



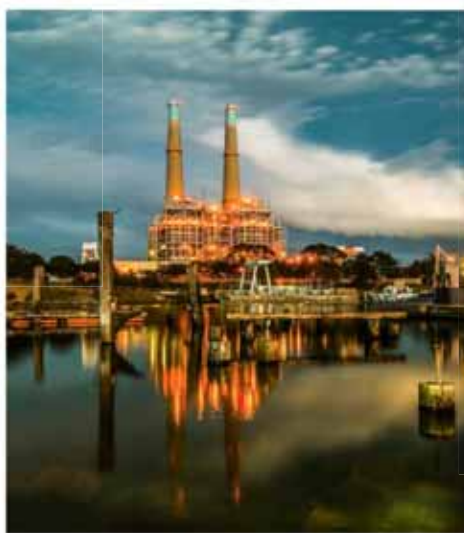
# County of Monterey

# RECOMMENDED

# BUDGET

# 2019

*Fiscal Year Ending June 30th*





This page intentionally left blank.



**RECOMMENDED BUDGET**  
**COUNTY OF MONTEREY**  
**INCLUDING**  
**SPECIAL DISTRICTS GOVERNED**  
**BY THE**  
**BOARD OF SUPERVISORS**  
**FISCAL YEAR ENDING**  
**JUNE 30, 2019**

LUIS A. ALEJO (CHAIR)  
JOHN M. PHILLIPS (VICE CHAIR)  
SIMÓN SALINAS  
JANE PARKER  
MARY L. ADAMS

LEW C. BAUMAN  
COUNTY ADMINISTRATIVE OFFICER

1<sup>ST</sup> DISTRICT  
2<sup>ND</sup> DISTRICT  
3<sup>RD</sup> DISTRICT  
4<sup>TH</sup> DISTRICT  
5<sup>TH</sup> DISTRICT

## **Distinguished Budget Presentation Award**

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to County of Monterey, California for the annual budget for the fiscal year beginning July 1, 2017. 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, 2017**

*Christopher P. Morill*

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.*



***Luis A. Alejo***  
***District 1***

***John M. Phillips***  
***District 2***



***Simón Salinas***  
***District 3***

***Jane Parker***  
***District 4***



***Mary L. Adams***  
***District 5***

## ABOUT THE COVER



This year's Recommended Budget Book features familiar sights and images from the 2<sup>nd</sup> Supervisorial District of Monterey County.

1. **Castroville Artichoke Ranch.** Since 1959, the Monterey Peninsula has come together to celebrate California's official State vegetable. California's artichoke history begins in 1922 when the first artichoke shoots were planted in Castroville. Today, more than nine decades later, nearly 100% of America's fresh artichoke supply is grown in California and nearly two-thirds is grown in the small town of Castroville.

The annual Castroville Artichoke Food & Wine Festival began in 1959 as a harvest festival to celebrate the iconic artichoke and the region known as the "Artichoke Center of the World." Over the years, the festival became a primary source of funding for local non-profit groups that depend upon a successful event for their viability.

Norma Jean Mortenson, better known as Marilyn Monroe, was named California's first honorary Artichoke Queen in 1948. The official festival started eleven years later and continues to grow, appealing to visitors from near and far. Now an official 501(c)(3) non-profit organization, the annual Artichoke Food & Wine Festival continues to support the heritage of Castroville's farming community.  
*Photo Credit: California Artichoke Advisory Board*

2. **A Raft of Otters at Elkhorn Slough.** Sea otters are without a doubt the most popular animal here at the slough. Also known as the southern sea otter, this subspecies of otter is found from California to Washington with other subspecies found in Alaska, Canada, Russia, and Japan.

Here at the slough they can be found in open water or hauled out on the mudflats in the main slough channel, from Moss Landing harbor to Hudson Landing, but are most common in the North harbor area.

Otters eat clams, crabs, oysters, abalone, sea urchin and other small marine species including the fat innkeeper worm. Sea otters eat approximately 25% of their weight in food each day.

Adult female otters give birth to a single pup nearly every year. Pups are born with long hair – ready to keep them warm and buoyant right from birth. They are so buoyant in fact that they cannot dive underwater. From the moment otters are born they bond with and are meticulously cared for by their mothers. For the first few months of the pup's life its home will be on its mother's belly, where it will be nursed, constantly groomed, protected from predators, and completely dependent upon its mother for survival. When the mother needs to forage for food, she will briefly leave her pup anchored in kelp or sea grass until she returns. When left alone, pups will call for their mothers. It's common to see sea otter mother and pups in the Elkhorn Slough. Our protected waters make for a perfect refuge. *Credit: Information and picture courtesy of elkhornslough.org*

3. **Elkhorn Slough.** The Elkhorn Slough is a magical place full of wildlife and beauty. Meandering seven miles inland from the coast in the center of the picturesque Monterey Bay, the Elkhorn Slough harbors the largest tract of tidal salt marsh in California outside of San Francisco Bay. This biologically rich estuary provides habitat for a diversity of resident and migratory birds, plants, marine mammals and fish, and has been identified as a Globally Important Bird Area by the American Birding Conservancy.

