within Centers for Disease Control and Prevention and California Department of Public Health recommended timeframes for 100% of selected reportable disease incidents of public health importance, which exceeded the State recommended goal of 80%.

Communicable Disease Prevention and Control disseminated health and epidemiologic information to healthcare providers, medical facilities, community-based organizations, and the public four times per quarter which exceeded our goal of twice per quarter. This information assisted providers in their clinical decision making process, promoted appropriate public health interventions, and empowered the public to make important health decisions.

Tobacco Control supported city efforts to explore, adopt and implement tobacco retail license ordinances which reduce illegal tobacco sales to children.

Tobacco Cessation initiated education and training to mental health and drug and alcohol treatment facilities to support adoption and implementation of tobacco policies which will reduce employee, resident and community exposure to second hand smoke.

Youth Violence Prevention supported the implementation of youth leadership and bullying prevention programs to prevent youth violence in Salinas.

Youth Violence Prevention initiated a National Institutes of Health funded cohort study that identifies factors that protect teens from adverse reproductive health outcomes and prevents teens from participating in violence.

Vital Records registered births in Monterey County hospitals within ten days 98% of the time, which exceeded our goal of 85%.

Women, Infants and Children achieved a 21.4% exclusive breastfeeding rate among six month old infants which met our goal of 21%, and 44.2% received some breastfeeding which nearly met our goal of 45%. Women, Infants and Children achieved a 19.1% exclusive breastfeeding rate among 12 month old infants which exceeded our goal of 18%, and 39% received some breastfeeding which nearly met our goal of 41%.

Public Health Preparedness increased our capability to respond to emerging disease threats by completing health alert drills using the new California Health Alert Network system with internal and external stakeholders and achieving a response rate of 70.5% which met our goal of 70%.

Public Health Preparedness coordinated the provision of two emergency preparedness trainings for Health Department staff.

Employee Wellness Program delivered 50 health education and prevention workshops and events to an estimated 1,000 County

employees, which contributed to an increase in staff's ability to make healthy lifestyle changes, to manage stress and to balance work and home.

Mental Health Services Act Prevention and Early Intervention formed a Monterey County Lesbian Gay Biosexual Transgender Questioning (LGBTQ) collaborative of community groups, non-profits and local leaders who are invested in making a positive difference for lesbian, gay, bisexual and transgender individuals in Monterey County.

Alcohol and Other Drug (AOD) worked with AOD providers to coordinate Prescription Drug Take-Back Day events throughout Monterey County that aligned with Drug Enforcement Agency Take-Back Day activities which reduced underage access to prescription drugs.

Budget Year Goals

Communicable Disease Prevention and Control will initiate disease control measures within Centers for Disease Control and Prevention and California Department of Public Health recommended time frames for 80% of selected reportable disease incidents of public health importance, thus limiting the spread of communicable diseases within our communities.

Communicable Disease Prevention and Control will disseminate health and epidemiologic information to healthcare providers, medical facilities, community-based organizations, and the public six times per quarter. This information will assist providers in their clinical decision making process, promote appropriate public health interventions, and empower the public to make important health decisions.

Tobacco Control will provide technical support to a jurisdiction in Monterey County that is willing to explore, adopt and implement a policy that prohibits the use of electronic nicotine delivery devices in places where smoking is otherwise prohibited.

Tobacco Cessation will complete education and training to mental health and drug and alcohol treatment facilities and support adoption and implementation of tobacco policies which will reduce employee, resident and community exposure to second hand smoke.

Youth Violence Prevention will support the implementation of youth leadership and bullying prevention programs to prevent youth violence in Salinas.

Youth Violence Prevention will continue to participate in a National Institutes of Health funded cohort study that identifies factors that protect teens from adverse reproductive health outcomes and prevents teens from participating in violence.

Vital Records will register births in Monterey County hospitals within ten days at least 85% of the time.

Women, Infants and Children will maintain or increase breastfeeding rates among infants enrolled in Women Infants and Children (WIC) supplemental nutrition program. Among six month old infants, 21% will be exclusively breastfed and 45% will receive some breastfeeding. Among 12 month old infants, 18% will be exclusively breastfed and 41% will receive some breastfeeding.

Public Health Preparedness will increase Department capability to respond to emerging disease threats by completing health alerting drills using the new California Health Alert Network System with internal and external stakeholders and achieve a response rate of 75%.

Employee Wellness will increase employee participation in annual biometric screening events through increased outreach and communication efforts among staff.

Mental Health Services Act Prevention and Early Intervention (PEI) program will implement new PEI regulations by developing and implementing an effective evaluation system for PEI projects. The evaluation system will assess how well PEI projects achieve outcomes of interest and will demonstrate how PEI funded programs benefit the community.

Alcohol and Other Drug program will work with AOD providers to begin coordination of AOD efforts with the Prescribe Safe Monterey County Initiative.

Teen Pregnancy Prevention will train 50 peer educators at Everett Alvarez and Alisal High Schools who will then provide Postpone Teen Pregnancy education to 500 students.

Teen Pregnancy Prevention will enroll local youth into the California Personal Responsibility Education Program and 456 of the participants will complete either the Cuidate or Be Proud Be Responsible evidence based curriculum.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	2.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00
14G02	MANAGEMENT ANALYST 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

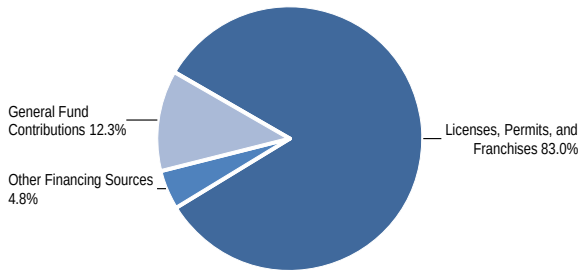
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
43B02	WATER QUALITY SPECIALIST	1.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00
50C70	ASSISTANT DIRECTOR PUBLIC HEALTH LABORATORY	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	7.50
50K18	HEALTH PROGRAM COORDINATOR	4.00
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
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	9.00
52E22	PUBLIC HEALTH NURSE II	11.00
52E23	PUBLIC HEALTH NURSE III	4.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	5.00
60P22	COMMUNITY SERVICE AIDE III	3.00
60P23	COMMUNITY SERVICE AIDE IV	2.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	7.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		134.50

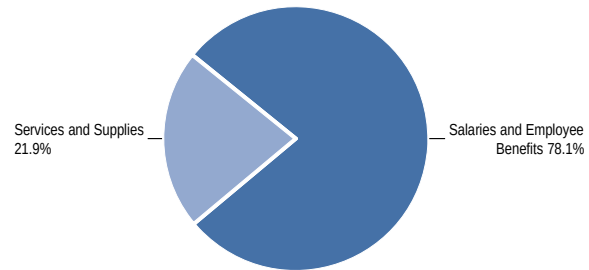
Drinking Water Protection Service

(Unit 8272— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	858,491	1,031,913	946,445	1,034,476	1,033,557	1,644
Services and Supplies	160,554	358,933	350,589	290,869	290,269	(68,664)
Other Charges	(8,258)	(8,257)	(8,257)	(8,257)	(8,257)	0
Other Financing Uses	16,145	1	1	1	1	0
Subtotal	\$1,026,932	\$1,382,590	\$1,288,778	\$1,317,089	\$1,315,570	(67,020)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,050,162	1,032,002	1,032,002	1,091,257	1,091,257	59,255
Fines, Forfeitures, and Penalties	0	1	1	0	0	(1)
Intergovernmental Revenues	0	1	1	20	20	19
Charges for Services	17,017	3	3	3	3	0
Miscellaneous Revenues	14,402	2	2	1	1	(1)
Other Financing Sources	0	231,014	0	62,920	62,920	(168,094)
Subtotal	\$1,081,581	\$1,263,023	\$1,032,009	\$1,154,201	\$1,154,201	(108,822)
General Fund Contributions	(\$54,649)	\$119,567	\$256,769	\$162,888	\$161,369	41,802
Total Source of Funds	\$1,026,932	\$1,382,590	\$1,288,778	\$1,317,089	\$1,315,570	(67,020)

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. Made significant progress in conducting inspections of these systems.

As the Local Primacy Agency (LPA), complied with the annual work plan submitted to California State Water Resources Control Board.

Implemented the new hexavalent chromium standard and worked with several systems in developing a compliance action plan. Also worked with systems with arsenic violations to update their compliance action plan.

Continued to work with several water systems with long histories of significant water quality problems to move them towards compliance so they can provide potable water to their users.

Helped facilitate the consolidation project of several homes and water systems in the OakRidge Area with Aromas Water District.

Continued to work with University of California Los Angeles (UCLA) and the State Water Board in developing a pilot project for nitrate treatment that will benefit disadvantaged communities in the Salinas Valley.

Assessed completeness of well construction/destruction applications within ten days of submittal and communicated any deficiencies to the applicant.

Provided a robust technical assistance program for water system operators to help them understand and comply with regulations and correct water quality and infrastructure deficiencies.

Provided resources for water system operator training opportunities, which included two workshops.

Scanned all of the water system files into the Questys database.

Budget Year Goals

Continue to develop the draft Well Ordinance, expected to be completed by the end of the calendar year.

Process well construction/destruction applications in a timely manner. Applicants will be given status of application and any deficiencies within 10 days of submittal.

Comply with the LPA work plan and 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.

Complete 100% of the water quality sampling for the permitted small drinking water systems. Inspect all water systems at least every three years.

Bring additional water systems with non-potable water into compliance and provide technical assistance and training resources to water system operators.

Collaborate with the Resource Management Agency, Agricultural Commissioner, Monterey County Water Resources Agency and others to comply with Sustainable Groundwater Management Act (SGMA).

Explore the establishment of a Cross Connection countywide Ordinance.

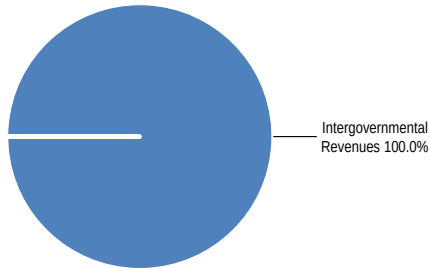
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	5.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	2.00
Total		10.00

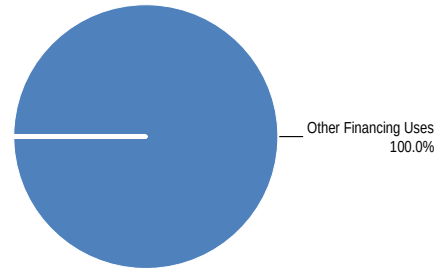
Behavioral Health

(Unit 8410— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	8,948,968	9,000,000	9,885,168	9,500,000	9,500,000	500,000
Subtotal	\$8,948,968	\$9,000,000	\$9,885,168	\$9,500,000	\$9,500,000	500,000

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	8,948,968	9,000,000	9,885,168	9,500,000	9,500,000	500,000
Subtotal	\$8,948,968	\$9,000,000	\$9,885,168	\$9,500,000	\$9,500,000	500,000
Total Source of Funds	<u>\$8,948,968</u>	<u>\$9,000,000</u>	<u>\$9,885,168</u>	<u>\$9,500,000</u>	<u>\$9,500,000</u>	<u>500,000</u>

Unit Description

The Local Revenue Fund, Fund 022, was established in FY 2011-12 pursuant to AB 118, to recognize and track non-health and social services sales tax revenue and vehicle license fee realignment funds. For consistency in the treatment of 2011 revenue, effective in March of 2015, the recognition and tracking of Behavioral Health Subaccount revenue receipts was transferred to Fund 022. The Recommended Budget for FY 2016-17, in the amount of \$9,500,000, represents the estimated receipts to be realized during the budget year.

Prior Year Accomplishments

This unit serves a specifically designed financial purpose, therefore no accomplishments are required.

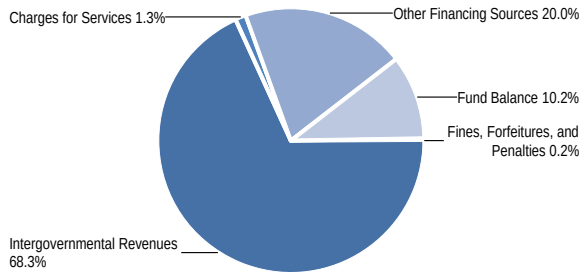
Budget Year Goals

This unit serves a specifically designed financial purpose, therefore no accomplishments are required.

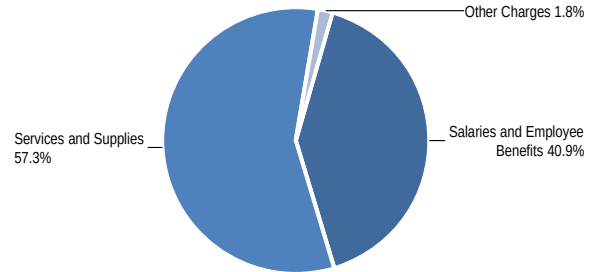
Behavioral Health

(Unit 8410— Fund 023)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	34,703,332	46,440,418	38,027,466	48,353,096	47,760,345	1,319,927
Services and Supplies	42,240,381	57,099,581	51,223,685	66,980,739	66,902,755	9,803,174
Other Charges	1,525,207	1,800,000	2,087,810	2,095,000	2,095,000	295,000
Capital Assets	178,596	300,000	437,548	100,000	100,000	(200,000)
Subtotal	\$78,647,516	\$105,639,999	\$91,776,509	\$117,528,835	\$116,858,100	11,218,101

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	217,544	215,000	215,000	215,000	215,000	0
Revenue from Use of Money & Property	103,030	70,000	116,451	116,451	116,451	46,451
Intergovernmental Revenues	57,447,528	73,400,000	66,200,000	80,093,596	79,726,710	6,326,710
Charges for Services	2,164,246	1,423,000	1,430,000	1,525,000	1,525,000	102,000
Miscellaneous Revenues	424,719	0	95,464	0	0	0
Other Financing Sources	19,911,755	21,895,022	20,768,591	23,344,685	23,344,685	1,449,663
Subtotal	\$80,268,822	\$97,003,022	\$88,825,506	\$105,294,732	\$104,927,846	7,924,824
Fund Balance	(1,621,306)	8,636,977	2,951,003	12,234,103	11,930,254	3,293,277
Total Source of Funds	\$78,647,516	\$105,639,999	\$91,776,509	\$117,528,835	\$116,858,100	11,218,101

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

The Bureau hired and placed staff in Health Department primary care clinics.

Co-located staff including Social Workers, a Psychiatrist, and a Unit Supervisor to oversee the integration efforts.

The Bureau endeavored on improving timeliness of access to services. The goal was to have 90% of clients seen within 10 business days. Currently, approximately 53% of clients are seen within 10 business days of admission. In pursuit of this goal, the Bureau encountered significant barriers, including staff hiring challenges, changes in the overall Health and Behavioral Health systems, a lack of standardized processes, and insufficient external capacity to refer clients to the appropriate resources for care. The Bureau will continue in its efforts to address the barriers to improve the timeliness of access.

The Bureau, in coordination with service providers in the Monterey County area, developed an overall Alcohol and Drug Strategic Plan. The plan details the gaps in service and the direction for growth that will be used to inform the Drug Medi-Cal Implementation Plan. The Drug Medi-Cal Implementation Plan is the County's plan to expand substance use disorder treatment services to beneficiaries. The plan will be completed by the end of April and details the expansion and addition of services including: Early Intervention Services, Outpatient services, Intensive Outpatient, Residential, Withdrawal Management, Physician Consultation, Case Management, and Recovery services.

County staff has been increased and contracts with local non-profit service providers have received additional funding to provide mental health services to South County residents. Several contractors are co-located at the Bureau's facilities in Gonzales, Soledad and King City. In addition, one of three Behavioral Mobile Crisis Response staff is assigned to the South County Region.

Budget Year Goals

Increase the number of South County Children System of Care (CSOC) clients served at a clinic nearest their home residence by increasing staffing presence from 6% to 10%.

Standardize processes to improve timeliness of services so that at least 65% of clients seeking services are seen within 10 days.

Increase by 10% the percentage of assessments of substance use/abuse disorder by ACCESS sites, and increase by 10% the capacity in Outpatient, Intensive Outpatient, and Residential Services.

Implement a day treatment program to improve post-hospitalization care and create opportunities to divert clients from hospitals and emergency departments to outpatient care.

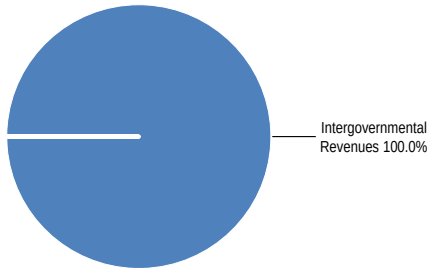
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	4.00
14C31	MANAGEMENT ANALYST III	3.00
14G02	MANAGEMENT ANALYST I	2.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	12.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	3.00
20B94	FINANCE MANAGER III	1.00
20B95	FINANCE MANAGER I	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	4.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
50F20	OCCUPATIONAL THERAPIST	1.00
50U16	BEHAVIORAL HEALTH AIDE	20.05
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	21.00
54C03	PHYSICIAN ASSISTANT II	1.00
60A21	CLINICAL PSYCHOLOGIST	14.50
60B21	PSYCHIATRIC SOCIAL WORKER II	189.30
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	25.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	15.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00
60C22	SOCIAL WORKER III	32.40
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	3.00
60L01	PATIENT RIGHTS ADVOCATE	1.00
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	15.00
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		411.25

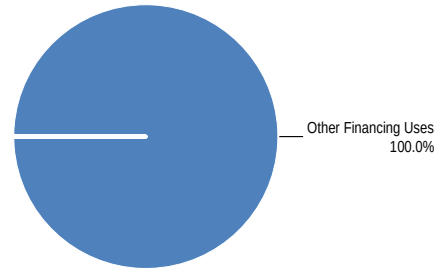
Behavioral Health

(Unit 8410— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	8,994,246	11,000,000	11,000,000	11,000,000	11,000,000	0
Subtotal	\$8,994,246	\$11,000,000	\$11,000,000	\$11,000,000	\$11,000,000	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	9,709,735	11,000,000	11,000,000	11,000,000	11,000,000	0
Subtotal	\$9,709,735	\$11,000,000	\$11,000,000	\$11,000,000	\$11,000,000	0
Fund Balance	(715,489)	0	0	0	0	0
Total Source of Funds	\$8,994,246	\$11,000,000	\$11,000,000	\$11,000,000	\$11,000,000	0

Unit Description

The Health & Welfare Realignment Fund, Fund 025, was established in FY 2012-13 to comply with new 1991 realignment accounting and funding methodologies adopted by the State. Fund 025 serves as the repository and Appropriation Unit for all realignment funds. Effective March 2015, the recognition and tracking of 1991 realignment receipts for Mental Health was transferred to Fund 025. The Recommended Budget for FY 2016-17, in the amount of \$11,000,000 represents the estimated receipts to be realized during the budget year.

Prior Year Accomplishments

This unit serves a specifically designed financial purpose, therefore no accomplishments are required.

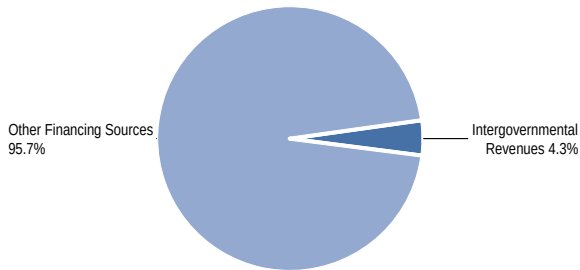
Budget Year Goals

This unit serves a specifically designed financial purpose, therefore no accomplishments are required.

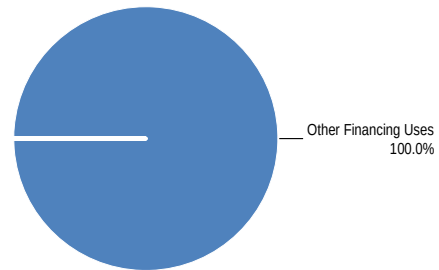
Health Realignment

(Unit 8424— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	13,053,422	13,203,628	13,203,628	12,551,576	12,132,113	(1,071,515)
Subtotal	\$13,053,422	\$13,203,628	\$13,203,628	\$12,551,576	\$12,132,113	(1,071,515)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	814,338	1,678,737	394,152	527,412	527,412	(1,151,325)
Other Financing Sources	13,643,445	12,632,335	11,576,442	11,879,457	11,879,457	(752,878)
Subtotal	\$14,457,783	\$14,311,072	\$11,970,594	\$12,406,869	\$12,406,869	(1,904,203)
Fund Balance	(1,404,361)	(1,107,444)	1,233,034	144,707	(274,756)	832,688
Total Source of Funds	\$13,053,422	\$13,203,628	\$13,203,628	\$12,551,576	\$12,132,113	(1,071,515)

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 \$12,132,113 categorized as follows: \$3,573,175 for Sheriff's Office inmate medical care, \$500,000 for debt service for the Health Building, \$450,000 for Clinics' public health programs, \$190,928 for Sexual Assault Response Team (SART), \$1,601,058 for Policy Evaluation and Planning Unit (PEP), \$180,283 for Medi-Cal Coordination (MAA/TCM), \$60,000 for indigent medical services to rural clinics, and \$5,576,669 for Public Health programs and services.

The fund balance includes a committed fund of \$6.8 million solely for the purpose identified in Article 5, Termination by County of the Lease Agreement with Community Hospital Properties in assurance of repayment of premise improvement amount.

Prior Year Accomplishments

This unit serves a specifically designed financial purpose, therefore no accomplishments are required.

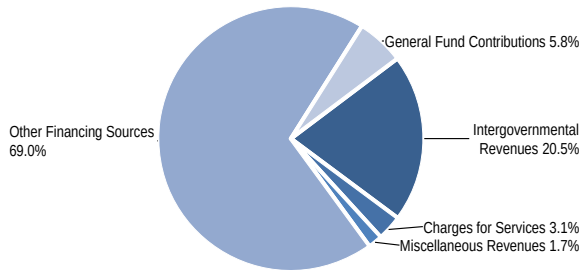
Budget Year Goals

This unit serves a specifically designed financial purpose, therefore no goals are required.

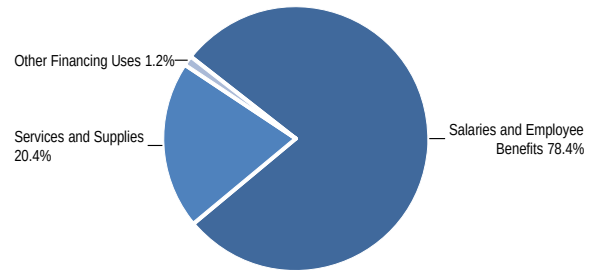
Health Dept. Administration

(Unit 8438— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,259,618	5,555,564	5,552,630	6,726,884	6,716,435	1,160,871
Services and Supplies	1,691,009	1,697,276	1,582,922	1,752,312	1,748,468	51,192
Other Charges	(4,326,190)	(4,901,922)	(4,686,662)	(5,622,159)	(5,622,159)	(720,237)
Capital Assets	8,572	0	0	0	0	0
Other Financing Uses	80,708	102,769	102,769	102,769	102,769	0
Subtotal	\$1,713,717	\$2,453,687	\$2,551,659	\$2,959,806	\$2,945,513	491,826

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	127,449	472,532	1,051,659	602,500	602,500	129,968
Charges for Services	126,775	76,016	100,000	90,000	90,000	13,984
Miscellaneous Revenues	21,605	32,870	0	51,000	51,000	18,130
Other Financing Sources	838,852	1,872,269	1,400,000	2,032,269	2,032,269	160,000
Subtotal	\$1,114,681	\$2,453,687	\$2,551,659	\$2,775,769	\$2,775,769	322,082
General Fund Contributions	\$599,036	\$0	\$0	\$184,037	\$169,744	169,744
Total Source of Funds	\$1,713,717	\$2,453,687	\$2,551,659	\$2,959,806	\$2,945,513	491,826

Unit Description

Health Department Administration provides operating Bureaus/ Divisions with infrastructure and support services. Services provided include departmentwide 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 new Laurel Family Practice and Laurel Vista Clinics in July 2016.

Supported tenant improvements at Laurel Internal Medicine to increase access for primary and mental health care services in May 2016.

Supported tenant improvements and expansion of Laurel Pediatric Clinic in June 2016.

Supported lease agreement with the City of Salinas for property on Sanborn Road for future development into a public service site.

Supported Clinic Services with plans to construct a new Seaside Family Health Center in partnership with the Community Hospital of the Monterey Peninsula. Construction is scheduled to commence August 2016, doubling current capacity to provide primary, mental health, and dental services to the community of Seaside and neighboring cities.

The majority of the Health Department technology systems met the 99.99% uptime standard.

Expanded data exchange and sharing through medical records systems with community based Health Information Exchanges, and orders/results interfaces with laboratory and radiology systems.

Accommodated 100% of employees with industrial injuries, either in the employee's current position or with other work.

Reduced the vacancy rate to an average of 18% or 8% less than goal attributed to growth in Health Department staffing in Clinic Services and Behavioral Health; turnover in the Human Resource staffing area due to promotions and a retirement; and no additional staff being added to the HR unit to support the growth.

Achieved approximately 80% of annual performance evaluations completed in a timely manner.

Department staff continued to be involved with a variety of collective impact initiatives and sought opportunities to align the Strategic Plan initiatives with these opportunities. A pilot indicator dashboard to track outcomes and impacts was developed with partner input and should be completed by June 30, 2016.

Submitted final documentation for Public Health Accreditation consideration in November 2016.

Developed and delivered privacy training for 20% of Health Department staff during the first phase. Training is now offered in a variety of methods (in-person, online, etc.) in an effort to help staff comply with requirement. Privacy training was incorporated as part of Health's new employee orientation in May 2016.

Process for development of a Facility/Equipment Preventative Maintenance Plan and schedule was initiated. Efforts are underway with Resource Management Agency to develop a countywide process for appropriately maintaining County properties.

A comprehensive Security Risk Assessment has been completed and is the basis for the current development of a Mitigation Plan. Together, this work will help to identify current risk and help MCHD move toward Health Information Sharing in a way that ensures patient privacy and security rights.

Streamlined Information Technology (IT) support and incorporated standard processes/procedures to enable accountability, transparency, and accessibility.

Upgraded 100% of proprietary applications to most current version supported by County IT infrastructure and network. Two applications migrated to vendor hosted environment.

Health array upgraded and connected to County Storage Area Network (SAN). This enabled Health to diversify physical servers and virtual servers in the Health data infrastructure upgrades and connect to the Health array.

Finalized implementation of Health Department and County Wellness Sharepoint sites.

Evaluated the existing electronic medical records to start process to identify a unified tool to enable efficiency, patient/client accessibility, and collaboration/integration within Health and Natividad Medical Center.

60 staff members completed the quality improvement trainings. 16 quality improvement projects were completed.

Department continued staff and community trainings in health equity and community engagement, reaching almost 400 people and continued to exceed the goal of 80% or more of training participants having an increased knowledge in health equity.

Finalized development and delivery of one short quality improvement and accreditation-related training videos for Health Department staff.

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 100% 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.

Participate in Public Health Accreditation Board (PHAB) site visit. Maintain and improve PHAB Standards. Become a public health accredited Department.

Continue development and delivery of short quality improvement and accreditation-related training videos for Health Department staff. At least four will be produced.

Increase staff and community knowledge of health equity and health empowerment through trainings, seminars, and other forums. At least 500 individuals will be trained.

Continue to conduct quality improvement (QI) trainings for staff and support establishment of QI teams. Train QI team members on how to conduct performance improvement projects using the Plan, Do, Check, Act method. At least 50 staff will be trained and 15 QI projects will be completed.

Issue RFP for enterprise electronic health record system for County health service provider departments.

Incorporate Health IT staff provided training to better support Health Department subscribers.

Streamline IT support and incorporate standard processes/procedures to enable accountability, transparency, and accessibility.

Enable reliable, automated, and documented data exchange activities for Behavioral Health, Public Health, Clinic Services, Environmental Health, and Emergency Medical Services.

Implement data Security Mitigation Plan to assist department in advancing data sharing in a way that ensures patient privacy and security rights.

Finalize integration of Health Department website with countywide website to ensure immediate access to current multi-lingual information by the public.

100% of new staff will attend annual privacy training at the time of new employee orientation. Department will continue to provide privacy trainings in a variety of formats (in-person, online, etc.) to increase compliance.

Finalize development of Facility/Equipment Preventative Maintenance Plan and schedule. Develop implementation plan in collaboration with bureau chiefs and finance managers.

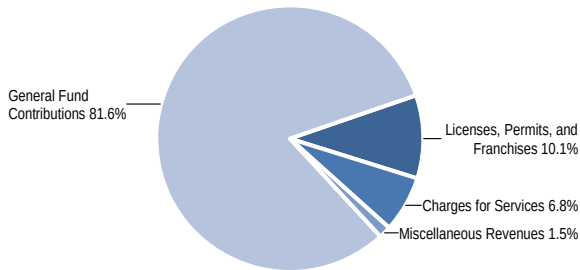
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	5.00
14C31	MANAGEMENT ANALYST III	3.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	1.00
14G02	MANAGEMENT ANALYST I	3.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00
14N06	OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	2.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	2.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B11	ACCOUNTANT II	1.00
20B95	FINANCE MANAGER I	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	3.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	3.00
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
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
80U21	TELEPHONE OPERATOR	1.00
Total		55.00

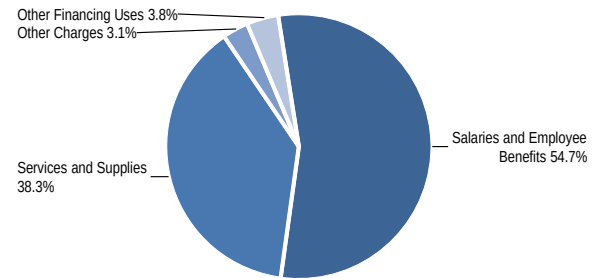
Animal Services

(Unit 8442— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	1,093,504	1,293,690	1,121,049	1,064,865	1,054,413	(239,277)
Services and Supplies	622,619	632,467	679,739	740,059	739,175	106,708
Other Charges	4	0	0	60,535	60,535	60,535
Capital Assets	5,729	0	0	0	0	0
Other Financing Uses	78,014	73,886	73,886	73,886	73,886	0
Subtotal	\$1,799,871	\$2,000,043	\$1,874,674	\$1,939,345	\$1,928,009	(72,034)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Licenses, Permits, and Franchises	182,521	252,195	187,177	194,879	194,879	(57,316)
Charges for Services	60,880	81,633	71,594	131,633	131,633	50,000
Miscellaneous Revenues	29,623	29,000	24,463	28,500	28,500	(500)
Other Financing Sources	0	130,944	85,169	0	0	(130,944)
Subtotal	\$273,023	\$493,772	\$368,403	\$355,012	\$355,012	(138,760)
General Fund Contributions	\$1,526,848	\$1,506,271	\$1,506,271	\$1,584,333	\$1,572,997	66,726
Total Source of Funds	\$1,799,871	\$2,000,043	\$1,874,674	\$1,939,345	\$1,928,009	(72,034)

Unit Description

Animal Services provides health protection to the residents of Monterey County through stray animal control and rabies prevention. Essential elements of this protection lies within public education, field responses to reports of dangerous animals, licensing, spay, and neuter services and shelter for approximately 4,000 to 4,500 animals annually, which largely consist of animals coming in as stray and roaming animals.

Prior Year Accomplishments

Policies and procedures for Animal Shelter operations and field staff training have been drafted and are currently under review by management.

As part of the goal to increase spay/neuter services, a spay and neuter clinic was held in South County.

Low cost vaccination clinics have been held in collaboration with Friends of County Animal Shelter (FoCAS), Animal Friends Rescue Project (AFRP) and Animal Welfare Assistance Group (AWAG) to offer vaccinations and spay/neuter services.

Staff participated in the Monterey County Environmental Public Health Leadership Institute (MEPHLI) Cohort II to provide training to managers and supervisors enabling them to maintain their professional, inter-personal and leadership skills, and continue to support staff continuing professional growth and development.

Purchased three new vehicles for Animal Control Officers.

Completed a study in collaboration with the City of Salinas to explore Animal Services joint effort options.

Budget Year Goals

Animal Services plans to finalize the protocols for all operations and staff training.

The focus will continue to be on the development of programs that help to assure live outcomes for all animals.

Continue staff participation in MEPHLI Cohort II.

Animal Services will develop and implement a new process to allow online license purchases and automatic renewal emails to increase efficiency and agency interaction with the public.

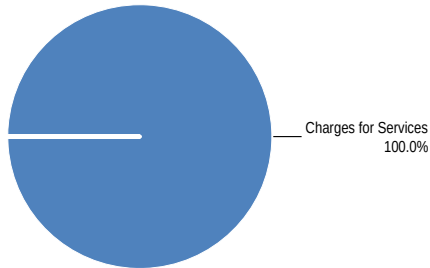
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14N06	OPERATIONS MANAGER	1.00
34C01	ANIMAL CONTROL OFFICER	3.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00
34C11	ANIMAL SERVICES SUPERVISOR	1.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.75
70B01	ANIMAL CARE TECHNICIAN I	0.50
70B03	ANIMAL CARE TECHNICIAN II	3.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		13.25

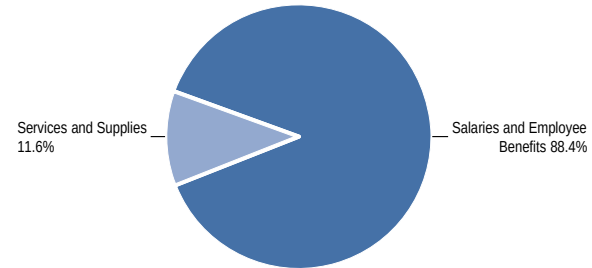
Bienestar Salinas

(Unit 8446— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	157,771	229,775	192,701	121,209	121,154	(108,621)
Services and Supplies	4,476	30,007	7,001	15,857	15,821	(14,186)
Other Charges	(54,121)	(230,039)	(165,350)	0	0	230,039
Subtotal	\$108,126	\$29,743	\$34,352	\$137,066	\$136,975	107,232

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	79,729	404,989	202,753	357,145	357,145	(47,844)
Subtotal	\$79,729	\$404,989	\$202,753	\$357,145	\$357,145	(47,844)
General Fund Contributions	\$28,397	(\$375,246)	(\$168,401)	(\$220,079)	(\$220,170)	155,076
Total Source of Funds	\$108,126	\$29,743	\$34,352	\$137,066	\$136,975	107,232

Unit Description

Bienestar Salinas provides primary care services to Seriously Mentally Ill (SMI) patients. The clinic is located in Building 400, 2nd Floor of the Natividad Medical Center campus and is funded by a Substance Abuse and Mental Health Services Administration (SAMHSA) Grant.

Increased patient visits by maximizing provider's schedule.

Budget Year Goals

Visit goals for FY 2016-17 are 1,899 visits.

Achieve appropriate staffing levels for clinic needs.

Access and develop a sustainable transition plan.

Prior Year Accomplishments

Estimated visits for FY 2015-16 are 1,139 visits.

Increased access by extending hours from 16 hours a week to 20 hours per week.

Added a social worker to facilitate patient referrals and social and behavioral services.

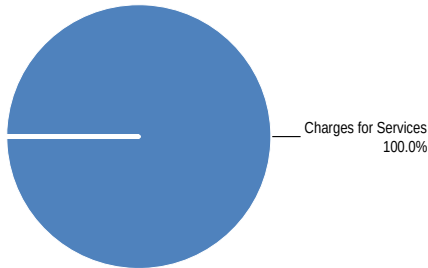
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
50U42	MEDICAL ASSISTANT	1.00
54C02	PHYSICIAN ASSISTANT II	1.00
Total		2.00

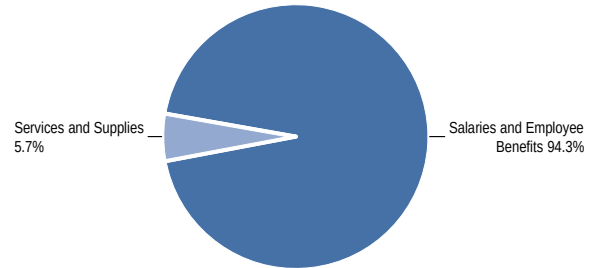
Marina Integrative Clinic

(Unit 8447— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	55,642	137,745	19,230	249,471	249,460	111,715
Services and Supplies	14,935	30,639	4,127	15,227	15,219	(15,420)
Other Charges	(36,393)	(137,949)	0	0	0	137,949
Subtotal	\$34,183	\$30,435	\$23,357	\$264,698	\$264,679	234,244

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	811,997	0	0	0	0	0
Charges for Services	50,148	190,295	48,044	357,763	357,763	167,468
Subtotal	\$862,145	\$190,295	\$48,044	\$357,763	\$357,763	167,468
General Fund Contributions	(\$827,961)	(\$159,860)	(\$24,687)	(\$93,065)	(\$93,084)	66,776
Total Source of Funds	\$34,183	\$30,435	\$23,357	\$264,698	\$264,679	234,244

Unit Description

The Marina Integrated Care Primary Care Clinic opened in the Fall of 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 (SMI) patients and serves as an overflow clinic of the Seaside and Marina Clinics.

Prior Year Accomplishments

Estimated visits for FY 2015-16 are 828 visits.

Increased visit counts by serving walk-in adult patients from the Seaside Family Health Center and Marina Clinic.

Successfully transitioned to International Classification of Diseases (ICD) 10 conversion.

Budget Year Goals

Visit goals for FY 2016-17 are 1,898 visits.

Increase patient visits to improve financial sustainability of the clinic.

Develop a sustainable transition plan.

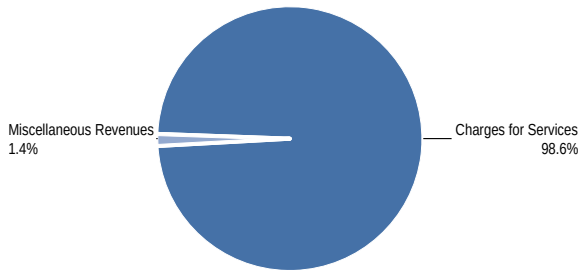
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
50U42	MEDICAL ASSISTANT	1.00
54C02	PHYSICIAN ASSISTANT II	0.50
Total		1.50

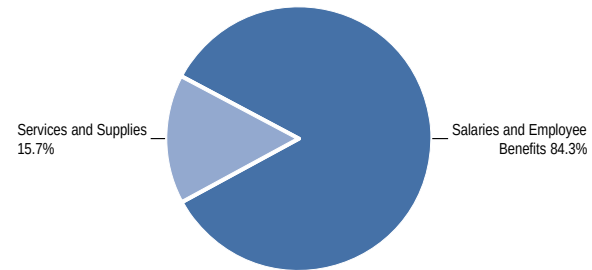
Laurel Vista

(Unit 8448— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	922,302	39,839	2,195,790	2,195,790	1,273,488
Services and Supplies	0	182,479	112,844	409,424	409,424	226,945
Subtotal	\$0	\$1,104,781	\$152,683	\$2,605,214	\$2,605,214	1,500,433

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	962,005	804,148	2,880,396	2,880,396	1,918,391
Miscellaneous Revenues	0	0	0	42,150	42,150	42,150
Subtotal	\$0	\$962,005	\$804,148	\$2,922,546	\$2,922,546	1,960,541
General Fund Contributions	\$0	\$142,776	(\$651,465)	(\$317,332)	(\$317,332)	(460,108)
Total Source of Funds	\$0	\$1,104,781	\$152,683	\$2,605,214	\$2,605,214	1,500,433

Unit Description

Laurel Vista is an expansion clinic from Laurel Family Practice Residency program opened in FY 2014-15. Its emphasis is to provide continuity of care for hospital and emergency room discharged patients. It serves walk-in patients to divert excessive emergency room utilization and connect patients with providers at the clinic for future primary care needs.

Prior Year Accomplishments

Opened the clinic on July 1 2015.

Enrolled in Medi-Cal and established Federally Qualified Health Center (FQHC) status.

Successfully passed the Child Health Disability Prevention (CHDP) audit in March 2016.

Added a Comprehensive Perinatal Services Program (CPSP) worker to enhance comprehensive perinatal and postpartum education.

Budget Year Goals

Visit goals for FY 2016-17 are 15,084 visits.

Achieve appropriate staffing levels for clinic needs.

Achieve the standard of 1.47 visits per assigned managed care Medi-Cal patients.

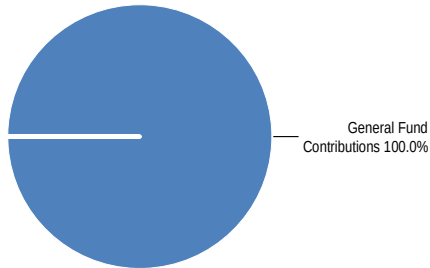
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
50U42	MEDICAL ASSISTANT	10.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
52A21	CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	1.00
52A98	NURSE PRACTITIONER III	1.00
54B12	CONTRACT PHYSICIAN	2.00
54C03	PHYSICIAN ASSISTANT II	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
Total		19.00

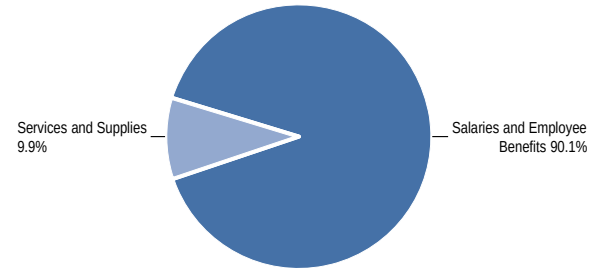
Clinic Services Quality Improvement

(Unit 8449— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	575,663	952,211	645,950	696,733	696,372	(255,839)
Services and Supplies	962,303	23,756	909,960	76,614	76,377	52,621
Other Charges	(85,979)	0	0	0	0	0
Subtotal	\$1,451,987	\$975,967	\$1,555,910	\$773,347	\$772,749	(203,218)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	665,183	29,300	0	0	(665,183)
Subtotal	\$0	\$665,183	\$29,300	\$0	\$0	(665,183)
General Fund Contributions	\$1,451,987	\$310,784	\$1,526,610	\$773,347	\$772,749	461,965
Total Source of Funds	\$1,451,987	\$975,967	\$1,555,910	\$773,347	\$772,749	(203,218)

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 (EMR). It also provides information technology support and maintenance of EMR and database functions.

Fully implemented QI Plan after obtaining approval from Community Health Center Board.

Successfully attested for 19 providers for Meaningful Use requirements and coordinated timely submission of Uniform Data System (UDS) reports.

Developed a policy on Medical Records Standards Policy (413C-405) and collaborated with EMR committee on continual improvements on clinic operations and EMR usage.

Prior Year Accomplishments

Implemented reporting schedules of quality improvement measures - weekly productivity, timely chart closure compliance, cycle time and the Pilot Project report.

Hired four QI members and developed in-house expertise in data reporting.

Budget Year Goals

Complete Quality Improvement Plan.

Develop in-house expertise in EMR system report writing.

Develop and implement standards for medical record documentations.

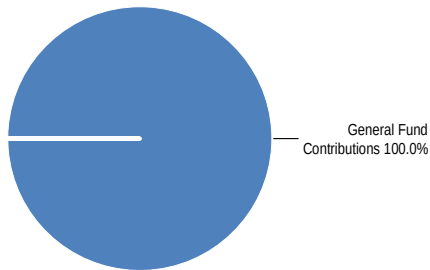
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	1.00
14H66	OUTPATIENT SERVICES DIRECTOR	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
52A22	SENIOR CLINIC NURSE	1.00
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00
Total		5.00

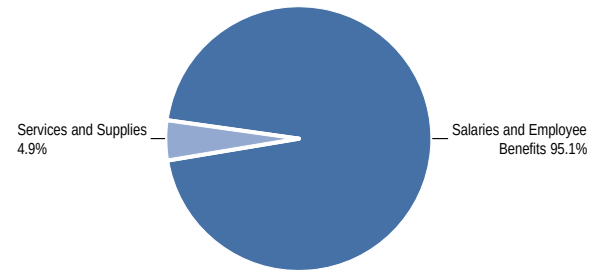
Customer Service Center

(Unit 8450— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	701,390	910,760	835,244	1,034,616	1,033,794	123,034
Services and Supplies	6,405	74,706	11,888	53,039	52,819	(21,887)
Subtotal	\$707,795	\$985,466	\$847,132	\$1,087,655	\$1,086,613	101,147

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$707,795	\$985,466	\$847,132	\$1,087,655	\$1,086,613	101,147
Total Source of Funds	\$707,795	\$985,466	\$847,132	\$1,087,655	\$1,086,613	101,147

Unit Description

The Customer Service Center 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 their customers.