High concentration of Southern sea otters – reaching more than 125 individuals – resides in the slough. Hundreds of harbor seals loaf along the shore and large groups of California sea lions add a raucous chorus to the slough in the spring. As part of the Pacific flyway tens of thousands of birds migrate through every year. All told, over 340 species of birds have been identified in and around the slough.

This rich palette of dynamic life features rare plants, animals and habitats – from oak woodlands and maritime chaparral to marshes and wetlands. Yet, along with the beauty and diverse habitat for wildlife, these wetlands provide a critical service to the environment. As natural filters, wetlands can remove impurities from the water before it enters our streams and oceans. Wetlands are also incredible carbon sequesters — removing and storing greenhouse gases from the earth's atmosphere to slow the onset of global warming. *Credit: Information and picture courtesy of elkhornslough.org*

4. **Moss Landing Jetty.** Moss Landing lies in the northern part of Monterey County. This quaint fishing village has numerous restaurants, antique shops, art galleries, a bed and breakfast, fresh seafood markets, and delightful restaurants.

In 1866, a wealthy Texan and retired ship captain named Charles Moss brought his family from Texas to the California shore where they built their new homestead. Realizing the potential of this superb location, Captain Moss, along with Portuguese whaler Cato Vierra, constructed a 200-foot wharf to establish shipping facilities and a pier for commercial water traffic. Industry followed, with fishermen, whalers and salt pond operators all making a successful living from the ocean. The locals thought enough of the captain to eventually call the place Moss Landing.

Modern day Moss Landing is the home port to many fishing and pleasure boats. Moss Landing Harbor District berths over 600 boats: including 350 fishing boats, 200 pleasure craft, 30 research vessels, and a half dozen tour and charter boats. The harbor's commercial boats land dungeness crab, halibut, king salmon, albacore, rockfish, sablefish, anchovies, sardines, squid, black cod, red snapper, covina, prawns, mackerel, and others. *Credit: Moss Landing Harbor District; Photo Credit: Felix Alfaro*

5. **Monterey Bay Aquarium Research Institute (MBARI).** The R/V Western Flyer was designed and constructed for MBARI to serve as the support vessel for the remotely operated vehicle Doc Ricketts. The vessel has completed missions in Monterey Bay as well as in Hawaii, Gulf of California, and the Pacific Northwest.

Funded by the David and Lucile Packard Foundation, the Monterey Bay Aquarium Research Institute is a private non-profit research center that conducts fundamental research and technology development in the ocean sciences. The overarching goals of MBARI are to develop innovative technologies for exploring and understanding the ocean and sharing the knowledge and solutions gained with the global marine science and conservation community as well as the general public.

MBARI's campus in Moss Landing is located near the center of Monterey Bay, at the head of the Monterey Canyon. Monterey Bay is one of the most biologically diverse bodies of waters in the world, and the underlying submarine canyon is one of the deepest underwater canyons along the continental United States. With this 4,000-meter-deep submarine canyon only a few ship-hours from their base of operations, institute scientists enjoy an advantageous proximity to this natural, deep-sea "laboratory." *Credit: (c) 2005 MBARI; from Wikipedia*

6. **Castroville, CA.** Castroville was one of the first communities in Monterey County to be established in the American period. In 1863, Juan B. Castro laid out the town on the southwest corner of Rancho Bolsa Nueva de Moro Cojo. In the early 1920s, artichokes were brought from Half Moon Bay and by 1940 Castroville was the Artichoke Center of the World. *Photo Credit: California Artichoke Advisory Board*

7. **Moss Landing Stacks.** The Moss Landing Power Plant is a natural gas powered electricity generation plant located in Moss Landing, California, at the midpoint of Monterey Bay. The plant's iconic large stacks are landmarks, visible throughout the Monterey Bay Area. *Photo Credit: Felix Alfaro*

8. **Prunedale Poppies.** California Poppy, the State flower of California, is seen here on a hillside in Prunedale. Prunedale is nestled in the rolling hills of North Monterey County.

The name Prunedale is not officially explained in any document but it is thought to have originated years ago with an attempt to establish prune tree orchards in North Monterey County. The crop was not successful but the name Prunedale remained and has come to represent a rural lifestyle envied by many.

Today Prunedale boasts a population of approximately 17,560. The area remains country friendly and convenient. With a Mediterranean climate, our location near the coast provides natural air conditioning in the summer and moderate temperatures year-round. This climate is perfect for visiting our parks and recreation areas most any time of the year. Royal Oaks Park, a short drive off San Miguel Canyon Road, offers picnic and recreational facilities in a beautiful oak woodland setting. Manzanita Park is home to the North Monterey County Youth Recreation Association. This community-built facility is the pride of Prunedale's Little League and American Soccer Organization programs.

Prunedale just might possibly be the best kept secret in all of Monterey County. *Credit: North Monterey County Chamber of Commerce. Photo Credit: Felix Alfaro*

# **Fiscal Year 2018-19 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**

**Lana Martinez Davis**  
**Associate Administrative Analyst**  
Department of Social Services  
Military & Veterans' Affairs Office  
Economic Development  
Public Defender  
Library  
Equal Opportunity

**Raquel Escorcía,**  
**Senior Administrative Analyst**  
Emergency Communications  
Probation  
Sheriff-Coroner  
District Attorney  
Prop 172 Forecast  
Labor Relations Liaison

**Veronica Fernandez,**  
**Senior Administrative Analyst**  
Auditor-Controller  
Treasurer-Tax Collector  
Board of Supervisors  
County Counsel/Risk Management  
Health Department  
Assessor/Clerk-Recorder  
Clerk of the Board

**Paul Lewis**  
**County Budget Director**  
Countywide Budget & Fiscal Oversight  
County Policy Review and Analysis  
Staff to Budget Committee (Secondary)  
County Administrative Office

**Juan Pablo Lopez,**  
**Senior Administrative Analyst**  
Natividad Medical Center  
Water Resources Agency  
Capital Asset ISF Management  
Information Technology  
Human Resources  
System Lead  
Training Lead  
Debt Issuance  
Fund Balance Reconciliation  
Budget Book Production

**Lucila Sanchez,**  
**Senior Administrative Analyst**  
Agricultural Commissioner Office  
Cooperative Extension Department  
Resource Management Agency  
Elections Department  
Child Support Services

**Budget Committee:**  
Chair, Supervisor Jane Parker  
Vice-Chair, Supervisor Luis A. Alejo

**Special Thanks to:**  
County Department Heads  
Department Finance Managers/Staff

**Cover Design by:**  
Supervisory District 2  
Write-Ups by: Claudia Link  
Layout Design by: Ebby Johnson

**Ebby Johnson**  
Executive Support Staff  
Budget Committee Support Staff  
Capital Improvement Committee  
Support Staff  
Budget Workshops Coordinator  
Budget Hearings Coordinator



## 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 and includes 12 incorporated cities and 16 unincorporated areas. The County seat and largest municipality is Salinas.



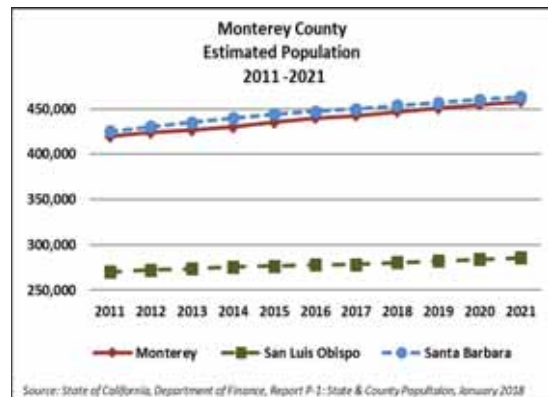
Monterey County was one of the original counties of California, created in 1850 at the time of statehood. The County derived its name from the Monterey Bay which was named by Sebastian Vizcaino in 1602, in honor of Gaspar de Zuniga y Acevedo, Conde de Monterrey, the Viceroy of New Spain. The word itself 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                      | 3,771    |
| 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 446,873.

Monterey County’s population growth parallels growth in comparable counties of San Luis Obispo and Santa Barbara. The projected change in total population from 2017 to 2018 is 1% (442,808 to 446,873), consistent with Monterey County’s population growth trend over the past 50 years.

With over 162,470 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 21,528 to 34,165 residents each. The smallest cities include Sand City, Del Rey Oaks and Carmel-by-the-Sea with populations ranging from 384 to 3,842. The population for the unincorporated areas of Monterey County is 107,009.

| Area              | Population | % of Total |
|-------------------|------------|------------|
| Carmel-By-The-Sea | 3,842      | 1%         |
| Del Rey Oaks      | 1,681      | 0.4%       |
| Gonzales          | 8,549      | 2%         |
| Greenfield        | 17,866     | 4%         |
| King City         | 14,480     | 3%         |
| Marina            | 21,528     | 5%         |
| Monterey          | 28,828     | 6%         |
| Pacific Grove     | 45,498     | 10%        |
| Salinas           | 162,470    | 34%        |
| Sand City         | 384        | 0.1%       |
| Seaside           | 34,165     | 7%         |
| Soledad           | 26,065     | 6%         |
| unincorporated    | 107,009    | 23%        |