Budget Year Goals

Fully implement CareMessage to manage appointment schedules and confirmations.

Continue to provide support to front counter staff to diminish wait times at the clinic and increase productivity.

Prior Year Accomplishments

Added three additional staff members to handle additional calls.

Reduced work load of clinics' front desk by increasing the number of calls handled by the Call Center.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	12.00
Total		13.00

Bienestar King City

(Unit 8466— Fund 001)

Source of Funds

Use of Funds

Intentionally Left Blank

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	0	7,044	558	0	0	(7,044)
Other Charges	0	(7,044)	0	0	0	7,044
Subtotal	\$0	\$0	\$558	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	42,185	1,188	0	0	(42,185)
Subtotal	\$0	\$42,185	\$1,188	\$0	\$0	(42,185)
General Fund Contributions	\$0	(\$42,185)	(\$630)	\$0	\$0	42,185
Total Source of Funds	\$0	\$0	\$558	\$0	\$0	0

Unit Description

The King City Bienestar Clinic was one of three pilot sites set up to provide primary care to the severely mentally ill. During the initial pilot period, it was determined that residents in this area meeting

the criteria were already linked to a primary care provider in South County and therefore there was no business need to keep the Bienestar Pilot clinic in operation. This budget unit will not be used in Fiscal Year 2016-17.



This page intentionally left blank.

Social Services

The Department of Social Services (DSS) promotes the social and economic self reliance of individuals and families in Monterey County through employment services, temporary financial assistance, social support services, protective services to children, dependent adults and seniors and partnerships with the community to develop and support personal responsibility and self-sufficiency. Functionally, the Department is organized into four operating branches:

COMMUNITY BENEFITS provides eligibility services for Medi-Cal health insurance, CalFresh nutrition assistance, and CalWORKs through cash aid to families with children.

FAMILY AND CHILDREN SERVICES provides child abuse and neglect prevention, assesses and investigates referrals of child abuse and neglect, supports adoptions and other permanency resources when reunification is not possible, and provides independent living skills services for older youth who are in care or emancipating to independence.

AGING AND CALWORKS EMPLOYMENT SERVICES administers the Adult Protective Services Program to address abuse and dependent adult exploitation, an In-Home Supportive Services (IHSS) program to provide home care services as an alternative to out of home residential or institutional care, and a Welfare-to-Work Employment program providing services to CalWORKs customers with services to achieve self-sufficiency. This includes child care, support for job search, skill building, wage subsidies, and services to help families overcome barriers related to housing, mental health, substance abuse, and domestic violence.

MILITARY & VETERANS' AFFAIRS OFFICE provides support and assistance to veterans, their survivors, and dependents through outreach, preparation of benefit claims, and transportation to Veteran Affairs (VA) healthcare facilities in San Jose and Palo Alto.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES PARTICIPATION:

DSS is home to 6 Commissions: 1) the Community Action Partnership; 2) the Older Americans Act Advisory Council; 3) the IHSS Advisory Committee; 4) the Child Abuse Prevention Council; 5) the Military and Veterans Affairs Advisory Commission; 6) The Veterans Cemetery Citizen Advisory Committee; and 7) the Commission on the Status of Women.

HEALTH AND HUMAN SERVICES STRATEGIC INITIATIVE to 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. DSS efforts toward this initiative includes sustaining a strong network to support Medi-Cal outreach and enrollment participation by County residents; promote CalFresh and CalWORKs outreach; maintain a strong partnership among CalWORKs Employment, Child Welfare, Behavioral Health and Community organizations. The Department is also working through its automated eligibility system consortium to develop capacity for telephonic signatures to promote better access.

ECONOMIC DEVELOPMENT INITIATIVE to strengthen economic development to ensure a diversified and healthy economy. DSS efforts related to this initiative includes the CalWORKs wage subsidy program that assists families in accessing long-term employment by underwriting wages while job skills are developed; and delivery of CalFresh nutrition assistance, which allows families to spend approximately \$85 million in federal funds at local groceries and stores that sell food.



FOOD ASSISTANCE



ELDER CARE



SAFETY NET SERVICES



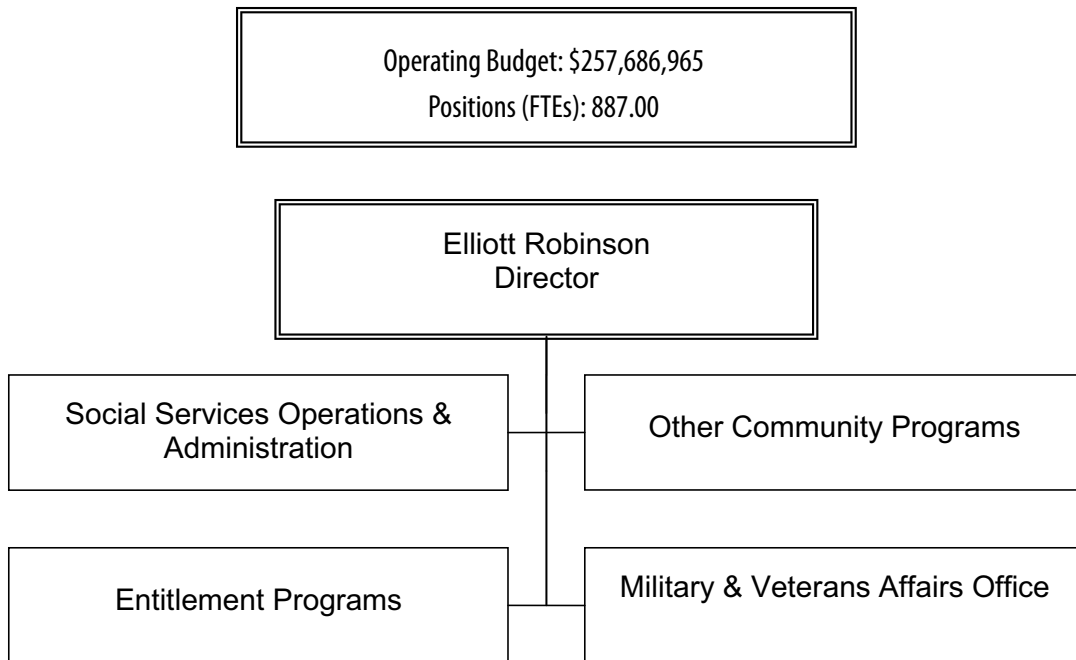
HEALTH INSURANCE



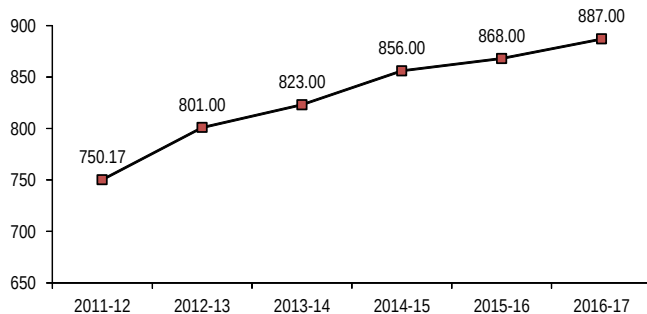
WELFARE TO WORK



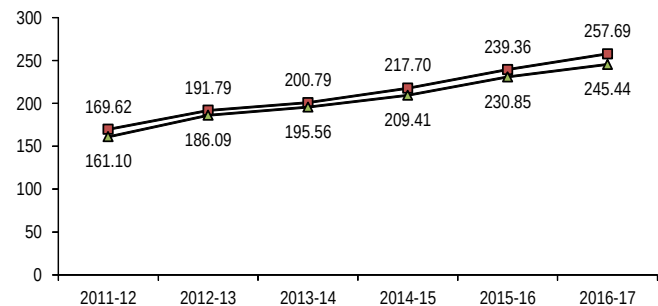
CHILD WELFARE



Staffing Trends



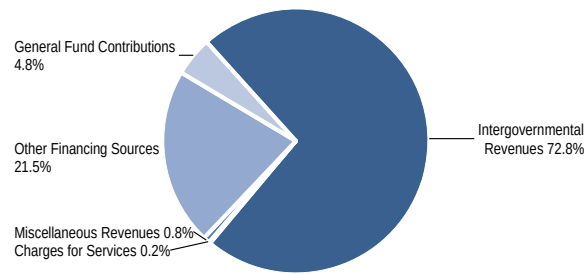
Expenditure/Revenue History (in millions)



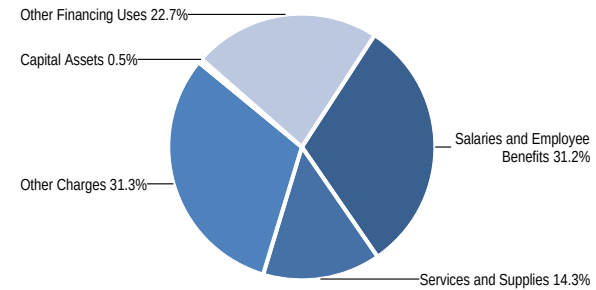
The following effectiveness measures demonstrate the Department's efforts and performance in improving the social and economic security of county residents and assisting veterans and their families.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Average percent of CalWORKs applications processed timely.	98%	99%	98%
Percent of CalFresh applications processed timely.	100%	100%	99%
Percent of no recurrence of child maltreatment within 6 months.	95.8%	94.9%	N/A
Percent of no re-entry after family reunification within 12 months.	88.9%	N/A	N/A
Number of veterans served in the office.	3,126	8,398	5,432
Federal veteran benefit dollars obtained (in millions).	\$11.45	\$7.20	\$5.39

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	66,730,230	73,475,573	73,054,050	80,821,215	80,486,906	7,011,333
Services and Supplies	25,416,904	32,081,681	33,004,012	37,135,389	36,816,948	4,735,267
Other Charges	71,273,292	75,736,288	72,919,427	80,934,222	80,588,854	4,852,566
Capital Assets	189,379	650,000	1,002,802	1,300,000	1,300,000	650,000
Other Financing Uses	54,087,703	58,827,996	59,380,905	58,494,257	58,494,257	(333,739)
Subtotal	\$217,697,510	\$240,771,538	\$239,361,196	\$258,685,083	\$257,686,965	16,915,427

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	333	250	0	0	0	(250)
Intergovernmental Revenues	157,417,072	174,079,873	175,945,768	187,825,952	187,499,381	13,419,508
Charges for Services	860,164	2,385,248	2,377,526	467,980	467,980	(1,917,268)
Miscellaneous Revenues	1,347,407	157,628	180,243	1,997,000	1,997,000	1,839,372
Other Financing Sources	49,787,664	56,293,514	52,347,663	55,472,114	55,472,114	(821,400)
Subtotal	\$209,412,641	\$232,916,513	\$230,851,200	\$245,763,046	\$245,436,475	12,519,962
Fund Balance	100,511	0	0	0	0	0
General Fund Contributions	\$8,184,358	\$7,855,025	\$8,509,996	\$12,922,037	\$12,250,490	4,395,465
Total Source of Funds	\$217,697,510	\$240,771,538	\$239,361,196	\$258,685,083	\$257,686,965	16,915,427

Summary of Recommendation

The Recommended Budget for DSS totals \$257,686,965 in appropriations, financed by \$245,436,475 in program revenue, and \$12,250,490 in General Fund Contributions (GFC). This represents an increased appropriation of \$16,915,427, increased estimated revenues of \$12,519,962, and an increase of General Fund Contribution of \$4,395,465 from the FY 2015-16 Adopted Budget. The recommended budget includes 887 full time employees (FTE), which is an increase of 19 positions from the FY 2015-16 Adopted Budget. The FY 2016-17 recommendations include an increase in the program and administration costs with supporting revenue to offset the increase. The estimated costs of each division are as follows:

SOCIAL SERVICES OPERATIONS & ADMINISTRATION: This component, budgeted in Units 8262, 8425, and 8464 includes Community Benefits, Family & Children Services, Aging & Adult Services, CalWORKs Employment Services, Human Resources, and Administrative Services. The recommendation includes appropriations of \$130,934,273, revenues of \$128,359,493, and General Fund Contributions of \$2,574,780 which is an increase of

\$16,222,677 in appropriations, an increase of \$13,203,036 in revenues, and an increase in General Fund Contributions of \$3,019,641 from the FY 2015-16 Adopted Budget.

Significant changes to this unit are due to the additional 19 FTEs added in FY 2015-16 for Family & Children Services and In-Home Supportive Services. Additional cost drivers include increased costs for employees' health insurance, Enterprise Resource Planning, Information Technology Department infrastructure, negotiated rent increases, and contracted services. There is an increased County share of cost due to the phase-out of the CalFresh Match Waiver. In addition, there was an accounting change for the Countywide Cost Allocation Plan which resulted in an increase in both appropriations and General Fund Contributions.

ENTITLEMENT PROGRAMS: Entitlement Programs, budgeted in Units 8252, 8253, 8254, 8255, 8425, and 8464 include CalWORKs, General Assistance, In-Home Supportive Services, and Out-of-Home Care. The recommended budget includes appropriations of \$120,875,551, revenues of \$112,665,610, and General Fund Contributions of \$8,209,941. This is a decrease of \$338,734 in appropriations, a decrease of \$1,100,204 in revenues,

and an increase of \$761,470 in General Fund Contributions from the FY 2015-16 Adopted Budget.

The significant change in appropriations, revenues, and General Fund Contributions is due to a 3.5% statutory increase for In-Home Supportive Services Maintenance of Effort (MOE), County share of the negotiated increased wages, and a 2.96% Cost of Living Adjustment (COLA) on all Foster Care and Adoption Assistance payments.

OTHER COMMUNITY PROGRAMS: This division includes Community Action Partnership (8257), IHSS Public Authority (8259), Area Agency on Aging (8268), and Other Community Programs (8258). The Recommended Budget includes appropriations of \$4,104,845, revenues of \$3,342,015, and General Fund Contributions of \$762,830 which is an increase of \$618,230 in appropriations, \$323,739 in revenues, and an increase of \$294,491 in the General Fund Contributions from the FY 2015-16 Adopted Budget.

There are two significant changes in appropriations and revenues: 1) Added three additional FTEs to the IHSS Public Authority Unit 8259 in FY 2015-16 due to the new State mandate for growing the current capacity of the Public Authority's Registry to meet the increased demands of consumers; and 2) Increased appropriations and General Fund Contributions in the Community Programs Unit 8258 for the implementation of a Coordinated Assessment and Referral System (CARS) which will be funded through a release of the Social Services Assigned Fund Balance; and an approved augmentation of \$294,587 for Homeless Services to provide services beyond the winter months.

MILITARY AND VETERANS' AFFAIRS OFFICE: The Recommended Budget includes appropriations of \$1,141,515, revenues of \$711,483, and General Fund Contributions of \$430,032, an increase of \$106,116 in appropriations, an increase to revenue of \$59,256, and an increase of \$46,860 in General Fund Contributions from the FY 2015-16 Adopted Budget.

The significant change to Military and Veterans' Affairs is attributed to an accounting change for the Countywide Cost Allocation Plan which resulted in an increase in appropriations and General Fund Contributions to offset the expense.

Budget Impacts

The Recommended Budget includes a reduction of \$265,681 to the General Assistance Program. The program is an entitlement program that has seen ongoing caseload decline over the past three years. The Department built its requested budget based upon the estimated caseload decline. If the estimated caseload decline and reduced levels of payment for this mandated entitlement program are not experienced, additional County General Fund Contributions will be required.

The Recommended Budget includes a reduction of \$321,407 for the Workers' Compensation Program and \$55,726 for the General Liability Insurance Program. The Department built its requested budget based on the charges published earlier in the year by Risk Management, which assumed a change in County policy to fund these programs at an 80% confidence level rather than the current policy at 70% confidence level. Increasing the confidence level would have increased the funding requirements for these programs. The Recommended Budget adjusts budgeted amounts for these programs to match current County policy.

Prior Year Accomplishments

AGING AND ADULT SERVICES: Managed an In-Home Supportive Services (IHSS) caseload of over 4,200 recipients and approximately 3,600 providers for IHSS clients that includes background checks and application processing. Nearly 100% of IHSS reassessments were completed within the State compliance standard. Successfully prepared for the implementation of the revised Federal Labor Standards Act (FLSA) for the provision of overtime pay for home care workers. Adult Protective Services (APS) continues to serve as a lead advocate in the prevention of elder and dependent adult abuse and participates in a number of local professional coalitions and case planning teams providing consultation, training, and enhancing the community's responsiveness to issues of abuse and neglect. APS continues the Financial Abuse Services Team (FAST) which specializes in rapid response to reports of financial abuse. The Information and Referral team took over 16,000 calls from the general public seeking assistance and guidance with an array of complex issues faced by seniors, persons with disabilities and family caregivers.

CALWORKS EMPLOYMENT SERVICES: Increased the Federal Work Participation rate (WPR) to approximately 47% compared to 35% from last year. This effort along with the State's Work Incentive Nutritional Supplement (WINS) program resulted in the Department exceeding the Federally mandated 50% participation requirement. Expanded resources and services for CalWORKs customers to help address multiple barriers to becoming self-sufficient including: legal and credit repair assistance; on-site parenting, stress, and coping skills classes; individual and group counseling, adult education classes, and learning disability tutoring. The CalWORKs wage subsidy program expanded to assist customers development and/or enhance soft skills and specific job skills to increase their ability to obtain unsubsidized employment and become self-sufficient. The wage subsidy program has grown substantially and has a 35% success rate of customers obtaining unsubsidized employment and becoming self-sufficient. Additionally, CalWORKs Employment Services has continued to build the Family Stabilization program through its relationship with Behavioral Health, Family and Children's Services, community-based outreach, housing and legal service providers.

COMMUNITY BENEFITS (CB): Between July 1, 2015 and April 4, 2016 CB determined eligibility for over 34,000 applications for Medi-Cal, CalFresh, CalWORKs and General Assistance. As of April 2016, CB supports nearly 158,890 residents through Medi-Cal, 55,006 residents through CalFresh, 12,287 residents through CalWORKs, and 502 residents through General Assistance. Between CB eligibility services and the Social Security Administration's SSI program, approximately 41% of the County received Medi-Cal health insurance in November 2015 as compared to 34% of residents statewide. In CalFresh, for Calendar Year (CY) 2015, approximately 66% of the eligible population received benefits as compared to 64% statewide-this high rate of access is a function of proportionately high rates of poverty and commitment to outreach through the MC-CHOICE program and on-line application access through C4Yourself.com. In CY 2015, CalFresh nutrition benefits issued totaled \$84,979,242 and CalWORKs cash assistance payments to program recipients totaled \$35,192,943.

FAMILY AND CHILDREN'S SERVICES (FCS): The outcomes from Monterey County's Family and Children's Services continue to demonstrate overall success. Recurrence of Maltreatment within

12-months of an initial report of abuse or neglect remains lower than statewide levels. For the most recent reporting period that includes substantiated child abuse reports from January 2014 through December 2014 and track recurrence for 12 months after the initial report, Monterey County's level of recurrence is 8% - well under the statewide rate of 9.8% and the National Standard of 9.1%. With regard to the unfortunate occurrence of maltreatment of children when placed in foster care, for CY 2015, there were 1.53 reports of maltreatment per 100,000 days of placement compared to 8.59 per 100,000 days of placement statewide and the National Standard of 8.50 per 100,000 days of placement (this is a Federally defined measure to calculate a consistent rate across the nation; days of placement consists of number of days children are in care summed for all foster children in Monterey County). Additionally, as pointed out in the State of California recent review of a critical incident in Monterey County's child welfare system, FCS succeeds in meeting standards for timely investigations and regular visits with children in care.

Programmatically, FCS led a collaborative tri-county process with San Benito and Santa Cruz Counties to develop a regional Commercially Sexually Exploited Children's protocol. This effort allowed the three counties to maximize State funding and implement a more unified approach to address this issue. The innovative effort garnered recognition throughout the State. Additionally, FCS is well on the way to modifying its standards for approving caregivers-relatives and near-kin, foster families, and adoptive families -to assure that all families are licensed at the same high standard that is needed to support adoption, should reunification be unsuccessful. Under the AB 403, Continuum of Care Reform in foster care, this change must be implemented in all counties by January 2017. FCS also identified resources and a location to establish a Therapeutic Visitation Center that will better support the parent-child visits that are an integral part of child welfare.

MILITARY & VETERANS' AFFAIRS OFFICE (MVAO): The MVAO established ongoing funding for the bi-annual Homeless Veterans Stand Down in Monterey County and supported interns from California State University of Monterey Bay (CSUMB) to establish a one day Stand Down in Marina that reaches out to local homeless veterans. It also partnered with the Superior Court of Monterey County to establish a Veterans Treatment Court providing an alternative to incarceration for Monterey County veterans. As part of ongoing support for the Central Coast Veterans Cemetery, the MVAO made space for and hosted a State representative to support families applying for interment. MVAO continues to advocate for and assist veterans, their dependents and survivors in filing and securing benefits from the Department of Veterans' Affairs (DVA) generating compensation, pension, education and widows benefit payments to residents of Monterey County. This resulted in 1,815 claims filed from July 1, 2015 through April 4, 2016. During that same nine month period the annualized value of veterans' benefits established was \$9,595,348.

COMMUNITY PROGRAMS: The Community Action Partnership (CAP), in collaboration with the City of Salinas and Community Homeless Solutions, continued support for a warming shelter for homeless individuals and families in Salinas; and, for the first time in 2015 CAP supported the development of warming shelters on the Monterey Peninsula in partnership with Outreach Unlimited and Community Human Services. In Fiscal Year (FY) 2015-16, inclement weather activities were expanded to offer case management services and extended day drop-in center hours for

homeless individuals and families at Dorothy's Place. The Department funded the development and implementation of the Homeless Coordinated Assessment and Referral System, which included the expansion of capacity for the local Continuum of Care in partnership with the Coalition of Homeless Services Providers.

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.

AGING AND ADULT SERVICES: Continue to work internally and with community stakeholders to build an Aging and Disability Resource Connection which is a service delivery model that can support frail seniors and individuals with disabilities in navigating the health and social supports necessary to sustain healthy independence.

CALWORKS EMPLOYMENT SERVICES: Continue efforts to meet the Federal WPR through intensive case management activities and supportive services for CalWORKs participants that include: child care, job search and job retention, skill building, subsidized and unsubsidized employment opportunities, and mental health and alcohol and drug treatment services. Continue to move toward a holistic family focused approach that takes into account the diverse needs of the family, reduces child poverty, and supports parents in reaching self-sufficiency. This includes continued development of the Family Stabilization program to address barriers related to housing, mental health, substance abuse, education, employment, and child safety. It also includes piloting the establishment of therapeutic play groups at the CalWORKs Career Centers in partnership with First 5.

COMMUNITY BENEFITS: Continue focused efforts on recruiting, hiring and training eligibility staff to manage the high volume of services delivered to the community. Continue support for high levels of customer access to Medi-Cal health insurance and CalFresh nutrition assistance through support of the MC-CHOICE program and enhancements to the current task-based eligibility management processes. Full roll-out of SB 75 expansion of full scope Medi-Cal coverage for all children. Partnership with the C-IV Consortium to implement the telephonic signature system currently under development. Continued efforts to analyze and implement the many legislatively driven changes and protocols in CalFresh, CalWORKs, and Medi-Cal that occur annually.

FAMILY AND CHILDREN'S SERVICES (FCS): Implement recommendations offered by the California Department of Social Services to include: policy and process changes in screening, intake and emergency response to ensure that best practices for child safety are met; provision of training to ensure staff adhere to updated screening, intake and emergency response protocols; and implementation of a warrant process with the Superior Court for child welfare investigations and protective custody.

Continue the five year Systems Improvement Plan to strengthen the Department's continuous quality improvement and development of data tools to support decision-making with enhanced monitoring of permanency within 12 months for children entering foster care and placement stability.

Implement Continuum of Care Reform (CCR). CCR's goal is to transition children from group homes to a family based placement while strengthening services to these families. It is anticipated that this process will require multi-year implementation efforts.

Implement the Therapeutic Visitation Center for parents, children and foster caregivers. This center will offer an environment and services to help parents to develop the skills necessary to care for their children and provides a safe environment for children when they are reunified with their parents.

Pending Issues

FAMILY AND CHILDREN SERVICES CORRECTIVE ACTION PLAN: The Department of Social Services entered into a corrective action plan with the California Department of Social Services to implement systems improvement and best practices to more effectively work towards preventing child abuse and neglect fatalities. This corrective action plan addresses six strategic areas for system strengthening: 1) Conduct refresher training and ongoing reviews to support critical decision points and improved practice for screening, intake and emergency response; 2) Create, implement and train on a warrant process for child welfare investigations and protective custody; 3) Transition existing safety planning documentation to a State approved template; 4) Improve intake and child abuse hotline operations by expanding supervisory reviews and coaching, ensuring independent assessment when referrals are cross reported to law enforcement, and update policies and procedures; 5) Improve emergency response procedures for documentation, and for interviews of children and collaterals; and, 6) Recruit and fill additional positions as budgeted by the Board of Supervisors. As this corrective action plan progresses there is a possibility that additional pressures in the Out of Home Care budget could be experienced.

CONTINUUM OF CARE REFORM IN CHILD WELFARE: Chapter 773, Statutes of 2015 (AB403) implements Continuum of Care Reform in child welfare. This reform package emphasizes home-based family care and improved access to services without having to change placements to get those services. In order to achieve these goals, the bill changes out of home care policies and practices to limit the use of institutional care by transforming Group Homes into Short Term Residential Treatment Programs limited to serving children with a case plan that identifies a need for short term, specialized, and intensive treatment. It is the expectation that these placements will not exceed 120 days, unless measurable progress is being made to transition the child to a family setting. After the first 120-days of care, continued placement needs to be reauthorized by the Director of Social

Services, the Chief Probation Officer or their Assistant/Deputy Director every 60 days. In order to better assist family caregivers in raising children who have experienced trauma, a new rate structure that expands support, therapeutic services and crisis response development. New out of home care rate structures have not yet been established and will likely impact the Out of Home Care budget. Funding included in the Governor's January 2016 budget proposal do not adequately fund anticipated costs.

EXTENDED FOSTER CARE ENTITLEMENT PROGRAM: California Department of Finance determined Extended Foster Care is not an Entitlement Program. Extended Foster Care (AB 12) improves outcomes for youth in foster care by extending Title IV-E assistance to eligible youth remaining in foster care for ages 18 to 21. The California Department of Finance has determined that this program is not an entitlement program, therefore counties do not have cost neutrality and any overage becomes a local decision as to whether or not assume responsibility. The dollar impact is unknown at this time.

Policy Considerations

HOMELESS AUGMENTATIONS: A shortage of affordable housing and insufficient access to living wages continues to hinder efforts to address homelessness in our community. The Department has proposed budget augmentations to expand services within the community for individuals and families. These proposed augmentations provide for: a) expanded inclement weather season services that include warming shelters on the Monterey Peninsula (in addition to the currently funded winter warming shelter in Salinas), and daytime services in Salinas Chinatown for warming, case management, and access to restrooms, showers, laundry and mail facilities; and b) expanded services for the balance of the year that includes the same daytime services in Salinas Chinatown and expanded shelter services for homeless youth located on the Monterey Peninsula.

MILITARY & VETERANS' AFFAIRS OFFICE: Requesting a budget augmentation for one Office Assistant II to meet the shortfall of support to claimants due to increased automation and front office activities.

GENERAL ASSISTANCE (GA): Proposed budget augmentations provide for a grant increase to address increased living expenses for indigent adults and to match adjustments that were made to the maximum grant levels in CalWORKs. Welfare and Institutions Code Section 17000.5 sets the GA grant at 62% of the 1991 Federal poverty line (\$342 per month) and specifies that counties may annually adjust that amount consistent with any adjustment provided in the maximum grant levels for CalWORKs. The current General Assistance grant of \$302 per month was established consistent with reductions to the CalWORKs grant that occurred between 1992 and 1997 and there have not been increases to the maximum General Assistance grant since that time.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
CalWORKS / TANF (SOC001)	35,890,950	37,771,835	35,504,212	36,793,777	36,793,777	(978,058)	001	5010_8252
General Assistance (SOC002)	1,104,171	1,321,307	1,078,926	1,300,289	950,747	(370,560)	001	5010_8253
IHSS Wages / Benefits (SOC001)	11,356,245	12,456,519	11,946,241	13,299,029	13,299,029	842,510	001	5010_8254

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Out of Home Care (SOC001)	23,695,217	24,861,731	25,262,820	26,999,276	26,999,276	2,137,545	001	5010_8255
Out of Home Care (SOC011)	7,923,503	0	0	0	0	0	022	5010_8255
Community Action Partnership (SOC007)	655,217	637,064	618,744	649,247	648,984	11,920	008	5010_8257
Community Programs (SOC004)	339,040	437,165	787,794	1,265,253	1,002,538	565,373	001	5010_8258
IHSS Public Authority (SOC008)	469,849	536,664	516,708	916,232	910,278	373,614	005	5010_8259
Military & Veterans Services (SOC003)	863,144	1,035,399	1,068,660	1,212,078	1,141,515	106,116	001	5010_8260
Social Services (SOC005)	87,154,470	100,725,339	101,104,797	115,631,228	115,322,969	14,597,630	001	5010_8262
Social Services (SOC011)	6,754,916	0	0	0	0	0	022	5010_8262
Area Agency on Aging (SOC010)	2,128,739	2,199,365	2,141,594	2,174,648	2,173,826	(25,539)	001	5010_8268
Social Services Realignment (SOC012)	39,362,049	40,680,234	41,221,784	39,733,605	39,733,605	(946,629)	025	5010_8425
Protective Services (SOC011)	0	18,108,916	18,108,916	18,710,421	18,710,421	601,505	022	5010_8464
Subtotal	\$217,697,510	\$240,771,538	\$239,361,196	\$258,685,083	\$257,686,965	16,915,427		

Social Services

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
CalWORKS / TANF	35,890,950	37,771,835	35,504,212	36,793,777	36,793,777	(978,058)
General Assistance	1,104,171	1,321,307	1,078,926	1,300,289	950,747	(370,560)
IHSS Wages / Benefits	11,356,245	12,456,519	11,946,241	13,299,029	13,299,029	842,510
Out of Home Care	31,618,720	24,861,731	25,262,820	26,999,276	26,999,276	2,137,545
Community Action Partnership	655,217	637,064	618,744	649,247	648,984	11,920
Community Programs	339,040	437,165	787,794	1,265,253	1,002,538	565,373
IHSS Public Authority	469,849	536,664	516,708	916,232	910,278	373,614
Military & Veterans Services	863,144	1,035,399	1,068,660	1,212,078	1,141,515	106,116
Social Services	93,909,386	100,725,339	101,104,797	115,631,228	115,322,969	14,597,630
Area Agency on Aging	2,128,739	2,199,365	2,141,594	2,174,648	2,173,826	(25,539)
Social Services Realignment	39,362,049	40,680,234	41,221,784	39,733,605	39,733,605	(946,629)
Protective Services	0	18,108,916	18,108,916	18,710,421	18,710,421	601,505
Subtotal	\$217,697,510	\$240,771,538	\$239,361,196	\$258,685,083	\$257,686,965	16,915,427

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	17.00	16.00	17.00	1.00
14C31	MANAGEMENT ANALYST III	13.00	14.00	14.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	6.00	9.00	8.00	-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	11.00	12.00	12.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	3.00	2.00

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
16C88	BUSINESS TECHNOLOGY ANALYST III	0.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	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	4.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY WORKER II	186.00	181.00	180.00	-1.00
25E22	ELIGIBILITY WORKER III	108.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	40.00	39.00	39.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	5.00	4.00	-1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	7.00	7.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
52E22	PUBLIC HEALTH NURSE II	2.00	2.00	2.00	0.00
60C22	SOCIAL WORKER III	21.00	27.00	30.00	3.00
60C24	SOCIAL WORKER V	74.00	74.00	82.00	8.00
60C81	SOCIAL WORK SUPERVISOR II	20.00	21.00	24.00	3.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	58.00	62.00	66.00	4.00
60H11	EMPLOYMENT & TRAINING WORKER II	7.00	7.00	7.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	36.00	38.00	38.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00	8.00	8.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00	4.00	4.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	0.00	1.00	1.00	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
70F21	COURIER	0.00	0.00	1.00	1.00
70F79	WAREHOUSE WORKER	2.00	2.00	2.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	3.00	3.00	3.00	0.00
80A31	SECRETARY	11.00	11.00	11.00	0.00
80A32	SENIOR SECRETARY	4.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	90.00	89.00	87.00	-2.00
80E22	OFFICE ASSISTANT III	32.00	32.00	33.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	16.00	16.00	16.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00	17.00	17.00	0.00
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	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	3.00	-1.00
Total		856.00	868.00	887.00	19.00

Augmentation

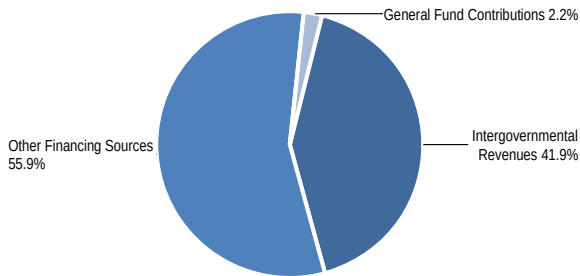
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
5010	AUG1_5010_8258_001	Inclement Weather	Not Mandated-New Program/Svc	262,715	0.00	0	0.00
5010	AUG2_5010_8258_001	Homeless Program	Not Mandated-New Program/Svc	294,587	0.00	294,587	0.00
5010	AUG3_5010_8260_001	MVAO-Office Assistant II	Not Mandated-New Program/Svc	10,294	1.00	0	0.00
5010	AUG4_5010_8253_001	GA Cola	New Prog/Svc w/ Outside funding	237,451	0.00	0	0.00
Grand Total				805,047	1.00	294,587	0.00

Social Services

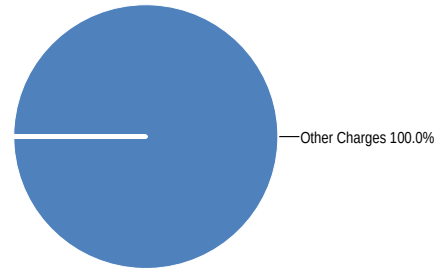
CalWORKS / TANF

(Unit 8252— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Charges	35,890,950	37,771,835	35,504,212	36,793,777	36,793,777	(978,058)
Subtotal	\$35,890,950	\$37,771,835	\$35,504,212	\$36,793,777	\$36,793,777	(978,058)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	14,895,003	13,051,868	14,730,096	15,402,704	15,402,704	2,350,836
Other Financing Sources	20,332,115	23,897,269	19,951,418	20,574,515	20,574,515	(3,322,754)
Subtotal	\$35,227,118	\$36,949,137	\$34,681,514	\$35,977,219	\$35,977,219	(971,918)
General Fund Contributions	\$663,832	\$822,698	\$822,698	\$816,558	\$816,558	(6,140)
Total Source of Funds	\$35,890,950	\$37,771,835	\$35,504,212	\$36,793,777	\$36,793,777	(978,058)

Unit Description

CalWORKs is the State's implementation of the Federal Temporary Assistance for Needy Families (TANF) program; a cash aid program for low income families to meet their basic needs. It also provides education, employment, services to help families overcome crisis, and training programs to assist families secure employment and move towards self-sufficiency. Child care, transportation, work expenses, and counseling are available for families in work related activities. In California, adult household members are eligible for a maximum of 24 months of cash aid unless they are participating in allowable Welfare to Work activities and meeting the Federal work participation requirement. Adult household members meeting these requirements can receive up to

48 months of cash aid. There is no time limit on assistance for children in the household; with the exception that individual children are legislatively excluded from assistance if they are born to a family that received assistance for the 10 consecutive months prior to birth.

Prior Year Accomplishments

Accomplishments for this unit are included at the Department level.

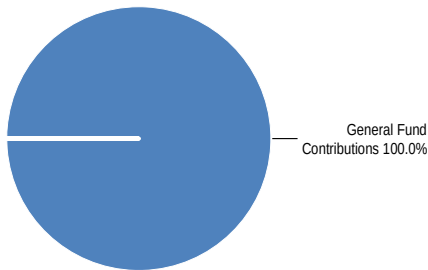
Budget Year Goals

Goals for this unit are included at the Department level.

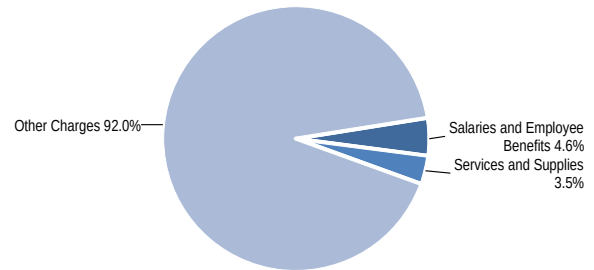
General Assistance

(Unit 8253— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	88,057	88,057	47,583	43,409	(44,648)
Services and Supplies	25,500	33,000	25,000	33,000	33,000	0
Other Charges	1,078,671	1,200,250	965,869	1,219,706	874,338	(325,912)
Subtotal	\$1,104,171	\$1,321,307	\$1,078,926	\$1,300,289	\$950,747	(370,560)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,104,171	\$1,321,307	\$1,078,926	\$1,300,289	\$950,747	(370,560)
Total Source of Funds	\$1,104,171	\$1,321,307	\$1,078,926	\$1,300,289	\$950,747	(370,560)

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 are included at the Department level.

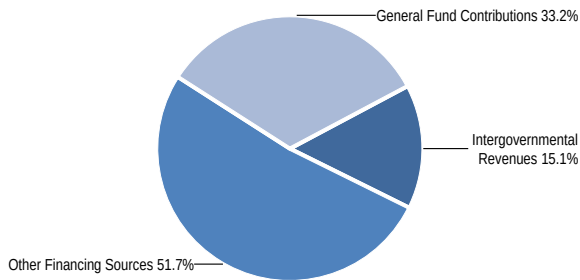
Budget Year Goals

Goals for this unit are included at the Department level.

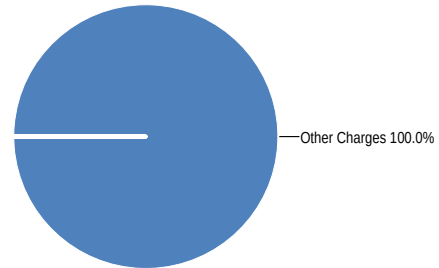
IHSS Wages / Benefits

(Unit 8254— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Charges	11,356,245	12,456,519	11,946,241	13,299,029	13,299,029	842,510
Subtotal	\$11,356,245	\$12,456,519	\$11,946,241	\$13,299,029	\$13,299,029	842,510

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	2,068,889	2,811,325	1,859,327	2,009,558	2,009,558	(801,767)
Miscellaneous Revenues	250,472	0	61,314	0	0	0
Other Financing Sources	5,829,126	6,149,244	6,149,244	6,880,546	6,880,546	731,302
Subtotal	\$8,148,487	\$8,960,569	\$8,069,885	\$8,890,104	\$8,890,104	(70,465)
General Fund Contributions	\$3,207,758	\$3,495,950	\$3,876,356	\$4,408,925	\$4,408,925	912,975
Total Source of Funds	\$11,356,245	\$12,456,519	\$11,946,241	\$13,299,029	\$13,299,029	842,510

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/or Medi-Cal 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.

Under the current labor agreement wages will increase from \$12.00 per hour to \$12.25 per hour effective July 1, 2016; there will be an

additional increase on July 1, 2017 to \$12.50 per hour. The State and Federal shares of the provider wages are appropriated at the State-level and are not included in the Unit's appropriations. In accordance with Welfare and Institutions Code (WIC) Sections 12300.7, 12306.15, 110011, 12306.1, and 12306.1(b) counties are 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 are included in the Department level.

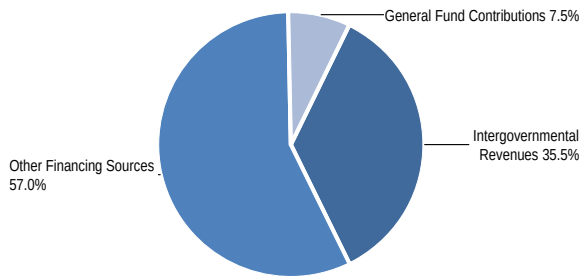
Budget Year Goals

Goals for this unit are included at the Department level.

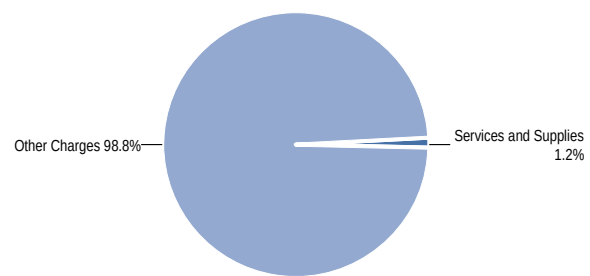
Out of Home Care

(Unit 8255— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	211,692	314,200	314,200	324,000	324,000	9,800
Other Charges	23,483,525	24,547,531	24,948,620	26,675,276	26,675,276	2,127,745
Subtotal	\$23,695,217	\$24,861,731	\$25,262,820	\$26,999,276	\$26,999,276	2,137,545

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	8,004,033	8,296,835	8,312,818	9,587,904	9,587,904	1,291,069
Other Financing Sources	12,988,179	14,756,380	15,013,868	15,377,661	15,377,661	621,281
Subtotal	\$20,992,211	\$23,053,215	\$23,326,686	\$24,965,565	\$24,965,565	1,912,350
General Fund Contributions	\$2,703,006	\$1,808,516	\$1,936,134	\$2,033,711	\$2,033,711	225,195
Total Source of Funds	\$23,695,217	\$24,861,731	\$25,262,820	\$26,999,276	\$26,999,276	2,137,545

Unit Description

Appropriations in the Out of Home Care budget provide living expenses of children who are placed out of home as a result of parental unwillingness or inability to provide care. This support includes assistance in meeting the needs of families adopting children with special needs and assistance for emancipated youth transitioning to independence and adulthood. As a result of Welfare And Institutions Code Sections 11364, 11387, 11453, 11460, 11461, 11461(d)(2)(A), 11462, 11463, 11464, 18254, 18358.30 these programs receive a statutory COLA on July 1st of each year based on the California Necessities Index. Specific Out of Home Care programs are discussed below.

Aid to Families with Dependent Children Foster Care (AFDC-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.

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 through 20 to 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 in 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 in learning life skills and achieving self-sufficiency.

Prior Year Accomplishments

Accomplishments for this unit are included at the Department level.

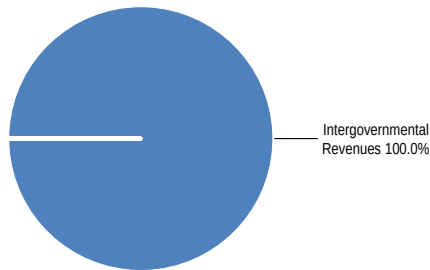
Budget Year Goals

Goals for this unit are included at the Department level.

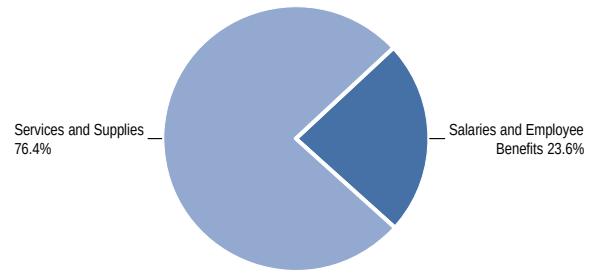
Community Action Partnership

(Unit 8257— Fund 008)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	143,372	155,895	162,860	158,454	158,295	2,400
Services and Supplies	530,956	503,930	471,061	511,959	511,855	7,925
Other Charges	(19,111)	(22,761)	(15,177)	(21,166)	(21,166)	1,595
Subtotal	\$655,217	\$637,064	\$618,744	\$649,247	\$648,984	11,920

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	(18)	250	0	0	0	(250)
Intergovernmental Revenues	657,228	636,656	618,586	649,094	648,831	12,175
Miscellaneous Revenues	93	0	0	0	0	0
Other Financing Sources	164	158	158	153	153	(5)
Subtotal	\$657,467	\$637,064	\$618,744	\$649,247	\$648,984	11,920
Fund Balance	(2,250)	0	0	0	0	0
Total Source of Funds	\$655,217	\$637,064	\$618,744	\$649,247	\$648,984	11,920

Unit Description

Community Action Partnership (CAP) administers 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. 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: housing and shelter resources, food access, information and referral, domestic violence prevention and intervention, youth and family counseling, youth engagement activities, youth employment support, and homeless planning and coordination services.