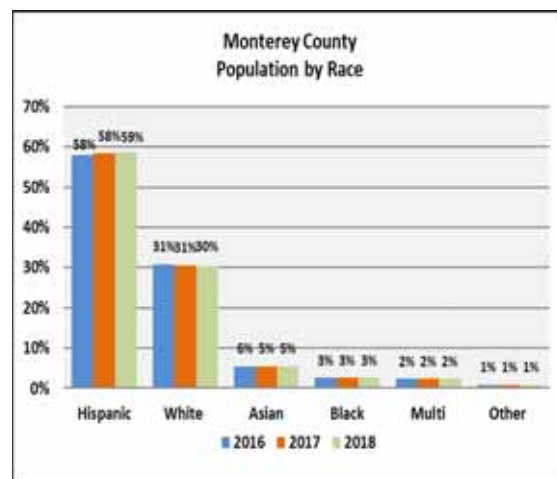
Source: State of California, Department of Finance E-1 Report, May 2017

Monterey County's population is relatively young with 44% of residents under the age of 30. The next largest age group consists of adults between the ages of 30-59 comprising 37% of the population. Older adults ages 60 to 100+ make up the County's smallest age group at 20%. The median age for Monterey County's population is 34 years, compared to 37 years for the State of California.

| Monterey County 2018 Estimated Population By Age Groups |            |
|---------------------------------------------------------|------------|
| Age                                                     | Population |
| 0-9                                                     | 64,175     |
| 10-19                                                   | 65,825     |
| 20-29                                                   | 64,567     |
| 30-39                                                   | 61,021     |
| 40-49                                                   | 56,042     |
| 50-59                                                   | 50,007     |
| 60-69                                                   | 44,305     |
| 70-79                                                   | 25,483     |
| 80-89                                                   | 11,952     |
| 90-99                                                   | 3,407      |
| 100+                                                    | 89         |

Source: State of California, Department of Finance, Report P-2: State & County Population, January 2018

Monterey County's population reflects its diverse community. The Hispanic population grew by 1% between 2016 and 2018, while the White population decreased by 1% over the same time. The Asian population, decreased by 1%, while Black and all other groups experienced very little growth and remain at the same percentage.



Source: Demographic Research Unit, California Department of Finance, 2018

## 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 \$2.1 billion dollars according to a study commissioned by the Nonprofit Alliance of Monterey County in 2014.

Per capita income in Monterey County continues to be at the low end of the spectrum in comparison to the statewide average and nearby counties. In 2016, Monterey County had a per capita personal income of \$25,947 which is lower than the per capita income for California as a whole 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                                                                | 25,947            | 60,889                  | 12.9%              |
| San Luis Obispo County                                                         | 32,335            | 64,014                  | 11.0%              |
| Santa Barbara County                                                           | 31,098            | 65,161                  | 13.9%              |
| Santa Clara County                                                             | 46,034            | 101,173                 | 9.3%               |
| California                                                                     | 31,458            | 63,783                  | 14.3%              |

Source: U.S. Census Bureau, QuickFacts 2016

The Median Household Income in Monterey County is \$60,889 which is 5% below the statewide average and the lowest compared to neighboring counties.

Monterey County's poverty level is lower than the statewide average of 14.3%, while Santa Barbara County has the next highest at 13.9% and Santa Clara County has the lowest of neighboring counties at 9.3%.

## **Employment and Industry**

Since 2013, agriculture has been the top industry in the County. 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 \$8.1 billion and accounts 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 24,390 jobs. The chart that follows lists the major employers in Monterey County.

| Employer Name                       | Industry                               |
|-------------------------------------|----------------------------------------|
| Al Pak Labor                        | Labor Contractors                      |
| Azcona Harvesting                   | Harvesting-Contract                    |
| Breast Care Center                  | Diagnostic Imaging Centers             |
| Bud of California                   | Fruits & Vegetables-Growers & Shippers |
| Cardiology Clinic                   | Nurses-Practitioners                   |
| Casa Palmero                        | Hotels & Motels                        |
| Community Hospital-Monterey         | Hospitals                              |
| County-Monterey Behavior Health     | Health Services                        |
| Dole Fresh Vegetables Company       | Fruits & Vegetables-Growers & Shippers |
| Hilltown Packing Co.                | Harvesting-Contract                    |
| Mann Packing Co.                    | Fruits & Vegetables-Growers & Shippers |
| Monterey County Social Cmmmt        | Government Offices-County              |
| Monterey County Social Services     | Government Offices-County              |
| Monterey County Office of Education | School Districts                       |
| Natividad Medical Center            | Hospitals                              |
| Naval Postgraduate School           | Schools-Universities & Colleges        |
| Pebble Beach Co.                    | Resorts                                |
| Pebble Beach Resorts                | Resorts                                |
| Premier Raspberries Llc             | Grocers-Wholesale                      |
| Quality Farm Labor                  | Labor Contractors                      |
| Salinas Valley Memorial Healthcare  | Hospitals                              |
| Salinas Valley Memorial Hospital    | Hospitals                              |
| Taylor Farms                        | Fruits & Vegetables-Growers & Shippers |
| US Defense Department               | Government Offices- US                 |
| US Defense Manpower Data Center     | Government Offices- US                 |

Source: State of California Employment Development Department

## **Labor Force and Unemployment**

| Labor Force<br>2017 Annual Averages |         |
|-------------------------------------|---------|
| Labor Force                         | 220,200 |
| Employment                          | 204,400 |
| Unemployment                        | 15,800  |
| Unemployment Rate                   | 7.2%    |

Source: California Employment Development Department Labor Market Information Division, Historical Unemployment Rate & Labor Force Data Tables, 2017

Monterey County's annual unemployment rate in 2017 was 7.2%. This compares with an annual unemployment rate of 4.8% for California and 4.4% 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 2016 Employment<br>Estimates | 1 Qtr. 2017<br>Hourly Wage |
| Production                                           | 22%                              | \$19.11                    |
| Farming, Fishing, and Forestry                       | 15%                              | \$12.70                    |
| Office and Administrative Support                    | 9%                               | \$19.70                    |
| Food Preparation and Serving-Related                 | 8%                               | \$14.86                    |
| Sales and Related                                    | 7%                               | \$18.42                    |
| Education, Training, and Library                     | 7%                               | \$31.36                    |
| Transportation and Material Moving                   | 5%                               | \$19.71                    |
| Healthcare Practitioners and Technical               | 3%                               | \$51.51                    |
| Management                                           | 3%                               | \$53.80                    |
| Building & Grounds Cleaning & Maintenance            | 3%                               | \$16.54                    |
| Installation, Maintenance, and Repair                | 3%                               | \$25.66                    |
| Business and Financial Operations                    | 2%                               | \$39.28                    |
| Protective Service                                   | 2%                               | \$31.68                    |
| Construction and Extraction                          | 2%                               | \$27.06                    |
| Personal Care and Service                            | 2%                               | \$15.01                    |
| Healthcare Support                                   | 1%                               | \$18.60                    |
| Community and Social Services                        | 1%                               | \$23.46                    |
| Computer and Mathematical                            | 1%                               | \$44.72                    |
| Arts, Design, Entertainment, Sports, & Media         | 0.9%                             | \$25.91                    |
| Life, Physical, and Social Science                   | 0.7%                             | \$41.38                    |
| Architecture and Engineering                         | 0.5%                             | \$42.10                    |
| Legal                                                | 0.4%                             | \$43.57                    |

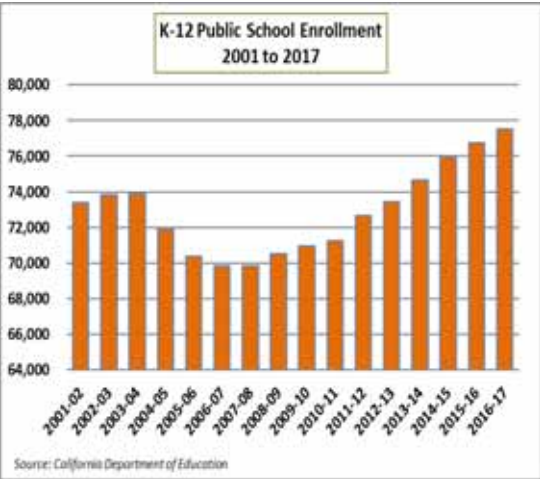
Source: State of California Employment Development Department, Labor Market Division

According to the State of California Employment Development Department's Labor Market Division, Monterey County's local economic 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, 22% of the labor force consists of

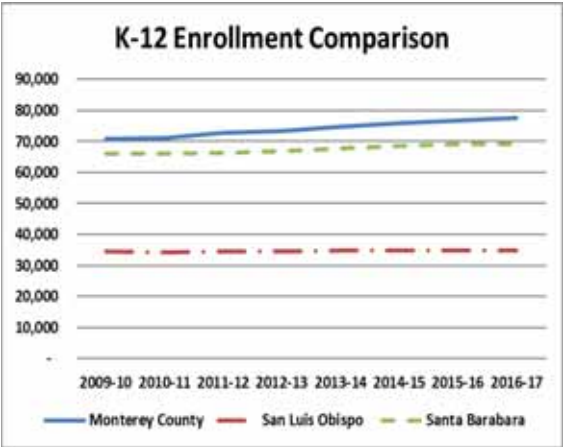
occupations in production. In the first quarter of 2017, the median hourly wage was \$19.11 per hour. The second highest occupational category is farming, fishing and forestry, accounting for 15% of the workforce with a median wage of \$12.70 per hour. Office and administrative support related occupations represent the third largest share of Monterey County’s employment, with 9% and a median wage of \$19.70 per hour. The top three occupations in Monterey County represent 46% of all employment. Monterey County continues its efforts to attract more highly 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 supports 24 school districts, two community colleges, and a state university.