Budget Impacts

Budget Impacts for this Unit are included at the Department level.

Prior Year Accomplishments

In addition to the administration of the CAP related service contracts, the Community Action Partnership staff continued performing a key role with the program administration of the CalWORKs Housing Support Program. These services have been subcontracted to a local housing support provider. The program is available to CalWORKs participants who are homeless in Monterey County. The services offered include access to housing support services and removal of barriers to stabilize families.

The CAP in collaboration with the City of Salinas and Community Homeless Solutions, continued support for a warming shelter for homeless individuals and families in Salinas; and, for the first time in FY 2014-15 CAP supported the development of warming shelters on the Monterey Peninsula in partnership with Outreach Unlimited and Community Human Services. In FY 2015-16, inclement weather activities were expanded to offer case management services and extended day drop-in center hours for homeless individuals and families at Dorothy's Place.

The CAP also plays a leadership role within the Department for addressing issues of homelessness. CAP staff has actively participated with the Lead Me Home 10 Year Plan to End Homelessness in Monterey County. CAP supported implementing a key component of the of the Lead Me Home Plan by funding the Coalition of Homeless Services Providers to implement a Coordinated Assessment and Referral System that supports prioritization of services to the most vulnerable who are seeking shelter.

Budget Year Goals

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 CalWORKs Housing Support Program, the Family Stabilization Program, the Volunteer Income Tax Assistance Program, and homelessness services planning and contracting.

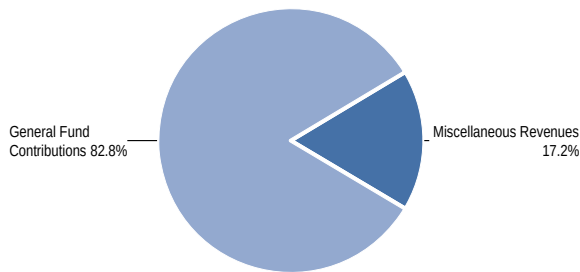
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
60X01	COMMUNITY AFFILIATION MANAGER	1.00
Total		1.00

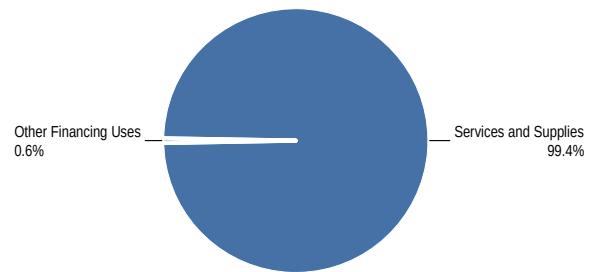
Community Programs

(Unit 8258—Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	338,549	426,389	742,654	1,259,477	996,762	570,373
Other Charges	0	5,000	78	0	0	(5,000)
Capital Assets	0	0	39,286	0	0	0
Other Financing Uses	491	5,776	5,776	5,776	5,776	0
Subtotal	\$339,040	\$437,165	\$787,794	\$1,265,253	\$1,002,538	565,373

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Miscellaneous Revenues	72,718	157,628	118,929	172,000	172,000	14,372
Subtotal	\$72,718	\$157,628	\$118,929	\$172,000	\$172,000	14,372
General Fund Contributions	\$266,322	\$279,537	\$668,865	\$1,093,253	\$830,538	551,001
Total Source of Funds	\$339,040	\$437,165	\$787,794	\$1,265,253	\$1,002,538	565,373

Unit Description

This unit contracts primarily with private non-profit community-based organizations for the provisions of child care, respite care, sexual assault counseling, homeless prevention and re-housing services. The services provided in this budget are financed by restricted trust funds for Domestic Violence and County General Fund contributions.

Services. In addition, this year's inclement weather activities were expanded to offer case management services and extended day drop-in center hours for homeless individuals and families at Dorothy's Place.

The Department funded the development and implementation of the Homeless Coordinated Assessment and Referral System, which included the expansion of capacity for the local Continuum of Care in partnership with the Coalition of Homeless Services Providers.

Prior Year Accomplishments

The Community Action Partnership (CAP), in collaboration with the City of Salinas and Community Homeless Solutions, continued support for a warming shelter for homeless individuals and families in Salinas; and, for the first time in 2015 CAP supported the development of warming shelters on the Monterey Peninsula in partnership with Outreach Unlimited and Community Human

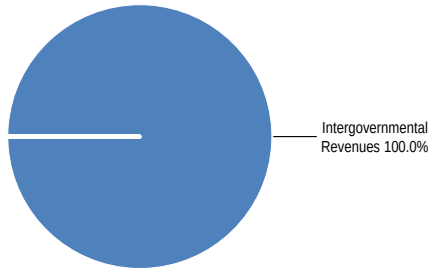
Budget Year Goals

Complete the bi-annual Homeless Point-in-Time Census and a countywide Single Homeless Women study in collaboration with the Health Department. Continue to partner with other County departments and community stakeholders to create and implement long term solutions to address homelessness.

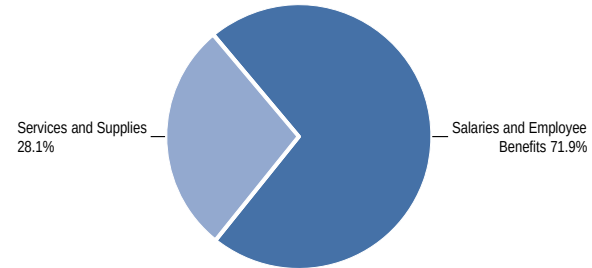
IHSS Public Authority

(Unit 8259— Fund 005)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	235,749	373,937	386,895	710,581	704,813	330,876
Services and Supplies	232,576	259,862	190,688	276,044	275,858	15,996
Other Charges	1,523	(97,135)	(60,875)	(70,393)	(70,393)	26,742
Subtotal	\$469,849	\$536,664	\$516,708	\$916,232	\$910,278	373,614

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	351	0	0	0	0	0
Intergovernmental Revenues	449,358	536,426	516,470	915,850	909,896	373,470
Other Financing Sources	41,828	238	238	382	382	144
Subtotal	\$491,537	\$536,664	\$516,708	\$916,232	\$910,278	373,614
Fund Balance	(21,689)	0	0	0	0	0
Total Source of Funds	\$469,848	\$536,664	\$516,708	\$916,232	\$910,278	373,614

Unit Description

The In-Home Supportive Services (IHSS) Public Authority (PA) manages a home care registry that supports IHSS recipients and social workers with provider referrals. In addition to operating the registry, the PA plans, arranges and delivers training for IHSS providers. The PA is the administrator of the provider health insurance plan and serves as employer of record for the purpose of labor negotiations. The PA operates in coordination with the IHSS Program, but is an independent authority.

Prior Year Accomplishments

The IHSS PA successfully negotiated a new memorandum of understanding with the IHSS provider union, improved referral processes, and began the development of an IHSS provider training program. This agreement increased wages for home care providers in the IHSS program from \$11.50 per hour to \$12.00 per hour during

FY 2015-16. It provided further increases to \$12.25 per hour effective July 1, 2016, and to \$12.50 per hour effective July 1, 2017.

Budget Year Goals

The goals for the budget year include development of a PA Handbook, and implementation of a training program for IHSS Providers. Increase staffing to add a second Registry Coordinator to work on outreach to enhance the Provider Registry.

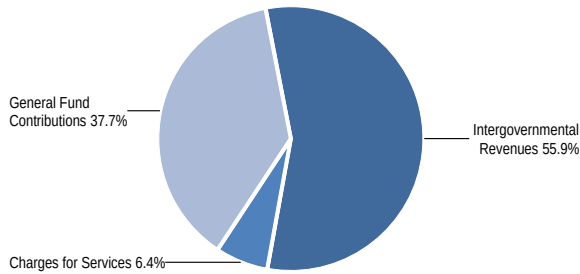
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
60C22	SOCIAL WORKER III	1.00
60C24	SOCIAL WORKER V	1.00
60C81	SOCIAL WORK SUPERVISOR II	1.00
60D11	SOCIAL SERVICES AIDE II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		6.00

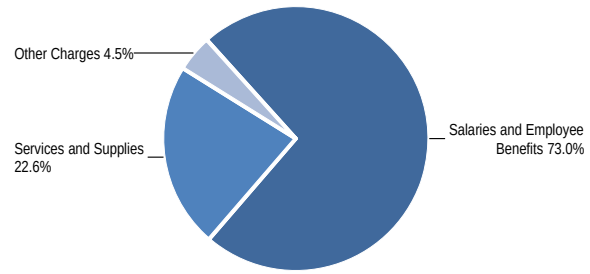
Military & Veterans Services

(Unit 8260— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	673,303	810,013	832,219	902,234	832,335	22,322
Services and Supplies	188,763	224,307	255,362	257,967	257,303	32,996
Other Charges	0	0	(20,000)	50,798	50,798	50,798
Other Financing Uses	1,079	1,079	1,079	1,079	1,079	0
Subtotal	\$863,144	\$1,035,399	\$1,068,660	\$1,212,078	\$1,141,515	106,116

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	451,575	578,505	619,488	696,390	638,056	59,551
Charges for Services	63,399	73,722	66,000	73,427	73,427	(295)
Subtotal	\$514,975	\$652,227	\$685,488	\$769,817	\$711,483	59,256
General Fund Contributions	\$348,170	\$383,172	\$383,172	\$442,261	\$430,032	46,860
Total Source of Funds	\$863,144	\$1,035,399	\$1,068,660	\$1,212,078	\$1,141,515	106,116

Unit Description

The Military and Veterans' Affairs Office (MVAO) assists veterans and their families with Veterans Administration (VA) claims which include Dependent Indemnity Compensation, Aid & Attendance benefits, pensions, and all disability claims. Additional MVAO support and advocacy includes: help in obtaining discharge upgrades, assisting in securing service and medical records, providing access to job counseling/placement services, referrals to substance abuse recovery programs, and information about the Servicemen's Readjustment Act of 1944, commonly known as the GI Bill, VA Supportive Housing Support, VA home loans and VA Vocational Rehabilitation.

MVAO services are available in five locations: Salinas, Monterey, King City, Ft. Hunter Liggett and the VA Medical Clinic at Ft. Ord. 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 Salinas Valley State Prison and 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

The MVAO established ongoing funding for the bi-annual Homeless Veterans Stand Down in Monterey County and supported interns from CSUMB to establish a one day Stand Down in Marina that reaches out to local homeless veterans. It also partnered with the Superior Court of Monterey County to establish a Veterans' Treatment Court providing an alternative to incarceration for Monterey County veterans. As part of ongoing support for the Central Coast Veterans' Cemetery, the MVAO made space for and hosted a State representative to support families applying for interment.

MVAO continues to advocate for and assist veterans, their dependents and survivors in filing and securing benefits from the Department of Veterans' Affairs (DVA) generating compensation, pension, education and widows benefit payments to residents of Monterey County. This resulted in 1,815 claims filed from July 1, 2015 through April 4, 2016. During that same nine month period the annualized value of Veterans' benefits established was \$9,595,348.

Budget Year Goals

Continue work to establish the long-planned Military and Veterans Community Resource Center. After negotiations for a location in Seaside stalled, the MVAO has turned its attention to locating the center in Salinas. Continue cooperation and collaboration with the Health Department, the Office for Employment Training, and the Department of Social Services to develop a collaborative program with the US Department of Veterans' Affairs and California Department of Veterans to provide counseling and other services to returning combat veterans and their dependents. Continue to strengthen outreach efforts to reach veterans and their families wherever they may live in our community and maintain enhanced efforts to connect homeless veterans to housing and supportive resources to end veteran homelessness.

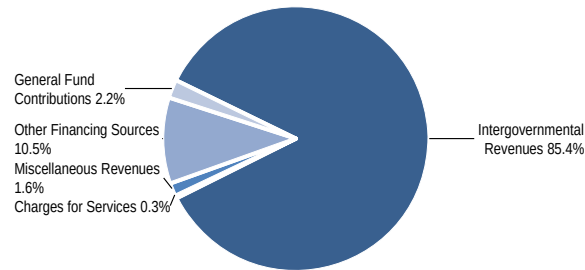
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	1.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	1.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		8.00

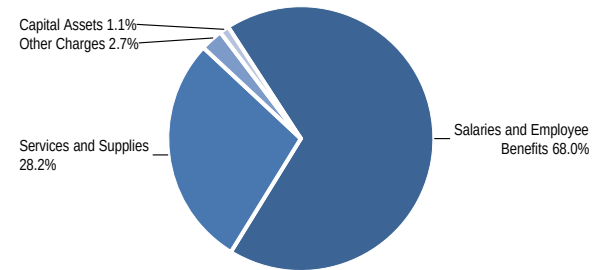
Social Services

(Unit 8262— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	65,291,095	71,643,686	71,173,076	78,587,231	78,333,462	6,689,776
Services and Supplies	22,027,784	28,361,940	29,105,963	32,548,361	32,493,871	4,131,931
Other Charges	(397,165)	37,722	(181,108)	3,152,260	3,152,260	3,114,538
Capital Assets	189,379	650,000	963,516	1,300,000	1,300,000	650,000
Other Financing Uses	43,376	31,991	43,350	43,376	43,376	11,385
Subtotal	\$87,154,470	\$100,725,339	\$101,104,797	\$115,631,228	\$115,322,969	14,597,630

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	75,770,725	87,952,807	88,589,753	98,736,157	98,474,137	10,521,330
Charges for Services	796,765	2,311,526	2,311,526	394,553	394,553	(1,916,973)
Miscellaneous Revenues	1,024,124	0	0	1,825,000	1,825,000	1,825,000
Other Financing Sources	9,874,307	10,905,867	10,648,379	12,054,499	12,054,499	1,148,632
Subtotal	\$87,465,921	\$101,170,200	\$101,549,658	\$113,010,209	\$112,748,189	11,577,989
General Fund Contributions	(\$311,451)	(\$444,861)	(\$444,861)	\$2,621,019	\$2,574,780	3,019,641
Total Source of Funds	\$87,154,470	\$100,725,339	\$101,104,797	\$115,631,228	\$115,322,969	14,597,630

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 health insurance eligibility; assessment of need 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 allocations 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 Operations and Administration consists of the following main areas:

COMMUNITY BENEFITS: CalFresh, Medi-Cal, CalWORKs Eligibility, Foster Care Eligibility, Quality Control, and Fraud Prevention;

FAMILY AND CHILDREN'S SERVICES: Child Protective Services, Child Abuse Prevention programs, Family Maintenance, Family Reunification, Permanent Foster Care Placement, Adoptions, Foster Family Home Licensing, Promoting Safe and Stable Families Program, Transitional Services for Former Foster Youth and partnership with the CalWORKs Family Stabilization program;

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 include: child care, ancillary/work related expenses, and transportation assistance. Additional supportive services include the Family Stabilization Program, behavioral health treatment, and domestic violence referral and counseling services; learning disability assessments, employment and job search readiness workshops, and a CalWORKs wage subsidy program;

HUMAN RESOURCES: Employee relations, recruitment, retention, payroll, complaint investigations, civil rights and American Disability Act (ADA) compliance, workers compensation, 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 are included at the Department level.

Budget Year Goals

Goals for this unit are included at the Department level.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
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	16.00
14C31	MANAGEMENT ANALYST III	12.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14H70	STAFF TRAINER II	12.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00

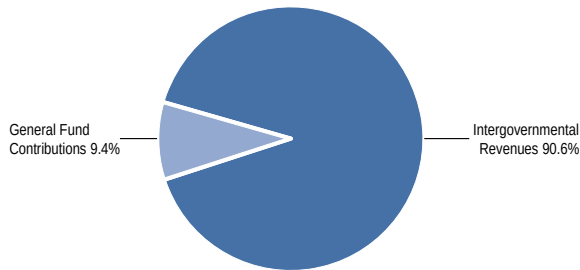
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
20B10	ACCOUNTANT I	2.00
20B11	ACCOUNTANT II	3.00
20B93	FINANCE MANAGER II	2.00
25E21	ELIGIBILITY WORKER II	180.00
25E22	ELIGIBILITY WORKER III	107.00
25E80	ELIGIBILITY SUPERVISOR	39.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00
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	29.00
60C24	SOCIAL WORKER V	81.00
60C81	SOCIAL WORK SUPERVISOR II	23.00
60D10	SOCIAL SERVICES AIDE I	2.00
60D11	SOCIAL SERVICES AIDE II	65.00
60H11	EMPLOYMENT & TRAINING WORKER II	7.00
60H21	EMPLOYMENT & TRAINING WORKER III	38.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	8.00
60H32	SUPERVISING STAFF TRAINER	1.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00
60I02	PROGRAM MANAGER II	12.00
70A21	CUSTODIAN	1.00
70F21	COURIER	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	87.00
80E22	OFFICE ASSISTANT III	33.00
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	3.00
Total		869.00

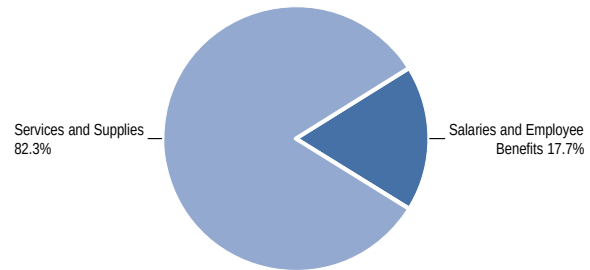
Area Agency on Aging

(Unit 8268— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	386,711	403,985	410,943	415,132	414,592	10,607
Services and Supplies	1,861,085	1,958,053	1,899,084	1,924,581	1,924,299	(33,754)
Other Charges	(121,345)	(162,673)	(168,433)	(165,065)	(165,065)	(2,392)
Other Financing Uses	2,289	0	0	0	0	0
Subtotal	\$2,128,739	\$2,199,365	\$2,141,594	\$2,174,648	\$2,173,826	(25,539)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	1,926,189	2,010,659	1,952,888	1,968,627	1,968,627	(42,032)
Subtotal	\$1,926,189	\$2,010,659	\$1,952,888	\$1,968,627	\$1,968,627	(42,032)
General Fund Contributions	\$202,550	\$188,706	\$188,706	\$206,021	\$205,199	16,493
Total Source of Funds	\$2,128,739	\$2,199,365	\$2,141,594	\$2,174,648	\$2,173,826	(25,539)

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. The AAA is 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 quality of life. Among the services funded include Health Insurance Counseling and Advocacy Program (HICAP), Ombudsman for Long-Term Care, family caregiver support services, senior nutrition, nutrition and health promotion, legal services and a senior service information and referral call center. These activities are funded by the Older American Act and 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. The Area Agency on Aging implemented cultural competency training for working with Lesbian, Gay, Bisexual, and Transgender (LGBT) older adults.

Budget Year Goals

The 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 will continue to lead the planning and development of a service delivery system known as an Aging and Disability Resource Connection (ADRC). Training on LGBT Cultural Competency will continue through Fiscal Year (FY) 2016-17.

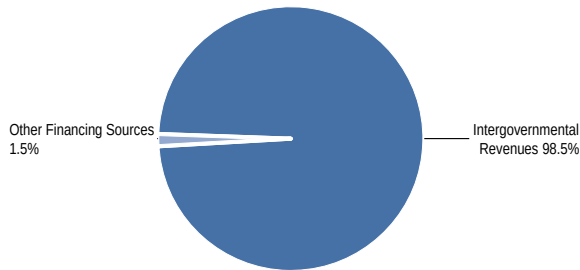
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C31	MANAGEMENT ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
60I02	PROGRAM MANAGER II	1.00
Total		3.00

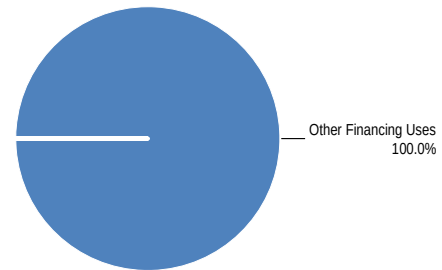
Social Services Realignment

(Unit 8425— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	39,362,049	40,680,234	41,221,784	39,733,605	39,733,605	(946,629)
Subtotal	\$39,362,049	\$40,680,234	\$41,221,784	\$39,733,605	\$39,733,605	(946,629)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	36,384,820	40,095,876	40,637,426	39,149,247	39,149,247	(946,629)
Other Financing Sources	721,947	584,358	584,358	584,358	584,358	0
Subtotal	\$37,106,766	\$40,680,234	\$41,221,784	\$39,733,605	\$39,733,605	(946,629)
Fund Balance	2,255,282	0	0	0	0	0
Total Source of Funds	\$39,362,048	\$40,680,234	\$41,221,784	\$39,733,605	\$39,733,605	(946,629)

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 and is

deposited into the Health Welfare Realignment Fund (Fund 025) and distributed to various budget units through operating transfers to various budget units within the Social Services, Probation and Health Departments. 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 are included at the Department level.

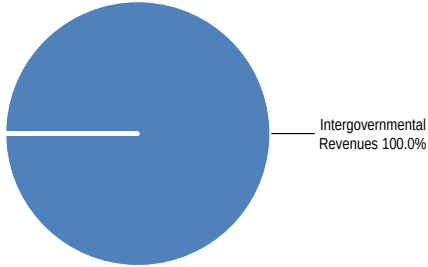
Budget Year Goals

Goals for this unit are included at the Department level.

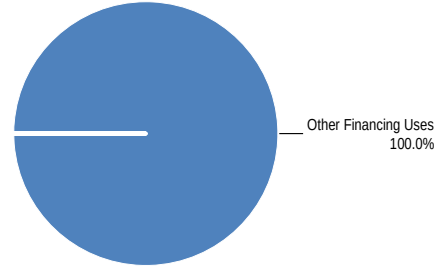
Protective Services

(Unit 8464— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Other Financing Uses	0	18,108,916	18,108,916	18,710,421	18,710,421	601,505
Subtotal	\$0	\$18,108,916	\$18,108,916	\$18,710,421	\$18,710,421	601,505

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	0	18,108,916	18,108,916	18,710,421	18,710,421	601,505
Subtotal	\$0	\$18,108,916	\$18,108,916	\$18,710,421	\$18,710,421	601,505
Total Source of Funds	\$0	\$18,108,916	\$18,108,916	\$18,710,421	\$18,710,421	601,505

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 (APS), 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. The Local Revenue Fund (Fund 022) is established to provide transparency of receipts and transfers of sales taxes associated with the Protective Services Account for 2011 Public Safety

Realignment. A process is in place that includes operating transfers between the General Fund Units 8255 and 8262) and Fund 022 for the realigned programs.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

Budget Year Goals

Goals for this unit are included at the department level.

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:

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.

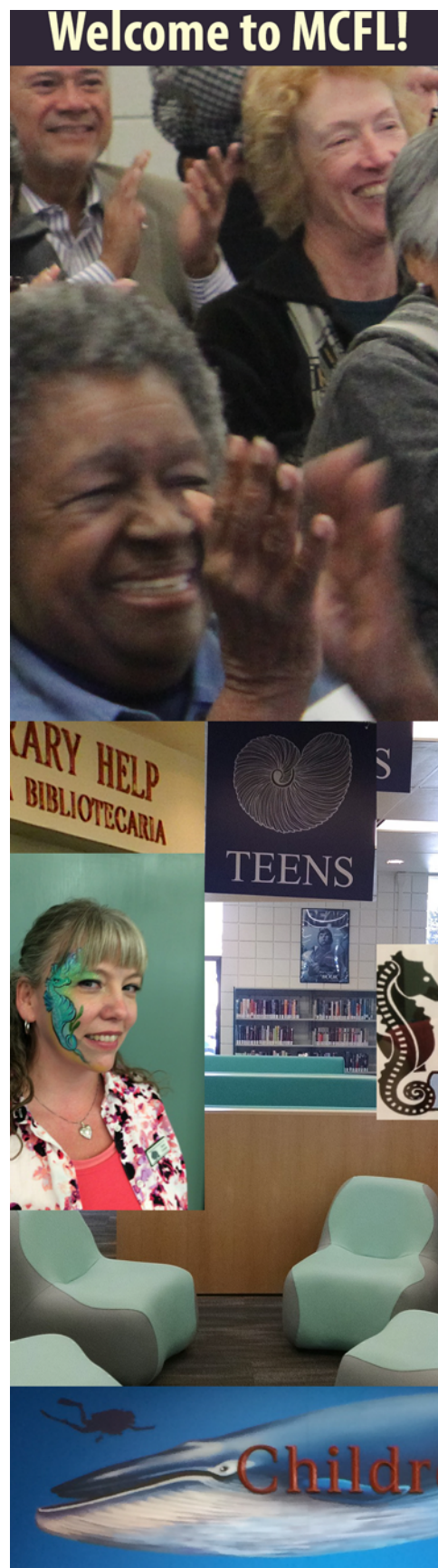
Public Safety Strategic Initiative: Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.

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 (3 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; Science, Technology, Education Math (STEM) and early literacy classes taken to preschools; opportunities for learning through play in the branches and through borrowing toys; meeting rooms for public use; archived historical material available at the libraries and online; and support for other County programs and services available to the public. Services are provided in English and Spanish.

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 and representing MCFL in County, State and other intragency events.

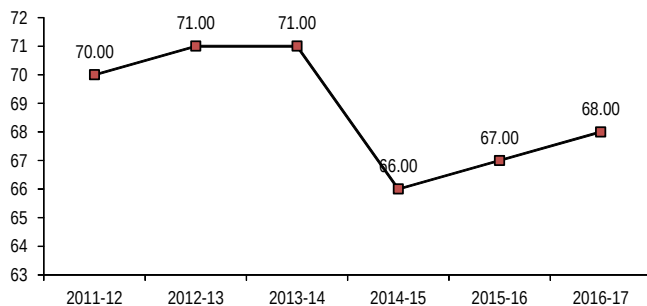


Operating Budget: \$10,119,266
Positions (FTEs): 68.00

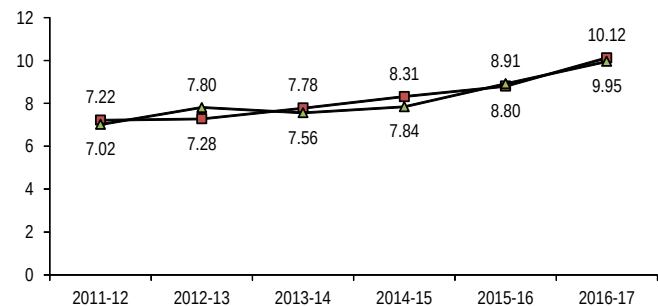
Jayanti Addleman
County Librarian

Library

Staffing Trends



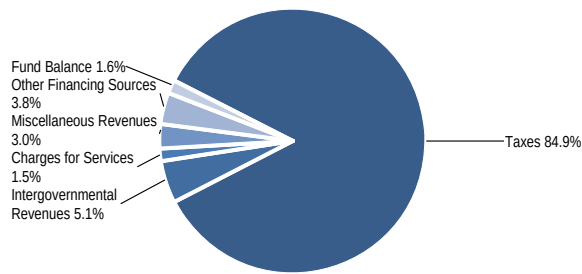
Expenditure/Revenue History (in millions)



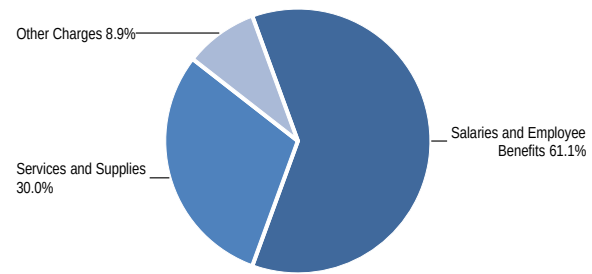
The Library envisions the County as a community where everyone has the opportunity to achieve their potential and pursue happiness. Our mission is to bring ideas, inspiration, information and enjoyment to our community through our library services.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Registered library users/active library card holders	148,394	145,725	148,826
Program attendance (all ages).	36,511	49,896	30,446
Computer usage (number of uses regardless of length of time) of public access computers in the library.	163,128	170,287	97,915

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,995,389	5,737,930	5,082,083	6,146,308	6,183,868	445,938
Services and Supplies	2,284,372	2,482,687	2,701,529	3,043,814	3,035,398	552,711
Other Charges	1,033,071	500,000	1,000,000	900,000	900,000	400,000
Capital Assets	0	0	16,400	0	0	0
Subtotal	\$8,312,832	\$8,720,617	\$8,800,012	\$10,090,122	\$10,119,266	1,398,649

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Taxes	6,588,652	7,004,186	7,858,328	8,592,324	8,592,324	1,588,138
Revenue from Use of Money & Property	9,751	3,075	3,075	3,075	3,075	0
Intergovernmental Revenues	653,103	519,413	519,413	519,413	519,413	0
Charges for Services	155,894	153,750	153,750	153,750	153,750	0
Miscellaneous Revenues	252,649	600,000	200,000	300,000	300,000	(300,000)
Other Financing Sources	179,622	250,000	180,000	386,000	386,000	136,000
Subtotal	\$7,839,671	\$8,530,424	\$8,914,566	\$9,954,562	\$9,954,562	1,424,138
Fund Balance	473,161	190,193	(114,554)	135,560	164,704	(25,489)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$8,312,832	\$8,720,617	\$8,800,012	\$10,090,122	\$10,119,266	1,398,649

Summary of Recommendation

The Recommended Budget for the Library totals \$10,119,266 in appropriations, financed by \$9,954,562 in revenues and \$164,704 in use of fund balance. The Recommended Budget includes increases in appropriations totaling \$1,398,649 to cover higher cost for employee benefits and information technology replacement needed for the redesign of the Library's internet network. The Library anticipates \$1,424,138 in additional revenue for FY 2016-17 to help support the cost increases. Most of the revenue growth can be attributed to increased property tax receipts.

Several building and repair projects were initiated in FY 2015-16, with at least two of them carrying over into the FY 2016-17 Budget. The Seaside library renovation project cost \$675,000 for internal repairs and refurbishing, and the City of Seaside contributed to repairing the exterior of the building. The construction of the new San Lucas Library is primarily funded by private donations, grants, and library budget appropriations. The Big Sur Library is undergoing an intensive repair project to mitigate serious deterioration of the building. The estimated cost of this project is

\$175,000. In addition the Greenfield Library is anticipated to need major additional repairs in FY 2016-17, including wiring upgrades to support high speed bandwidth.

Though the increase in expenses exceeds the increase in revenue, the Library anticipates a continued positive balance for FY 2016-17. However, the gap between library resources and community needs continues to grow, and MCFL continues to actively seek alternative and diversified sources of funding in order to supplement its budget and fill the ongoing gap.

The majority of the County Library's budget pays for staff salaries, and maintaining multiple locations. The funds available for books and library materials, computers/technology, and library supplies 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 obtain funding for library programs, services, and staff support. The County Library is also continuing to seek other funding opportunities like partnerships with cities to share operational costs.

Budget Impacts

The Recommended Budget provides for maintaining Library services at basic levels for FY 2016-17.

Staffing will remain at FY 2015-16 levels, but costs have risen significantly because of a major increase in benefits costs, and also partly due to step increases.

Intermittent staff vacancies have helped the Library meet its balanced budget goals. The temporary closure of three branches (Big Sur, San Lucas and Parkfield), though having a negative effect on MCFL's ability to provide service, has contributed to savings on the staffing side. Conversely, the effort to reopen two of the libraries to serve the communities and to get the projects moving forward in FY 2015-16 has increased the budget gap because of large unplanned emergency capital expenses. Deferred maintenance of library facilities was the major contributing factor in the closure of all three library facilities and continues to cause serious concern regarding the structural conditions of several additional library facilities.

Basic maintenance of library facilities, rents, and utilities remain another significant area of budget appropriations.

MCFL continually assesses and tries to respond to the technology needs of the community and a sizable portion of MCFL's budget is devoted to technology related expenses. Administrative efforts continue to focus on securing federal and state discounts like e-Rate, and grants to support technological innovation.

Library materials, including books and non-print materials are another significant line among the appropriations, but are inadequate to meet community needs. The Library requested and received a one time augmentation for FY 2016-17 of \$190,000 to purchase library materials. A large part of this will go to stocking the shelves of the newly rebuilt San Lucas Library.

Prior Year Accomplishments

During FY 2015-16 MCFL completed or started several projects that further its mission:

Continued implementation of the three-year 2013-2016 Strategic Plan. Staff also attended training at the Harwood Institute Lab in Sacramento in order to better implement MCFL's outward facing paradigm shift and to help prepare for updating the strategic plan.

Completed the remodel and update of the Seaside Library.

Completed the repair of the Big Sur Library.

Completed the first phase of repairs of the Greenfield Library.

Continued to explore options for building a new library at Parkfield.

Started construction of the new San Lucas library which includes a Sheriff's field office.

Improved broadband infrastructure by connecting to the Corporation for Education Network Initiatives in California (CENIC) network to provide 1GB/sec connectivity rates and provide a back-up for the broader County's Internet connection.

Launched the STREAM van which takes Science, Technology, Reading, Engineering, Agriculture, and Math concepts to preschoolers at their Head Start or preschool locations.

Continued to do outreach to remote or underserved communities through the branchlet program.

Introduced Evanced, a new online self-service meeting room booking system.

Introduced toy lending services for the public.

Continued to actively grow the volunteer program, and partnered with AmeriCorps to get a full-time AmeriCorps fellow for a period of 1 year.

Made its digital collection of 1700+ local history photographs available for easy public access through the Internet.

Continued to expand youth engagement and long-term crime/gang prevention programs like Homework Centers, reading groups, college prep classes, music and art programs, movie and gaming nights, and story times and crafts.

Budget Year Goals

During FY 2016-17, MCFL will address the Board of Supervisors Strategic Initiatives and fulfill its mission through the following:

Formulate a new strategic or business plan which balances individual community needs with efficiency and sustainability.

Complete the San Lucas Library building and open it for public use.

Continue to explore options for building a new Parkfield Library and replacing the aging bookmobiles.

Continue repairs on the Greenfield Library.

Start investigating options for permanent County-owned library facilities in Big Sur and Bradley.

Explore leasing and replacement options for library computers and fleet vehicles.

Continue to grow programs for youth and adults including cultural/arts programs, afterschool homework programs, conversational English programs, etc.

Pending Issues

The Parkfield branch library is currently closed and a new facility is needed to adequately serve this remote community. MCFL will be exploring options for replacing this building serving this community, which has very limited alternatives for library or other services. Service is currently provided by bookmobile, Library-by-Mail, and through the online services.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Library (LIB001)	8,312,832	8,720,617	8,800,012	10,090,122	10,119,266	1,398,649	003	6110_8141
Subtotal	\$8,312,832	\$8,720,617	\$8,800,012	\$10,090,122	\$10,119,266	1,398,649		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Library	8,312,832	8,720,617	8,800,012	10,090,122	10,119,266	1,398,649
Subtotal	\$8,312,832	\$8,720,617	\$8,800,012	\$10,090,122	\$10,119,266	1,398,649

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
11A05	LIBRARY DIRECTOR	1.00	1.00	1.00	0.00
12C04	ASSISTANT LIBRARY DIRECTOR	0.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	0.00	0.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	0.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00	1.00	1.00	0.00
65A31	LIBRARIAN I	1.00	1.00	1.00	0.00
65A33	LIBRARIAN II	11.00	12.00	12.00	0.00
65A40	LIBRARIAN III	3.00	3.00	3.00	0.00
65A85	MANAGING LIBRARIAN	3.00	1.00	2.00	1.00
80C01	LIBRARY ASSISTANT I	11.00	11.00	11.00	0.00
80C21	LIBRARY ASSISTANT II	21.50	22.00	22.00	0.00
80C22	LIBRARY ASSISTANT III	10.50	11.00	11.00	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		66.00	67.00	68.00	1.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
6110	AUG1_6110_8141_003	Req fr GFC Book Budget increase	Not Mandated-New Program/Svc	190,000	0.00	0	0.00
Grand Total				190,000	0.00	0	0.00



This page intentionally left blank.

Cooperative Extension Service

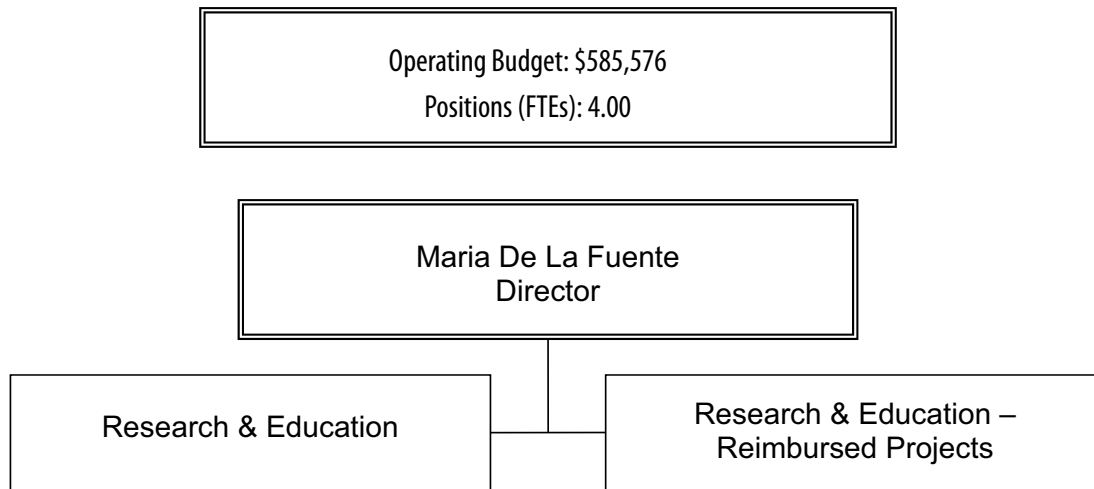
Cooperative Extension is one of the oldest departments in the County. At the request of Monterey County, the University of California and the County started the local Cooperative Extension Office in 1918 for the betterment of the County's economy and quality of life. Cooperative Extension is a national 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 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 are: 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 (University of California 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 United States Department of Agriculture (USDA) and University of California (UC) strategic initiatives: Water Quality, Quantity and Security and Sustainable Food Systems.

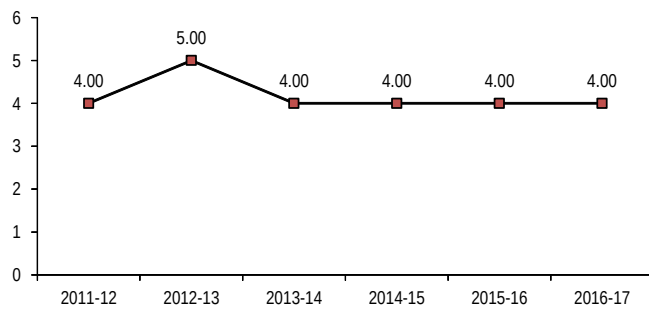
4-H YOUTH PROGRAM: The mission of the 4-H Youth Development Program is to instill leadership, citizenship and life skills in our youth through hands-on learning and community service. In Monterey County there are 14 clubs/groups serving young people ages 5 through 19. The content of 4-H programs focus on science, engineering and technology; healthy living; and citizenship. These subject areas clearly describe program priorities and provide a framework to organize and focus program development, management, and implementation strategies. High quality 4-H activities engage youth in subject area topics (content) in an environment (context) where youth feel safe and free to share, learn, and grow. Focusing on both content and context is a critical piece in helping youth thrive.

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.

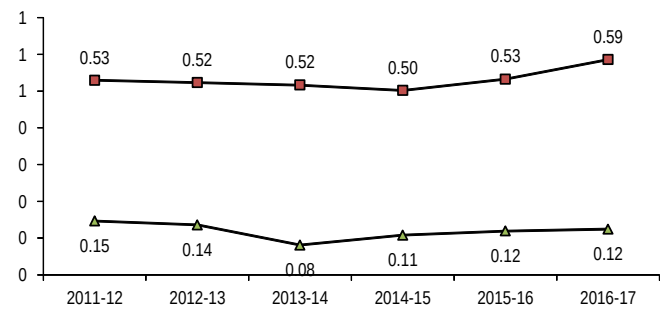




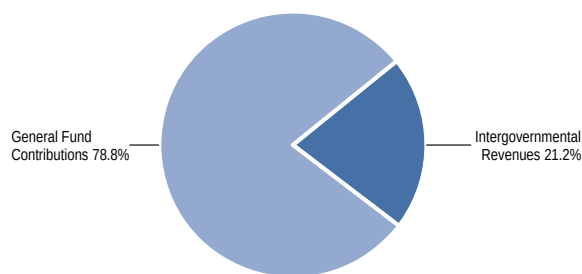
Staffing Trends



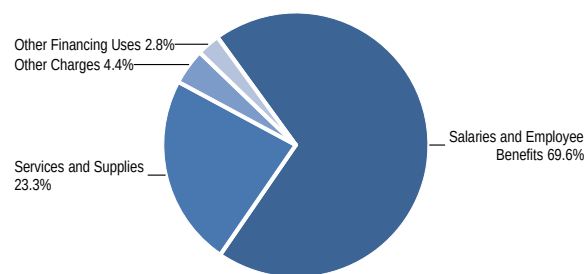
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	338,351	395,455	375,988	407,878	407,461	12,006
Services and Supplies	147,231	139,261	140,292	158,477	136,243	(3,018)
Other Charges	0	0	0	25,537	25,537	25,537
Other Financing Uses	16,264	16,335	16,335	16,335	16,335	0
Subtotal	\$501,846	\$551,051	\$532,615	\$608,227	\$585,576	34,525

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	102,983	133,398	119,138	124,379	124,219	(9,179)
Miscellaneous Revenues	4,964	0	0	0	0	0
Subtotal	\$107,947	\$133,398	\$119,138	\$124,379	\$124,219	(9,179)
General Fund Contributions	\$393,899	\$417,653	\$413,477	\$483,848	\$461,357	43,704
Total Source of Funds	\$501,846	\$551,051	\$532,615	\$608,227	\$585,576	34,525

Summary of Recommendation

The Recommended Budget for the Department totals \$585,576 in appropriations, financed by \$124,219 in program revenue and \$461,357 in General Fund Contributions (GFC). Expenditures increased \$34,525 primarily due to the newly allocated countywide indirect cost implemented for FY 2016-17 by the Auditor-Controller, as well as increases in retirement contributions and healthcare costs. Revenues reflect a decrease of \$9,179 from the FY 2015-16 Adopted Budget. The decrease is a result of increased regulation on the use of grant funds to reimburse County costs. The Recommended Budget includes \$19,608 in recommended augmentations to restore an Accounting Technician to a 1.0 Full-Time Equivalent (FTE).

Budget Impacts

The Recommended Budget maintains current service levels but does not include additional operational supply needs which are reflected as augmentation requests submitted by the department.

Prior Year Accomplishments

GENERAL: Cooperative Extension brought to the County: \$1,527,105 in available non-restricted research funds, 55 specific research grant projects, managing up to \$3,085,290 for these specific grants; provided volunteer services worth approximately

\$1,631,680 for youth development and community plant beautification and restoration projects; and provided over 2,000 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, strawberry and caneberry pests. For vegetables, the major arthropod pests studied were cabbage maggot, springtail, garden symphylan, western flower thrips, lettuce aphid, bagrada bug and lygus bug. Whereas in strawberries and caneberry, lygus bug was studied. These arthropod pests severely impact the crop production by reducing yield and quality. Several insecticides were screened to determine their efficacy against cabbage maggot and garden symphylans. This information has significant implications in choosing the effective insecticides against these pests. Research showed that springtail, *Protapora fimbata*, a serious pest of lettuce can be monitored using beet and potato slice baits. For bagrada bug, experiments were conducted to determine trap crop option. Insecticide efficacy trials were continued to determine how well the new and old insecticides fit to manage western flower thrips, lettuce aphid, garden symphylan, and lygus bug in vegetables and strawberries. These studies are critical not only in determining the efficacious insecticides but also important for insect resistance management. New findings were extended to the growers via trade journals, UC blogs, newsletters and an annual entomology meeting.

PLANT PATHOLOGY RESEARCH PROGRAM: Monterey County and its agricultural industry are the beneficiaries of a unique University of California program. The extension plant pathology lab in Salinas is the only one of its kind in the State. With this service, all commercial growers and field professionals are provided with extensive diagnostic services that identify the pathogens that reduce crop quality and yields. These diagnostic services are made available to all segments of the industry, including large corporate farms, small acreage growers, and limited resource growers who speak only Spanish. The service was extended to homeowners and other members of the Monterey County community. The diagnostic program is also an essential research tool that helped in discovering new diseases on Monterey County crops including as artichoke, fennel, and spinach.

The Monterey County-based lab allows Cooperative Extension to conduct in-depth pathology research that benefits local growers. Such in-house investigations provide the information and background that allows for more efficient advising to growers on how to manage diseases, reduce pesticide use, and be more economically competitive. In year 2015, over 2,000 plant and soil samples were processed for clientele.

IRRIGATION AND WATER QUALITY RESEARCH AND EXTENSION PROGRAM: Developed and/or evaluated affordable conservation practices that can mitigate run-off from agricultural fields and conducted field trials. Field trials demonstrated that the combination of vegetated ditches and activated carbon socks can reduce the concentration of the pesticide chlorpyrifos to non-toxic levels in irrigation run-off. These practices are also effective in removing suspended sediments and sediment-bound pesticides, such as pyrethroids from irrigation run-off. Cooperative Extension's evaluation of denitrification bioreactors has shown that this is an affordable method to completely remove nitrate from tile drainage and irrigation run-off so that discharged water can meet environmental quality standards. Cooperative Extension also finished three years of field trials that demonstrated that background levels of nitrate in groundwater has fertilizer value for the production of vegetable crops. In the fall Cooperative Extension promoted the use of low residue cover crops to reduce winter storm water run-off from vegetable and strawberry fields and increase aquifer recharge. Cooperative Extension concluded on-farm demonstration trials that verified that the online decision support tool, CropManage (cropmanage.ucanr.edu), which UC Cooperative Extension of Monterey County developed, can help growers reduce the use of nitrogen fertilizer by an average of 30%. The online application also assisted growers in conserving water by recommending an appropriate amount of water based on the crop and weather data from the six California Irrigation Management Information System (CIMIS) stations located in Monterey County. Grower's use of CropManage grew during the past year. CropManage provided users with approximately 1,000 water and fertilizer recommendations per month during the summer of 2015. Cooperative Extension also provided or participated in more than 20 trainings to help growers and irrigators improve the efficiency of their irrigation systems. The Department conducted more than 50 assessments of irrigation system efficiency and assisted growers in making improvements that will lead to more water conservation.

VEGETABLE AND WEED SCIENCE RESEARCH PROGRAM: Conducted trials with growers to complete evaluations of nitrogen uptake of all key cool season vegetables grown on the Central Coast; evaluated the ability of some crops such as broccoli and Brussels sprouts to scavenge nitrate from deeper in the soil profile, potentially reducing nitrate leaching; conducted farm scale

evaluation of fertilizer technologies such as nitrification inhibitors and controlled release fertilizers to help growers better 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; and conducted research on weed control in onions, cilantro, spinach, lettuce and peppers to provide growers with tools to more effectively and economically control weeds. New findings were extended to the growers via trade journals, UC blogs, newsletters and annual meetings.

VITICULTURE RESEARCH PROGRAM: Evaluated management tools for powdery mildew and Botrytis bunch rot 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 management of mealybug spread of grapevine leafroll virus.

4-H YOUTH PROGRAM: Enrolled 685 youth members. Provided 323 adult 4-H volunteers who offered activities and supervision for the youth of Monterey County; supported 4-H youth groups who provided community service; promoted and rewarded youth leadership by providing scholarships, sending youth to leadership conferences locally as well as at the State level; and provided additional leadership opportunities through the annual summer 4-H Camp McCandless as 25 teens were selected to take on the role of a teen camp counselor. Continued updating the All Star program and creating a new non-star rank leadership called County Teen Ambassadors.

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 free diagnostic services that lead to the discovery of new diseases and pests 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. Increase assistance to growers to improve irrigation and nitrogen use efficiency.

ENOTOMOLOGY RESEARCH PROGRAM: Research on biology and management of cabbage maggot, thrips, garden symphylan, springtails and bagrada bug will continue. Continue research on organic controls of bagrada bug in Brassica crops.

PLANT PATHOLOGY RESEARCH PROGRAM: Continue to investigate and study the two soilborne strawberry diseases that are now in Monterey County. Continue surveying, detecting, and identifying the races of spinach downy mildew. Continue to provide diagnostic services to all components of the agricultural industry. Continue to expand the capabilities of our diagnostic lab by adding additional molecular testing methods that can detect the DNA of target plant pathogen.

IRRIGATION AND WATER QUALITY RESEARCH PROGRAM: Increase assistance to growers to improve irrigation and nitrogen

use efficiency and continue evaluating new practices and technologies for improving water and nutrient use efficiency of agriculture in Monterey County. Cooperative Extension will also continue efforts to establish a new CIMIS weather station near Soledad to help growers improve irrigation scheduling and water conservation, and expand the online water and fertilization decision support tool, CropManage, to additional commodities produced in Monterey County; continue to assist the agricultural industry in implementing practices to improve water quality, such as vegetated ditches, denitrification bioreactors, and low residue cover crops; begin a large study on the food safety risks of reusing tail water for irrigating leafy green vegetables; and conduct trials in commercial fields to demonstrate to growers that background levels of nitrate in their irrigation water has fertilizer value for their crops.

VEGETABLE AND WEED SCIENCE RESEARCH PROGRAM: Develop information on how 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 in complying with the new restrictions on the use of fertilizer by the Regional Water Quality Control Board. Research computer assisted technologies that mechanically thin and weed lettuce and 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 disease

management studies in vineyards. Continue studies to measure the effects of plant material and cultural practices to promote the early development and productivity of newly established vineyards. Establish additional sites to evaluate the use of tall vines at planting to accelerate vine development and increase the production potential of newly established 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 website 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 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Cooperative Extension (EXT001)	385,834	417,653	413,477	483,848	461,357	43,704	001	6210_8021
Cooperative Ext -Reimbursed Projects (EXT001)	116,012	133,398	119,138	124,379	124,219	(9,179)	001	6210_8022
Subtotal	\$501,846	\$551,051	\$532,615	\$608,227	\$585,576	34,525		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Cooperative Extension	385,834	417,653	413,477	483,848	461,357	43,704
Cooperative Ext -Reimbursed Projects	116,012	133,398	119,138	124,379	124,219	(9,179)
Subtotal	\$501,846	\$551,051	\$532,615	\$608,227	\$585,576	34,525

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43T23	FARM ADVISOR ASSISTANT III	1.00	1.00	0.00	-1.00
30N02	LABORATORY RESEARCH ASSOCIATE	0.00	0.00	1.00	1.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
Total		4.00	4.00	4.00	0.00

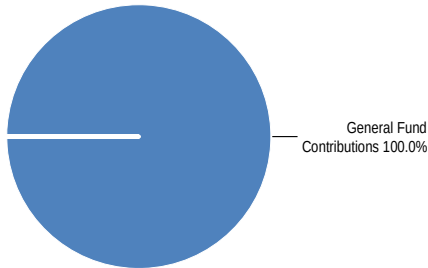
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
6210	AUG1_6210_8021_001	Layoff Prevention	Base Level Maintenance	19,608	0.25	19,608	0.25
6210	AUG2_6210_8021_001	Temporary Help	Base Level Maintenance	14,000	0.00	0	0.00
6210	AUG3_6210_8021_001	Supplies	Base Level Maintenance	7,600	0.00	0	0.00
Grand Total				41,208	0.25	19,608	0.25

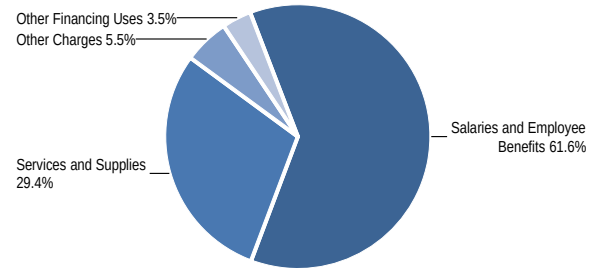
Cooperative Extension

(Unit 8021— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	224,664	262,821	257,614	284,263	284,006	21,185
Services and Supplies	144,906	138,497	139,528	157,713	135,479	(3,018)
Other Charges	0	0	0	25,537	25,537	25,537
Other Financing Uses	16,264	16,335	16,335	16,335	16,335	0
Subtotal	\$385,834	\$417,653	\$413,477	\$483,848	\$461,357	43,704

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Miscellaneous Revenues	4,964	0	0	0	0	0
Subtotal	\$4,964	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$380,870	\$417,653	\$413,477	\$483,848	\$461,357	43,704
Total Source of Funds	\$385,834	\$417,653	\$413,477	\$483,848	\$461,357	43,704

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.

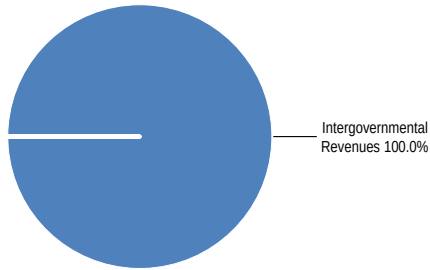
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80A31	SECRETARY	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		3.00

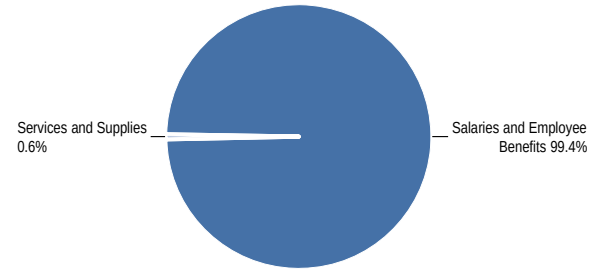
Cooperative Ext -Reimbursed Projects

(Unit 8022— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	113,687	132,634	118,374	123,615	123,455	(9,179)
Services and Supplies	2,325	764	764	764	764	0
Subtotal	\$116,012	\$133,398	\$119,138	\$124,379	\$124,219	(9,179)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Intergovernmental Revenues	102,983	133,398	119,138	124,379	124,219	(9,179)
Subtotal	\$102,983	\$133,398	\$119,138	\$124,379	\$124,219	(9,179)
General Fund Contributions	\$13,029	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$116,012	\$133,398	\$119,138	\$124,379	\$124,219	(9,179)

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.

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.

Prior Year Accomplishments

This unit serves a specific, defined financial purpose in that all expenditures are reimbursed by the University of California.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
30N02	LABORATORY RESEARCH ASSOCIATE	1.00
Total		1.00

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- Parks Resorts Enterprise Fund; and Fund- 006 Fish and Game Commission. These funds generally separate three distinct areas of operations: day use and camping parks, enterprise parks, and fish and game activities.

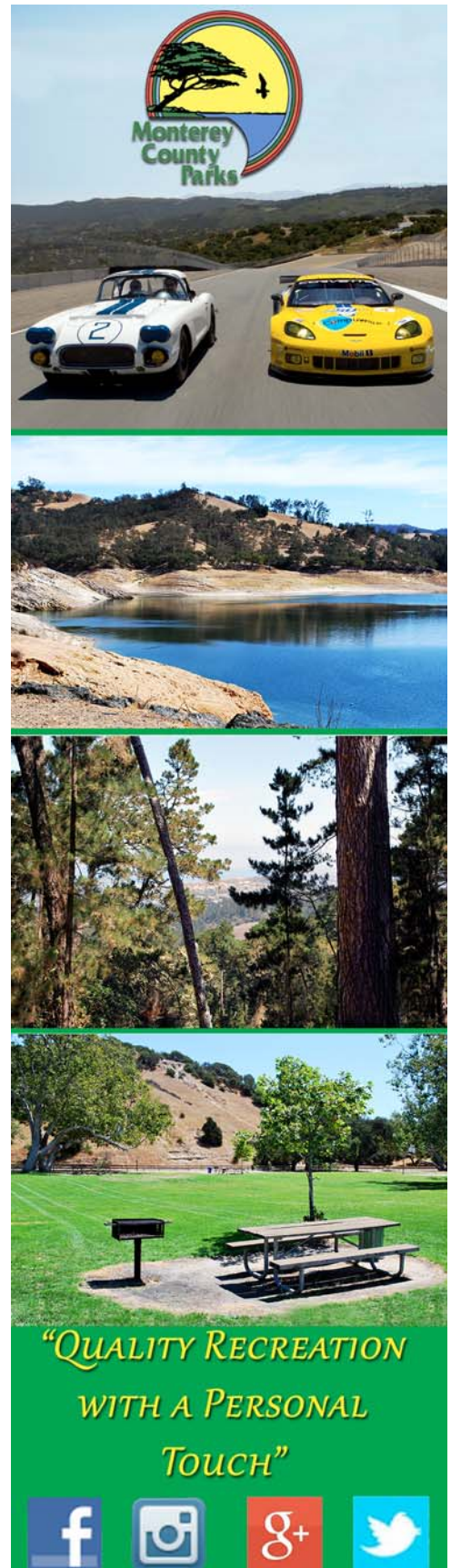
MAJOR PROGRAMS/DIVISIONS:

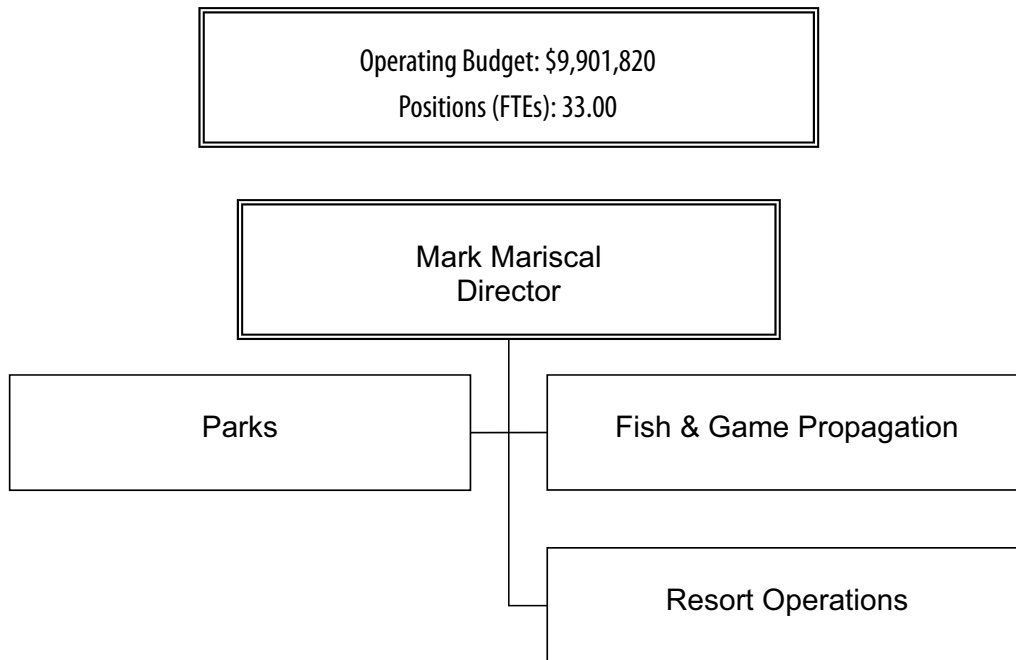
NORTH COUNTY PARKS: Toro, Jacks Peak, Royal Oaks and Manzanita Parks. The four "day-use" parks cover 6,900 acres and are located in the Salinas area. The parks include over 52 miles of riding, hiking and biking trails, family picnic areas, playgrounds, horseshoe pits, tennis courts, basketball and volleyball 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 Laguna Seca Raceway. 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 (SCRAMP), Sea Otter Classic Sports Festival and music concerts.

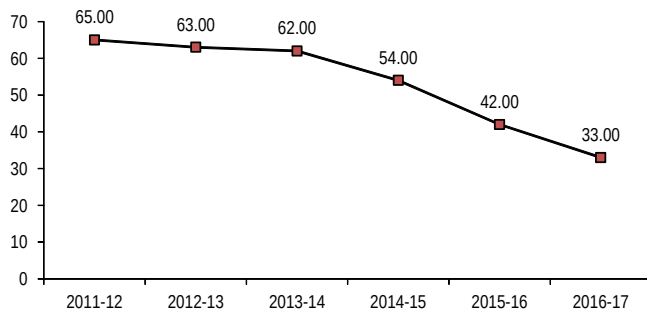
SOUTH COUNTY PARKS: San Lorenzo Park is located just outside King City along the Salinas River and is the home of the Monterey County Agricultural and Rural Life Museum. The historic museum includes antique farm equipment, a working blacksmith shop, Spreckels Farmhouse, La Gloria (a one room, 19th century schoolhouse), King City train depot, exhibit barn and the Salinas Valley irrigation museum and a tractor barn. The majority of the artifacts and archives are owned by the County and the replacement value would easily exceed over \$10 million. 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 and Lake Nacimiento - At the southernmost end of the County is Lake San Antonio 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. At capacity Lake San Antonio offers shoreline camping, an activity area, boat launching facilities and an outdoor amphitheater. Group facilities are maintained for family reunions, retreats and equestrian outings. Lake San Antonio 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 Lightning in a Bottle Festival.

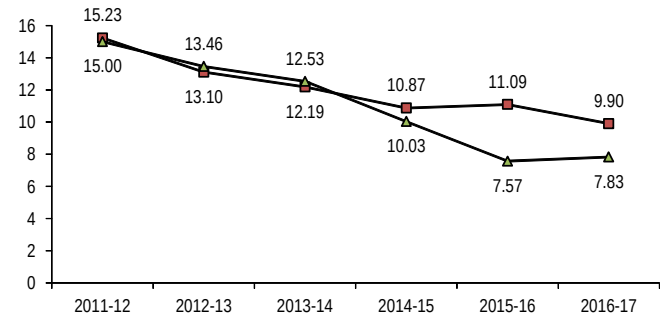




Staffing Trends



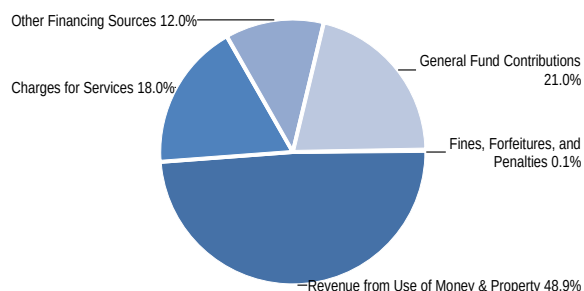
Expenditure/Revenue History (in millions)



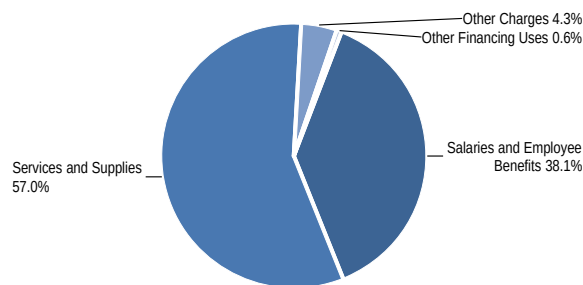
Key performance measures are used to determine outcomes of our mission and goals while creating efficiencies in operation processes.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Percent of days the Laguna Seca Raceway track was rented for an event.	N/A	N/A	91%
Number of special events completed.	N/A	165	75
Number of permitted special event days at park facilities that attracted more than 10,000 visitors. Target = 23	N/A	N/A	12
Estimated number of park visitors at special events. Target = 367,500	N/A	N/A	218,794
Number of quagga mussel inspections completed.	14,678	14,095	7,143

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	4,722,122	4,347,395	4,734,389	5,134,119	3,771,942	(575,453)
Services and Supplies	5,225,235	3,986,964	5,338,556	8,766,908	5,639,474	1,652,510
Other Charges	524,765	416,884	449,356	926,848	430,589	13,705
Capital Assets	251,668	0	511,983	0	0	0
Other Financing Uses	150,090	90,091	59,815	59,815	59,815	(30,276)
Subtotal	\$10,873,881	\$8,841,334	\$11,094,099	\$14,887,690	\$9,901,820	1,060,486

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	14,116	14,813	159,796	14,813	14,813	0
Revenue from Use of Money & Property	4,646,437	3,648,966	3,729,581	4,955,081	4,844,963	1,195,997
Intergovernmental Revenues	2,000	0	0	0	0	0
Charges for Services	2,939,943	2,738,627	2,515,771	2,233,446	1,777,062	(961,565)
Miscellaneous Revenues	394,957	1,750	223,477	2,160	2,160	410
Other Financing Sources	2,036,370	734,240	937,796	1,379,979	1,186,240	452,000
Subtotal	\$10,033,823	\$7,138,396	\$7,566,421	\$8,585,479	\$7,825,238	686,842
Fund Balance	257,461	0	1,224,865	3,253,261	0	0
General Fund Contributions	\$582,597	\$1,702,938	\$2,302,813	\$3,048,950	\$2,076,582	373,644
Total Source of Funds	\$10,873,881	\$8,841,334	\$11,094,099	\$14,887,690	\$9,901,820	1,060,486

Summary of Recommendation

The Fiscal Year (FY) 2016-17 Recommended Budget for the Parks Department is \$9,901,820; a net increase of \$1,060,486 from the FY 2015-16 Adopted Budget. Cost increases in services and supplies reflect realistic costs associated with the management agreement at the Parks Resorts. The Recommended Budget is financed by \$7,825,238 in program revenues and \$2,076,582 in General Fund Contributions (GFC). Projected revenue for the Parks Resorts continues to decrease due to the low water levels at Lake Nacimiento and Lake San Antonio. Reduced visitation is anticipated for the 2016 season as a result of the current extreme drought. The drought has increased the costs of utilities throughout the park system as more water is needed to maintain park fields at optimal condition. The Recommended Budget includes 33 Full Time Equivalents (FTE), a nine FTE decrease from the FY 2015-16 Adopted Budget.

Budget Impacts

The Recommended Budget reduces the General Fund staff by two FTE due to various cost pressures, such as the increased cost of employee health care insurance and the Enterprise Resource Planning (ERP) upgrade. Both positions (County Parks Ranger II and Parks Building and Grounds Worker II) are currently vacant. As a result of the ongoing drought at Lake Nacimiento and Lake San Antonio, park operations have been impacted with reduced revenues and other fiscal challenges. The Recommended Budget reduces staffing for resort operations by eight FTE. The reduction in positions will limit patrol by County Park Rangers and maintenance by Building and Grounds workers at the Parks Resorts.

In FY 2015-16, reduced revenue generated by the Parks Resorts required the Department to close down Lake San Antonio (LSA) on July 1, 2015. Although unbudgeted last fiscal year, the Department provided a baseline level of maintenance to keep LSA from deteriorating further. In FY 2016-17, the Parks Department

proposes boarding up buildings, turning off the water and sewer systems and selling assets that are no longer in use (vehicles, boats, office furniture, etc.) at Lake San Antonio. It is anticipated that the bulk of operation responsibilities at Lake Nacimiento will be handled by our partner, the Cal Parks Company operating under a management agreement.

Most of the Department's facilities and park assets have outlived their usefulness and are serving years beyond their expected life. The cost to repair or upgrades continue to rise as maintenance continues to be deferred due to funding shortages. Completed in 2015, the County's Capital Improvement Program (CIP) Five Year Plan illustrates the Department's need of \$25 million over the next 10 years to make infrastructure repairs.

Prior Year Accomplishments

Finalized and presented the Strategic Plan to the Board of Supervisors.

Began the Request for Proposal (RFP) process for the Laguna Seca Recreation Area-Concession Agreement to operate the raceway.

Presented and received approval from the Board of Supervisors a restructuring plan that creates an Operations Division and a Public Safety Division.

Re-established regularly scheduled meetings of the Parks Commission.

Updated the Department's Equal Opportunity Plan.

Inventoried and updated the Department's vehicles and heavy equipment.

Worked collaboratively with the Resource Management Agency to create a list of deferred maintenance projects and cost estimates.

Started the process to update or rewrite concession and partner agreements.

Brought more clarity to the financial challenges of the Parks Department.

Worked with the Public Information Officer to help create positive stories about the department in the media.

Budget Year Goals

Budget Year Goals are discussed at the Fund level.

Pending Issues

Pending issues are presented at the Fund level.

Policy Considerations

Analyze the removal of parking fees at some of the day use parks.

Analyze the role the Department will play in the management of the Fort Ord properties that will be transferred to the County.

Cost benefit of whether or not the County should find an entity to manage the Dutton Hotel and adjacent property rather than let it continue to fall in disrepair.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Jacks Peak (PAR001)	8,538	19,136	14,915	55,957	35,957	16,821	001	7500_8143
Laguna Seca Park (PAR001)	636,605	582,271	769,752	756,433	638,993	56,722	001	7500_8144
Laguna Seca Rifle Range (PAR001)	150,432	177,059	166,853	184,768	184,372	7,313	001	7500_8145
Laguna Seca Track (PAR001)	1,439,177	997,899	1,606,320	1,496,758	1,458,224	460,325	001	7500_8146
Manzanita Park (PAR001)	19,920	43,700	30,735	46,654	26,654	(17,046)	001	7500_8147
Royal Oaks (PAR001)	196,643	365,831	411,840	824,577	564,833	199,002	001	7500_8148
San Lorenzo County Park (PAR001)	247,500	448,501	477,253	526,052	495,595	47,094	001	7500_8149
Special Events (PAR001)	130,350	104,325	100,092	101,128	100,902	(3,423)	001	7500_8150
Toro Park (PAR001)	752,824	642,034	713,685	761,136	694,872	52,838	001	7500_8151
Historian (PAR001)	215,497	216,194	220,098	565,498	227,982	11,788	001	7500_8152
Park Administration (PAR001)	1,394,716	1,328,158	1,334,409	1,876,255	1,801,629	473,471	001	7500_8154
North County Administration (PAR001)	146,922	577,528	479,146	545,475	544,571	(32,957)	001	7500_8278
Resort at Nacimiento Lake (PAR004)	2,467,116	2,036,802	3,147,791	3,874,848	2,013,359	(23,443)	452	7500_8385
Resort at San Antonio Lake (PAR004)	430,248	125,988	506,709	528,967	76,990	(48,998)	452	7500_8386
North Shore Lake San Antonio (PAR004)	342,522	0	0	0	0	0	452	7500_8388
South Shore Lake San Antonio (PAR004)	883,810	0	0	0	0	0	452	7500_8389
Lakes Events (PAR004)	31,791	59,411	45,040	45,845	45,845	(13,566)	452	7500_8390
Lakes Administration (PAR004)	1,340,710	1,080,034	1,033,023	2,683,901	977,604	(102,430)	452	7500_8391

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Subtotal	\$10,835,322	\$8,804,871	\$11,057,661	\$14,874,252	\$9,888,382	1,083,511		

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
11A11	DIRECTOR OF PARKS AND RECREATION	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
20B10	ACCOUNTANT I	2.00	1.00	1.00	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	1.00	0.00
68A30	RANGE MASTER	1.00	1.00	1.00	0.00
68A41	COUNTY PARK RANGER II	9.00	7.00	3.00	-4.00
68A42	COUNTY PARK RANGER III	4.00	2.00	1.00	-1.00
68A43	COUNTY PARK RANGER SUPERVISOR	4.00	3.00	1.00	-2.00
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	0.00	0.00	0.00
68E01	COUNTY PARK RANGER MANAGER	2.00	2.00	1.00	-1.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	2.00	1.00	0.00	-1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	12.00	10.00	7.00	-3.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	0.00	2.00	2.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00	2.00	2.00	0.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	1.00	0.00
72C23	MECHANIC II	1.00	0.00	0.00	0.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	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	0.00	-1.00
Total		54.00	42.00	33.00	-9.00

Parks

Augmentation

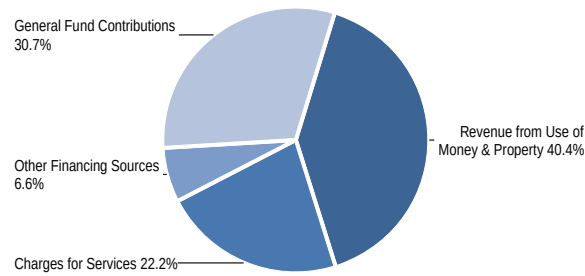
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
7500	AUG1_7500_8143_001	Jacks Peak_Temps	Base Level Maintenance	20,000	0.00	0	0.00
7500	AUG1_7500_8147_001	Manzanita Park_Road Maint	Base Level Maintenance	20,000	0.00	0	0.00
7500	AUG1_7500_8148_001	Royal Oaks_House Repair	Base Level Maintenance	150,000	0.00	0	0.00
7500	AUG1_7500_8149_001	San Lorenzo_Campground Maint	Base Level Maintenance	30,000	0.00	0	0.00
7500	AUG1_7500_8151_001	Toro Park_Maint	Base Level Maintenance	40,000	0.00	0	0.00
7500	AUG1_7500_8152_001	Historian_Hist & Cul Aff Mgr	Base Level Maintenance	69,843	1.00	0	0.00
7500	AUG1_7500_8154_001	Parks Adm_Temps	Base Level Maintenance	40,000	0.00	0	0.00
7500	AUG1_7500_8385_452	Nacimiento_3 Park Ranger II	Base Level Maintenance	274,484	3.00	0	0.00
7500	AUG1_7500_8386_452	LSA_Service & Supplies	Base Level Maintenance	429,993	0.00	0	0.00
7500	AUG1_7500_8391_452	Lakes Admin_Park Ranger Manager	Base Level Maintenance	125,250	1.00	0	0.00
7500	AUG2_7500_8148_001	Royal Oaks_PBGW II Position	Base Level Maintenance	82,061	1.00	0	0.00

Augmentation

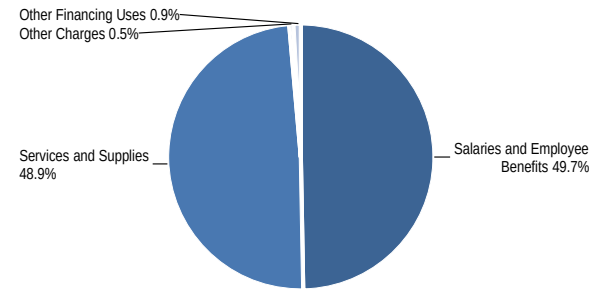
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
7500	AUG2_7500_8152_001	Historian_Museum Assistant	Base Level Maintenance	84,873	1.00	0	0.00
7500	AUG2_7500_8154_001	Parks Adm_Overtime	Base Level Maintenance	10,000	0.00	0	0.00
7500	AUG2_7500_8385_452	Nacimiento_Park Ranger III	Base Level Maintenance	98,386	1.00	0	0.00
7500	AUG2_7500_8386_452	LSA_WC and Liab Ins	Mandated	73,974	0.00	0	0.00
7500	AUG2_7500_8391_452	Lakes Admin_Fleet Charge	Base Level Maintenance	70,234	0.00	0	0.00
7500	AUG3_7500_8152_001	Historian_Bldg Repair	Base Level Maintenance	100,000	0.00	0	0.00
7500	AUG3_7500_8385_452	Nacimiento_Office Assistant II	Base Level Maintenance	82,061	1.00	0	0.00
7500	AUG3_7500_8391_452	Lakes Admin_LT Deferred Maint	Base Level Maintenance	1,575,000	0.00	0	0.00
7500	AUG4_7500_8152_001	Historian_Temps	Base Level Maintenance	15,000	0.00	0	0.00
7500	AUG4_7500_8385_452	Nacimiento_2 Parks Building & Ground Worker II	Base Level Maintenance	164,072	2.00	0	0.00
7500	AUG5_7500_8385_452	Nacimiento_Temps	Base Level Maintenance	20,000	0.00	0	0.00
7500	AUG6_7500_8385_452	Nacimiento_WC & Benefits	Base Level Maintenance	77,257	0.00	0	0.00
7500	AUG7_7500_8385_452	Nacimiento_Service & supplies	Base Level Maintenance	262,574	0.00	0	0.00
Grand Total				3,915,062	11.00	0	0.00

Parks (General Fund)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,350,652	3,292,920	3,257,460	3,950,003	3,367,579	74,659
Services and Supplies	2,688,142	2,089,107	2,462,955	3,199,400	3,311,976	1,222,869
Other Charges	27,131	30,518	32,885	531,473	35,214	4,696
Capital Assets	183,111	0	511,983	0	0	0
Other Financing Uses	90,090	90,091	59,815	59,815	59,815	(30,276)
Subtotal	\$5,339,126	\$5,502,636	\$6,325,098	\$7,740,691	\$6,774,584	1,271,948

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,219	1,500	146,483	1,500	1,500	0
Revenue from Use of Money & Property	3,238,724	2,286,953	2,370,625	2,538,280	2,738,280	451,327
Intergovernmental Revenues	2,000	0	0	0	0	0
Charges for Services	1,447,572	1,509,495	1,356,563	1,506,062	1,506,062	(3,433)
Miscellaneous Revenues	3,019	1,750	148,614	2,160	2,160	410
Other Financing Sources	62,995	0	0	643,739	450,000	450,000
Subtotal	\$4,756,529	\$3,799,698	\$4,022,285	\$4,691,741	\$4,698,002	898,304
General Fund Contributions	\$582,597	\$1,702,938	\$2,302,813	\$3,048,950	\$2,076,582	373,644
Total Source of Funds	\$5,339,126	\$5,502,636	\$6,325,098	\$7,740,691	\$6,774,584	1,271,948

Unit Description

The Monterey County parks system benefits the community 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, and access facilities for self-directed or organized recreation. County parks are a key resource for building 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.

The Parks Department administers, maintains, and operates six General Fund park units: 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 sports facilities. The Department is celebrating its 50th year anniversary: "Parks Make Life Better."

Summary of Recommendation

The FY 2016-17 Recommended Budget for the Parks General Fund units is \$6,774,584, financed by \$4,698,002 in program revenues and \$2,076,582 in General Fund Contributions (GFC). GFC is recommended to increase \$373,644 from the FY 2015-16 Adopted Budget. The Parks General Fund expenditures increased \$1,271,948 from the FY 2015-16 Adopted Budget due to the increasing costs of utilities, general liabilities, and building maintenance. The Recommended Budget includes \$450,000 program revenue from the Laguna Seca Track Maintenance Assignment, which will cover one-time costs at the Laguna Seca Track. The Recommended Budget includes 31 FTE, a decrease of one FTE from the FY 2015-16 Adopted Budget.

Budget Impacts

The Parks Department is experiencing difficulties in maintaining core services due to diminishing resources that have surfaced as a result of stagnant revenues and increasing costs. Increased costs for PERS retirement contributions, health care insurance, Workers' Compensation, and general liability charges required the Department to reduce funding for maintenance. Other expenses were also reduced, including funding for temporary employees, maintenance materials and building supplies. Options to mitigate the lack of resources 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.

Prior Year Accomplishments

The Strategic Plan implementation began last fiscal year. Important deliverables include the process for a new concession agreement at Laguna Seca, updating the Equal Opportunity Plan and rebuilding employee morale. The Department was awarded a Community Development Block Grant (CDBG) for pathway improvements at Toro Park and San Lorenzo Park to meet current American with Disabilities Act (ADA) standards.

Budget Year Goals

Continue to work with the Resource Management Agency and other departments to address infrastructure challenges and development needs.

Collaborate with County Administrative Office on green initiatives and apply for grants.

Collect all revenues due to County from the current concession agreement at Laguna Seca Recreation Area.

Pending Issues

The current concession agreement with the Sports Car Racing Association of the Monterey Peninsula (SCRAMP) at Laguna Seca Recreation Area generates revenue from major racing events and track rentals. Over the years, there have been amendments and memorandum of understandings (MOUs) approved to update the concession agreement. One of the specific documents that was expected to benefit the County was the Mazda Raceway Naming Rights agreement. The County, via SCRAMP, was to receive by May 31, 2016, more than \$4.2 million in capital improvements to the track and surrounding area. To date, SCRAMP has only spent \$750,000 and used the remainder of the funds for cash flow to pay for daily operations.

The Department is currently reviewing options for repairs mandated by the Bureau of Land Management (BLM) for erosion that occurred at Laguna Seca Recreation Area as part of an expansion project at the Turn 6 area of the race track.

The Marks Ranch, now part of Toro Park, is a property which the County purchased in two transactions in 2010 and 2012. To date, no additional resources have been given for this area. During the last fiscal year, staff assigned to other facilities were dispatched to the location for service calls. The vandalism to trails, buildings and roadways continues to challenge the Parks Department.

Policy Considerations

The Parks Department, through augmentation requests over the last three fiscal years has asked for funding to make infrastructure repairs and improvements deemed critical in the County's Capital Improvement Program.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Jacks Peak (PAR001)	8,538	19,136	14,915	55,957	35,957	16,821	001	7500_8143
Laguna Seca Park (PAR001)	636,605	582,271	769,752	756,433	638,993	56,722	001	7500_8144
Laguna Seca Rifle Range (PAR001)	150,432	177,059	166,853	184,768	184,372	7,313	001	7500_8145
Laguna Seca Track (PAR001)	1,439,177	997,899	1,606,320	1,496,758	1,458,224	460,325	001	7500_8146
Manzanita Park (PAR001)	19,920	43,700	30,735	46,654	26,654	(17,046)	001	7500_8147
Royal Oaks (PAR001)	196,643	365,831	411,840	824,577	564,833	199,002	001	7500_8148
San Lorenzo County Park (PAR001)	247,500	448,501	477,253	526,052	495,595	47,094	001	7500_8149
Special Events (PAR001)	130,350	104,325	100,092	101,128	100,902	(3,423)	001	7500_8150
Toro Park (PAR001)	752,824	642,034	713,685	761,136	694,872	52,838	001	7500_8151
Historian (PAR001)	215,497	216,194	220,098	565,498	227,982	11,788	001	7500_8152
Park Administration (PAR001)	1,394,716	1,328,158	1,334,409	1,876,255	1,801,629	473,471	001	7500_8154
North County Administration (PAR001)	146,922	577,528	479,146	545,475	544,571	(32,957)	001	7500_8278
Subtotal	\$5,339,126	\$5,502,636	\$6,325,098	\$7,740,691	\$6,774,584	1,271,948		

Recommended 2016-17 Positions

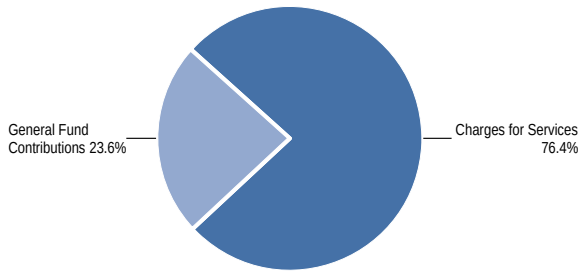
Classification Code	Classification Label	Recommended Budget 2016-2017
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
68A30	RANGE MASTER	1.00
68C02	RANGE AIDE	1.00
68A41	COUNTY PARK RANGER II	1.00
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
80E22	OFFICE ASSISTANT III	1.00
68B02	SPECIAL EVENTS MANAGER	1.00
68A42	COUNTY PARK RANGER III	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	1.00
65C10	PARKS MUSEUM ASSISTANT	1.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00
11A11	DIRECTOR OF PARKS AND RECREATION	1.00

Recommended 2016-17 Positions

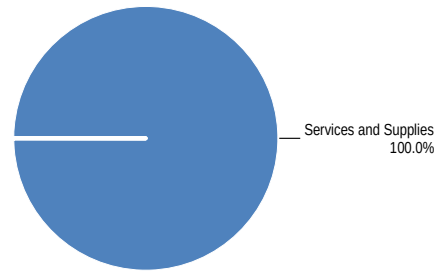
Classification Code	Classification Label	Recommended Budget 2016-2017
14C30	MANAGEMENT ANALYST II	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
41F85	PARKS PLANNING MANAGER	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80J21	ACCOUNT CLERK	1.00
68E01	COUNTY PARK RANGER MANAGER	1.00
	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	2.00
72B32		
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
72B41		1.00
Total		31.00

Jacks Peak
(Unit 8143— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	20,000	0	0
Services and Supplies	8,538	19,136	14,915	35,957	35,957	16,821
Subtotal	\$8,538	\$19,136	\$14,915	\$55,957	\$35,957	16,821

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	29,149	27,461	27,461	27,461	27,461	0
Miscellaneous Revenues	50	0	0	0	0	0
Subtotal	\$29,199	\$27,461	\$27,461	\$27,461	\$27,461	0
General Fund Contributions	(\$20,661)	(\$8,325)	(\$12,546)	\$28,496	\$8,496	16,821
Total Source of Funds	\$8,538	\$19,136	\$14,915	\$55,957	\$35,957	16,821

Unit Description

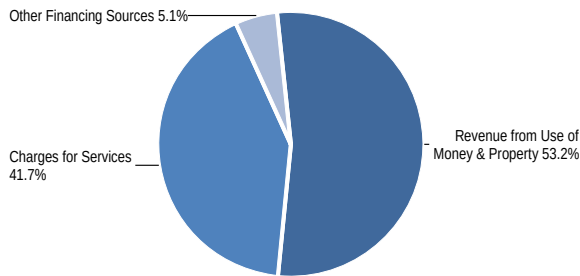
Jacks Peak Park overlooks the spectacular Monterey Peninsula, and is located about two miles from Scenic Highway 68. A natural preserve, the park's 525 acres of ridge top is set amidst native

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.

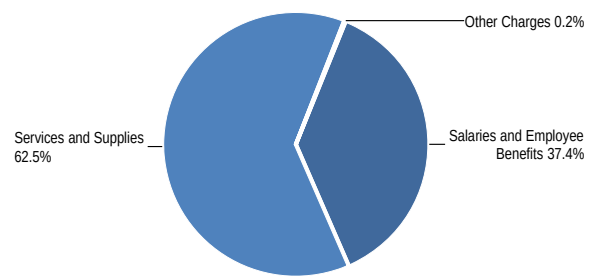
Laguna Seca Park

(Unit 8144— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	330,986	275,085	380,789	341,730	238,721	(36,364)
Services and Supplies	304,568	306,086	387,863	413,548	399,117	93,031
Other Charges	1,051	1,100	1,100	1,155	1,155	55
Subtotal	\$636,605	\$582,271	\$769,752	\$756,433	\$638,993	56,722

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	0	144,983	0	0	0
Revenue from Use of Money & Property	556,493	409,125	472,688	519,000	519,000	109,875
Charges for Services	423,853	424,971	424,971	406,192	406,192	(18,779)
Miscellaneous Revenues	340	0	155	0	0	0
Other Financing Sources	1,995	0	0	85,000	50,000	50,000
Subtotal	\$982,681	\$834,096	\$1,042,797	\$1,010,192	\$975,192	141,096
General Fund Contributions	(\$346,077)	(\$251,825)	(\$273,045)	(\$253,759)	(\$336,199)	(84,374)
Total Source of Funds	\$636,605	\$582,271	\$769,752	\$756,433	\$638,993	56,722

Unit Description

The Laguna Seca Recreation Area is a location where visitors can choose a camping location from more than 125 sites, many of them with views of the Salinas Valley. Recreational vehicle (RV) and tent camping are available in a clean, friendly environment. The location is just a short drive to Salinas, Monterey, Carmel and Big Sur. The Track's Hospitality Pavilion is available for rent and is typically used for weddings, meetings, different types of parties and corporate events. The Laguna Seca Recreation Area is home to the

Mazda Raceway Laguna Seca Track. The park has hosted the annual Sea Otter Classic Bike Festival for 26 years.

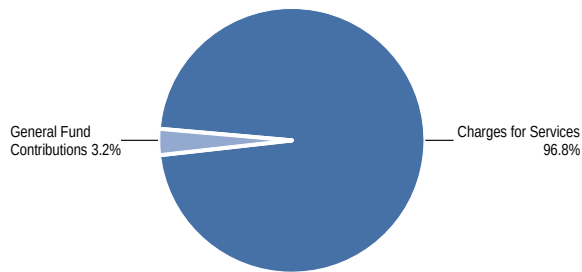
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
Total		2.00

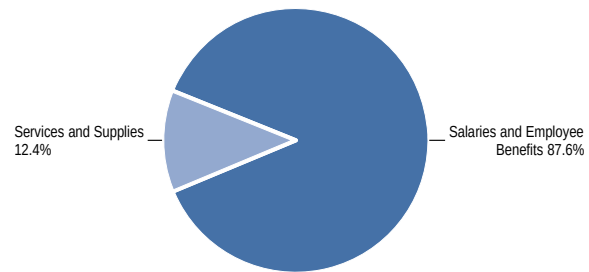
Laguna Seca Rifle Range

(Unit 8145— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	118,082	155,016	132,932	161,801	161,493	6,477
Services and Supplies	32,350	22,043	33,921	22,967	22,879	836
Subtotal	\$150,432	\$177,059	\$166,853	\$184,768	\$184,372	7,313

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	153,375	178,524	128,632	178,524	178,524	0
Miscellaneous Revenues	33	0	0	0	0	0
Subtotal	\$153,407	\$178,524	\$128,632	\$178,524	\$178,524	0
General Fund Contributions	(\$2,975)	(\$1,465)	\$38,221	\$6,244	\$5,848	7,313
Total Source of Funds	\$150,432	\$177,059	\$166,853	\$184,768	\$184,372	7,313

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.