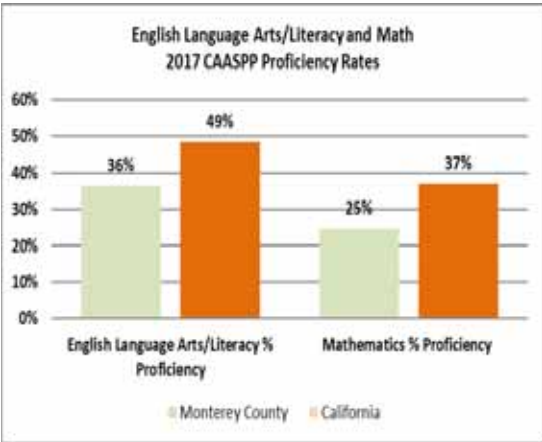


Enrollment in K-12 Public Schools in 2016-17 was 77,517 in Monterey County. After experiencing continuous declines in enrollment growth, Monterey County’s K-12 enrollment began growing steadily in 2009. Since 2009, enrollment in Monterey County has grown by 9.9%.



Source: California Department of Education

Along with growing enrollment the school system is seeing an increase in revenue due to the passage of Proposition 30 which is alleviating 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.



Source: California Department of Education

Historically, educational attainment in Monterey County, along with other measures of educational performance, has lagged behind California and other Central Coast counties. In recent years, Monterey County began to close the gap with respect to English Language Arts/Literacy and Math proficiencies. 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.

Although Monterey County has trailed behind its two comparison counties with respect to graduation rates, recent data shows it is catching up.



| High School Graduation Rates<br>2012 to 2015 |       |       |       |       |
|----------------------------------------------|-------|-------|-------|-------|
| County                                       | 2012  | 2013  | 2014  | 2015  |
| Monterey                                     | 79.1% | 80.0% | 81.6% | 84.5% |
| San Luis Obispo                              | 87.7% | 88.7% | 89.3% | 91.5% |
| Santa Barbara                                | 85.2% | 84.7% | 84.3% | 87.9% |
| California                                   | 78.9% | 80.4% | 81.0% | 82.3% |

Source: California Department of Education, Dataquest

Monterey County continues to post lower graduation rates compared to neighboring counties. However, between 2012 and 2015, Monterey County's high school graduation rate increased from 79.1% to 84.5% while both San Luis Obispo and Santa Barbara counties showed less improvement. The high school graduation rate for Monterey County is just above the State rate (82.3%).

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 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:

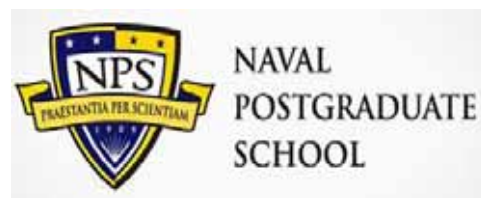
- Brandman University
- Cabrillo College
- California Department of Fish & Wildlife (CDFW) Marine Region
- California State University, Monterey Bay



- 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 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 (National Oceanic & Atmospheric Administration (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. 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.

| <b>CalWORKS FY 2016-17</b>                    |                 |               |
|-----------------------------------------------|-----------------|---------------|
| <b>Annual Applications Approved vs Denied</b> |                 |               |
| <b>County</b>                                 | <b>Approved</b> | <b>Denied</b> |
| <b>Monterey</b>                               | <b>2,747</b>    | <b>5,365</b>  |
| <b>San Luis Obispo</b>                        | <b>849</b>      | <b>1,309</b>  |
| <b>Santa Barbara</b>                          | <b>2,011</b>    | <b>2,833</b>  |

Source: California Department of Social Services, CalWORKS Annual Summary February 2018

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. The available data shows that Monterey County has the highest number of recipients compared to San Luis Obispo County and Santa Barbara County.

| <b>CalFresh January 2017</b> |                   |                     |
|------------------------------|-------------------|---------------------|
| <b>County</b>                | <b>Recipients</b> | <b>Population %</b> |
| <b>Monterey</b>              | <b>11,607</b>     | <b>2.6%</b>         |
| <b>San Luis Obispo</b>       | <b>3,482</b>      | <b>1.2%</b>         |
| <b>Santa Barbara</b>         | <b>9,120</b>      | <b>2.0%</b>         |
| <b>California</b>            | <b>1,088,204</b>  | <b>2.8%</b>         |

Source: California Department of Social Services Administration Division, January 2017

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

| <b>Monterey County Snap Shot</b>     |                 |                   |
|--------------------------------------|-----------------|-------------------|
|                                      | <b>Monterey</b> | <b>California</b> |
| <b>Health Care</b>                   |                 |                   |
| Uninsured adults                     | 22%             | 17%               |
| Uninsured children                   | 8%              | 6%                |
| Health Care costs*                   | \$7,306         | \$8,908           |
| <b>Social &amp; Economic Factors</b> |                 |                   |
| Children in poverty                  | 22%             | 21%               |
| Homicides (per 100,000 population)   | 11              | 5                 |
| <b>Physical Environment</b>          |                 |                   |
| Air pollution-particulate matter     | 7.6             | 8                 |

Source: County Health Rankings 2017

\* Amount of price-adjusted Medicare reimbursements per enrollee.