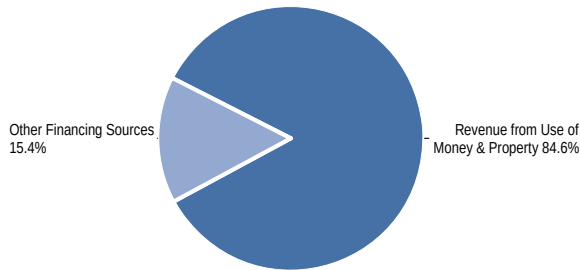
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68A30	RANGE MASTER	1.00
68C02	RANGE AIDE	1.00
Total		2.00

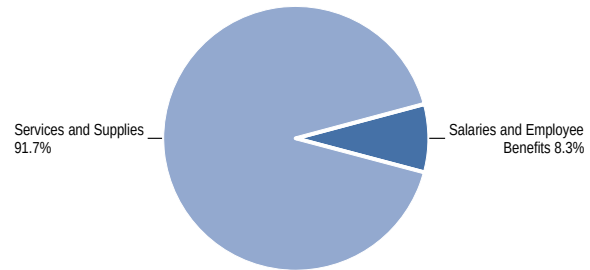
Laguna Seca Track

(Unit 8146— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	136,877	197,015	150,758	199,081	120,980	(76,035)
Services and Supplies	1,119,189	800,884	955,590	1,297,677	1,337,244	536,360
Capital Assets	183,111	0	499,972	0	0	0
Subtotal	\$1,439,177	\$997,899	\$1,606,320	\$1,496,758	\$1,458,224	460,325

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	2,664,829	1,858,548	1,886,657	2,000,000	2,200,000	341,452
Charges for Services	250	0	0	0	0	0
Miscellaneous Revenues	0	0	147,000	0	0	0
Other Financing Sources	0	0	0	558,739	400,000	400,000
Subtotal	\$2,665,079	\$1,858,548	\$2,033,657	\$2,558,739	\$2,600,000	741,452
General Fund Contributions	(\$1,225,903)	(\$860,649)	(\$427,337)	(\$1,061,981)	(\$1,141,776)	(281,127)
Total Source of Funds	\$1,439,177	\$997,899	\$1,606,320	\$1,496,758	\$1,458,224	460,325

Unit Description

In 1974, Monterey County acquired 542 acres from the Federal government (formerly Fort Ord land) 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 the Monterey Peninsula (SCRAMP), operating under concession agreement, have the joint duty to operate and

maintain the existing raceway and park facilities, utility systems and maintenance programs.

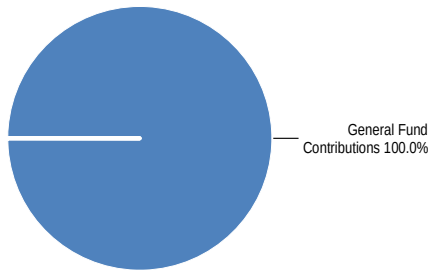
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68A41	COUNTY PARK RANGER II	1.00
Total		1.00

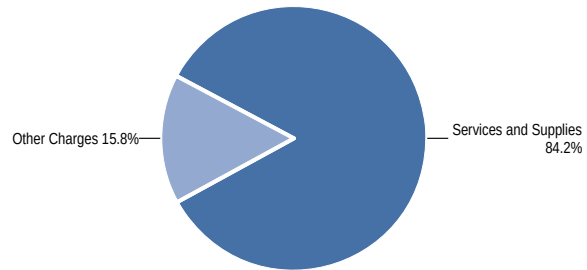
Manzanita Park

(Unit 8147— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	16,664	39,500	26,654	42,454	22,454	(17,046)
Other Charges	3,256	4,200	4,081	4,200	4,200	0
Subtotal	\$19,920	\$43,700	\$30,735	\$46,654	\$26,654	(17,046)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$19,920	\$43,700	\$30,735	\$46,654	\$26,654	(17,046)
Total Source of Funds	\$19,920	\$43,700	\$30,735	\$46,654	\$26,654	(17,046)

Unit Description

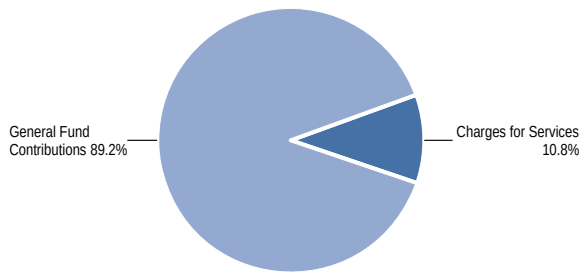
Manzanita Park is a beautiful park with over 540 acres of rolling hills, trails, native animals and chaparral plants. There are approximately 50 acres that are under a concession agreement

between the County and the North County Youth Recreation Association (NCYRA). This agreement extends through 2024 and stipulates the responsibility of both parties in helping the public utilize certain areas of the park.

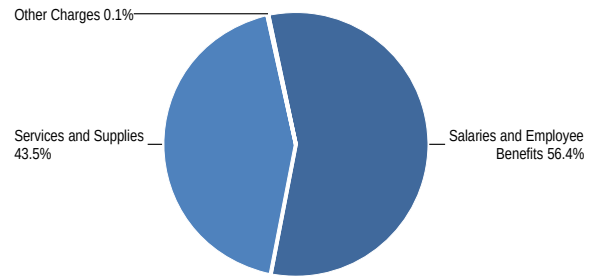
Royal Oaks

(Unit 8148— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	141,399	277,609	297,816	406,198	318,407	40,798
Services and Supplies	55,015	87,522	113,792	417,679	245,726	158,204
Other Charges	229	700	232	700	700	0
Subtotal	\$196,643	\$365,831	\$411,840	\$824,577	\$564,833	199,002

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	72,799	73,991	66,371	60,792	60,792	(13,199)
Miscellaneous Revenues	1,455	0	(40)	0	0	0
Subtotal	\$74,254	\$73,991	\$66,331	\$60,792	\$60,792	(13,199)
General Fund Contributions	\$122,390	\$291,840	\$345,509	\$763,785	\$504,041	212,201
Total Source of Funds	\$196,643	\$365,831	\$411,840	\$824,577	\$564,833	199,002

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.

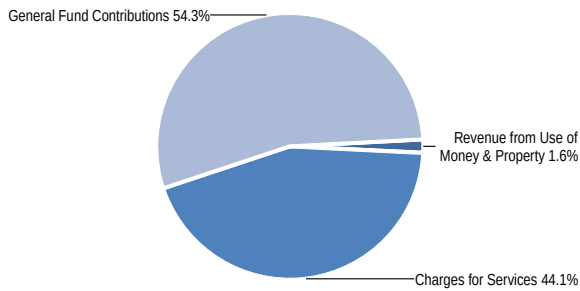
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
Total		3.00

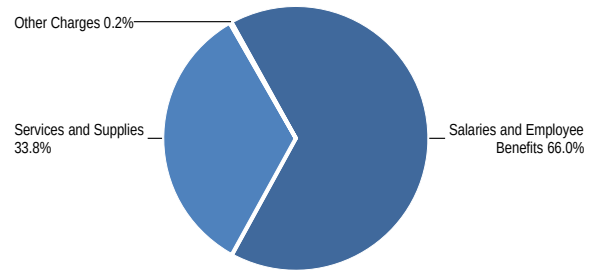
San Lorenzo County Park

(Unit 8149— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	108,769	313,631	327,342	327,558	327,257	13,626
Services and Supplies	137,934	134,870	148,928	197,461	167,305	32,435
Other Charges	797	0	983	1,033	1,033	1,033
Subtotal	\$247,500	\$448,501	\$477,253	\$526,052	\$495,595	47,094

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	8,000	8,000	0	8,000	8,000	0
Charges for Services	210,364	219,207	189,126	218,607	218,607	(600)
Miscellaneous Revenues	(27)	0	(13)	0	0	0
Subtotal	\$218,337	\$227,207	\$189,113	\$226,607	\$226,607	(600)
General Fund Contributions	\$29,163	\$221,294	\$288,140	\$299,445	\$268,988	47,694
Total Source of Funds	\$247,500	\$448,501	\$477,253	\$526,052	\$495,595	47,094

Unit Description

San Lorenzo Park is located in King City. The park offers a shaded campground for tent camping, recreational vehicle (RV) hook-ups and pull-through sites. Amenities include laundry facilities, a putting green, and three group buildings. 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 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.

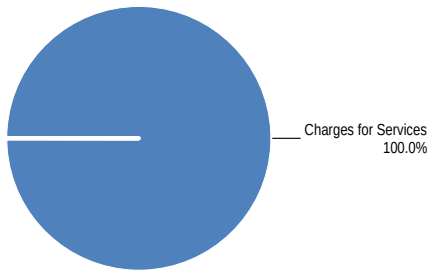
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
80E22	OFFICE ASSISTANT III	1.00
Total		4.00

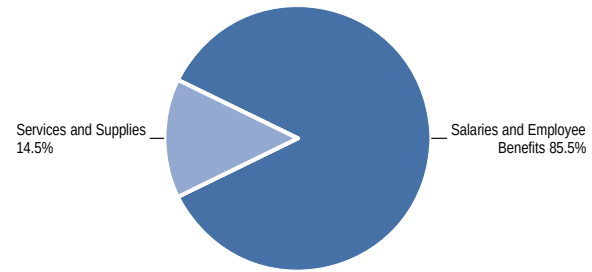
Special Events

(Unit 8150— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	128,819	126,535	122,302	130,656	130,520	3,985
Services and Supplies	1,531	(22,210)	(22,210)	(29,528)	22,072	44,282
Other Charges	0	0	0	0	(51,690)	(51,690)
Subtotal	\$130,350	\$104,325	\$100,092	\$101,128	\$100,902	(3,423)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	170,322	208,500	172,000	192,000	192,000	(16,500)
Subtotal	\$170,322	\$208,500	\$172,000	\$192,000	\$192,000	(16,500)
General Fund Contributions	(\$39,972)	(\$104,175)	(\$71,908)	(\$90,872)	(\$91,098)	13,077
Total Source of Funds	\$130,350	\$104,325	\$100,092	\$101,128	\$100,902	(3,423)

Unit Description

Budgeted in this unit is the cost of administrative functions relating to a variety of special event activities intended to maximize the use of the Department's facilities that generate revenue. This unit coordinates many of the issues with picnic and group rentals. This includes the preparation and presentation of Board Reports that allow certain type of activities to occur on County parks.

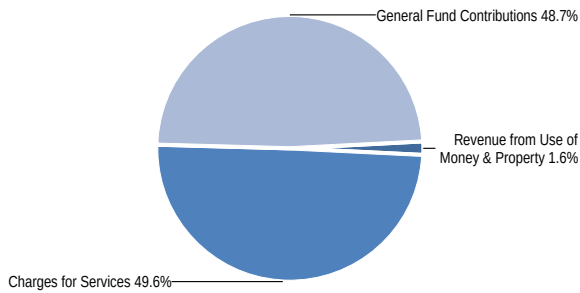
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68B02	SPECIAL EVENTS MANAGER	1.00
Total		1.00

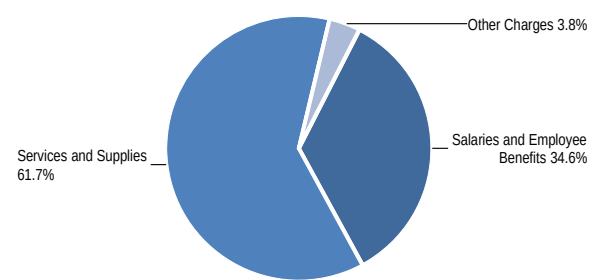
Toro Park

(Unit 8151— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	386,978	212,404	225,795	244,282	240,152	27,748
Services and Supplies	341,571	405,112	449,604	490,579	428,445	23,333
Other Charges	24,275	24,518	26,275	26,275	26,275	1,757
Capital Assets	0	0	12,011	0	0	0
Subtotal	\$752,824	\$642,034	\$713,685	\$761,136	\$694,872	52,838

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	9,400	11,280	11,280	11,280	11,280	0
Intergovernmental Revenues	2,000	0	0	0	0	0
Charges for Services	357,183	361,841	341,357	345,000	345,000	(16,841)
Miscellaneous Revenues	(32)	0	0	0	0	0
Other Financing Sources	1,000	0	0	0	0	0
Subtotal	\$369,551	\$373,121	\$352,637	\$356,280	\$356,280	(16,841)
General Fund Contributions	\$383,273	\$268,913	\$361,048	\$404,856	\$338,592	69,679
Total Source of Funds	\$752,824	\$642,034	\$713,685	\$761,136	\$694,872	52,838

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.

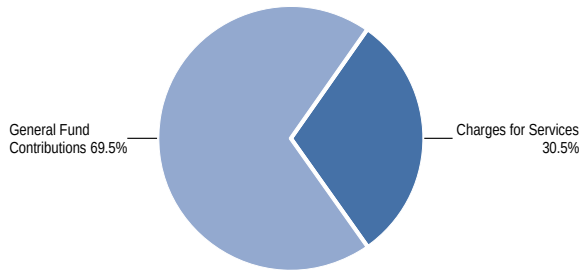
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68A42	COUNTY PARK RANGER III	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	1.00
Total		2.00

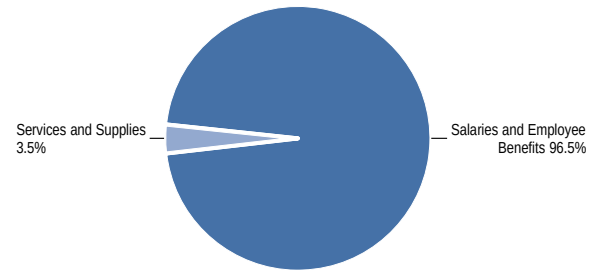
Historian

(Unit 8152— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	210,017	207,959	210,782	457,368	219,999	12,040
Services and Supplies	5,460	8,235	9,296	108,110	7,963	(272)
Other Charges	20	0	20	20	20	20
Subtotal	\$215,497	\$216,194	\$220,098	\$565,498	\$227,982	11,788

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	0	0	0	69,486	69,486	69,486
Other Financing Sources	60,000	0	0	0	0	0
Subtotal	\$60,000	\$0	\$0	\$69,486	\$69,486	69,486
General Fund Contributions	\$155,497	\$216,194	\$220,098	\$496,012	\$158,496	(57,698)
Total Source of Funds	\$215,497	\$216,194	\$220,098	\$565,498	\$227,982	11,788

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 County parks. This unit oversees the operations of the Monterey County Agricultural and Rural Life Museum (MCARLM), the Toro Park Environmental Center, and provides staff support to a variety of historic/cultural boards. Additionally, the unit works with commissions and acts as a cultural resources advisor and primary

contact for issues related to Monterey County's history and historic facilities.

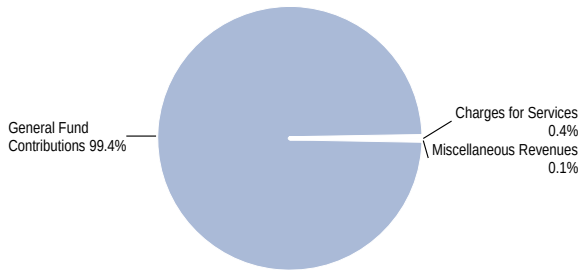
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
65C10	PARKS MUSEUM ASSISTANT	1.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00
Total		2.00

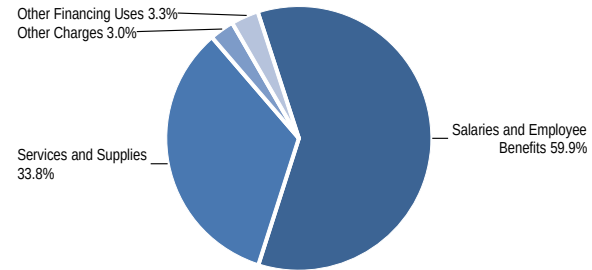
Park Administration

(Unit 8154— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	653,436	956,106	960,937	1,130,681	1,079,618	123,512
Services and Supplies	653,688	281,961	313,463	187,675	608,681	326,720
Other Charges	(2,498)	0	194	498,084	53,515	53,515
Other Financing Uses	90,090	90,091	59,815	59,815	59,815	(30,276)
Subtotal	\$1,394,716	\$1,328,158	\$1,334,409	\$1,876,255	\$1,801,629	473,471

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,219	1,500	1,500	1,500	1,500	0
Revenue from Use of Money & Property	1	0	0	0	0	0
Charges for Services	30,277	15,000	6,645	8,000	8,000	(7,000)
Miscellaneous Revenues	1,200	1,750	1,512	2,160	2,160	410
Subtotal	\$33,698	\$18,250	\$9,657	\$11,660	\$11,660	(6,590)
General Fund Contributions	\$1,361,018	\$1,309,908	\$1,324,752	\$1,864,595	\$1,789,969	480,061
Total Source of Funds	\$1,394,716	\$1,328,158	\$1,334,409	\$1,876,255	\$1,801,629	473,471

Unit Description

The Park Administration unit is responsible for all aspects of administration, management, and support of all of the Department operations, functions, program activities, departmental personnel, law enforcement and safety, fiscal management, facilities operations, and for coordination of community and commission/ advisory body participation in establishing Department programs and activities.

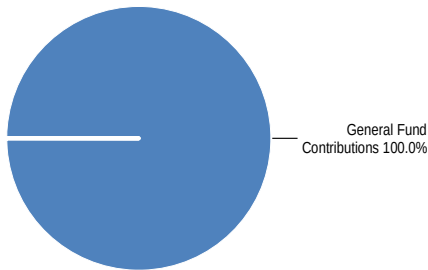
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
11A11	DIRECTOR OF PARKS AND RECREATION	1.00
14C30	MANAGEMENT ANALYST II	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	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		9.00

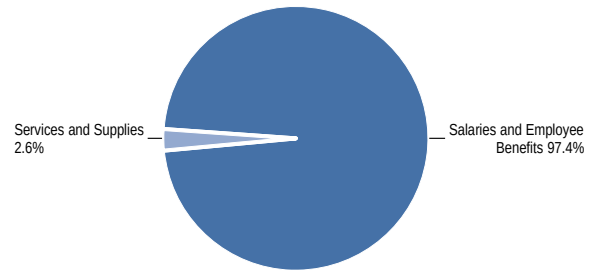
North County Administration

(Unit 8278— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	135,290	571,560	448,007	530,648	530,432	(41,128)
Services and Supplies	11,632	5,968	31,139	14,821	14,133	8,165
Other Charges	0	0	0	6	6	6
Subtotal	\$146,922	\$577,528	\$479,146	\$545,475	\$544,571	(32,957)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$146,922	\$577,528	\$479,146	\$545,475	\$544,571	(32,957)
Total Source of Funds	\$146,922	\$577,528	\$479,146	\$545,475	\$544,571	(32,957)

Unit Description

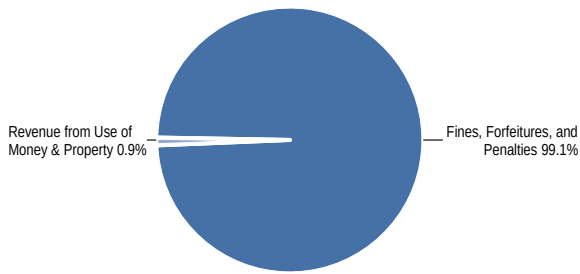
Under administrative direction of the Parks Director, staff plan, organize and manage the procedural and maintenance aspects of multi-park operations in the Northern areas of the County. Multi-park duties include routine park operations, maintenance and improvement, recreation services, special events, safety and code enforcement, utilities, contract management, and concessionaire coordination.

Recommended 2016-17 Positions

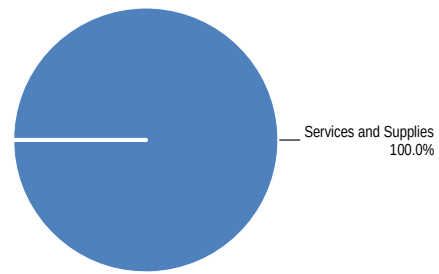
Classification Code	Classification Label	Recommended Budget 2016-2017
68E01	COUNTY PARK RANGER MANAGER	1.00
72B32	PARKS BUILDING & GROUNDS WORKER	
72B40	SUPERVISOR	2.00
72B41	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	
		1.00
	Total	5.00

Parks (Fish and Game)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	38,558	36,463	36,438	13,438	13,438	(23,025)
Subtotal	\$38,558	\$36,463	\$36,438	\$13,438	\$13,438	(23,025)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	11,897	13,313	13,313	13,313	13,313	0
Revenue from Use of Money & Property	200	150	125	125	125	(25)
Miscellaneous Revenues	0	0	50,000	0	0	0
Other Financing Sources	10,786	23,000	23,000	0	0	(23,000)
Subtotal	\$22,883	\$36,463	\$86,438	\$13,438	\$13,438	(23,025)
Fund Balance	15,675	0	(50,000)	0	0	0
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$38,558	\$36,463	\$36,438	\$13,438	\$13,438	(23,025)

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 revenues generated from 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 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 2016-17 is \$13,438, a decrease of \$23,025 from the FY 2015-16 Adopted Budget because the Parks Department did not request additional General Fund Contributions (GFC).

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. This past year, over \$30,000 in grants were awarded to over 12 organizations providing services to residents of Monterey County.

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

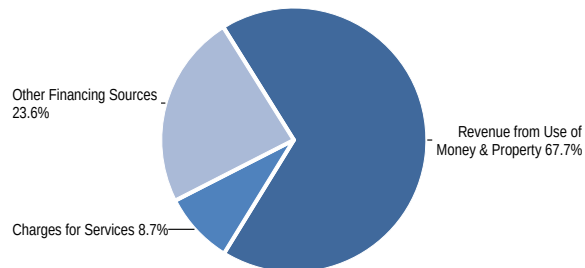
The Fish and Game Commission is considering plans for the best use of a contribution of \$50,000 that was received during FY 2015-16, including a possible scholarship program.

Policy Considerations

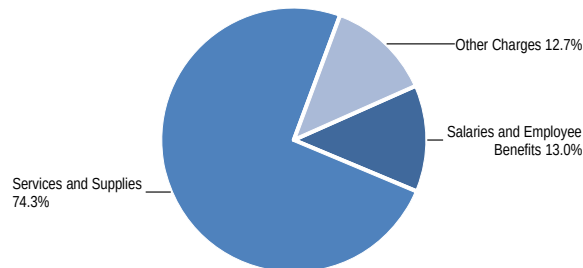
There are no policy considerations.

Parks Resorts

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	2,371,470	1,054,475	1,476,929	1,184,116	404,363	(650,112)
Services and Supplies	2,498,534	1,861,394	2,839,163	5,554,070	2,314,060	452,666
Other Charges	497,635	386,366	416,471	395,375	395,375	9,009
Capital Assets	68,558	0	0	0	0	0
Other Financing Uses	60,000	0	0	0	0	0
Subtotal	\$5,496,196	\$3,302,235	\$4,732,563	\$7,133,561	\$3,113,798	(188,437)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	1,407,514	1,361,863	1,358,831	2,416,676	2,106,558	744,695
Charges for Services	1,492,371	1,229,132	1,159,208	727,384	271,000	(958,132)
Miscellaneous Revenues	391,938	0	24,863	0	0	0
Other Financing Sources	1,962,589	711,240	914,796	736,240	736,240	25,000
Subtotal	\$5,254,411	\$3,302,235	\$3,457,698	\$3,880,300	\$3,113,798	(188,437)
Fund Balance	241,786	0	1,274,865	3,253,261	0	0
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$5,496,197	\$3,302,235	\$4,732,563	\$7,133,561	\$3,113,798	(188,437)

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, and 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 typical visitation concentrated in a 150-day season beginning May 1st and extending through the end of September. 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.

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 2016-17 Recommended Budget for the Parks Resorts Enterprise Fund totals \$3,113,798, a decrease of \$188,437 from the FY 2015-16 Adopted Budget. As a result of decreasing revenues due to the ongoing drought, the Recommended Budget only affords the Parks Resorts two FTE, an eight FTE decrease from the FY 2015-16 Adopted Budget. Increasing costs of Workers' Compensation, general liabilities, and debt-service continue to be a significant share of the Park Resorts expenditures.

Budget Impacts

The Recommended Budget sustains the operation of Lake Nacimiento, mainly through a management agreement with our partner, the California Parks Company. The current company under contract is not required to maintain the water and sewer systems at Lake Nacimiento; this is a Department responsibility. The County is legally responsible to ensure that any sewage spills are handled immediately and that sewer does not run into the lake. The Recommended Budget increases the possibility that the County might not be able to respond to sewage spills in a timely fashion. This will not be an issue at Lake San Antonio if water and sewer systems are shut off, as recommended.

The Recommended Budget eliminates the peak season temporary labor, the baseline level of maintenance and improvements, and the costs of the Invasive Species Protection Program (quagga mussel inspection). Infrastructure repairs and improvements to buildings and water and septic systems are also not budgeted to annual needs.

The reduction of the five public safety peace officers will require the California Parks Company to handle campground security. The enforcement of laws on Lake Nacimiento will continue to rest with the Sheriff's Department of San Luis Obispo County. Monterey County has been extended privileges to enforce the ordinances of San Luis Obispo County over the years; however, revenues from citations written by Monterey County Park Rangers stay in San Luis Obispo County.

Last fiscal year, Lake San Antonio (LSA) was closed to the public. This year, the Department will close down all water and sewer operations at LSA. The Department will stop inspecting the location on a daily basis for vandalism, poaching of animals or theft of county assets. If in the future the County reopens LSA, there will be start-up costs to restore operations and infrastructure. The equipment and supplies at LSA will be reallocated throughout the park system or put up for auction.

There are still unfunded costs for Lake San Antonio, even with the closure of the operations last year. These unfunded costs include funding to permanently board up buildings, remove copper fixtures before they are stolen, a permanent fence around the entrance and other necessary projects to remove Department liabilities.

Additionally, the company that partners with the Department in providing the Wildflower Triathlon has been informed that the event will not be permitted next year.

Prior Year Accomplishments

The Department worked with the Resource Management Agency to include critical Department projects in the County's Capital Improvement Program (CIP) Five-Year Plan.

Working with our contractor and staff, the Department modified the operations schedule to keep Lake Nacimiento open year-round with limited resources.

Transferred all responsibility of vehicles and equipment from the Parks Department to the County Administrative Office's Fleet Division.

Allowed the Wildflower Triathlon and Lightning in a Bottle events to continue at Lake San Antonio even though the lake was closed to the public throughout the year.

Continued the training program on quagga mussel inspections for the surrounding private residences that own docks that allow them to enter directly into Lake Nacimiento without going through the gate entrance.

Budget Year Goals

Require contractor holding management agreement to be responsible for more of the resort operations including gate entrance, campground maintenance, and quagga mussel inspections.

Collaborate with San Luis Obispo County Sheriff's Department on law enforcement issues relating to Parks Resort operations.

Create a volunteer group that could help provide services that the County will no longer be providing directly

Pending Issues

There are no pending issues.

Policy Considerations

Weighing the options of authorizing a long term management agreement to an operator and whether the lake resort operations should be a lease rather than a management agreement need to be discussed.

Analyze ways in which the Department delivers recreational opportunities at the resorts today and how they can adapt to deal with ongoing drought conditions.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Resort at Nacimiento Lake (PAR004)	2,467,116	2,036,802	3,147,791	3,874,848	2,013,359	(23,443)	452	7500_8385
Resort at San Antonio Lake (PAR004)	430,248	125,988	506,709	528,967	76,990	(48,998)	452	7500_8386
North Shore Lake San Antonio (PAR004)	342,522	0	0	0	0	0	452	7500_8388

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
South Shore Lake San Antonio (PAR004)	883,810	0	0	0	0	0	452	7500_8389
Lakes Events (PAR004)	31,791	59,411	45,040	45,845	45,845	(13,566)	452	7500_8390
Lakes Administration (PAR004)	1,340,710	1,080,034	1,033,023	2,683,901	977,604	(102,430)	452	7500_8391
Subtotal	\$5,496,196	\$3,302,235	\$4,732,563	\$7,133,561	\$3,113,798	(188,437)		

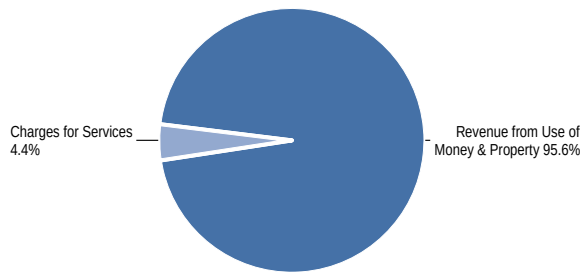
Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
	Total	2.00

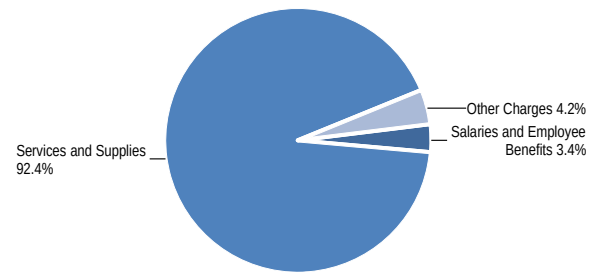
Resort at Nacimiento Lake

(Unit 8385— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	777,972	606,511	1,078,579	718,202	67,677	(538,834)
Services and Supplies	1,609,415	1,350,562	1,986,433	3,071,384	1,860,420	509,858
Other Charges	79,729	79,729	82,779	85,262	85,262	5,533
Subtotal	\$2,467,116	\$2,036,802	\$3,147,791	\$3,874,848	\$2,013,359	(23,443)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	1,263,020	1,339,363	1,339,391	2,400,036	2,106,558	767,195
Charges for Services	955,063	917,132	917,132	496,000	96,000	(821,132)
Miscellaneous Revenues	43	0	25,000	0	0	0
Other Financing Sources	0	0	203,556	0	0	0
Subtotal	\$2,218,127	\$2,256,495	\$2,485,079	\$2,896,036	\$2,202,558	(53,937)
Total Source of Funds	\$2,218,127	\$2,256,495	\$2,485,079	\$2,896,036	\$2,202,558	(53,937)

Unit Description

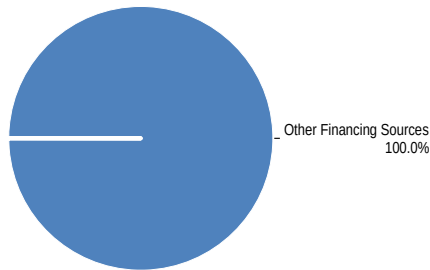
Lake Nacimiento Resort includes all aspects of the facility operations run by the Parks Department in coordination with the California Parks Company. This beautiful lake, located in San Luis Obispo County is known as the California Dragon. It covers over 5,000 surface acres and is surrounded by 165 miles 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 rental fleet offering various types of boats. Lodge accommodations with sweeping views are available year-round. Lake Nacimiento has over 350 campsites and shoreline camping.

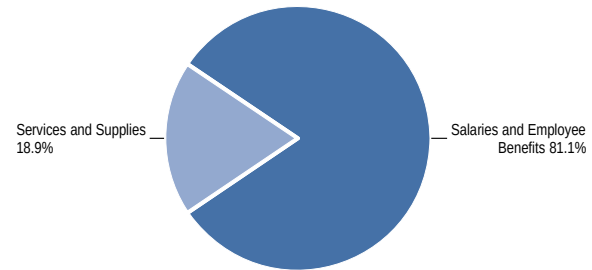
Resort at San Antonio Lake

(Unit 8386— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	(4,123)	58,984	73,656	62,429	62,429	3,445
Services and Supplies	434,337	67,004	432,984	466,538	14,561	(52,443)
Other Charges	35	0	69	0	0	0
Subtotal	\$430,248	\$125,988	\$506,709	\$528,967	\$76,990	(48,998)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	152,331	0	2,820	0	0	0
Charges for Services	0	0	10,692	0	0	0
Miscellaneous Revenues	391,762	0	(137)	0	0	0
Other Financing Sources	0	0	0	25,000	25,000	25,000
Subtotal	\$544,093	\$0	\$13,375	\$25,000	\$25,000	25,000
Total Source of Funds	\$544,093	\$0	\$13,375	\$25,000	\$25,000	25,000

Unit Description

The Lake San Antonio Resort will not be operating in FY 2016-17. If reopened, the Department can continue the operation of the lodges, marina, fueling station, and the general stores at South

Shore and North Shore. This unit also handles all other aspects that were once assigned to budget units 8388 and 8389. The resort has 16 lake view rental units. In addition to the rental boat fleet, Lake San Antonio marina can offer a full line of supplies, parts, and additional rentals including life vests, skis and wakeboards.

North Shore Lake San Antonio

(Unit 8388— Fund 452)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	229,130	0	0	0	0	0
Services and Supplies	105,217	0	0	0	0	0
Capital Assets	8,175	0	0	0	0	0
Subtotal	\$342,522	\$0	\$0	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	16,743	0	0	0	0	0
Miscellaneous Revenues	68	0	0	0	0	0
Subtotal	\$16,811	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$16,811	\$0	\$0	\$0	\$0	0

Unit Description

This unit is for North Shore Lake San Antonio was incorporated into Park Unit 8386 Resort at San Antonio Lake starting in FY 2015-16.

South Shore Lake San Antonio

(Unit 8389— Fund 452)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	631,953	0	0	0	0	0
Services and Supplies	191,474	0	0	0	0	0
Capital Assets	60,383	0	0	0	0	0
Subtotal	\$883,810	\$0	\$0	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	1	0	0	0	0	0
Charges for Services	180,857	0	0	0	0	0
Miscellaneous Revenues	138	0	0	0	0	0
Other Financing Sources	4,445	0	0	0	0	0
Subtotal	\$185,441	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$185,441	\$0	\$0	\$0	\$0	0

Unit Description

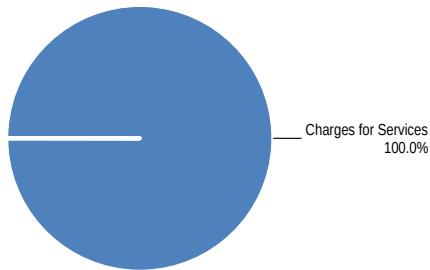
This unit is for South Shore Lake San Antonio and has been incorporated into Park Unit 8386 Resort at San Antonio Lake starting in FY 2015-16.

Parks

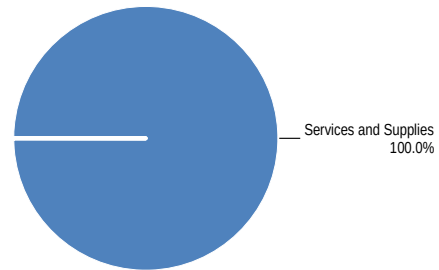
Lakes Events

(Unit 8390— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Services and Supplies	31,791	59,411	45,040	45,845	45,845	(13,566)
Subtotal	\$31,791	\$59,411	\$45,040	\$45,845	\$45,845	(13,566)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Charges for Services	339,708	312,000	231,384	231,384	175,000	(137,000)
Miscellaneous Revenues	(73)	0	0	0	0	0
Subtotal	\$339,635	\$312,000	\$231,384	\$231,384	\$175,000	(137,000)
Total Source of Funds	\$339,635	\$312,000	\$231,384	\$231,384	\$175,000	(137,000)

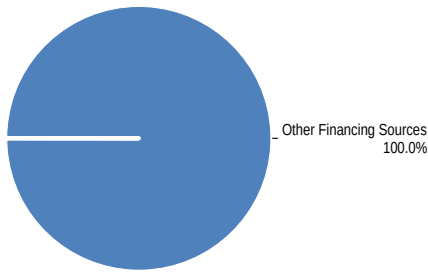
Unit Description

Budgeted in this unit is the cost and revenue associated with special event activities intended to maximize the Park's facilities usage and increase the potential usage and revenue opportunities.

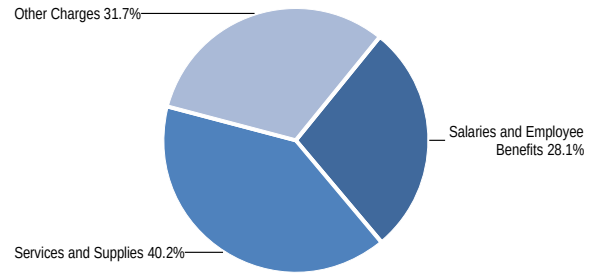
Lakes Administration

(Unit 8391— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	736,538	388,980	324,694	403,485	274,257	(114,723)
Services and Supplies	126,300	384,417	374,706	1,970,303	393,234	8,817
Other Charges	417,871	306,637	333,623	310,113	310,113	3,476
Other Financing Uses	60,000	0	0	0	0	0
Subtotal	\$1,340,710	\$1,080,034	\$1,033,023	\$2,683,901	\$977,604	(102,430)

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Revenue from Use of Money & Property	(7,839)	22,500	16,620	16,640	0	(22,500)
Other Financing Sources	1,958,144	711,240	711,240	711,240	711,240	0
Subtotal	\$1,950,305	\$733,740	\$727,860	\$727,880	\$711,240	(22,500)
Total Source of Funds	\$1,950,305	\$733,740	\$727,860	\$727,880	\$711,240	(22,500)

Unit Description

Under administrative direction of the Director, staff plan, organize, and manage the procedural and maintenance aspects of the lake resorts operations. Multi-park duties include routine park operations, maintenance and improvement, recreation services, special events, safety and code enforcement, utilities, contract management, and concessionaire coordination.

Recommended 2016-17 Positions

Classification Code	Classification Label	Recommended Budget 2016-2017
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
Total		2.00



This page intentionally left blank.

Natividad Medical Center

Natividad Medical Center (NMC) is a 172-bed acute care hospital owned and operated by Monterey County. As a successful designated public safety-net hospital providing healthcare to the residents of Monterey County for over 130 years, NMC provides health care access to all patients regardless of their ability to pay.

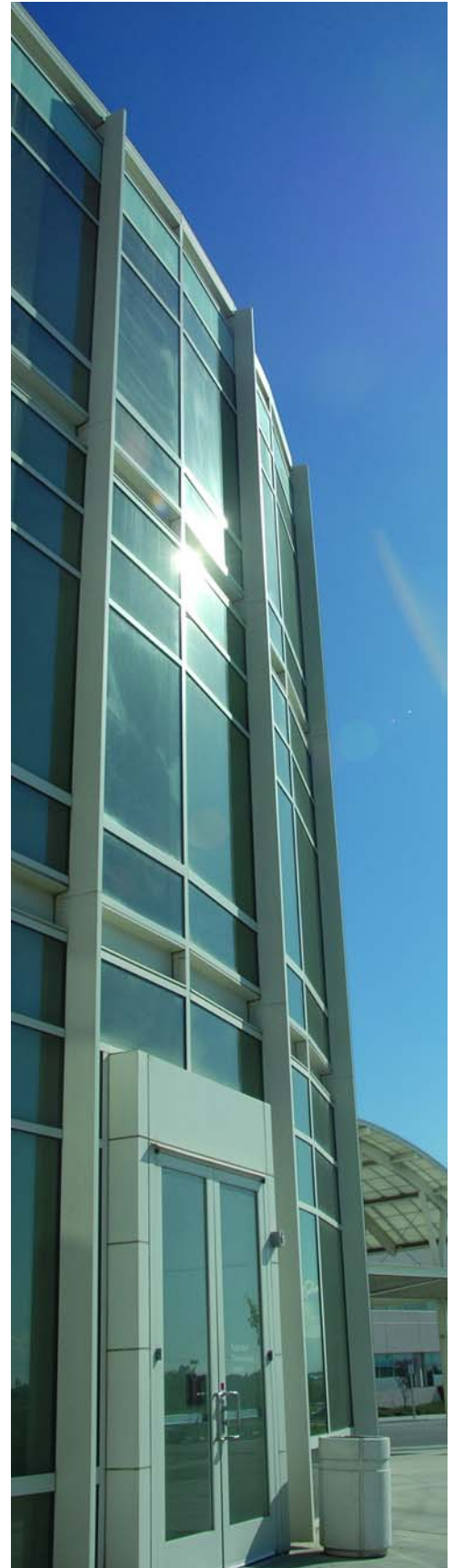
NMC is fully accredited by The Joint Commission, has an appointed Board of Trustees and is under the governance of the Monterey County Board of Supervisors.

NMC offers inpatient, outpatient, emergency, diagnostic and specialty medical care and annually provides more than 37,000 patient days and more than 50,000 Emergency Department visits. NMC is a Level II Trauma Center providing the immediate availability of specialized personnel, equipment, and services to treat the most severe and critical injuries. 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 300 physicians and is ranked #1 in Monterey County for newborn deliveries.

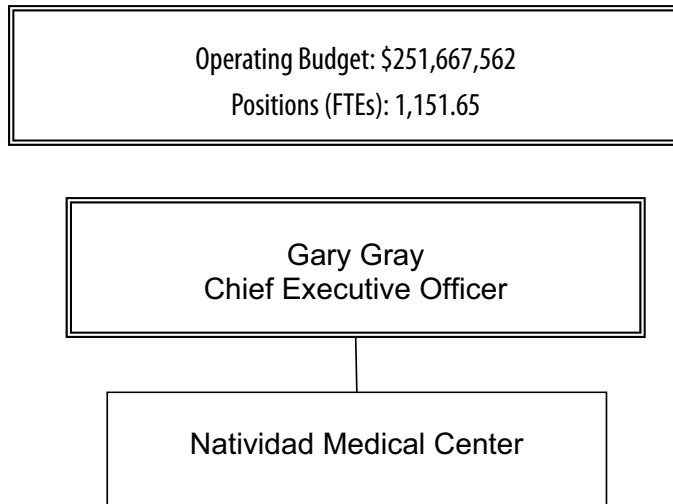
NMC is the only teaching hospital on the Central Coast, through its affiliation with the University of California, San Francisco (UCSF). Recognized nationally and internationally as a model program, NMC's Family Medicine Residency Program is postgraduate training for physicians specializing in family medicine. Approximately one-third (1/3) of graduates remain on the Central Coast to establish a practice.

NMC's 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 high value healthcare services in a financially stable manner.

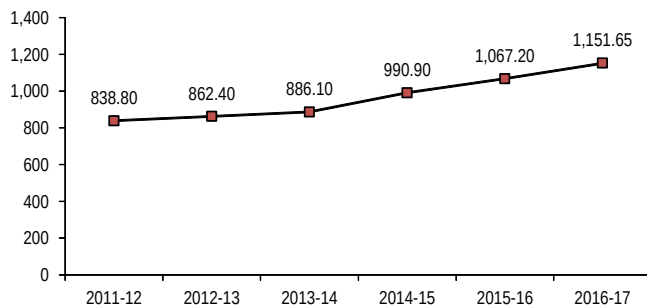
NMC actively addresses the following Board Strategic Initiatives: Administration Initiative - promote an organization that practices efficient and effective resource management and recognized for responsiveness, strong customer orientation, accountability and transparency. Health and Human Services Initiative - 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 residents and supports economic development results.



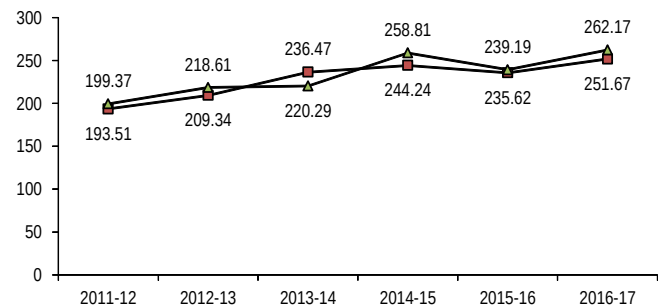
Natividad Medical Center



Staffing Trends



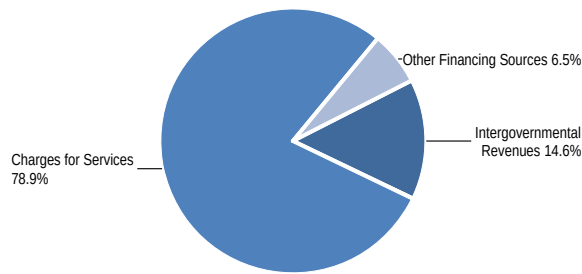
Expenditure/Revenue History (in millions)



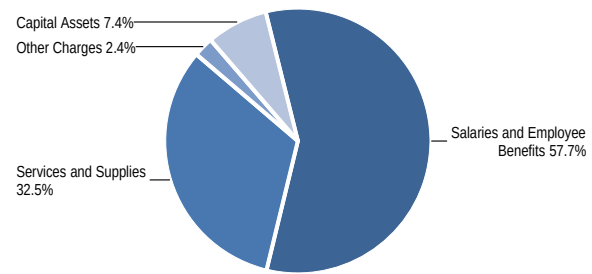
The monitoring of hospital key performance measures help drive performance improvement in the areas of growth of targeted patient service lines, patient experience, and financial performance.

Key Performance Measures	2013-14 Actual	2014-15 Actual	2015-16 To Date
Average Daily Census.	93.3	98.8	103.8
Total Medi-Cal net patient revenues (in millions).	\$48.8	\$67.38	\$65.6 Annualized
Total Managed Care net patient Revenues (in millions).	\$49.8	\$70.8	\$95.6 Annualized
Patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest). National average = 71%	76%	68%	71%
Productive Full Time Equivalent (FTEs) per Adjusted Occupied Beds. Target = Under 5.0	5.44	5.43	5.66

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Salaries and Employee Benefits	121,739,799	127,823,983	133,273,930	144,670,076	145,154,390	17,330,407
Services and Supplies	85,894,907	73,612,864	79,430,229	81,826,462	81,744,613	8,131,749
Other Charges	27,519,427	9,173,632	7,713,304	6,041,146	6,041,146	(3,132,486)
Capital Assets	9,083,553	8,732,033	15,200,000	20,030,613	18,727,413	9,995,380
Subtotal	\$244,237,687	\$219,342,512	\$235,617,463	\$252,568,297	\$251,667,562	32,325,050

Source of Funds

Revenues	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	144,287	0	0	0	0	0
Revenue from Use of Money & Property	1,405,108	0	0	0	0	0
Intergovernmental Revenues	57,989,247	37,560,727	38,767,000	38,364,800	38,364,800	804,073
Charges for Services	197,474,178	181,749,884	200,427,109	206,752,612	206,752,612	25,002,728
Miscellaneous Revenues	1,793,975	0	0	0	0	0
Other Financing Sources	0	0	0	0	17,050,514	17,050,514
Subtotal	\$258,806,795	\$219,310,611	\$239,194,109	\$245,117,412	\$262,167,926	42,857,315
Fund Balance	(14,569,108)	31,901	(3,576,646)	7,450,885	(10,500,364)	(10,532,265)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$244,237,687	\$219,342,512	\$235,617,463	\$252,568,297	\$251,667,562	32,325,050

Summary of Recommendation

Fiscal Year (FY) 2016-17 expenses are budgeted based on FY 2015-16 activities through December 2015, 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 anticipated expenses. Expenditures for FY 2016-17 are budgeted at \$251,667,562, a \$32,325,050 increase over the FY 2015-16 Adopted Budget, which is approximately a 14.7% increase.

Salaries and Employee Benefits are budgeted at \$145,154,390, an increase of \$17,330,407 over the FY 2015-16 Adopted Budget, which represents an approximately 13.6% increase. The main reasons for the increases are: Annual employee step rate increases, insurance costs, new positions to accommodate for volume increases, an expanding Family Practice Residency Program, increasing quality assurance resources, additional components of electronic health records implementation, and other support positions.

Services and Supplies increased by \$8,131,749 from the FY 2015-16 Adopted Budget, which represents an approximately 11.0% increase. The main drivers for the increases in expenses are: healthcare information technology (IT) systems maintenance and licensing, pharmaceutical drug costs, general surgical costs including prosthetic costs, completion of trauma program, increases in utilities cost, and depreciation costs.

Capital Assets will increase by \$9,995,380 over the FY 2015-16 Adopted Budget, an approximately 114.5% increase. The \$18,727,413 recommended budget is comprised of Building and Improvement (\$9,607,140), IT equipment (\$5,474,788), medical equipment (\$2,589,230) and other equipment (\$1,056,255).

FY 2016-17 total available revenue is budgeted at \$262,167,926, a \$42,857,315 increase (16.3%) over the FY 2015-16 Adopted Budget.

Intergovernmental Revenues are budgeted at \$38,364,800, an \$804,073 increase (2.1%) over the FY 2015-16 Adopted Budget. The majority of the increase is due to the 2010 Patient Protection and Affordable Care Act (PPACA), commonly called the Affordable

Care Act (ACA) or colloquially, Obamacare, mandated payments for Medi-Cal Managed Care adult expansion.

Charges for Services are budgeted at \$206,752,612, a \$25,002,728 increase (13.8%) over the FY 2015-16 Adopted Budget. The increase is due to Medicaid expansion through Covered California, new enrollees in Medi-Cal Managed Care, and revenue from trauma services.

Other Financing Sources are budgeted at \$17,050,514. This financing source was implemented in FY 2016-17 as a budgetary control feature for capital projects greater than \$100,000 in cost. Capital project funds are held in Fund 404-Facilities Master Plan Implementation, a County capital project fund, and as capital project expenditures are incurred by NMC, the capital project funds are transferred to NMC. This budgetary control prevents comingling of operational and capital funds.

The use of Other Financing Sources renders an actual overall expenditure of \$234,617,048 in operations. With a Total Revenue of \$262,167,926, NMC will add an additional \$10,532,265 during FY 2016-17 to its Net Position (Cash).

Budget Impacts

Impact on labor and benefit costs due to negotiated labor contracts.

Impact of the California 1115 Waiver Renewal, called Medi-Cal 2020, was approved by the Centers for Medicare and Medicaid Services on December 30, 2015 and became effective as of January 1, 2016 through December 31, 2020. Key programmatic elements are Public Hospital Redesign and Incentives in Medi-Cal (PRIME); Global Payment Program; Dental Transformation Initiative; and Whole Person Care. PRIME incentive payments are earned based on the achievement of specified benchmarks across various metrics. PRIME also requires the achievement of set targets for moving toward alternative payment methodologies for Designated Public Hospitals over the course of the Waiver.

Prior Year Accomplishments

Recruited and hired executive leadership staff in the key positions, including Chief Executive Officer (CEO), Chief Nursing Officer (CNO), Chief Information Officer (CIO), Risk & Compliance Officer, and Nurse Directors for Mental Health and Surgical Services.

Completed a successful on site Joint Commission Intracycle Monitoring process where the focus is on continuous standard compliance efforts.

Completed successful State of California Medication Error Reduction Plan Survey to measure compliance with laws and regulations to prevent medication-related errors and adverse events in the hospital and advance medication safety strategies.

Received the BETA Healthcare Group (BETA) Award of Excellence for the 7th year for High Quality Obstetrical Practices by achieving 100% compliance. BETA is a provider of professional liability and risk management services. The award also results in premium credits.

Received an Anthem Blue Cross 2016 Blue Distinction Center for Maternity Care designation and recognized as one of the first hospitals to receive the designation. This designation signifies that NMC meets nationally established quality-focused criteria that emphasize successful patient safety, outcomes and high patient satisfaction.

Opened additional beds (8) in the Intermediate Care unit, which is a level lower unit from the Critical Care Unit.

The Trauma Center completed its first year of operation with 1,397 trauma patients served.

Exceeded budgeted margin by over \$8 million and realized cash growth by \$10 million.

Clinical Quality Measures are tools that help measure and track the quality of health care services within the Centers for Medicare and Medicaid Services; NMC has shown continuous improvement.

Effective implementation of the Delivery System Reform Incentive Pool (DSRIP) resulting in Federal funding in recognition for plan implementation in the last year of the California Bridge to Reform: 1115 Demonstration Waiver (Waiver). The Waiver focused on (1) expansion coverage to more uninsured adults; (2) help preserve the safety net; (3) improve care coordination for vulnerable populations; and (4) promote public hospital delivery system transformation. The Waiver was approved on November 2, 2010 and effective November 1, 2010 through October 31, 2015. The Waiver pay-for-performance quality improvement initiative program intent is to strengthen care delivery.

Medi-Cal waivers are programs under Medi-Cal that provide additional services to specific groups of individuals, limit services to specific geographic areas of the State, and provide medical coverage to individuals who may not otherwise be eligible under Medicaid rules. When the State wants to make significant changes to its Medicaid program, it must take one of two steps: (1) amend its State Medicaid Plan-the State contract with the Federal government; or (2) receive an exemption or Medicaid waiver from portions of Title XIX of the Social Security Act by the U.S. Department of Health and Human Services (DHHS).

Expanded leadership rounds to Medical/Surgical, Acute Rehabilitation, and Maternity Infant Units to interview patients and receive first hand feedback on the quality of care received.

Emergency Department (ED) received a wireless call system to assist in fall prevention.

SOMA enclosure bed used for traumatic brain injury and dementia patients to enhance safety.

Language Access services enhanced by increasing the number of qualified interpreter encounters from 2500/month in FY 2013-14 to FY 2014-15. In FY 2015-16, NMC had a staff of 70-trained as qualified interpreters and 4.5 dedicated full time staff interpreters.

Magnetic Resonance Imaging (MRI) capabilities expanded with the installation of a mobile state-of-the-art MRI. An MRI is a method of obtaining detailed images of the organs and tissues within the body.

Installed a state-of-the-art 3D digital mammography system to increase the ability to detect early stage breast cancer in women.

Completed the first phase of the Sam Karas Acute Rehabilitation Center (Center) and Medical/Surgical II refresh project making available 20-medical surgical beds. The Center is designed to assist patients and their families with the transition from an acute hospital setting to home. Patients receive daily physician visits to ensure medical stability and optimal functional recovery.

Implemented Centers for Medicare and Medicaid services (CMS) ICD-10 (International Classification of Diseases, Tenth Revision) used by physicians and other health care providers to classify and code all diagnoses, symptoms and procedures recorded in conjunction with hospital care.

Finalized participation agreement with Central Coast Health Connect (CCHC) Health Information Exchange (HIE) and data affiliation agreements with participating hospitals and clinics to efficiently share health information to improve healthcare delivery for patients and providers.

Budget Year Goals

Successful first year implementation of Medi-Cal 2020 in order to receive Federal funding for plan implementation.

Expand primary care clinic space.

Improve access to Emergency Department services.

Achieve 100% compliance on nationally reported clinical quality of care measures.

Clinical quality measures are tools that help measure and track the quality of health care services provided within the Medicare and Medicaid Services. The measures use data associated with provider ability to deliver high-quality care or relate to long term goals and are measured in several areas of patient care: health outcomes; clinical processes; patient safety; efficient use of health care resources; care coordination; patient engagements; population and public health; and adherence to clinical guidelines.

Develop capital expansion plans for clinical service growth.

Apply for consultative site visit with American College of Surgeons (ACS) to become a Level II verified Trauma Center.

Trauma Center Verification is an evaluation process done by the ACS to evaluate and improve trauma care. The ACS does not designate trauma centers; instead, it verifies the presence of the resources listed in Resources for Optimal Care of the Injured Patient. These include commitment, readiness, resources, policies, patient care, and performance improvement. This is a voluntary process and verification lasts for a three-year period.

Meet FY 2016-17 budget performance.

Implement BETA Healthcare Group Emergency Department Quest for Zero Assessment Recommendations.

BETA focused on improving reliability and reducing risk exposure in emergency departments. BETA provides the opportunity for significant reduction in ED premiums annually for this Patient Safety Initiative. There are two tiers: (1) focuses on education, where upon completion of the first tier the hospital can progress to the second tier; (2) provides additional opportunities to enhance patient safety while reducing ED premiums.

Develop patient analytics, specific data measures, for a new care delivery model that focuses on the patient as the center of care with delivery based on a coordinated team focused on a comprehensive, safe, accessible, and quality of care emphasis to ensure the needs of the patient are met efficiently and effectively. The overall goal is to meet the recently signed California Section 1115(a) demonstration, entitled "California Medi-Cal 2020 Demonstration (Waiver)" to create models to slow the growth of healthcare costs, while improving the quality and experience of care.

Implement action plan from employee satisfaction and culture of safety survey results.

Implement the Vocera Experience Innovation Network Assessment Plan (Network) recommendations to improve the patient experience.

The Network seeks innovations that restore connections to healthcare, improving clinical outcomes, increasing patient and staff satisfaction, motivating physician loyalty and creating market differentiation.

Complete NMC branding process and implement findings.

Enhance compliance audit activity.

Launch mandatory leadership training for current and new managers through Monterey County management training program.

Expand hospital-based wellness program.

Complete the second phase of the Sam Karas Acute Rehabilitation Unit and Medical Surgical II Unit refresh (renovation). The phase consists of seeking a license for existing 24-rehabilitation beds, thus expanding the unit to a total of 44-rehabilitation beds and adding 20-medical/surgical beds. The first phase consisted of construction and scheduled for completion prior to June 30, 2016.

Install nurse call system with communication features to improve patient satisfaction and timeliness of care.

Complete the Emergency Department Rapid Medical Evaluation (RME) remodel project.

Begin construction on Radiology Modernization Project.

Complete Central Plant Upgrade Project.

Implement direct messaging to send secure discharge information to ambulatory partners.

Evaluate and establish a standardized master patient index (MPI) with Monterey County Health Department.

Complete with Monterey County Health Department the ambulatory electronic health record integration evaluation.

Complete business continuity of operations plan as part of disaster recovery plan.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted	Fund Code	Org Code
Natividad Medical Center (NMC001)	244,237,687	219,342,512	235,617,463	252,568,297	251,667,562	32,325,050	451	9600_8142
Subtotal	\$244,237,687	\$219,342,512	\$235,617,463	\$252,568,297	\$251,667,562	32,325,050		

Units

	Prior Year 2014-2015	Adopted Budget 2015-2016	CY Estimate 2015-2016	Requested Budget 2016-2017	Recommended Budget 2016-2017	Recommended Change from Adopted
Natividad Medical Center	244,237,687	219,342,512	235,617,463	252,568,297	251,667,562	32,325,050
Subtotal	\$244,237,687	\$219,342,512	\$235,617,463	\$252,568,297	\$251,667,562	32,325,050

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	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	3.00	3.00	3.00	0.00
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14A12	PROJECT MANAGER III	0.00	0.00	1.00	1.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.00	2.00	2.00	0.00
14A80	HOSPITAL DECISION SUPPORT MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	2.00	2.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	2.00	4.00	3.00	-1.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	6.00	4.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.00	1.00	2.00	1.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	2.00	1.00
14E01	BUYER I	0.00	1.00	1.00	0.00
14E20	BUYER II	1.00	3.00	3.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	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
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	0.00	0.00	1.00	1.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.00	1.00	1.00	0.00
14K35	NMC HUMAN RESOURCES ADMINISTRATOR	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	0.00	-1.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSMENT & 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

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
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
16C55	SYSTEMS PROGRAMMER ANALYST III	0.00	3.00	3.00	0.00
16C61	HOSPITAL SOFTWARE ANALYST II	3.00	3.00	4.00	1.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	6.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	1.00	3.00	2.00	-1.00
20B12	ACCOUNTANT III	2.00	3.00	2.00	-1.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.00	1.00	1.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	3.00	5.00	4.00	-1.00
43G01	INFORMATION TECHNOLOGY MANAGER	0.00	0.00	3.00	3.00
43G03	IT PROJECT MANAGEMENT ANALYST II	0.00	1.00	1.00	0.00
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	11.00	11.20	11.20	0.00
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	11.20	15.30	15.30	0.00
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	12.60	13.20	13.20	0.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	7.00	8.00	9.00	1.00
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	2.80	7.80	8.80	1.00
50G11	PHYSICAL THERAPIST	6.00	9.00	12.00	3.00
50G41	SPEECH PATHOLOGIST	0.00	0.00	6.00	6.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	4.00	0.00
50P21	CARDIOPULMONARY TECHNICIAN II	13.00	14.30	17.30	3.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	1.00	2.00	1.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNICIAN	16.80	21.60	24.60	3.00
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.00	3.00	4.00	1.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.00	1.00	1.00	0.00
50R31	SONOGRAPHER	5.80	6.60	7.60	1.00
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	4.00	3.00
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	71.90	81.10	87.00	5.90
50U22	HEALTH CARE TECHNICIAN	29.90	2.60	3.10	0.50
50U23	OBSTETRICAL TECHNICIAN	0.00	6.30	6.30	0.00
50U25	ORTHOPEDIC TECHNICIAN	1.00	1.00	1.00	0.00
50U26	SENIOR OBSTETRICAL TECHNICIAN	0.00	1.00	0.90	-0.10

Adopted 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
50U27	SURGICAL TECHNICIAN	0.00	10.50	12.60	2.10
50U28	SENIOR PHARMACY TECHNICIAN	1.00	1.00	2.00	1.00
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U35	SENIOR HEALTH CARE TECHNICIAN	2.00	0.00	0.00	0.00
50U42	MEDICAL ASSISTANT	3.00	1.00	0.00	-1.00
50U43	CENTRAL STERILE TECHNICIAN	0.00	4.80	5.80	1.00
50U44	SENIOR CENTRAL STERILE TECHNICIAN	0.00	1.00	1.00	0.00
50U51	TELEMETRY TECHNICIAN	0.00	4.50	4.50	0.00
50Y21	DIETITIAN	4.60	5.80	4.80	-1.00
50Y31	SUPERVISING DIETITIAN	0.00	0.00	1.00	1.00
52A02	LICENSED VOCATIONAL NURSE	7.70	8.20	4.20	-4.00
52A16	SUPERVISING NURSE I	12.30	13.10	12.50	-0.60
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	263.00	267.40	308.45	41.05
52A20	STAFF NURSE III	26.90	28.30	28.80	0.50
52A21	CLINIC NURSE	3.00	3.00	5.00	2.00
52A22	SENIOR CLINIC NURSE	3.00	1.00	2.00	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	6.50	12.00	12.00	0.00
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	5.90	5.90	0.00
52A60	CLINICAL NURSE SPECIALIST	3.00	4.00	4.00	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	4.00	4.00	4.00	0.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	5.70	5.70	0.00
52A91	DIRECTOR OF NURSING	1.00	0.00	0.00	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
52A97	NURSE PRACTITIONER II	0.00	0.00	1.00	1.00
52A98	NURSE PRACTITIONER III	9.60	9.60	10.00	0.40
54A03	RESIDENT PHYSICIAN III	29.00	32.00	33.00	1.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	34.50	36.00	40.00	4.00
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	5.00	5.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	0.00	0.00	1.00	1.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	47.40	52.00	52.00	0.00
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 2016 to Recommended 2017 Positions

Classification Code	Classification Label	Adopted Budget 2014-2015	Adopted Budget 2015-2016	Recommended Budget 2016-2017	Change
70F21	COURIER	1.00	1.00	1.00	0.00
70F23	STOREKEEPER	6.00	8.00	8.00	0.00
70F79	WAREHOUSE WORKER	1.50	0.00	0.00	0.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	14.00	16.00	15.00	-1.00
70K23	COOK	2.00	3.00	3.50	0.50
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	1.00	-1.00
72A24	MAINTENANCE PAINTER	2.00	2.00	2.00	0.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.00	1.00	1.00	0.00
72A87	PHYSICAL PLANT MANAGER	2.00	2.00	1.00	-1.00
72A90	FACILITIES PROJECTS SPECIALIST	1.00	0.00	0.00	0.00
72C19	HOSPITAL MAINTENANCE MECHANIC	9.00	10.00	9.00	-1.00
80A32	SENIOR SECRETARY	8.00	8.00	5.00	-3.00
80A33	ADMINISTRATIVE SECRETARY	0.00	0.00	3.00	3.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	14.30	12.30	12.30	0.00
80E22	OFFICE ASSISTANT III	13.00	14.50	13.50	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	6.00	7.00	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
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
80J19	CASHIER	0.00	0.00	1.50	1.50
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	0.00	1.00	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	2.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	4.00	5.00	4.00	-1.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	19.70	22.90	22.80	-0.10
80K23	MEDICAL INTERPRETER	2.00	3.50	3.50	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	38.20	39.20	40.00	0.80
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	28.50	26.50	-2.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	1.00	0.00	0.00	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		990.90	1,067.20	1,151.65	84.45



This page intentionally left blank.

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 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 sections:

1) County Contributions/Obligations-expenditures paid directly from the General Fund; 2) Liabilities-County liabilities that have both short and long-term costs/benefits; and 3) Other policies that are adopted to benefit the overall well-being of the County that may or may not impact General Fund Contribution availability.

The General Fund “County Contributions/Obligations” section includes: 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.

Table 1 shows the Contributions/Obligations for are \$36,799,395 only an increase of \$1,602,119 over FY 2015-16. There are increases in LAFCO contributions (4.1%), Economic Development and Tourism Promotion contributions (7.7%), Debt Service (9.5%) and Proposition 172, for both the Fire Districts and User Agencies contributions (3.5%); with an offsetting decrease in the Tobacco Settlement funds (-2.0%) resulting in a 5.2% increase overall in FY 2016-17 over FY 2015-16.

The General Fund “Liabilities” section includes: CalPERS, Other Post-Employment Benefits, Workers’ Compensation, General Liability, Vacation Accruals, and Certificates of Participation Debt.

Table 1 shows the FY 2016-17 “Liabilities” are \$662,317,161, a significant decrease of \$51,034,845 (-7.2%) from FY 2015-16. Each category had significant decreases, with the exception of two categories, CalPERS-Unfunded Liability for Safety, where the increase was essentially a flat 0.7% from the

previous fiscal year. Workers’ Compensation experienced a decrease in its surplus by -70.6%.

Table 1

County Contributions/ Obligations	FY 2014-15	FY 2015-16	FY 2016-17
LAFCO	\$ 249,367	\$ 269,067	\$ 280,167
Economic Dev. & Tourism Promotion	1,689,741	1,862,606	2,005,360
Tobacco Settlement Funds	3,618,131	3,618,131	3,545,768
Trail Court Funding			
MOE	7,183,910	7,183,910	7,183,910
CFP	777,049	777,049	777,049
50/50 Split	44,579	175,366	175,366
Trial Court Funding Total	8,005,538	8,136,325	8,136,325
Debt Service	15,606,615	16,881,385	18,483,504
Proposition 172 (Fire Districts)	2,607,736	2,714,110	2,809,605
Proposition 172 (User Agencies)	1,428,113	1,486,369	1,538,666
Total Contributions/ Obligations	\$ 33,205,241	\$ 34,967,993	\$ 36,799,395
Liabilities	FY 2014-15	FY 2015-16	FY 2016-17
CalPERS (Unfunded Liability)**			
Miscellaneous	320,121,549	258,563,755	223,109,871
Safety	157,465,233	147,227,266	148,294,459
CalPERS Total	\$ 477,586,782	\$ 405,791,021	\$ 371,404,330
Other Post Employment Benefits	27,299,000	24,816,000	24,816,000
General Liability (Fund 475)**	6,800,000	5,925,000	2,151,000
Workers' Compensation Fund 476)**	3,344,000	(796,000)	(234,000)
Vacation Accruals	25,737,225	28,280,289	25,849,099
Certificates of Participation (COPs)	128,870,145	124,134,432	119,181,768
Capital Leases/Notes/ Bonds/Loans	70,681,446	67,071,264	64,093,964
Natividad Medical Center (COPs & Leases)	61,070,000	58,130,000	55,055,000
Total Liabilities	\$ 801,388,598	\$ 713,352,006	\$ 662,317,161
Other	FY 2014-15	FY 2015-16	FY 2016-17
Williams Act			
Contracts***	\$ 555,050	\$ 1,039,048	\$ 982,011
Library	179,622	179,622	179,622
Road Fund	3,768,551	4,373,877	4,940,363
Healthcare Realignment			
Funds at Risk (AB 85)	5,100,000		
Total Other	\$ 9,603,223	\$ 5,592,547	\$ 6,101,996

Shaded areas are estimated

**Actuarial info provided is based on a two years' prior basis.

***Williamson Act figures represented are two years in arrears. Fiscal years presented, actually represent FY 2012-13, FY 2013-14 and FY 2014-15, respectively.

The categories experiencing significant decreases include: CalPERS-Miscellaneous Unfunded Liability (-13.7%); General Liability (-63.7%); Vacation Accruals (-8.6%); COP's (-4.0%); Capital Leases,

Notes, Bonds and Loans (-4.4%) and Natividad Medical Center COP's and Leases (-5.3%).

The General Fund Other section includes: Williamson Act Subventions, which reflects the potential decrease in County tax revenues due to Williamson Act contracts; supplemental funding for the Library and Road Fund; and the status of Healthcare Realignment funds at risk by recent State legislation, which are no longer at risk but is provided as a historical context.

Table 1 shows the FY 2016-17 "Other" section is \$6,101,996, an increase of \$509,449 (9.1%) from FY 2015-16. Due to a correction in the calculation formula, the significant increase in FY 2015-16 was Williamson Act contracts. The significant increase this year is the result of the Board of Supervisors adoption of a financial policy to provide additional funding to the Road Fund. The formula has resulted in a \$566,486 (13%) increase over the prior year.

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 or maximize, 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 provision 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, incorporation of new cities, formation of new special districts, and consolidation, merger, and dissolution 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 approximately one-third of LAFCO's operational costs. The remaining operational costs are apportioned to the special districts and cities.

Table 2 shows the FY 2016-17 projected total (net) revenues of \$903,000 on which LAFCO's operational cost is based. The County's one-third share is estimated at \$280,167. This amount is approximately \$11,100 higher than each group's share in FY 2015-16 (\$269,067).¹ This increase in the County's share is approximately 4.0% higher than in the prior fiscal year although LAFCO's operational costs increased by \$54,300, which equates to approximately a 6.40% increase. The three year fiscal periods of FY 2014-15 through FY 2016-17 averages at 33.7% annual contribution from the County.

Table 2

Local Agency Formation Commission (LAFCO)				
Item	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Operational Costs	\$ 674,969	\$ 683,197	\$ 848,700	\$ 903,000
County Share	\$ 250,165	\$ 249,367	\$ 269,067	\$ 280,167
County % Share	37.06%	36.50%	31.70%	31.03%

Economic Development and Promotion of Tourism

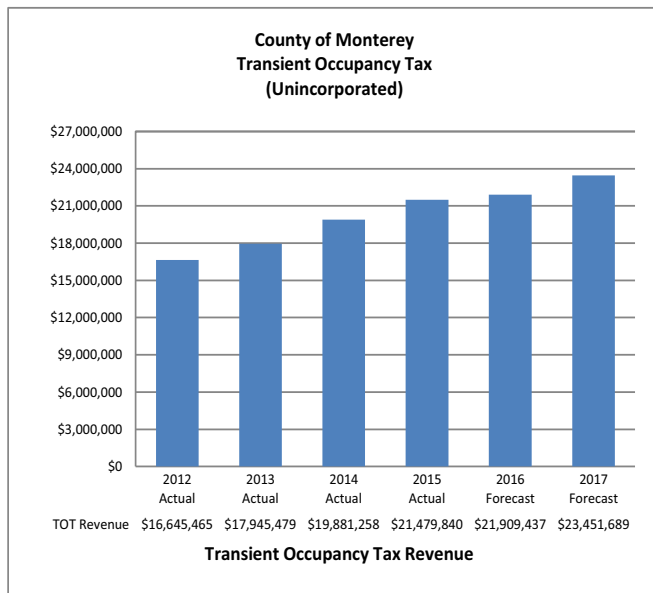
The County contributes to economic development and promotes tourism in the County via the Development Set-Aside Program. The Development Set-Aside Program was established by the Board of Supervisors to support and promote economic development, tourism, filmmaking and cultural arts activities that strengthen and broaden the County's economic base. The County formed the Economic Opportunity Department in FY 2010-11 (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

¹ LAFCO Proposed Budget 2016-17

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.

Chart 1



FY 2009-10 marked the economic downturn, where TOT tax revenue was \$13,312,712. As indicated in Chart 1, TOT tax revenues have been annually recovering to where FY 2015-16 revenues are estimated to reach \$21,909,437. The FY 2016-17 TOT tax revenues are estimated to realize an increase to \$23,451,689, an approximate increase of 7.0% over FY 2015-16 estimates.

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 following link provides access to CAFRs for multiple years: <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 with the following link: <http://www.in.co.monterey.ca.us/admin/badivision/>.

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.

These contributions go towards implementing programs to promote Monterey County as a tourism and business travel destination and provide support for County economic development activities. Annually, the Director of the Economic Opportunity Department requests organizations to provide work plans incorporating activities that stimulate job creation.

Table 3 provides the actual contributions for prior fiscal years, and the amounts calculated for the three entities and designated Business Council amount for FY 2016-17. The calculation for FY 2016-17 is based on the FY 2014-15 TOT as stated in the

County's Advantage Financial system of \$21,479,840.

Table 3

County TOT Contributions				
Entity	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
MCCVB	\$ 998,728	\$ 1,076,729	\$ 1,192,875	\$ 1,288,790
Arts Council	329,580	355,320	393,649	425,301
Film Commission	158,132	170,482	188,872	204,058
TOT Total Contributions	\$ 1,486,440	\$ 1,602,531	\$ 1,775,396	\$ 1,918,149
County TOT Contributions Percentage of TOT				
Measure	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
County TOT Revenue **	19,881,258	21,479,840	21,909,437	23,451,689
Contributions % of TOT	7.5%	7.5%	8.1%	8.2%
Business Council Contribution	\$ 87,210	\$ 87,210	\$ 87,210	\$ 87,210
Total Contribution of County Funds	\$ 1,573,650	\$ 1,689,741	\$ 1,862,606	\$ 2,005,359

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 MCCVB total contribution amount from FY 2012-13 to FY 2013-14 increased by \$281,417, a 13.6% increase; FY 2013-14 to FY 2014-15 increased \$171,291, a 7.3% increase; and from FY 2014-15 to FY 2015-16 increased by \$261,090, a 10.3% increase. It is interesting to note that individual contribution amounts from the participants, with the exception of non-TOT cities Sand City and Del Rey Oaks, has consistently increased over the past four fiscal years. Pacific Grove is the only TOT city that had reduced their contribution in FY 2013-14, but increased their contribution from the lower contribution amount moving forward in FY 2014-15; however, they have not to date, reached the contribution amount made in FY 2012-13.

Since FY 2013-14, based on amount of contribution, the County of Monterey has been the largest contributor, where in FY 2015-16 the County of Monterey provided 42.8% of overall contributions. The City of Monterey has been the second highest contributor, where in FY 2015-16 the City of Monterey provided 41.6% of overall contributions. Basically,

contributions from all jurisdictions remained relatively consistent in their per annum percentage contribution.

Table 4

MCCVB Total Jurisdiction Contributions				
Jurisdiction	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Monterey County	\$ 826,737	\$ 998,728	\$ 1,076,729	\$ 1,192,875
City of Monterey	878,529	992,179	1,055,668	1,159,499
Carmel-by-the-Sea	119,235	125,987	138,780	154,718
Pacific Grove	102,250	83,228	88,832	94,698
City of Seaside	56,350	61,188	63,002	73,197
City of Salinas	45,179	47,799	51,767	55,569
City of Marina	42,412	42,000	47,622	52,934
Sand City*	2,000	2,000	2,000	2,000
Del Rey Oaks*	0	1,000	1,000	1,000
Total	\$ 2,072,692	\$ 2,354,109	\$ 2,525,400	\$ 2,786,490

* The Cities of Del Rey Oaks and Sand City do not have TOT

Table 5 provides a comparison among the four largest contributors to show the relationship between total TOT revenues received by a jurisdiction and the percentage (%) of that revenue contributed toward the Monterey County Convention and Visitors Bureau.

Table 5

MCCVB Top TOT Jurisdiction Contributors				
Jurisdiction	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Monterey County	\$ 826,737	\$ 998,728	\$ 1,076,729	\$ 1,192,924
TOT	17,945,479	19,881,258	21,479,840	21,909,437
% of TOT Revenue	4.6%	5.0%	5.0%	5.4%
City of Monterey	878,529	992,179	1,055,668	1,159,499
TOT	14,784,959	16,228,842	17,000,000	17,033,020
% of TOT Revenue	5.9%	6.1%	6.2%	6.8%
City of Carmel-by-the-Sea	119,235	125,987	138,780	154,718
TOT	4,616,000	5,010,000	5,381,000	5,373,000
% of TOT Revenue	2.6%	2.5%	2.6%	2.9%
Pacific Grove	102,250	82,338	88,832	94,698
TOT	3,111,379	4,167,334	4,468,965	3,806,900
% of TOT Revenue	3.3%	2.0%	2.0%	2.5%
Contribution Total	\$ 1,824,501	\$ 2,116,894	\$ 2,271,177	\$ 2,507,141
TOT Total	\$ 37,346,438	\$ 41,120,100	\$ 43,860,840	\$ 44,315,457
Total Contribution % of TOT	4.9%	5.1%	5.2%	5.7%

Shaded figures are estimated

[Note: The TOT figures contained in Table 5 for the jurisdictions are those stated in their respective Comprehensive Annual Financial Reports which is compiled and reported pursuant to a set of accounting standards.]

The County contribution, as previously stated, is based on a formula of 6% of the previous two year's TOT. For comparative purposes, the contribution in the fiscal year is compared with the TOT received for that fiscal year. The County of Monterey's contribution in FY 2013-14 and FY 2014-15 was flat at 5.0%, but grew to 5.4% in FY 2015-16. The City of Monterey's contribution in FY 2013-14 and FY 2014-15 was flat at 6.1% and 6.2%, respectively, but grew in FY 2015-16 to 6.8%. Carmel-by-the-Sea and Pacific Grove demonstrated similar patterns at a lower percentage rate.

Of the collective total contributions made by the jurisdictions listed and the respective fiscal year percentages in comparison to their collective TOT revenues, the County of Monterey's individual percentage contributions falls pretty much along the collective total contributions to collective TOT revenues percentage for the measured jurisdictions, while the City of Monterey is consistently above the measure. The remaining jurisdictions fall below the measure.

Arts Council of Monterey

The County's calculated contribution to the Arts Council of Monterey for FY 2016-17 is \$425,301. This is an increase of \$31,652 (8%), above the previous 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 2016-17 is \$204,058. This is an increase of \$15,186 (8%) above the previous fiscal year. 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," "Poetic Justice," "We Were Soldiers," "Carmel-by-the-Sea," (aka "The Forger") the 2013 film (filmed in 2011) "Big Sur" based on Jack Kerouac's novel of the same name and classics such as, "Vertigo," "One-Eyed Jacks," "Play Misty for Me," "The Sandpiper," and "The Graduate;" all 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 2016-17 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 Attorney 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 smoke-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 MSA funds the County receives was 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 mental health. 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. Since implementation, MSA funds have been declining, but have remained relatively flat over the past four fiscal years.

The FY 2012-13 MSA amounts provided to the County 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 amounts 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 FY 2012-13 payments were 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 is estimated to receive in FY 2016-17 reflects a slight decrease of \$72,363, a decrease of -2.0% from what was budgeted in the prior fiscal year. At the time of this publication, the year-to-date amount received for FY 2015-16 is \$3,577,452.

As shared, MSA funds received by the County are transferred to Fund 025 and used for Health and Behavioral Health matches, and the Health Facility Debt Service. If MSA funds are not enough to meet those fiscal requirements, then General Fund Contributions are used to cover the deficit. If MSA funds exceed those fiscal requirements, the difference is used to offset General Fund Contributions to the Health Department.

Table 6

Tobacco Settlement Funds				
Item	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Master Settlement Agreement	\$ 3,654,824	\$ 3,618,131	\$ 3,618,131	\$ 3,545,768

Shaded figures are estimated

Trial Court Funding

Maintenance of Effort and 50/50 Revenue Split

On January 1, 1998, AB 233, 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 noticed at the beginning of the payment fiscal year by the State of California. However, the MOE payment of \$7,183,910 has remained constant over the past five fiscal years.

Table 7 provides the County's MOE payment to the State from FY 2012-13 through FY 2015-16, and the estimated payment for FY 2016-17.

Table 7

Trial Court Maintenance of Effort (MOE) Payment				
FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
7,183,910	7,183,910	7,183,910	7,183,910	7,183,910

Shaded figures are estimated

Table 8 provides the County's 50/50 Revenue Split payment to the State from FY 2012-13 through FY 2014-15, and the estimated payments for FY 2015-16 and FY 2016-17.

Time will determine if FY 2014-15 was an anomaly or a calculation correction will later be required, but overall, estimates indicate a reduction trend in payments from previous fiscal years.

Table 8

50/50 Revenue Split				
FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
256,281	225,240	44,579	175,366	175,366

Shaded figures are estimated

Table 8a 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 a six fiscal year periods (Table 8a).

Table 8a

50/50 Revenue Split Overremittance	
Fiscal Year	Amount
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 State Controller's Office authorized and published the final audit version, where the County received credit for the over-remittance amount in FY 2014-15. The amount was used to offset the First Quarter MOE payment. The payment of \$1,795,977.25 was reduced by \$954,386 rendering a net quarterly payment of \$841,591.25 in August

2014. Quarterly payments are \$1,795,977.25 for an annual total of \$7,183,909.

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.

The AOC amended the Trial Court Funding Act in 2002 and provided for the application of monetary penalties to incentivize expeditious transfers, where tiers were established based on time period of transfer. If a transfer agreement(s) was executed during the respective time periods, the following applied in addition to the "standard CFP": Tier 1- December 1, 2008 to March 31, 2009, the inflationary "price" factor of 2.4% was added; Tier 2- April 1, 2009 to December 31, 2009 the State Appropriations Limit was added, which was approximately 5%; and on or after January 1, 2010, no further transfer agreement(s) could be executed.

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 9 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 within four fiscal years. The CFPs are based on the amount of historical expenditures 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 9

County Facilities Payment (CFP)				
Facility	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
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, although the CFP amounts have not increased over the past four fiscal years. The State of California typically notifies the County of the calculated CFP amounts for the upcoming fiscal year around April of the current fiscal year.

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, and 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. FY 2014-15 allocations were 5% of FY 2012-13 audited actuals). Based on this formula, the user agencies offset increased by \$58,256 in FY 2015-16 at 4.1% and will increase by \$52,297 in FY 2016-17 at 3.5%.

Table 10 shows the Proposition 172 negotiated offset provided user agencies beginning in FY 2004-05.

Table 10

Proposition 172 911 Dispatch User Agencies	
Fiscal Year	Offset Amounts
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
FY 2015-16	\$ 1,486,369
FY 2016-17	\$ 1,538,666

Fire Agencies' Distribution

In 1997, the Board approved a phased, fixed percentage of Proposition 172 revenues for allocation to fire agencies, starting at 8.02% of the County's total Proposition 172 revenues 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 revenues 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 2014-15 allocation was 9.13% of FY 2012-13 audited actuals). Under this formula, the Association's share of Proposition 172 revenues increased by \$129,192 in FY 2014-15, \$106,374 in FY 2015-16 and an additional \$95,495 for FY 2016-17, reaching a total of \$2,809,605. 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 11 lists the estimated allocation for FY 2016-17.

Table 11

FY 2016-17 Proposition 172 Fire Agency Allocations		
Fire Agency	Allocation	% of Total Allocation
Aromas FPD	\$ 77,936	2.77%
Big Sur VFB	\$ 75,548	2.69%
Cachagua FPD	\$ 44,392	1.58%
Carmel Highlands FPD	\$ 195,893	6.97%
Carmel Valley FPD	\$ 403,859	14.37%
Cypress FPD	\$ 250,491	8.92%
Gonzales Rural FPD	\$ 41,892	1.49%
Greenfield FPD	\$ 44,924	1.60%
Mid Coast VFC	\$ 48,411	1.72%
North County FPD	\$ 619,232	22.04%
Pebble Beach CSD	\$ 199,734	7.11%
Salinas Rural FPD	\$ 574,511	20.45%
San Ardo VFC	\$ 35,393	1.26%
Soledad Rural FPD	\$ 35,393	1.26%
Spreckels CSD	\$ 45,544	1.62%
South Monterey County FPD	\$ 116,452	4.14%
Total	\$ 2,809,605	100.00%

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 2015-16 and FY 2016-17 revenues at the time of this publication, are unknown. Estimated Proposition 172 revenues for FY 2016-17 are set forth in Table 12.

Table 12

Proposition 172 Allocation by Entity			
Entity	FY 2014-15	FY 2015-16	FY 2016-17
Fire District	\$ 2,607,735	\$ 2,714,110	\$ 2,809,605
911 Dispatch User Agencies	1,428,113	1,486,369	1,538,666
County Public Safety	26,737,477	27,803,780	28,936,158
Total	\$ 30,773,325	\$ 32,004,259	\$ 33,284,429

Shaded figures are estimated

Table 13 shows negotiated estimated County Public Safety Prop 172 funds allocation.

Table 13

Proposition 172 County Public Safety Allocations			
Department	FY 2014-15	FY 2015-16	FY 2016-17
Sheriff-Enforcement	\$ 6,089,363	\$ 6,333,012	\$ 6,589,686
Sheriff-Corrections	9,217,817	9,586,659	9,975,220
Probation	2,729,718	2,819,223	2,913,512
Probation-Juvenile Inst.	2,488,060	2,569,693	2,655,689
District Attorney	4,541,085	4,758,260	4,987,044
Emergency Communications	1,671,435	1,736,934	1,815,007
Total	\$ 26,737,478	\$ 27,803,781	\$ 28,936,158

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. As an agency in the California executive branch, CalPERS, manages pension and health benefits for California public employees, retirees, and their families. As of June 30, 2015, CalPERS has 1,204,621 active and inactive (no longer work for a CalPERS employer with service credit on account) members and 611,078 retirees, beneficiaries and survivors receiving a monthly allowance for a total membership of 1,815,699. As of February 25, 2016, CalPERS investment portfolio market value totaled \$279.2 billion.

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 agencies 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 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's 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. (Public safety employees were already paying in excess of the full employee share with the FY 2011-12 changes.)

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.

Table 14

Miscellaneous Plan Required Contributions				
Activity	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	\$ 22,190,176	\$ 21,870,569	\$ 21,954,535	\$ 23,803,060
Unfunded Liability Contribution	8,473,771	11,597,579	13,780,020	15,671,823
Total Employer Contribution	30,663,947	33,468,148	35,734,555	39,474,883
Annual Lump Sum Prepayment Option	29,574,937	32,279,548	34,465,465	38,072,958
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	7.91%	7.70%	7.90%	8.00%
Unfunded Rate	3.02%	4.08%	4.95%	5.26%
Total Employer Rate	10.93%	11.78%	12.85%	13.26%
Employee Contributions				
Employee Contributions	19,032,980	19,417,768	18,958,457	20,188,234
Employee Rate	6.78%	6.83%	6.82%	6.78%

For FY 2016-17, the total employer's contributions for Miscellaneous Plan employees has increased significantly by \$3,740,328, a 10.5% increase over the prior fiscal year. This represents an \$8,810,936 increase, at 28.7% within three years; an annual average increase of \$2,936,979. CalPERS projects that the current employer contribution rate (percentage of the County's payroll) of 13.257% will increase in FY 2017-18 to 14.1%.

Table 14 (continued)

Safety Plan Required Contributions				
Activity	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	\$ 8,768,474	\$ 8,166,583	\$ 8,000,123	\$ 9,391,521
Unfunded Liability Contribution	6,594,879	6,442,915	7,400,139	8,563,771
Total Employer Contribution	15,363,353	14,609,498	15,400,262	17,955,292
Annual Lump Sum Prepayment Option	14,817,733	14,090,651	14,853,332	17,317,621
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	16.53%	15.71%	15.68%	17.42%
Unfunded Rate	12.43%	12.39%	14.50%	15.89%
Total Employer Rate	28.96%	28.10%	30.18%	33.31%
Employee Contributions				
Employee Contributions	4,771,471	4,677,390	4,591,982	4,867,162
Employee Rate	9.00%	9.00%	9.00%	9.03%

For FY 2016-17, the employer contribution for Safety Plan employees has increased significantly, \$2,555,030 (16.6%) over the prior fiscal year. In the previous three years, the contribution for the safety plan had only slightly increased at an approximate rate of 0.2%. CalPERS projects that the current safety plan contribution rate of 33.312% will increase to 35.6% in FY 2017-18.

These fluctuations in the employer contribution rates for the County are representative of a recent change in methodology CalPERS utilized for determining the rates; and CalPERS has revised assumptions used to calculate contributions to reflect improved life expectancy among its membership.

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: (1) improve funding levels; (2) reduce rate volatility in large investment loss years; (3) improve transparency regarding the timing and impact of future rate changes; and (4) 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.²

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. limit 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 the following link:

<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 projects future pension requirements annually for the County and calculates the amount required to meet future pension payments.

On April 17, 2013, the CalPERS Board of Administration approved a recommendation to change the CalPERS amortization and rate smoothing policies. Beginning with the June 30, 2013 valuations that set the FY 2015-16 rates, CalPERS no longer uses an actuarial value of assets and has employed an amortization and smoothing policy that pays for all gains and losses over a fixed 30-year period with the increases or decreases in the rate spread directly over a 5-year period. Pursuant to that change, the Market Value of Assets (MVA) is used and not Actuarial Value of Assets (AVA), which means Unfunded Liability is measured on a MVA Basis and not an AVA Basis.