## **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 2015, Monterey County accounted for over \$4.3 billion in crop farming, which was a 9.5% decrease from the previous year due to market conditions.

| Gross Production Value |                         |                         |
|------------------------|-------------------------|-------------------------|
| Categories             | 2016 Total Value        | 2015 Total Value*       |
| Vegetable Crops        | \$ 2,817,031,000        | \$ 3,261,521,000        |
| Fruit & Nuts           | \$ 1,056,777,000        | \$ 1,012,977,000        |
| Nursery Crops          | \$ 276,423,000          | \$ 313,689,000          |
| Livestock & Poultry    | \$ 80,465,000           | \$ 91,228,000           |
| Field Crops            | \$ 20,947,000           | \$ 20,748,000           |
| Seed Crops & Apiary    | \$ 4,429,000            | \$ 4,980,000            |
| <b>TOTAL:</b>          | <b>\$ 4,256,072,000</b> | <b>\$ 4,705,143,000</b> |

Source: Monterey County Report 2016, \*Adjusted Figure

Monterey County is known as “The Salad Bowl of the World” and the gross production values for 2016 reaffirm it with a total vegetable crop value of \$2.8 billion.

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’s agriculture contributes a total of \$8.1 billion in economic output which is 18.5% of the County’s total economic output. The \$8.1 billion in economic output consists of \$5.6 billion in direct economic output and \$2.4 billion in additional economic output in the form of expenditures by agriculture companies and their employees.

Monterey County farmers are among the most productive and efficient in the world growing more than 150 crops. The table that follows shows the top two crops in 2016 were leaf lettuce and strawberries as in the prior year.

| Monterey County's Ten Million Dollar Crops |                 |              |              |
|--------------------------------------------|-----------------|--------------|--------------|
| Crops                                      | 2016 Crop Value | 2016         | 2015         |
|                                            |                 | Crop Ranking | Crop Ranking |
| Leaf Lettuce                               | \$ 783,102,000  | 1            | 1            |
| Strawberry                                 | \$ 724,602,000  | 2            | 2            |
| Head Lettuce                               | \$ 478,172,000  | 3            | 3            |
| Broccoli                                   | \$ 391,790,000  | 4            | 4            |
| Nursery                                    | \$ 276,423,000  | 5            | 5            |
| Wine Grapes                                | \$ 238,892,000  | 6            | 8            |
| Cauliflower                                | \$ 189,567,000  | 7            | 6            |
| Celery                                     | \$ 161,788,000  | 8            | 7            |
| Misc. Vegetables                           | \$ 158,350,000  | 9            | 9            |
| Spinach                                    | \$ 132,716,000  | 10           | 10           |
| Mushrooms                                  | \$ 92,557,000   | 11           | 11           |
| Beef Cattle                                | \$ 67,817,000   | 12           | 12           |
| Brussels Sprouts                           | \$ 4,630,600    | 13           | 20           |
| Cabbage                                    | \$ 45,978,000   | 14           | 17           |
| Spring Mix                                 | \$ 43,643,000   | 15           | 13           |
| Salad Products                             | \$ 41,650,000   | 16           | 14           |
| Lemon                                      | \$ 41,181,000   | 17           | 15           |
| Raspberries                                | \$ 41,114,000   | 18           | 18           |
| Carrots                                    | \$ 34,307,000   | 19           | 21           |
| Kale                                       | \$ 32,991,000   | 20           | 19           |
| Artichokes                                 | \$ 30,528,000   | 21           | 16           |
| Peas                                       | \$ 30,519,000   | 22           | 23           |
| Onions, Green                              | \$ 25,298,000   | 23           | 22           |
| Onions, Dry                                | \$ 21,090,000   | 24           | 24           |
| Rangeland                                  | \$ 18,597,000   | 25           | 25           |
| Asparagus                                  | \$ 18,597,000   | 26           | 26           |

Source: Monterey County Crop Report 2016

## Hospitality

Monterey County has long been a tourist destination attracting nearly 4.6 million visitors annually. According to the 2016-17 Annual Report published by the Monterey County Convention & Visitors Bureau, tourism spending was \$2.8 billion supporting 25,220 jobs in the County. 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 WeatherTech Raceway Laguna Seca, Concours d'Elegance, Big Sur Marathon and other food, wine, cultural and family festivals.



## **Services**

### *Property Tax Division*

The Property Tax Division conducts collections of all County property taxes, transient occupancy taxes (TOT), and effective January 1, 2017, commercial cannabis business taxes. Primary responsibilities include the administration of billing, collection, and accounting for all real and taxable personal property. They also enforce the County's TOT Ordinance which entails 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 collections of TOT revenue. Property Tax and TOT collection activities provide for the County's largest portions of discretionary funds.

### *Revenue Division*

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.