Table 15 has been updated to reflect the MVA Basis and shows that the County's unfunded liability for Miscellaneous Plan employees has decreased by \$35,453,884 from June 30, 2013 to June 30, 2014; and Safety Plan unfunded liability increased by \$1,067,193 for the same time period. According to the actuarial report from which this data is derived, one of the determining factors in unfunded liability is the relationship of the value of the assets to the gains realized.

[**Note:** For actuarial purposes, CalPERS projects the amounts provided in Table 15 based on the previous two years' data.]

² CalPERS Circular Letter No. 200-019-13, April 26, 2013

Table 15

Miscellaneous Plan				
Funded Status				
Measure	6/30/2011	6/30/2012	6/30/2013	6/30/2014
Present Value of Projected Benefits	1,462,823,182	1,547,676,564	1,596,718,131	1,760,005,273
Entry Age Normal Accrued Liability	1,169,818,464	1,257,304,491	1,311,213,862	1,449,315,448
Market Value of Assets	940,247,238	937,182,942	1,052,650,107	1,226,205,577
Unfunded Liability	\$229,571,226	\$320,121,549	\$258,563,755	\$223,109,871
Funded Ratio	80.4%	74.5%	80.3%	84.6%
Safety Plan				
Funded Status				
Measure	6/30/2011	6/30/2012	6/30/2013	6/30/2014
Present Value of Projected Benefits	549,542,955	553,295,588	575,583,369	651,300,079
Entry Age Normal Accrued Liability	444,376,014	456,414,934	482,245,287	538,595,638
Market Value of Assets	299,766,670	298,949,701	335,018,021	390,301,179
Unfunded Liability	\$144,609,344	\$157,465,233	\$147,227,266	\$148,294,459
Funded Ratio	67.5%	65.5%	69.5%	72.5%

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, 2015 was in the form of a year-end contribution in the amount of \$2,635,000. There were not any investment earnings realized for the same period with a loss of \$69,263; a significant decrease of \$2,211,502 below the previous years' earnings. The ending balance for the CERBT trust for the period ended June 30, 2015 is \$19,785,573. Table 16 reports the CERBT Annual Statements provided by CalPERS for the past four years.

Table 16

California Employers' Retiree Benefit Trust (CERBT)				
Description	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Beginning Balance	\$ 4,570,228	\$ 8,057,240	\$ 12,055,891	\$ 17,237,262
Contribution	\$ 3,348,000	\$ 3,063,000	\$ 3,057,000	\$ 2,635,000
Investment Earnings	\$ 112,557	\$ 948,817	\$ 2,142,239	\$ (69,263)
Administrative Expenses	\$ (5,545)	\$ (13,166)	\$ (17,868)	\$ (17,427)
Other	\$ 32,000	\$ -	\$ -	\$ -
Ending Balance	\$ 8,057,240	\$ 12,055,891	\$ 17,237,262	\$ 19,785,573

Table 17

OPEB Obligations and Asset Valuation				
Description	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Actuarial Accrued Liability	\$ 31,719	\$ 31,719	\$ 36,655	\$ 36,655
Actuarial Value of Assets	\$ 4,434	\$ 4,434	\$ 11,839	\$ 11,839
Unfunded Actuarial Accrued Liability	\$ 27,299	\$ 27,299	\$ 24,816	\$ 24,816

Amounts in thousands

Source Information: FY 2013-14 and FY 2014-15 CAFR, Note 11

As indicated in Table 17, based on an actuarial valuations, shows that the unfunded accrued liability for the County's OPEB obligations, asset valuation, and unfunded liability remained flat for FY 2011-12

and FY 2012-13; FY 2013-14 saw liability increase by 15.6%, asset valuations increase by 167% and unfunded liability decreased by -9.1%. FY 2014-15 remained flat. The valuations are based on an actuarial valuation as of June 30, 2015, the plan's most recent actuarial valuation date.

Workers' 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) functioning as 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 Risk Management which is part of the Office of 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.³

On January 27, 2015, the contract was amended effective October 1, 2014 through September 30, 2015 with a provision for an extension of up to an additional one (1) year extension; subject to the County Risk Manager's prior written approval with a not to exceed 3% increase clause. The County Risk Manager exercised the clause for another one (1) year extension through September 30, 2016.⁴

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 2.54%. Premiums are charged by the internal service funds using various allocation methods that include actual costs, trends in claims experience, and number of participants.

³ See August 23, 2011 Board Report
<http://publicagendas.co.monterey.ca.us/>

⁴ See January 27, 2015 Board Report
<http://publicagendas.co.monterey.ca.us/>

Historically, the County's Comprehensive Annual Financial Report (CAFR) has been used to report the Workers' Compensation ISF net position. Commencing with the FY 2015-16 Recommended Budget Book, the Actuarial review of the County's Self-Insured Workers' Compensation Program is now used. Bickmore in its review, dated September 23, 2015, estimated the ultimate cost of claims and expenses for claims incurred during the FY 2015-16 and FY 2016-17 program years to be \$12,452,000 and \$12,798,000, respectively. These amounts include Allocated Loss Adjustment Expenses (ALAE) {direct cost associated with the defense of individual claims; such as legal and investigation fees and court charges}; Unallocated Loss Adjustment Expenses (ULAE) {cost to administer all claims to final settlement, which may be years in the future; such as claims adjusters' salaries and taxes}; and a discount for anticipated investment income (based on the likely payout pattern of the County's claims, assuming a 2.5% return on investments per year). For budgeting purposes, the expected costs for FY 2015-16 and FY 2016-17 claims translate to rates of \$3.64 and \$3.74 per \$100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be \$60,664,000 and \$62,859,000 as of June 30, 2015 and June 30, 2016, respectively, which includes ALAE and ULAE and discounted for anticipated investment income. As of June 30, 2015, the estimated program assets of \$66,900,000 render the program funded between the 70% and 75% Confidence Levels.

FY 2016-17 is based on the Marginally Acceptable 70% Confidence Level for a five year funding plan to bring program assets back to the desired confidence level by June 30, 2021, resulting in \$16,872,000 FY 2016-17 of County total contributions. This is a \$1,039,000 increase over FY 2015-16 total contributions of \$15,833,000, which includes \$13,963,000 for claims and loss adjustment expenses, and \$2,958,000 for non-claims related expenses with a credit of \$234,000 towards the June 30, 2016 funding to reflect the surplus funded position.

Table 18 indicates Bickmore's Monterey County funding recommendation reduction of \$234,000 for FY 2016-17, given the program's projected funding level as of June 30, 2016. The funding position is a result of the Board of Supervisors approved 10-year plan to fund

the deficit in FY 2004-05. Prior to the Board's plan, the County was on a pay-as-you-go basis which caused deficits in the fund. In FY 2010-11, due to budget constraints, the County postponed the deficit funding plan; however, the County has since reinstated the funding plan resulting in the continued deficit reductions over the past three fiscal years.

General Liability

General Liability insurance is part of the County's general insurance system of risk financing for the risks of liabilities imposed by lawsuits and similar claims. It protects the County in the event it is sued by 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.

Similarly as was the case with Workers' Compensation, the County's Comprehensive Annual Financial Report (CAFR) had been used to report the General Liability Internal Service Fund (ISF) net position. Commencing with the FY 2015-16 Recommended Budget Book, the Actuarial review of the County's Self-Insured General Liability Program is used. The Bickmore September 23, 2015 review estimated the ultimate cost of claims and expenses for claims incurred during the FY 2015-16 and FY 2016-17 program years to be \$4,015,000 and \$4,168,000, respectively. These amounts include Allocated Loss Adjustment Expenses (ALAE) {direct cost associated with the defense of individual claims; such as legal and investigation fees and court charges}; Unallocated Loss Adjustment Expenses (ULAE) {cost to administer all claims to final settlement, which may be years in the future; such as claims adjusters' salaries and taxes}; and a discount for anticipated investment income (based on the likely payout pattern of the County's claims, assuming a 2.5% return on investments per year). For budgeting purposes, the expected costs for FY 2015-16 and FY 2016-17 claims translate to rates of \$1.17 and \$1.22 per \$100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be \$7,475,000 and \$7,714,000 as of June 30, 2015 and June 30, 2016, respectively, which includes ALAE and ULA and discounted for anticipated investment income. As of June 30, 2015,

the estimated program assets of \$3,739,000 render the program funded below the expected confidence level.

Based on the Marginally Acceptable 70% Confidence Level, Brickmore recommended the County implement a three year funding plan to bring program assets back to the desired confidence level by June 30, 2019. Under this plan, the County funds the value of each prospective year's claims costs; but in addition, will need to collect an amortized portion of the projected deficit as of June 30, 2016. To achieve funding at the 70% Confidence Level as of June 30, 2019, the County's FY 2016-17 contribution is \$8,631,000 including \$4,918,000 for claims and loss adjustment expenses, \$2,978,000 for non-claims related expenses, and \$735,000 towards the June 30, 2016 deficit.

Table 18, reflects Brickmore's FY 2015-16 conclusion regarding the County's liability for unpaid loss and loss adjustment expenses (LAE) at June 30, 2016 to meet the Marginally Acceptable 70% Confidence Level to have a deficit of \$2,151,000. The County settled for a \$15,500,000 Notes Payable in Fiscal Year 2007-08 from its Lakes Resort which caused the deficit in the fund. According to the FY 2010-11 CAFR (Note to Financial Statements #23) the Note amount with interest was approved to be paid in full by the County Board over 15 years; however, the fund experienced a deficit five years previously when the County was on a pay-as-you-go basis.

The County approved a 5-year plan to fund the deficit in FY 2004-05. The original 5-year funding plan was successfully completed. The payment of the Lake Resort's liability is correcting the deficit. However, the current year net operating loss from increase in claims caused the deficit to increase. The average cost or severity of claims has dramatically increased.

Table 18

General Liabilities (Surplus)/Deficit			
Description	June 2014	June 2015	June 2016
General Liability (Fund 475)	\$ 6,800,000	\$ 5,925,000	\$ 2,151,000
Workers' Comp (Fund 476)	\$ 3,344,000	\$ (796,000)	\$ (234,000)

Even with meeting Brickmore's recommendation, the Countywide General Liability Recoverable Insurance departmental allocation charges for FY 2016-17 decreased from a cost of \$9,690,000 in FY 2015-16 to \$8,631,000; which is a decrease of \$1,059,000, an

approximately 10.9% decrease. This is a reversal to increases experienced between FY 2013-14 and FY 2014-15 and FY 2014-15 and FY 2015-16. However, the County Risk Manager is seeking the Board of Supervisors to increase the target confidence level to 80%. If the Board changes the policy, an increase is envisioned for FY 2017-18.

Vacation Accruals

Employee's 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.

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, 2015 is \$25,849,099. This is a \$2,431,190 decrease to the prior year's liability of \$28,280,289. In FY 2010-11, \$3,232,792 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 2015 indicates a net of \$5,288,573 was contributed to lower the unused balance in unfunded liability for separating employees.

Table 19

Vacation Accruals (Governmental Activities)				
Description	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Unfunded				
Liability	\$ 29,819,227	\$ 30,682,245	\$ 32,845,309	\$ 35,702,692
Reserve	\$ 5,745,020	\$ 4,945,020	\$ 4,565,020	\$ 9,853,593
Total	\$ 24,074,207	\$ 25,737,225	\$ 28,280,289	\$ 25,849,099

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

⁵ June 30, 2011 CAFR, Note 10, June 30, 2012 CAFR

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 (excludes the 2015 COP, which wasn't included in the FY 2014-15 Comprehensive Annual Financial Report).

Table 20

County Long-term Debt Obligations (Governmental Activities)				
Description	June 2012	June 2013	June 2014	June 2015
COPs	125,375,000	121,395,000	117,215,000	112,840,000
COP NGEN	8,009,741	7,475,145	6,919,432	6,341,768
Capital Leases/Notes/Bonds/Loans NMC (COPs & Leases)	74,455,592	70,681,446	67,071,264	64,093,964
	63,890,000	61,070,000	58,130,000	55,055,000
Liabilities	\$271,730,333	\$260,621,591	\$249,335,696	\$238,330,732

In September 2010, the County refinanced the 1998 Natividad Medical Center (NMC) 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; and the County financing of the Next Generation Radio Project (NGEN). NGEN is in response to a Federal Communications Commission mandate requiring

⁶ <http://www.in.co.monterey.ca.us/auditor/pdfs/MoCo-Public-Finance-Policy.pdf>

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.

Table 21

Annual Debt Service				
Debt	Payment Due	FY 2014-15	FY 2015-16	FY 2016-17
NMC Portion-2007 COP	August	\$ 146,915	\$ 140,815	\$ 133,727
	Principal	\$ 305,000	\$ 315,000	\$ 330,000
	February	\$ 140,815	\$ 133,727	\$ 125,478
Total (Interest & Principal)		\$ 592,730	\$ 589,542	\$ 589,205
2010 NMC Refunding	August	\$ 334,828	\$ 334,128	\$ 333,428
	Principal	\$ 70,000	\$ 70,000	\$ 75,000
	February	\$ 334,128	\$ 333,428	\$ 332,303
Total (Interest & Principal)		\$ 738,956	\$ 737,556	\$ 740,731
2009 NMC Refunding	August	\$ 846,706	\$ 779,206	\$ 708,331
	Principal	\$ 2,700,000	\$ 2,835,000	\$ 2,985,000
	February	\$ 779,206	\$ 708,331	\$ 633,706
Total (Interest & Principal)		\$ 4,325,913	\$ 4,322,538	\$ 4,327,038
County Portion-2007 COP	August	\$ 2,668,348	\$ 2,580,848	\$ 2,478,361
	Principal	\$ 4,375,000	\$ 4,555,000	\$ 4,780,000
	February	\$ 2,580,848	\$ 2,478,361	\$ 2,358,860
Total (Interest & Principal)		\$ 9,624,195	\$ 9,614,208	\$ 9,617,221
2015 COP	August			\$ 1,094,522
	Principal			\$ 750,000
	February		\$ 1,270,862	\$ 1,083,272
Total (Interest & Principal)			\$ 1,270,862	\$ 2,927,794
NGEN County Portion *		\$ 324,821	\$ 346,680	\$ 281,517
Total County Annual Debt Service		\$ 15,606,615	\$ 16,881,385	\$ 18,483,504

* NGEN obligation changes annually based on Emergency Communication's calculation as to each MOU participant's obligation.

Shaded area represents 2015 COP had not been implemented

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 an increase of \$1,602,119 principal and interest obligations in FY 2014-17 as compared to the prior fiscal year, a 9.5% increase. The increase was due to the County's 2015 Certificate of Participation (COP) issuance in the amount of \$52,000,000.

With the acquisition of the Schilling Property during FY 2015, its purchased poised the County to begin the process of optimizing usage of County facilities while incorporating plans to reuse unoccupied County facilities. Several projects were combined: (1) the 1441 Schilling Place Tenant Improvement Project with the Administration Building Tenant Improvement Project; (2) the East and West Wing Tennant Improvement Project; and (3) the Government Center Modular Removal Project all combined into one master project package plan, the Monterey County Facilities Utilization Project. The combined projects are budgeted and scheduled under the Monterey County Facilities Utilization Project, which provides oversight to enhance long term infrastructure and centralization efficiencies; while balancing facility space needs at 1441 Schilling Place, the Administration Building, the East and West Wings, and eliminating the need for modular buildings.

In FY 2015-16, Fiscal Years 2014-15 and 2014-2015, NGEN County's portion of debt was recalculated and is lower than previously reported.

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 an annual State-provided subvention to local governments, which functions as a stable and predictable revenue stream. 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 Contracts Estimated County Tax Loss				
Description	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Total				
Contracts	597	600	603	612
Base Value	1,750,020,845	1,863,931,679	1,991,414,103	2,141,065,187
WA-Assessed Value	1,427,376,981	1,467,467,493	1,575,947,040	598,430,666
WA Net Value				
Loss	322,643,864	396,464,186	742,176,808	701,436,648
Net Tax Loss	3,226,439	3,964,642	7,421,768	7,014,366
County Portion of Tax Loss	\$ 451,701	\$ 555,050	\$ 1,039,048	\$ 982,011

Shaded areas are estimated

GFC Contributions to the Library Fund (003)

The County has historically supplemented the Library Fund (Fund 003) with General Fund Contributions (GFC). While this figure has fluctuated, Table 23 provides an eleven fiscal year history of the annual contributions made to the Library Fund.

Table 23

GFC Contribution Library	
Fiscal Year	Amount
FY 2006-07	\$ 239,497
FY 2007-08	\$ 239,497
FY 2008-09	\$ 239,497
FY 2009-10	\$ 179,622
FY 2010-11	\$ 179,622
FY 2011-12	\$ 179,622
FY 2012-13	\$ 179,622
FY 2013-14	\$ 179,622
FY 2014-15	\$ 179,622
FY 2015-16	\$ 179,622
FY 2016-17	\$ 179,622

The County is continuing this practice and has set the FY 2016-17 contributions to the Library at \$179,622. This amount has been contributed for the last seven 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 \$1,577,000 for a total contribution of \$3,577,000; however, \$3,511,000 was paid. The FY 2013-14 contributions were calculated using the FY 2012-13 year end estimated TOT.

February 2014, the Board approved the following percentage formula providing an annual increase to eventually lead to a TOT rate capitation of 25%: FY 2013-14 (20%), FY 2014-15 (21%), FY 2015-16 (22%), FY 2016-17 (23%), FY 2017-18 (24%) and FY 2018-19 (25%). Though the Financial Policy is silent on the issue, the percent of TOT contributions to the Road Fund is based on the two year's prior audited TOT numbers contained in the CAFR. Therefore, the 23% contribution to the Road Fund is calculated on the FY 2014-15 TOT (\$21,479,840) for a FY 2015-17 contribution of \$4,940,363. 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)				
% Applied	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
20%	3,511,000			
21%		3,768,551		
22%			4,373,877	
23%				4,940,363

FY 2014 was based on an estimated FY 2012-13 TOT Revenue .

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) had 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 earmark 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 since many in this population would become eligible for coverage through Medi-Cal or the Exchange, where Californians can get brand-name health insurance with federal premium assistance. 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.

In consideration of the Medi-Cal expansion for MIA adults, effective January 1, 2014 Assembly Bill 85 (AB 85), as modified by Senate Bill 98, reduced California counties' Health Realignment funds by an average of 60% (including maintenance of effort payments). 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

Monterey County Realignment Dollars Received by Fiscal Year			
Fiscal Year	Sales Tax Realignment	Vehicle License Fees	Total Realignment Dollars
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

⁷California State Controller's Office, Health and Welfare Realignment Allocation data available at http://www.sco.ca.gov/ard_payments_realign.html

Center is the designated county hospital for Monterey County, the AB 85 options were: 1) Percentage approach: accept a reduction of 60% in realignment funds, including \$3.3 million in annual maintenance of effort payments (percentage approach); or 2) Formula approach: utilize a formula to show a lesser reduction would be appropriate. The second option was based on historical costs for providing uninsured programs.

The Board of Supervisors chose the formula approach, selecting the optimum AB 85 choice in reducing realignment dollars. Natividad Medical Center and the Health Department provided historical data to the State's Department of Health Care Services (DHCS) to 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 (CAAO) of the Budget and Analysis Division submitted a subsequent series of historical documentation to the State for re-evaluating the formula resulting in the reduction of County realignment funds. The second submission resulted in a re-determination by the State placing only 51.19% of Monterey County's realignment dollars at risk for redirection (approximately \$5.1 million).

Table 26 shows as of April 18, 2014, the State's overall determination of funds at risk for all of the Public Hospital Counties in California for redirection. 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

State Percentage Determination Public Hospital Counties Funds at Risk	
County	Health Realignment Indigent Care %
Monterey	51.19%
San Francisco	57.36%
San Bernadino	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%

The term "1991 Realignment" refers to a fiscal arrangement between the State and counties that dedicate portions of Vehicle License Fees (VLF) and Sales Tax revenues to Health, Mental Health and Social Services programs. Services provided directly by the County include: collection, tabulation, and analysis of Public Health statistics; health education programs; communicable disease control; maternal and child health; environmental health; Public Health laboratory; nutrition; chronic disease; social factors affecting health; occupational health; family planning; nursing; child health screening; disabled children; jail health and ambulance services.

The FY 2016-17 Recommended Budget utilizes the funding as follows: Debt Service Health Building (\$500,000); Sexual Assault Response Team (\$190,000); Policy Health Programs and Services (\$5,302,595); Inmate Medical Care (\$3,573,175) and other related programs (\$2,329,674). This is an approximately \$762,708 reduction from FY 2015-16 and the Clinics Tuberculosis (TB) Program doesn't have a separate allocation.

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

Capital Improvement Program (CIP) Five-Year Plan

FY 2016-17 through 2020-21

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, major assessments 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 is developed annually as part of the County budget process. The Resource Management Agency (RMA) 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. The five-year CIP development process is used to capture the key components for recommendations on setting project priorities and schedules, and identifying funding requirements and available financing sources.

Project details and recommendations are reviewed by the Executive Advisory Team, including the Assistant County Administrative Officer, Budget and Analysis, the RMA Director, and RMA Finance. The final recommended CIP is presented to the Capital Improvement Committee (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 Budget Committee (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.

Completion of a comprehensive CIP has been a work in progress due to a number of changes in staffing for RMA leadership over the past few years. The RMA is finalizing the draft Five-Year CIP for presentation to the Board’s CIC and BC, followed by consideration of the Board of Supervisors by June 30, 2016. Ideally the 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.

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 2016-17 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 2016-17 General Fund Capital Budget

The CIP 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 administers capital projects with an estimated value in excess of \$318.0 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 94 fully funded and 10 partially funded capital projects. The CIP also includes a list of future needs which County departments have identified as a priority; however, due to funding constraints cannot be funded at this time. This list is comprised of 92 projects with an unfunded need of \$159.0 million. 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 Projects (Fund 404). The Enterprise Resource Planning Project (Fund 403) was established to track

the upgrade of the CGI Technologies Advantage System. 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 8173 - Architectural Services. The FY 2016-17 Recommended Budget for Fund 401 is \$7,734,342. Recommended Facilities Maintenance Projects for FY 2016-17 are listed in the following table:

Project Title	Project Cost FY 2016-17
Scheduled Maintenance:	
855 E. Laurel Drive miscellaneous electrical repair	537,600
Correctional Facility HVAC repairs	23,678
1410 Natividad - Jail Buildings A, B, C, & D Roof Repairs	86,400
168 W. Alisal Room 1022 Replace 2 AC units & Install 3rd Unit	211,020
1590 Moffet Street - IT Reroof	476,358
1414 Natividad - Public Safety Building Repair/Replace 58 Variable Air Volume (VAV) Box Controls, Actuators & BMS	112,500
1200 Aguajito - Monterey Courthouse replace generator	247,138
168 W Alisal Northwest Stairwell replace 3 doors with fire rated doors	21,700
315 El Camino Real Greenfield Library Enterprise Building Interface Project	48,050
Unscheduled Maintenance	430,675
Nuisance Abatement Revolving Fund	200,000
1494 Daycare Remediation and Repair	37,052
855 E. Laurel Bldg A - Equipment and Stormwater Management Canopy	367,085
San Lucas Branch Library	748,347
Cayetano Park Improvements	256,225
Facilities Security Assessments	250,000
ADA Improvements Phase III	200,000
Energy Efficiency Measures Phase II	100,000
Energy Efficiency Measures Phase III	1,000,000
Operating Transfer Out - Real Property	419,899
Youth Center Roof Repairs	307,000
Schilling Place M&O and Utilities	1,468,000
ITD HVAC	185,615
Fund 401 Total:	\$ 7,734,342

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 with related staff time for work that includes but is not limited to: 855 East Laurel Drive/misc. electrical equipment repairs (\$537,600); Correctional Facility/HVAC repairs (\$23,678); 1410 Natividad Jail Buildings roof repairs (\$86,400); 1590 Moffett Street: ITD reroof (\$476,358); 1414 Natividad/Public Safety Building controls (\$112,500); 1200 Aguajito/generator

(\$247,138); 168 West Alisal/stairwell safety improvement (\$21,700); 315 El Camino Road/Greenfield Library EBI (\$48,050).

Total FY 2016-17 Budget: \$1,764,444
Est. Project Completion Date: 6/30/2017
Total Project Costs: N/A
O&M Impacts: 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 2016-17 Budget: \$430,675
Est. Project Completion Date: 6/30/2017
Total Project Costs: N/A
O&M Impacts: NONE

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 2016-17 Budget: \$200,000
Est. Project Completion: Annual Recurring
Total Project Costs: N/A
O&M Impacts: NONE

1494 Daycare Remediation and Repair:

Remove and replace in-kind insulation, wood window sills, door trims, wood shelving, laminate countertops, hoses, P-trap drains, wraps, linoleum, floor base, VCT floor tiles, outdoor floor pads and paint.

Total FY 2016-17 Cost: \$37,052
Est. Project Completion: 6/30/17
Total Project Costs: \$100,000
O&M Impacts: NONE

855 E. Laurel Bldg A – Equipment and Stormwater Management Canopy:

The 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 2016-17 Cost: \$367,085
Est. Project Completion: 6/30/2017
Total Project Costs: \$436,960
O&M Impacts: NONE

San Lucas Library:

The San Lucas Branch Library project scope includes the purchase of the existing .26-acre Library site; removal of existing buildings; construction of a new, approximately

1,200-s.f. building, including a solar photovoltaic system, construction of two outdoor trellis patio covers for outdoor programming, the design and implementation of Leadership in Energy and Environmental Design (LEED) upgrades for LEED Silver certification; and the purchase of furniture, computers, supplies, and Library materials as needed to serve the community. The project also includes required soil remediation which was identified through the Phase II Environmental Site Assessment (ESA).

Total FY 2016-17 Cost: \$748,347
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$1,648,636
O&M Impacts: TBD Pending Design/other factors

Cayetano Park Improvements:

The project will design and install new playground improvements that meet all applicable local, state and federal regulations. The park will reopen to serve residents of the community of Pajaro.

Total FY 2016-17 Cost: \$256,225
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$256,225
O&M Impacts: TBD Pending Design/other factors

Facilities Security Assessments:

This project is to conduct a countywide assessment of facilities for Vulnerability and Physical Safety by licensed professionals. The assessment will include comprehensive inspection and evaluation of building and facility conditions at County-owned and leased locations. A final report will contain value estimates to improve physical safety or reduce/eliminate vulnerability with a compilation of value estimates to remediate these conditions on a phased implementation basis.

Total FY 2016-17 Cost: \$250,000
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$250,000
O&M Impacts: NONE

ADA Improvements- Phase III:

This project is scheduled for year two of the five-year program for Americans with Disabilities Act (ADA) improvements identified in a comprehensive ADA facility master plan. Phase III's focus is on upgrades at 1200 Aguajito Rd., Monterey (Monterey Courthouse). Superior Court of California, County of Monterey, will fund 50.14% of this phase's project costs.

Total FY 2016-17 Cost: \$200,000
Est. Project Completion Date: Annual Recurring
Total Project Costs: N/A
O&M Impacts: NONE

Energy Efficiency Measures – Phase II:

Completing the projects that carried over from the prior fiscal year which included the replacement of five rooftop packaged Heating Ventilation Air Conditioning (HVAC) units at the Public Safety Building (1414 Natividad Rd., Salinas) and replacement of three rooftop packaged HVAC units which serve the Coroner's area at the Public Safety Building.

Total FY 2016-17 Cost: \$100,000

Est. Project Completion Date: Annual Recurring

Total Project Costs: \$1,000,000

O&M Impacts: Positive cost avoidance

Energy Efficiency Measures – Phase III:

New Jail: Replace ACU-1 (10 ton capacity) and install Building Management System (BMS); Youth Center: Replace 4 packaged AC units (1 @ 6 tons, 1 @ 2 tons, and 2 @ 4 tons) and install BMS; Animal Shelter: Replace propane fired hot water heaters (3 at 100 gallons each) with condensing units.

Total FY 2016-17 Cost: \$1,000,000
Est. Project Completion Date: Annual Recurring
Total Project Costs: \$1,000,000
O&M Impacts: Positive cost avoidance

Youth Center Roof Repairs:

Maintenance and repairs of existing roof: Project includes cleaning existing roof, drains and inlets, repairing, patching and sealing; visual roof tears; mechanical and plumbing penetrations; coping metal and counter flashing at joints; and roof mounted duck work at joints.

Total FY 2016-17 Cost: \$307,000
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$307,000
O&M Impacts: NONE

Schilling M&O plus Utilities:

Fund 401 is providing the funding for the maintenance and operating costs, including utilities for the Schilling Place complex in FY 2016-17. It is anticipated that in the following fiscal year, these costs will be reported under the normal operating budgets as the tenant improvements will be completed and the complex should be fully occupied.

Total FY 2016-17 Cost: \$1,468,000
Est. Project Completion Date: Annual Recurring
Total Project Costs: N/A
O&M Impacts: NONE

Information Technology Department HVAC:

Remove and replace existing AC Unit 6 in kind, Liebert Model #DH290AUAOO, 22 Ton and modify and replace raised flooring paneling and supports.

Total FY 2016-17 Cost: \$185,615
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$296,000
O&M Impacts: NONE

Fund 402:

Capital Projects Overview

Capital Projects (Fund 402) was established to track funding for the construction of County facilities. The FY 2016-17 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 8173 - Architectural Services. The Fund 402 Recommended Budget for FY 2016-17 includes an appropriation total of \$4,647,072. Fund 402 FY 2016-17 Recommended Budget includes the following:

Project Title	Project Cost FY 2016-17
Ag Commissioner - King City Renovation	403,812
CIP Administration	450,000
Jail Security Improvements	3,793,260
Fund 402 Total:	4,647,072

King City Renovation/Addition – Ag Commissioner:

Provide updated facilities and a site that may functionally support a Public Works corporate yard, Agricultural Commissioner South County office, and other County offices currently located in the vicinity.

Total FY 2016-17 Cost: \$403,812
Est. Project Completion Date: 6/30/2020
Total Project Costs: \$7,037,718
O&M Impacts: NONE

CIP Administration:

This funds investigative reviews and analysis of potential projects and special requests initiated by the County Administrative Office or Board of Supervisors 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 2016-17 through FY 2020-21 will be presented to the CIC, BC, and the Board by June 30, 2016.

Total FY 2016-17 Cost: \$450,000
Est. Project Completion Date: Annual Recurring
Total Project Costs: N/A
O&M Impacts: NONE

Jail Security Improvements:

The project will evaluate, recommend, and implement security best practices that include suicide prevention through reduction of hanging points in existing cells and inmate common areas, design and construction of ADA improvements in selected housing units, and replacement of outdated nonoperational camera surveillance system currently installed at the Monterey County Jail.

Total FY 2016-17 Cost: \$3,793,260
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$4,864,456
O&M Impacts: NONE

Fund 403:

Enterprise Resource Planning Project:

The Enterprise Resource Planning (ERP) Project for FY 2016-17 initially recommended a budget for \$7,705,026. During FY 2015-16, the County and CGI Consulting staff performed a comprehensive Needs Assessment, and initiated the Upgrade process. After assessing the County needs, CGI and the County determined that the Upgrade from 3.7 to 3.10 would require significant re-work of the ERP system to retain existing functionality, and to migrate that functionality into the Version 3.10 Upgrade. In FY 2016-17, County and CGI staff will implement re-work of the required 3.7 components, and continue the upgrade to version 3.10. As a result of the work identified during the Needs Assessment, the cost of work has increased the initially recommended budget, and the overall total project costs. The ERP fund includes appropriations for the upgrade of CGI Technologies Advantage Systems from version 3.7 to version 3.10.

Total FY 2016-17 Cost: \$11,132,807
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$15,099,108
O&M Impacts: TBD pending other factors

Fund 404:

Facilities Master Plan Projects

The Facilities Master Plan 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 8173 - Architectural Services. The FY 2016-17 Recommended Budget for Fund 404 is \$82,902,501. Recommended appropriations are sufficient to provide the funding necessary for work expected to be conducted on projects through the fiscal year. FY 2016-17 recommended Facilities Master Plan Implementation Projects include the following:

Project Title	Project Costs FY 2016-17
Las Lomas Streetlight Project	135,000
Las Lomas Storm Drainage	386,179
New Juvenile Hall	22,785,295
Jail Housing Addition	42,196,462
Facilities Utilization Plan - Schilling Place	205,500
Schilling Place Tenant Improvements	13,935,761
MCGC East West Wing Renovation	1,362,700
Administration Bldg - Tenant Improvements	943,650
1441 Schilling ADA Improvements	414,251
Carmel River Floodplain Restoration (CRFREE)	537,703
Fund 404 Total:	\$ 82,902,501

Las Lomas Lighting:

Implement contract with PG&E to install 112 new streetlights on existing utility poles throughout the community of Las Lomas. Assist community to create a lighting maintenance entity in FY 2016-17.

Total FY 2016-17 Cost: \$135,000
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$800,000
O&M Impacts: NONE

Las Lomas Drainage:

This project entails installation of a storm drain system along Las Lomas Drive, from Thomas Road to Sill Road, and areas north and south of Hall Road.

Total FY 2016-17 Cost: \$386,179
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$1,000,000
O&M Impacts: NONE

New Juvenile Hall:

The new campus-style 120-bed replacement Juvenile Hall will include new administration office space, visiting room, vehicle sally port, central control room, classrooms, kitchen & dining, laundry space, and warehouse/maintenance services. Construction documents were completed and submitted to the State Public Works Board for approval to go out to bid in December 2015. Notice to Proceed is anticipated to be issued in May 2016.

Total FY 2016-17 Cost: \$22,785,295
Est. Project Completion Date: 6/30/2019
Total Project Costs: \$52,791,824
O&M Impacts: TBD pending design/other factors

Jail Housing Addition:

The project consists of a new addition to the existing Monterey County Adult Jail. The project consist of 576 new beds, dayroom, visiting room, program space, outdoor exercise area, central control room, and new administration office space. Construction documents were completed and submitted to the State Public Works Board for approval to go out to bid in February 2016. Notice to Proceed is scheduled to be issued in June 2016.

Total FY 2016-17 Cost: \$42,196,462
Est. Project Completion Date: 6/30/2019
Total Project Costs: \$88,900,000
O&M Impacts: TBD pending design/other factors

Schilling Facilities Utilization Program:

This project includes the employee and consultant costs associated with the space planning, needs assessments, moving costs, and planning for tenant improvements at the newly purchased Schilling Place facilities, as well as the vacated spaces at the existing County Administrative building at 168 West Alisal St., Salinas.

Total FY 2016-17 Cost: \$205,500
Est. Project Completion Date: 6/30/2019
Total Project Costs: \$1,012,948
O&M Impacts: NONE

Schilling Place Tenant Improvements:

Schilling Place requires tenant improvements to bring the North and South buildings into functionality for the selected County tenants that will reside there.

Total FY 2016-17 Cost: \$13,935,761
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$16,000,000
O&M Impacts: NONE

MCGC East/West Wing Renovation:

The project is the complete renovation of the buildings which includes stripping the building down to the concrete frame to allow for new interior partitions, doors/windows, restrooms, roof, and all building systems to be re-built. Historic interior elements will be preserved and re-installed. The exterior will be cleaned. Site improvements to the courtyard and surrounding streetscape will be done, bringing the site into ADA compliance. Upon completion and occupancy, the modular buildings on the North lawn of the Government Center will be removed and the area returned to a park-like setting.

Total FY 2016-17 Cost: \$1,362,700
Est. Project Completion Date: 6/30/2019
Total Project Costs: \$36,000,000
O&M Impacts: NONE

Administration Building – Tenant Improvements:

Renovation of the second floor in the Administration Building will occur to accommodate the relocation of the Public Defender after the Resource Management Agency relocates to 1441 Schilling Place.

Total FY 2016-17 Cost: \$943,650
Est. Project Completion Date: 6/30/2018
Total Project Costs: \$7,469,963
O&M Impacts: NONE

1441 Schilling ADA Improvements:

ADA improvements will be installed both outside and inside the existing North and South buildings of the Schilling complex.

Total FY 2016-17 Cost: \$414,251
Est. Project Completion Date: 6/30/2017
Total Project Costs: \$414,251
O&M Impacts: NONE

Carmel River Floodplain Restoration (CRFREE):

Restoration of the former Odello farm fields south of the Carmel River and east of Highway 1, including levee removal, floodplain and habitat restoration, construction of an approximately 350' long causeway to replace a portion of the Highway 1 embankment, and transition grading into and potential expansion of the South Arm of the Carmel River Lagoon.

Total FY 2016-17 Cost: \$537,703
Est. Project Completion Date: 6/30/2019
Total Project Costs: \$23,371,087
O&M Impacts: NONE

Natividad Medical Center (NMC)**Four-Year Plan****FY 2016-17 through FY 2019-20**

The Natividad Medical Center (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 anticipated expenditures. It is this information that is crucial for the development of each fiscal year's capital budget plan. Internally, capital projects are reviewed and approved by the NMC Finance Committee (acting as NMC's Capital Improvement Committee), and submitted for approval by NMC's Board of Trustees. Upon internal approval, the capital projects are presented to the Capital Improvement Committee (CIC), Budget Committee (BC) and Board of Supervisors (BOS) for review, support and in the case of the BOS, for approval.

The operating budget complements the capital budget by identifying and incorporating the funds associated with the construction of capital infrastructure and purchase of capital equipment to capture the full fiscal impact of a capital project.

Fund 451 Capital Budget Summary

Natividad Medical Center (NMC) does annual updates of its Four-Year Capital Expenditure Plan and capital projects are budgeted annually as part of their overall budget; budgeted either as Buildings and Improvements or Equipment. Equipment includes Information Technology projects, and planned Medical Equipment.

During Fiscal Year (FY) 2011-12, the BOS 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 their Information Technology projects (IT) for BOS CIC, review, support and prioritization; which is pending.

Commencing with the FY 2016-17 Recommended Budget, NMC will utilize Fund 404-Facilities Master Plan Implementation, a County Capital Project Fund, to hold funds for Board approved capital projects greater than \$100,000 in cost. As capital projects' expenditures are incurred by NMC, the capital project funds are transferred to NMC's Fund 451. This budgetary control prevents commingling of operational and capital funds; and ensures approved capital projects' funding is available to complete the Board approved projects.

During the June 2016 Budget Hearings for FY 2016-17, a recommendation to transfer \$27,062,469 from Fund 451 to Fund 404 will be included as part of the Recommended Budget. The transferred funds represent projects greater than \$100,000 for building and improvement, information technology, medical and other equipment. Included in the recommendation is an appropriations increase in Fund 404 for those respective projects in the amount of \$17,050,513, where building and improvements will consist of \$9,363,702.

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 (BOS). NMC provides quarterly reports to the CIC and BC.

FY 2015-16 completed project performance (*as of February 2016*):

Acute Rehab Unit/Medsurg 2:

This project was a comprehensive remodel that included refurbishing all patient rooms in the Acute Rehab Unit/Medsurg 2. The rooms have not been refreshed since they were constructed in 1999. The rooms have new flooring, wallpaper removed and replaced with paint, new casework, new tiles in the restrooms, solid surface sinks, new cubicle curtains, and wall protection behind the patient beds. The patient rooms and the corridors of the unit were refreshed with paint, wall protection, and new flooring; and the nurses' stations were replaced. This was a two year project that began in FY 2015.

Est. Project Completion Date: June 2016

Total Project Cost: \$2,676,384

O&M: None

Emergency Department (ER) Rapid Medical Evaluation (RME) Remodel Project:

The RME is located on the First Floor in Building 500, within the Emergency Department. There were two key focus areas for the remodel: (1) In the event a patient is seriously ill, provide the opportunity to visually monitor the waiting room; and (2) add an additional two triage areas to increase capacity and reduce patient wait time.

Est. Project Completion Date: June 2016

Total Project Cost: \$337,700

O&M: None

The FY 2016-17 Recommended Budget for Buildings and Improvements is \$9,607,140. The following projects are the Recommended Capital Projects greater than \$100,000.

Project Title	FY 2016-17 Budget
Radiology Modernization Project (B16-2016-059)	\$ 6,145,956
Pharmacy Remodel (B16-2016-129)	860,000
Parking Lots & Roadwork-General (B16-2016-085)	770,625
Interior Design Upgrades-Building Wide (B16-2016-069)	518,750
Cooling Tower Replacement (B16-2016-060)	279,310
Replace Boilers (B16-2016-095)	277,485
MOB Buildout- Floor One (B16-2016-093)	267,500
Building 400-Mechanical Upgrade (B16-2016-196)	195,000
Security Department Relocation (B16-2016-197)	27,829
Water Softener Installation (B16-2016-100)	21,247
Fund 451 NMC Total	\$ 9,363,702

NMC may modify their Capital Budget during FY 2016-17 as capital projects and funding dictate.

FY 2016-17 estimated project performance (*as of February 2016*):

Radiology Modernization:

The Diagnostic Imaging Department is located on the First Floor in Building 500 and requires total renovation. The renovation is a multi-phase approach, which includes replacing obsolescent medical equipment; such as Computer Tomography (CT) and Magnetic Resonance Imaging (MRI). FY 2013-14 was Phase One-Imaging Department Modernization, replacing obsolescent X-Ray equipment with new digitally enhanced basic radiographic equipment. Phase Two is the addition of two new CT scanners (FY 2016 and FY 2017-Total: \$2,200,000), a new MRI (FY 2016 and FY 2017-Total: \$1,850,000), and new Angiography Equipment (FY 2016 and FY 2017-Total: \$1,400,000). The cost for architectural services and construction is budgeted at \$13,928,950, which does not include the equipment costs. The Security Department relocation is part of this project, where it allows an expansion in the area. The overall project is estimated to occur over a 24-36 month process with actual construction done in three phases to allow services to continue during the remodel. Expenditures through FY 2016 were estimated at \$1,637,038.

Total FY 2016-17 Cost: \$6,145,956
Est. Project Completion Date: June 2018
Total Project Cost: \$13,928,950
O&M: TBD

Pharmacy Remodel:

The Pharmacy Department is located on the First Floor in Building 580. The current intravenous (IV) compounding facility in the Pharmacy department does not meet new regulations for IV compounding. This project will update the facility to meet the new regulations by providing a new compounding room with a new non-hazardous anteroom and hazardous medication storage room. The facility develops IV medications that bypass the anti-infective defenses of the stomach and skin through introduction of the medication directly into the bloodstream. Facilities must be designed to prevent contamination. The Pharmacy remodel project will span two fiscal years. Expenditures through FY 2016 were estimated at \$340,000.

Total FY 2016-17 Cost: \$860,000
Est. Project Completion Date: June 2017
Total Project Cost: \$1,200,000
O&M: None

Parking Lots and Roadwork:

The medical campus roadways and parking lots require resurfacing and restriping. Restriping to allow additional parking spaces and resurfacing of the main roadway to improve the sub grade and foundation for the weight of the Monterey-Salinas buses. Other improvements, such as painting designated pedestrian areas, stop signs, handicapped

parking stalls, and curb paint are to be completed. The project is to span two fiscal years. Expenditures through FY 2016 were estimated at \$69,375.

Total FY 2016-17 Cost: \$770,625
Est. Project Completion Date: June 2017
Total Project Cost: \$840,000
O&M: 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. 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 other small project areas. The project is to span three years. Expenditures through FY 2016 were estimated at \$231,250.

Total FY 2016-17 Cost: \$518,750
Est. Project Completion Date: June 2018
Total Project Cost: \$1,250,000
O&M: None

Central Plant Equipment Upgrade-Cooling Tower Replacement:

The Central Plant is located on the Third Floor of Building 580 and provides all the utility functions to the Medical Center. The Central Plant contains heating hot water boilers; which provide hot water to heat ambient air temperature, cooling towers and chillers that lower the ambient air temperature of the air for the Heating Ventilation and Air Conditioning (HVAC) system. The existing conditions of the cooling towers have not allowed the hospital to provide adequate cooling and humidity control to the hospital. The existing cooling towers are only able to provide 50% of their required cooling capacity. Regulatory agencies require that relative humidity levels in an acute care hospital fall between 20% and 60%. FY 2014-15 was unseasonably warm, where the equipment was not able to adequately regulate relative humidity. As a result, an emergency was declared and a rented interim chiller (500 Ton) was brought in to assist in providing the cooling capacity and lower the chilled water temperature to ultimately decrease the relative humidity levels in the hospital. Having the interim chiller on site allows replacement of the cooling towers without disrupting patient care since the chiller can supply the hospital with antequated chilled water for cooling. The work is timely. Many of the systems are at the end of their useful life and need to be replaced in order to gain better efficiency and function performance, as well as lower maintenance costs. Expenditures through FY 2016 were estimated at \$972,784.

Total FY 2016-17 Cost: \$279,310
Est. Project Completion Date: June 2017
Total Project Cost: \$1,252,094
O&M: Anticipate lower utility costs, but has not been quantified to date

Central Plant Equipment Upgrade-Boilers Replacement:

The Central Plant is located on the Third Floor of Building 580 and provides all the utility functions to the Medical Center. The Central Plant contains heating hot water boilers; which provide hot water to heat ambient air temperature, cooling towers and chillers that lower the ambient air temperature of the air for the Heating Ventilation and Air Conditioning (HVAC) system. Two new heating hot water condensing boilers will be installed to provide higher efficiency and better reliability. It is estimated the project will span three fiscal years. Expenditures through FY 2016 were estimated at \$722,515.

Total FY 2016-17 Cost: \$277,485

Est. Project Completion Date: June 2017

Total Project Cost: \$1,000,000

O&M: Anticipate lower utility costs, but has not been quantified to date

MOB Buildout – Floor One:

The Medical Office Building (MOB), Building 400, 1st Floor, consists of approximately 4,500 square feet of shell space, which was originally to be leased to a tenant. Since the terms of agreement were not agreed upon, the space provides a location for the Cardiopulmonary/Women's Diagnostic Imaging Clinic. Outpatient Clinical Services will relocate from Building 500 -Inpatient Radiology to Building 400 on the First Floor to allow space for the Radiology Modernization project. The Building 400 - Mechanical Upgrade is associated with this project but is funded separately as an independent capital project. Expenditures through FY 2016 were estimated at \$888,536.

Total FY 2016-17 Cost: \$267,500

Est. Project Completion Date: June 2017

Total Project Cost: \$1,156,036

O&M: None

Building 400 - Mechanical Upgrade:

The Medical Office Building (MOB), Building 400, has mechanical equipment that needs to be replaced and boilers that need repair. This project is associated with the Building 400 - First Floor project, in allowing mechanical equipment upgrades to accommodate the Cardiopulmonary/Women's Diagnostic Imaging Clinic. The project will span three fiscal years. Expenditures through FY 2016 were estimated at \$605,000.

Total FY 2016-17 Cost: \$195,000

Est. Project Completion Date: June 2017

Total Project Cost: \$800,000

Operations and Maintenance Impact: None

Security Department Relocation:

The Security Department is currently located on the First Floor of Building 500. The expansion of the Radiology Modernization Project requires the department to relocate to a new designated location, Building 600. The relocation will

span two fiscal years. Expenditures through FY 2016 were estimated at \$409,721.

Total FY 2016-17 Cost: \$27,829

Est. Project Completion Date: June 2017

Total Project Cost: \$437,550

O&M: None

Central Plant Equipment Upgrade-Water Softener Installation

The Central Plant is located on the Third Floor of Building 580 and provides all the utility functions to the Medical Center. The Central Plant contains heating hot water boilers; which provide hot water to heat ambient air temperature, cooling towers and chillers that lower the ambient air temperature of the air for the Heating Ventilation and Air Conditioning (HVAC) system. Many of the systems are at the end of their useful life and need to be replaced to gain better efficiency, functional performance, and lower maintenance costs. To extend the performance and maximize the useful life of those systems, a water softener system will be installed to remove particulates, reduce maintenance costs and improve the quality of water throughout the hospital. Expenditures through FY 2016 were estimated at \$169,145.

Total FY 2016-17 Cost: \$21,247

Est. Project Completion Date: June 2017

Total Project Cost: \$190,392

O&M: Anticipate lower utility costs, but has not been quantified to date

Operating Cost Impact

The County of Monterey and Natividad Medical Center (NMC) recognize ongoing 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.

Annual Work Program for Road Fund

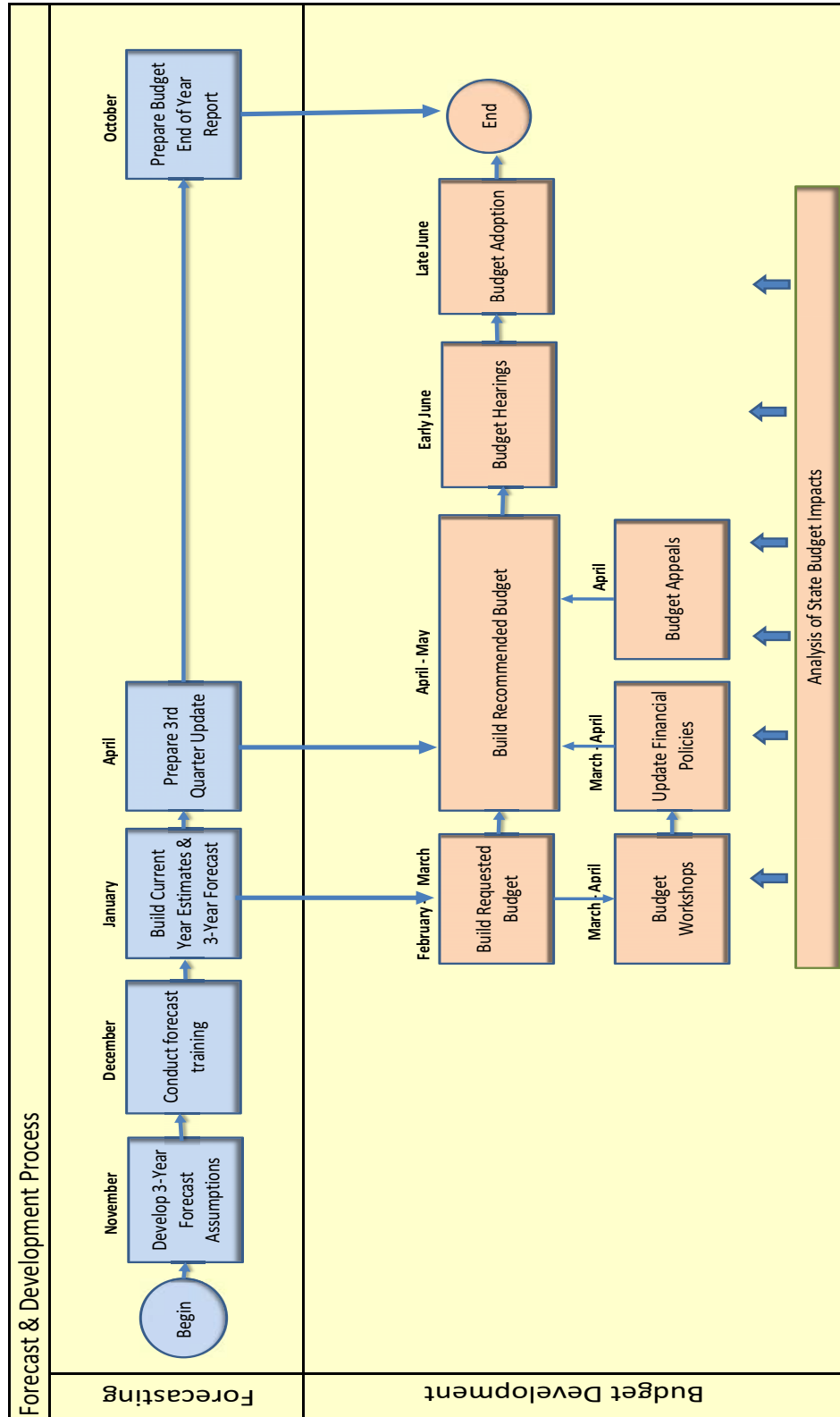
California Code of Regulations Section 994 - Road Construction and Maintenance Activity, and Streets and Highways Code Division 3, Chapter 1, Section 2007 require that a Road Fund Budget be submitted to the Board of Supervisors in the form and manner prescribed by the State Controller at the same time as other county departments submit their recommended budgets. In accordance with CCC Section 994, the below tables contain the Resource Management Agency - Public Works Annual Work Program for the Road Fund (Fund 002, Units 8195 & 8443) for Fiscal Year 2016-17.

PROJECT NO.	ACTIVITY/PROJECT	Unit 8195 Construction	Unit 8443 Maintenance	FY17 Total
ADMINISTRATION, GENERAL ENGINEERING, AND EQUIPMENT				
0400	Public Works - Maintenance Administration	-	458,481	458,481
0500	Public Works - Roads Administration	1,315,454	-	1,315,454
0700	General Engineering, Traffic Eng	1,764,891	-	1,764,891
	Total Administration, General Engineering and Equipment	3,080,345	458,481	3,538,826
NON-ROAD REIMBURSABLE WORK				
7100	Carmel River Floodplain Restoration Project	41,000	-	41,000
8100	County Service Area Support	-	80,890	80,890
8300	County Sanitation District Support	-	191,084	191,084
8440	Development Services	65,261	-	65,261
8507	Public Works Admin Support - Facilities	70,148	-	70,148
8652	Litter Control	-	4,180	4,180
8655	Adopt a Roadway Program (Litter)	-	1,000	1,000
8720	Fuel Usage by Outside Departments	-	6,800	6,800
	Total Non-Road Reimbursable Work	176,409	283,954	460,363
ROAD & BRIDGE MAINTENANCE				
5000	Traffic Signals	145,422	-	145,422
5003	Engineering related to Bridge Maintenance	36,374	-	36,374
5100	Maintenance - District 1	-	2,025,103	2,025,103
5200	Maintenance - District 2	-	2,685,299	2,685,299
5300	Maintenance - District 3	-	1,440,543	1,440,543
5400	Maintenance - District 4	-	1,676,973	1,676,973
5500	Pavement Management	160,000	1,840,000	2,000,000
5600	Bridge Maintenance	-	1,445,032	1,445,032
5800	Maintenance - Traffic	-	847,243	847,243
6000	Storm Damage & Other Disaster Repair	540,556	-	540,556
Total	Total Maintenance	882,352	11,960,193	12,842,545
ROAD PROJECTS				
1140	Highway 68/Corral De Tierra Intersection Improvements <i>Complete Design and Right-of-way Phases of project and initiate the Construction Phase.</i>	1,967,000	-	1,967,000
1141	San Jon and Boronda Road Bridges - Rail Replacement <i>Advance Environmental and Preliminary Design Phases.</i>	230,000	-	230,000
1142	Jolon Road Bridge over Pine Canyon Creek-Bridge Rail Replacement <i>Advance Environmental and Preliminary Design Phases.</i>	60,000	-	60,000
1143	Bridge Preventive Maintenance Project (Methacrylate and Polyester Overlay) <i>Complete PS&E, Advertise and Award Process.</i>	86,000	-	86,000
1406	Blackie Road Safety Improvements <i>Continue Forest Monitoring/Mitigation Plan Phase.</i>	2,000	-	2,000
1422	Blackie Road Phase II Safety Improvements <i>Continue Forest Monitoring/Mitigation Plan Phase.</i>	1,750	-	1,750

PROJECT NO.	ACTIVITY/PROJECT	Unit 8195 Construction	Unit 8443 Maintenance	FY17 Total
1573	Robinson Canyon Road-Slip Out <i>Complete Design Phase of project. Construction funds have not been secured.</i>	59,778	-	59,778
1727	Blanco Road Overlay <i>Deferred until FY2017-18.</i>	-	-	-
2201	Peach Tree Road Bridge No. 412 <i>Complete Design and Right-of-way Phases of project and initiate the Construction Phase.</i>	1,262,000	-	1,262,000
2202	Nacimiento Lake Drive Bridge #449 <i>Complete Design and Right-of-way Phases of project and initiate the Construction Phase.</i>	260,000	-	260,000
3600	Davis Road Bridge #208 and Four Lane Road <i>Complete Environmental Phase and advance the Design Phase and begin the Right-of-way phase.</i>	2,410,000	-	2,410,000
3820	Schulte Road Bridge No. 501 <i>Fourth Year of Plant Establishment Revegetation.</i>	4,000	-	4,000
3851	Robinson Canyon Road Bridge Scour Repair <i>Advance Environmental and Preliminary Design Phases of project.</i>	899,466	-	899,466
3852	Bradley Road Bridge Scour Repair <i>Advance Environmental and Preliminary Design Phases of project.</i>	493,304	-	493,304
3853	Gonzales River Road Bridge Superstructure Replacement <i>Advance Environmental and Preliminary Design Phases of project.</i>	305,000	-	305,000
3854	Hartnell Road Bridge Replacement <i>Advance Environmental and Preliminary Design Phases of project.</i>	237,000	-	237,000
3855	Johnson Road Bridge <i>Advance Environmental and Preliminary Design Phases of project.</i>	391,686	-	391,686
8690	Highway 1 Climbing Lane between Carmel Valley Road to Rio Road <i>Complete Design and Right-of-way Phases of project and initiate the Construction Phase.</i>	2,980,600	-	2,980,600
Total	Total Road Projects	11,649,584	-	11,649,584
NON-ROAD PROJECTS				
8622	Castroville Bicycle/Pedestrian Path and Railroad Crossing <i>Complete Design and Right-of-way Phases of project and initiate the Construction Phase.</i>	7,549,297	-	7,549,297
8657	Moss Landing Underground Utility District - 20A <i>Complete Construction Phase of project.</i>	42,000	-	42,000
8658	Moss Landing Underground Utility District - 20B <i>Project is on hold pending full funding to underground utilities.</i>	10,000	-	10,000
8668	Monterey Bay Sanctuary Scenic Trail <i>Advance Design Phase and complete Right-of-way Phase of project.</i>	45,000	-	45,000
1722	Las Lomas Lighting <i>Complete Construction Phase of project.</i>	135,000	-	135,000
1723	Las Lomas Drainage <i>Complete Design and Right-of-way Phases of project and initiate the Construction Phase.</i>	386,179	-	386,179
	Total Non-Road Projects	8,167,476	-	8,167,476
Total FY 2015-16 Work Program, Road Fund - Fund 002		23,956,166	12,702,628	36,658,794

Forecast and Budget Development Process

Fiscal Year 2016-17 Forecast and Budget Development Process





This page intentionally left blank.

Budget Reporting and Development Schedule FY 2015-16 and FY 2016-17

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead	Responsible
SEPT	4	Distribute FY 2015-16 and FY 2016-17 Budget Reporting and Development Schedule to all depts	CAO B&A	CAO B&A
	11	All departments notified of deadlines for organization structure change requests for FY 2016-17 budget	A/C	Gen'l Acctg
	18	Begin development of template for inclusion of departmental Performance Measures in FY 2016-17 Recommended Budget	CAO B&A, IG&LA	L. Sanchez, J. Iwamoto
	21	CAO-Budget & Analysis initiates review of FY 2014-15 year-end results for preparation of BEYR	CAO B&A	V. Fernandez
	30	Budget Committee Meeting (1:30 pm, - Monterey Room)	CAO B&A	D. Woods
OCTOBER	2	Information Technology and customer departments begin discussions for FY 2016-17 technology and telecom service needs and related charges (Estimated charges must be available to departments no later than January 4, 2016 for inclusion in budget request preparations)	I.T.	Info Tech, All Depts
	6	Deadline for all departments to submit narratives for BEYR *	CAO B&A	V. Fernandez
	21	FY 2014-15 BEYR Board Report should be prepared and begin Legistar Workflow	CAO B&A	V. Fernandez
	23	Deadline: Last day for departments to submit request forms for FY 2016-17 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	FMs, A/C, CAO B&A
	26	Charging departments (ERP, Fleet, Mail Svcs., Facilities, etc.) review/determine FY 2015-16 year-end and FY 2016-17 services/costs (FY 2016-17 costs must be issued to all Depts by 1/4/16)	IT, RMA, A/C-ERP	IT, RMA, A/C, All Depts
	28	Budget Committee meeting (1:30 p.m. - Monterey Room).		
	30	A/C's and Budget Offices priority rank and approve FY 2016-17 organization changes	A/C	A/C & CAO
NOVEMBER	4	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	
	5	Deadline: HR to provide MOU details for approved changes (if any) that impact pay differentials, salary increases, etc.	Central HR	HR, A/C-ERP
	6	Deadline: Risk Mgmt. distributes FY 2015-16 (update) & FY 2016-17 cost allocations/assumptions for Gen'l Liab., Work Comp, Other Insurance (for ERP/Advantage PB programming and 3-year forecast)	Risk Mgmt	
	6	Deadline: HR-Benefits distributes FY 2015-16 (update) & FY 2016-17 cost allocation changes/assumptions for PERS Retirement, Med/Dental, etc. (for ERP/Advantage PB programming and 3-year forecast)	Central HR - Benefits	
	6	Deadline: Health distributes FY 2016-17 Wellness Program cost changes/assumptions to all departments	Health - Wellness	
	12	Special Budget Committee Meeting - presented FY 2014-15 Budget End of Year Report (BEYR)	CAO B&A	V. Fernandez
	16	Reminder to Fund managers - year-end estimated fund balance and cancellations to obligated fund balance are due 1/8/16	Fund Mgrs, FMs	Applicable Departments
	17	Board of Supervisors receives FY 2014-15 BEYR	CAO B&A	V. Fernandez
	18	Distribute CAO B&A Assumptions for development of the FY 2015-16 Three-Year Forecast	CAO B&A	P. Lewis
	18	Send out notice to Departments to schedule FY 2016-17 Budget Kickoff Meeting (December 11)	CAO B&A	E. Johnson
DECEMBER	25	CAO B&A prepare preliminary FY 2016-17 Non-Program Revenues Forecast	CAO B&A	P. Lewis
	1	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	
	1	Depts to have all new & reallocated positions finalized before 1st HRM to PB Load	HR & Finance - All Depts	
	2	1st HRM to PB Load	A/C-ERP, HR	
	9	Board Supervisors/Department Heads Retreat - Schilling Place	All Depts	CAO/All Depts.
	9	PB System Open for Year-End Estimates & Three-Year Forecast Data Entry	A/C - ERP	
	8-10	PB training for Year-end Estimate, Three-year Forecast and FY 2016-17 Budget Request data entry	CAO B&A	L. Sanchez, CAO B&A
	11	CAO B&A issues preliminary FY 2016-17 Budget Baseline Funding Approach/General Fund Contribution (GFC)	CAO B&A	J. Ayala
	11	FY 2016-17 Budget Development kick-off meeting at 9:00 a.m., Monterey Room - Admin. Bldg.	D. Woods	All Depts.
	15	Board of Supervisors Meeting (last Board meeting of Calendar Year 2015)	CAO B&A	D. Woods

* Departments should submit narratives for their General Fund operations and, if applicable, for the following major funds: NMC, Road Fund, Library Fund, Behavioral Health Fund, Local Revenue Fund 2011, Health & Welfare Realignment Fund, and Parks & Lake Resorts operations.

**Budget Reporting and Development Schedule
FY 2015-16 and FY 2016-17**

PLEASE NOTE: This schedule is subject to change.

Date	Task/Issue	Lead	Responsible
JANUARY 2016	4 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	
	4 Deadline: Service departments issue FY 2015-16 Year-end Estimate (if applicable) and FY 2016-17 charges to customer departments (I.T., telecom, records retention, vehicle mtc, fleet mgmt, courier/mail svcs., facilities mtc, building lease allocation, ERP, etc.)	Info Tech, RMA, Auditor	
	4 Departments to review FY 2016-17 Proposed State Budget (usually released no later than Jan. 10); submit impact info to B&A by 1/15/16	All Depts	J. Ayala
	4-8 PB Labs (data entry & budget assistance - not training).	CAO B&A	L. Sanchez B&A Team
	8 Deadline: Depts submit HRM PSMT (position changes) to Central HR	HR Analysts - All Depts	
	8 Deadline: Other Fund departments submit year-end estimated fund balance, cancellations & provisions to obligated fund balance	Fund Mgrs, FMs	Applicable Departments
	8 Deadline: Depts finalize year-end estimate and three-year forecast data entry in PB Advantage	All Depts	All Depts.
	8 Depts to have all new and reallocated positions finalized before 2nd HRM to PB Load	HR & Finance - All Depts	
	8 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 1/31/16.	CAO B&A	B&A Analysts
	11 2nd HRM to PB Load, PB Closed	A/C-ERP, HR	
	12 Board of Supervisors Meeting (first meeting of calendar year 2016)		
	13 Open PB for Baseline Budgets	A/C-ERP, HR	
	13 Depts run MC-PB-SBFS-0005A/MC-PB-REF-0021 reports, verify correct position data transferred from HRM	HR & Finance - All Depts	
	13 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 March 2)	CAO B&A	V. Fernandez
	19 Deadline: Depts submit narrative to CAO B&A regarding proposed State Budget Impacts	All Depts	All Depts.
	19 Deadline: Departments submit pictures to CAO B&A for the FY 2016-17 Recommended Budget	L. Sanchez	All Depts.
	27 State Budget Impacts Board Report to begin workflow through Legistar for BoS mtg.	CAO B&A	J. Ayala
	27 Budget Committee Meeting - receives State Budget Impacts report	CAO B&A	J. Ayala
	29 Deadline: B&A Analysts finalize year-end estimates and three-year forecast data entry in PB	CAO B&A	B&A Analysts
FEBRUARY	9 Board of Supervisors receives FY 2016-17 Proposed State Budget impacts report	CAO B&A	J. Ayala
	10 Depts. to submit narratives for Three-year Forecast *	CAO B&A	L. Sanchez
	12 Deadline: Departments submit Requests to Classify (RTC) forms for FY 2016-17 new or reallocated positions to Central HR for approval.	HR Analysts - Applicable Depts	
	16 Deadline: LDPC (HRM Labor Distribution Profile Codes) Requests to Add/Delete/Update due to ERP	HR & Finance - All Depts	
	19 Deadline: Submit all HR-reviewed/approved RTCs for new or revised positions to CAO B&A	Dept HR, Central HR	
	24 Budget Committee meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	25 FY 2015-16 Three-Year Forecast, General Financial Policies & Strategic Initiatives begins Legistar workflow for BoS mtg.	CAO B&A	L. Sanchez J. Ayala
	29 Complete input of all Board approved positions for the current year (from the 2nd HRM load thru March 31, 2016) in HRM.	Central HR CAO	Dept. HR Analysts
MARCH	2/29-3/4 ADDITIONAL LAB DATES - PB Labs (data entry & budget assistance - not training)	CAO B&A	L. Sanchez B&A Team
	1 Review of HRM report, MC-HRM-POSN-0039 Authorized Position vs MC-PB-REF-0021 to compare and verify Current Year Allocations to continue for FY 2017.	HR & Finance - All Depts	
	1 Deadline: CAO B&A review Request to Classify forms/follow up as needed.	CAO B&A, HR, Depts	
	1 Deadline: All departments submit Performance Measures to Joann Iwamoto (CAO's IG&LA division) for FY 2016-17 Recommended Budget	J. Iwamoto	All Depts.
	1 BLACKOUT: Last date for position changes (new/reallocations) until adoption of FY 2016-17 Budget	CAO B&A, HR, All Depts.	
	1-8 Depts. review requested positions; update info as needed; confirm current position info (position code/count).	DHs/ Dept. Finance & HR	DHs/FMs/HR
	2 Special Budget Committee receives FY 2016-17 Three-Year Forecast, General Financial Policies & Strategic Initiatives (1:00 p.m. - Monterey Room)	CAO B&A	L. Sanchez J. Ayala
	8 Board of Supervisors receives FY 2016-17 Three-Year Forecast, General Financial Policies & Strategic Initiatives	CAO B&A	L. Sanchez J. Ayala

* Departments should submit narratives for their General Fund operations and, if applicable, for the following major funds: NMC, Road Fund, Library Fund, Behavioral Health Fund, Local Revenue Fund 2011, Health & Welfare Realignment Fund, and Parks & Lake Resorts operations.

**Budget Reporting and Development Schedule
FY 2015-16 and FY 2016-17**

PLEASE NOTE: This schedule is subject to change.

Date	Task/Issue	Lead	Responsible
MARCH	8 Deadline: Departments finalize FY 2016-17 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 3/8/16)	All Depts	
	9 ADVANTAGE PB Requested Budget/Stage 1 closed	A/C - ERP, CAO B&A	
	9-10 Budget Narratives Workshops - naming conventions, consistency, BCPs	B&A	Veronica F. L. Sanchez
	11 Deadline: Approved/finalized departmental performance measures submitted to CAO B&A	CAO-IG&LA - J. Iwamoto	
	18 CAO Analysts complete preliminary data entry in PB for FY 2016-17 Recommended Budget	CAO B&A	CAO B&A
	18 Recommendation from Budget Director to CAO on available Fund Balance and budget augmentations	CAO B&A	D. Woods
	22 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	J. Ayala
	30 Budget Committee meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	24-25 Preliminary confirmation to departments regarding FY 2016-17 BCP requests	CAO	CAO, & B&A
	31 Department Heads Budget Workshop - Laguna Seca Pavillion - 9am-4pm	CAO B&A	P. Lewis
APRIL	1 Communicate Layoff Positions to Budget Analyst and Central HR	HR & Finance - All Depts	
	1 Inform Central HR if extension is needed for filled Allocation on Loan Positions	HR & Finance - All Depts	
	1 Deadline: Departments finalize Requested Budget narratives, including approved BCP items.	All Depts	All Depts.
	4-6 Individual DH meetings w/CAO if appealing FY 2016-17 recommendations	CAO	Applicable DHs
	1-11 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
	4 Board Report on Status on the Development of FY 2016-17 Recommended Budget begins Legistar workflow (for Special Budget Workshop of the Board on 4/12)	CAO B&A	P. Lewis
	5 Departments to submit Request for Change in Chart of Account for FY 2017 such as programs, activity, function, etc. related to Position Accounting	Applicable Depts	Depts and Auditor's
	8 Deadline: Departments update CAO B&A Analysts re: any significant changes to year-end estimate based on third quarter actuals.	Applicable Depts	Applicable Departments
	11 B&A Analysts make final adjustments to PB FY 2015-16 Year-end Estimate, if material, based on third quarter estimates.	CAO B&A	CAO B&A
	12 Special Meeting of the Board of Supervisors - Budget Workshop on the Status on the Development of the Recommended Budget - Board Chambers - 1:30pm-5pm	CAO B&A	P. Lewis D. Woods
	15 B&A Analysts finalize Recommended Budget data entry, including recommended BCPs and FY 2015-16 approved modifications.	CAO B&A	CAO B&A
	18 Verify balanced FY 2016-17 Recommended Budget	CAO B&A	P. Lewis D. Woods
	18 Create PB to HRM "Draft" position worksheet for departments to review/confirm	A/C - ERP	
	4/20-5/10 Departments review "draft" position worksheet and confirm all positions, transfers, reorgs, reallocations, deletions, etc. (deadline 5/10/16)	HR & Finance - All Depts	
	22 CAO and Auditor-Controller review Year-end Estimated Fund Balance, Cancellations/Provisions for Designations & Reserves	CAO B&A	P. Lewis D. Woods
	27 Budget Committee meeting (1:30 p.m. - Monterey Room)	CAO B&A	P. Lewis
MAY	3 Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book	CAO B&A & Auditor	J. Serrano
	3-12 Finalize proofing of all Budget Narratives, Functional write-ups, Exec. Summary, etc..	CAO B&A	CAO B&A
	3-12 B&A Analysts finalize Recommended Budget narratives, including Policy Considerations, Pending Issues, etc.	CAO B&A	CAO B&A
	6-12 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
	11 Deadline: Dept. HR and finance sign off "Draft" PB to HRM position spreadsheet to Auditor's Office	All Depts	HR and Finance
	11 Deadline: All Advantage HRM transactions to reflect positions in PB have been workflowed through CAO B&A and HR	All Depts	All Depts.
	12 May Revise released; Departments to review May Revise and submit analysis of impacts to B&A Analysts by 5/18/16. (Date subject to change based on release of May Revise)	CAO B&A	J. Ayala R. Escorcica
	13 Deadline: Depts submit list to CAO B&A verifying details of any Board approved FY 2015-16 budget modifications that impact FY 2016-17 budget that are not included in Recommended Budget	Applicable Depts	
	13 Prepare Notice to Taxpayers to publish by 5/20 (10 days before Public Hearings)	CAO B&A	E. Johnson
	13 FY 2016-17 Recommended Budget goes to print	CAO B&A	CAO B&A
	18 Deadline: Departments submit State Budget May Revise impacts to B&A Analysts (due 5/18 @ noon)	CAO B&A	FMs/Dept. Hds.

Budget Reporting and Development Schedule
FY 2015-16 and FY 2016-17

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead	Responsible
MAY	19	FY 2016-17 Recommended Budget Board Report(s) due in Legistar workflow	CAO B&A	P. Lewis
	20	Begin preparing "Adopted Budget" Board Reports for all agencies in Legistar, to be finalized immediately following Budget Hearings	CAO B&A	R. Walker
	20	FY 2016-17 Recommended Budget available for review by public & departments.	CAO B&A	CAO B&A
	25	Budget Committee - receives State Budget May Revise impacts report.	CAO B&A	J. Ayala
	25	Budget Committee - receives FY 2016-17 Recommended Budget Summary (1:30 p.m. - Monterey Rm).	CAO B&A	P. Lewis
	25	FY 2016-17 Recommended Budget Agenda(s) posted	CAO B&A	E. Johnson
JUNE	1	FY 2016-17 Recommended Budget Hearings (6/2-3 if needed)	CAO B&A	D. Woods
	2-3	Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings	CAO B&A	D. Woods
	2-3	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
	3-7	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
	3-8	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
	3-13	Finalize and workflow 9+/- individual Board Reports in Legistar for adoption of FY 2016-17 Budgets for all Board of Supervisors governed agencies and special districts	CAO B&A	CAO B&A
	7	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
	9	Create PB to HRM "Final" position spreadsheet for departmental review/verification	A/C - ERP, Central HR	
	15	Board of Supervisors receives update on Governor's Proposed FY 2016-17 Budget May Revise	CAO B&A	J. Ayala
	21	Board of Supervisors Meeting - Adoption of FY 2016-17 Budget	CAO B&A	D. Woods
	22	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
	22	Budget Committee Meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	22	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	
	22	Load PB to HRM "Final" position spreadsheet to HRM as draft documents	A/C - ERP	
	22	Load ESMT to HRM as draft documents	A/C - ERP	
	22-24	Position (PSMT) - Position Authorization (PAMT) - Employee (ESMT) documents finalized	A/C - ERP	
	22-24	PB approved FY 2017 budget data moved to FIN Advantage	A/C - ERP	
JULY	1	Departments verify FY 2017 budget in FIN Advantage	Finance - All Depts	
	1	Departments compare FY 2016-17 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	

Glossary of Terms

ACCOUNT

An account is a classification of activity. Example: “Office Expense” is an account in the overall category “Services and Supplies.”

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.”

APPROPRIATION

An appropriation is the Board of Supervisors’ authorization to make expenditures and to incur obligations for specific purposes. An appropriation expires at fiscal year-end.

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).

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.

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.

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.

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.

CJIS/SUSTAIN

Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN).

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.

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.

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.

DEBT SERVICE

Debt Service 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.

DEPARTMENT

A department is an administrative and organizational division of the County with management responsibility for an operation or a group of operations.

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.

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.

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.

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.

FINAL BUDGET

The approved plan for appropriations and estimated revenues for a fiscal year. Also referenced as “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.

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.

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.

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.

IMPREST FUNDS

A sum of money to be used as petty cash.

INTRA FUND TRANSFER

An intra fund transfer is a non-reciprocal transfer of resources by one department to another in the same fund.

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.

NON-SPENDABLE FUNDS

Non-spendable 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 that are legally or contractually required to be maintained intact.

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.”

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).

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 imposed on the use of resources by external 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.

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.

SCHEDULE

A “Schedule” is a listing of financial data in a form and manner prescribed by a governing code, policy or standard.

SERVICES AND SUPPLIES

Services and Supplies is a type of expenditure for the operating expenses of County departments.

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.

SUBVENTION

Subventions are payments by an outside agency for specific costs which originate in the County.

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.

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.

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.

USER CHARGES (USER FEES)

A fee for a public service paid by the party benefiting from the service.

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.

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.



This page intentionally left blank.

Glossary of Acronyms

<u>AAA</u> Area Agency on Aging	<u>ART</u> Aggression Replacement Training
<u>AAB</u> Assessment Appeals Board	<u>AS</u> Animal Services
<u>AAM</u> American Alliance of Museums	<u>ASBS</u> Area of Special Biological Significance
<u>AAP</u> Aid to Adoptive Parents	<u>AV</u> Audiovisual
<u>AB</u> Assembly Bill	<u>AVA</u> Actuarial Value of Assets
<u>ABC</u> Alcohol Beverage Control	<u>AWAG</u> Animal Welfare Assistance Group
<u>ABO</u> Alternative Benefit Option Program	<u>BCSD</u> Boronda County Sanitation District
<u>ACA</u> Affordable Care Act	<u>BEYR</u> Budget End of Year Report
<u>ACAO</u> Assistant County Administrative Officer	<u>BJA</u> Bureau of Justice Administration
<u>ACMC</u> Arts Council for Monterey County	<u>BLL</u> Blood Lead Levels
<u>ACS</u> American College of Surgeons	<u>BLM</u> Bureau of Land Management
<u>ADA</u> Americans with Disabilities Act	<u>BOS</u> Board of Supervisors
<u>ADO</u> Alternate Defender's Office	<u>BR&E</u> Business Retention and Expansion
<u>ADRC</u> Aging and Disability Resource Connection	<u>BSCC</u> Board of State and Community Corrections
<u>AFDC</u> Aid to Families with Dependent Children	<u>CACEO</u> California Association of Clerks and Elections Officials
<u>AFRP</u> Animal Friends Rescue Project	<u>CAD</u> Computer Aided Dispatch
<u>AJCC</u> America's Job Center of California	<u>CAFR</u> Comprehensive Annual Financial Report
<u>ALAE</u> Allocated Loss Adjustment Expense	<u>CAIR</u> California Immunization Registry
<u>ALJ</u> Administrative Law Judge	<u>CALA</u> Community Action Linking Adolescents
<u>AMBAG</u> Association of Monterey Bay Area Governments	<u>CalFresh</u> Federally known as the Supplemental Nutrition Assistance Program
<u>AOC</u> Administrative Office of the Courts	<u>CALHEERS</u> California Healthcare Eligibility, Enrollment and Retention System
<u>ARC</u> Annual Required Contribution	<u>CALNOC</u> Collaborative Alliance for Nursing Outcomes
<u>AP</u> Accounts Payable	<u>CalOSHA</u> California Division of Occupational Safety and Health
<u>APHSA</u> American Public Human Services Association	
<u>APS</u> Adult Protective Services	
<u>ARRA</u> American Recovery and Reinvestment Act	

CalPERS California Public Employees Retirement System

CAO County Administrative Office

CAO County Administrative Officer

CAP Community Action Partnership

CARS Coordinated Assessment and Referral System

CASA Court Appointed Special Advocates

CASGEM California Statewide Groundwater Elevation Monitoring

CASP Community Alliance for Safety and Peace

CB C.A.R.E. Center Community Benefits: Community Assistance, Response and Eligibility

CBI Cognitive Behavior Intervention

CBI/UDS Care Based Incentive/Uniform Data System

CAAH Central California Alliance for Health

CCCP Criminal Court Collections Program

CCD Continuity of Care Document

CCDEH California Conference of Directors of Environmental Health

CCHC Central Coast Health Connect

CCI Coordinated Care Initiative

CCP Community Corrections Partnership

CCP Criminal Collection Program

CCS California Children's Services

CCTA California Coastal Trail Association

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

CEDS Comprehensive Economic Development Strategy

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

CFD Community Facilities District

CFMG California Forensic Medical Group

CFP County Facility Payment

CGFM Certified Government Finance Manager

CHDP Child Health Disability Prevention

CHISPA Community Housing Improvement Systems and Planning Association, Inc.

CHPS Consumer Health Protection Services

CIAP Coastal Implementation Assistance Program

CIC Capital Improvement Committee

CIMIS California Irrigation Management Information System

CIP Capital Improvement Projects

CIW CERS Integration Wizard

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

COB Clerk of the Board

COB Corrections Operations Bureau

COI Conflict of Interest

COBRA Consolidated Omnibus Budget Reconciliation Act

COLA Cost of Living Adjustment

COP Certificates of Participation

COPS Community Oriented Policing Services

COWCAP County Wide Cost Allocation Plan

CP3 Capitation Pilot Preparedness Program

CPOE Computerized Physician Order Entry

CPSP Comprehensive Perinatal Services and Postpartum

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

CSOC Children System of Care

CSOOC California Safety Officers Organization of California

CSUMB California State University, Monterey Bay

CSWP Community Service Work Program

CUPA Certified Unified Program Agency

CWDA County Welfare Directors Association of California

CWDB California Workforce Development Board

CWS Child Welfare Services

CWS/CMS Child Welfare Services Case Management System

CY Calendar Year

CY Current Year

CYE Current Year Estimate

CYO California Youth Outreach

DA District Attorney

DBA Database

DBW Division of Boating and Waterways

D&O Directors & Officers

DCO Data Center Operations

DCSS Department of Child Support Services

DDA Development and Disposition Agreement

DECAP Dependent Care Assistance Program

DHHS California Department of Health and Human Services

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 Performance Improvement

DRC Day Reporting Center

DRC Development Review Committee

DSA Development Set-Aside

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

EDA Economic Development Administration

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

EEQ Equal Employment Opportunity

EGCSD East Garrison Community Services District

EH Environmental Health

EHR Electronic Health Records

EHRs Environmental Health Review Services

EMR Electronic Medical Record

EMS Emergency Medical Services

EMSI Economic Modeling Specialists International

ENS Countywide Emergency Notification System

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

F&P Facilities and Procurement

FA Funding Agreements

FAST Financial Abuse Services Team

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

FLSA Fair Labor Standards Act

FMLA Family Medical Leave Act

FoCAS Friends of County Animal Services

FORA Fort Ord Reuse Authority

FPPC Fair Political Practices Commission

FQHC Federally Qualified Health Center

FQHC-LA Federally Qualified Health Center Look-Alike

FSA Flexible Spending Account

FTE Full Time Equivalent

FTHB First Time Home Buyer

FY Fiscal Year

GAA Grant Approval Authority

GAAP Generally Accepted Accounting Principles

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

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

HR Human Resources

HRD Human Resources Department

HRM Advantage Human Resources Management System

HRPP Housing Related Parks Program

HRSA Health Researches and Services Administration

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

INET Institutional Network

IP Internet Protocol

IPM Integrated Pest Management

IRS Internal Revenue Service

ISF Internal Service Fund

ISO International Standards Organization

ITD Information Technology Department

ITIL Information Technology Infrastructure Library

ITSM Information Technology Service Management

JABG Juvenile Accountability Block Grant

JAMS Joint Analytics Management Solution

JJCPA Juvenile Justice Crime Prevention Act

JOC Job Order Contracting

JOCHS Juvenile Offenders Community Health Services

JPA Joint Powers Authority

JSORT Juvenile Sex Offender Response Team

Kronos/TeleStaff Public safety workforce automated scheduling software.

LAE Loss Adjustment Expenses

LAFCO Local Agency Formation Commission

LAMP Local Area Management Plan

LBAM Light Brown Apple Moth

LDN Learning and Development Network

LEA CalRecycle's Local Enforcement Agency

LEOC Law Enforcement Operations Center

LGBT Lesbian, Gay, Bi-sexual and Transgender

LIHP Low Income Health Program

LMS Learning Management System

LOD Learning and Organizational Development

LPA Local Primacy Agency

LRPMP Long Range Property Management Plan

MAA Medi Cal Administrative Activities

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

MCIC Monterey County Immigration Coalition

MCIP Medi Cal Inpatient Prisoner Eligibility Program

MCLE Mandatory Continuing Legal Education

MCOE Monterey County Office of Education

MCWRA Monterey County Water Resources Agency

MEPHLI Monterey County Environmental Public Health Leadership Institute

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

MPI Master Patient Index

MRSWMP Monterey Regional Storm Water Management Program

MVA Market Value of Assets

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

NFP Nurse Family Partnership

NGEN Next Generation Public Safety Radio System Project

NGI Not Guilty by Reason of Insanity

NIMS National Incident Management System

NMC Natividad Medical Center

NOFA Notice of Funding Availability

NPDES National Pollutant Discharge Elimination System

NPM Non-Participating Manufacturers

NSP Neighborhood Stabilization Program

NTD National Trauma Database

OACC Operational Area Coordinating Council

OCESA Office of Community Engagement and Strategic Advocacy

OES Office of Emergency Services

OET Office of Employment and Training

OMB Office of Management and Budget

OPEB Other Post Employment Benefits

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

PEG Public, Educational and Governmental

PEI Prevention and Early Intervention

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

PRIME Public Hospital Redesign and Incentives in Medi-Cal

PSA Professional Services Agreements

PSAP Public Safety Answering Point

PSP Professional Standards and Practices

PTAC Procurement and Technical Assistance Center

PTAF Property Tax Allocation Fee

PTO Paid Time Off

PW Public Works

QBRM Qualified Business Reply Mail

QI Quality Improvement

OJT On the Job Training

RA Reimbursement Agreements

RCAC Rural Community Assistance Corporation

RDA Redevelopment Agency

REP Request for Proposal

RFQ Request for Qualifications, Request for Quote

RME Rapid Medical Evaluation

RHNA Regional Housing Needs Assessment

RLF Revolving Loan Fund

RMA Resource Management Agency

ROI Return on Investment

ROPS Recognized Obligation Payment Schedule

RPTTF Redevelopment Property Tax Trust Fund

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

SAMHSA Substance Abuse and Mental Health Services Administration

SART Search and Rescue Team

SART Sexual Assault Response Team

SB Senate Bill

SCAAP State Criminal Alien Assistance Program

SCORM Sharable Content Object Reference Model

SCRAMP Sports Car Racing Association of the Monterey Peninsula

SCVSC South County Violence Suppression Collaboration

SD Security Division

SEAT Sheriff's Emergency Assistance Team

SED Seriously Emotionally Disturbed

SEEK Support for Educational and Employment Knowledge

SEMS Standard Emergency Management System

SET Science, Engineering, and Technology

SGMA Sustainable Groundwater Management Act

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

SRF 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

SUD Substance Use Disorder

SVP Sexually Violent Predators

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

TB Tuberculosis

TBD To be determined

TDA Transportation Development Act

THPP Transitional Housing Placement Program

TLO Terrorism Liaison Officer

TMDL Total Maximum Daily Loads

TOC Temporary Occupancy Certifications

TOT Transient Occupancy Tax

TPA Third Party Administrator

TracNet Records/Jail Management System

TRAN Tax Revenue Anticipation Note

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

UDS Uniform Data System

ULAE Unallocated Loss Adjustment Expense

UPS Uninterruptable Power Supply

UPS United Parcel Service

USDA United States Department of Agriculture

USDA-ARS United States Department of Agriculture - Agricultural Research Service

USERRA Uniformed Services Employment and Reemployment Rights Act

VA Veterans' Affairs

VAMP Vehicle Asset Management Program

VDR Visual Data Mining

VHF Very High Frequency

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

WBD Workforce Development Board

WC Workers' Compensation

WIA Workforce Investment Act

WIOA Workforce Innovation and Opportunity Act

WIB Workforce Investment Board

WIC Women, Infants and Children

WIF Workforce Innovation Fund

WINS Work Incentives Nutrition Supplement

WPC Whole Person Care

WPR Work Participation Rate

YC Youth Center

YWCA Young Women's Christian Association



This page intentionally left blank.

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 persons, 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.

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 109, this fund was created to receive sales tax revenue and vehicle license fee revenue in support of public safety 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 14 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.

090 - CSA 69 RALPH LANE: This fund was established to provide sanitation services, however, a majority of the parcels were detached and services are being provided by Cal Water. There are no services currently being provided.

091 - CSA 72 LAS PALMAS RANCH: This fund provides support for the storm drainage system.

092 - CSA 74 AMBULANCE 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.

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 provide 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 provide 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 provide 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 provide 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.

305 - BORONDA CO. SANITATION 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. SANITATION REVENUE BOND: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District.

309 - MOSS LANDING CO. SANITATION SEWER REVENUE BOND: 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.

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: 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 ABx1 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) contains expenses related to General Liability Insurance claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums.

476 - WORKERS' COMP FUND:

The Workers' Compensation Internal Service Fund contains expenses related to Workers' Compensation claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums.

477 - BENEFIT PROGRAMS FUND:

The Benefits Internal Service Fund contains revenue and expenditures related to the County's self-insured programs such as dental and vision insurance, disability insurance, as well as miscellaneous benefits.

541 - COLLECTIONS AND CLEARING

FUND: This fund is used to house monies that the County receives prior to being disbursed to external entities.



This page intentionally left blank.