### *Treasury Division*

The Treasury Division is responsible for safeguarding and prudently investing all deposits for the County of Monterey, the County's school districts and various special districts, and manages a pooled portfolio that provides for the safety and liquidity of all cash assets.

## **COUNTY DEPARTMENT SPOTLIGHT**

### **TREASURER-TAX COLLECTOR**

#### **Treasurer-Tax Collector**

The Treasurer-Tax Collector is an elected official that performs services mandated by State laws and County ordinance. The Treasurer-Tax Collector (TTC) has responsibility for the investment of public funds, County and school banking activities, property tax collection, and court or other delinquent debt collections.

Mary A. Zeeb is the Treasurer-Tax Collector of Monterey County and is charged with overseeing 49 staff members dedicated to performing the duties of three divisions; Property Tax, Revenue, and Treasury.

The Treasurer-Tax Collector's office is located at 168 W. Alisal St., 1<sup>st</sup> Floor, Salinas, CA 93901. Don't know who to call or where to start? Call the 24-hour Customer Relations Team Hotline at (831) 755-5059 or via email at [customercare@co.monterey.ca.us](mailto:customercare@co.monterey.ca.us). Visit the website for more information:

<http://www.co.monterey.ca.us/taxcollector>.

#### **Mission**

The mission of the Treasurer-Tax Collector is to serve 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, fines/fees, banking, and investment services.

# Table of Contents

|                                                           |            |                                                 |            |
|-----------------------------------------------------------|------------|-------------------------------------------------|------------|
| <b>County Residents Organization Chart.....</b>           | <b>1</b>   | CAO Non-Departmental .....                      | 169        |
| <b>Executive Summary.....</b>                             | <b>3</b>   | Contributions - Proposition 172.....            | 171        |
| <b>Appropriation Limits.....</b>                          | <b>27</b>  | Contributions-Other Agencies .....              | 172        |
| <b>Recommendations .....</b>                              | <b>29</b>  | Trial Courts .....                              | 173        |
| <b>Fund Structure .....</b>                               | <b>31</b>  | Contingencies.....                              | 174        |
| <b>Three Year Forecast .....</b>                          | <b>33</b>  | County Memberships.....                         | 175        |
| <b>Strategic Initiatives.....</b>                         | <b>69</b>  | Medical Care Services .....                     | 176        |
| <b>General Financial Policies.....</b>                    | <b>73</b>  | Other Financing Uses.....                       | 177        |
| <b>Schedules .....</b>                                    | <b>91</b>  | Other General Expenditures .....                | 178        |
| <b>Analysis of Revenues by Object and Subobject .....</b> | <b>119</b> | Non-Program Revenue .....                       | 179        |
| <b>Countywide Position Summary.....</b>                   | <b>123</b> | Homeland Security Grant .....                   | 180        |
| <b>Board of Supervisors.....</b>                          | <b>145</b> | Laguna Seca Track .....                         | 181        |
| <b>County Administrative Office.....</b>                  | <b>149</b> | Auxiliary Services.....                         | 182        |
| CAO Departmental .....                                    | 156        | Vehicle Replacement Planning.....               | 183        |
| Administration & Finance .....                            | 158        | <b>Human Resources .....</b>                    | <b>185</b> |
| Budget & Analysis .....                                   | 159        | Human Resources Departmental .....              | 191        |
| Contracts/Purchasing.....                                 | 160        | Employee & Labor Relations.....                 | 192        |
| Intergovernmental & Legislative Affairs .....             | 161        | Human Resources Services .....                  | 193        |
| Office of Emergency Services .....                        | 162        | Learning & Organizational Development .....     | 194        |
| Office of Community Engagement & Strategic Advocacy ..... | 163        | Employee Benefits.....                          | 195        |
| Fleet Administration .....                                | 164        | Human Resources Administration .....            | 196        |
| Shuttle.....                                              | 165        | HR Information System .....                     | 197        |
| Vehicle Asset Management Program.....                     | 166        | Human Resources Non-Departmental .....          | 198        |
| Records Retention .....                                   | 167        | Dental .....                                    | 199        |
| Workforce Development Board .....                         | 168        | Vision.....                                     | 200        |
|                                                           |            | EAP.....                                        | 201        |
|                                                           |            | Disability .....                                | 202        |
|                                                           |            | Unemployment .....                              | 203        |
|                                                           |            | Misc Benefits .....                             | 204        |
|                                                           |            | OPEB .....                                      | 205        |
|                                                           |            | <b>Economic Development .....</b>               | <b>207</b> |
|                                                           |            | Development Set-Aside .....                     | 213        |
|                                                           |            | Revolving Loan Program .....                    | 214        |
|                                                           |            | Community Development Reuse.....                | 215        |
|                                                           |            | Community Development Grant .....               | 216        |
|                                                           |            | Boronda Housing Set-Aside .....                 | 217        |
|                                                           |            | Castroville/Pajaro Housing Set-Aside .....      | 218        |
|                                                           |            | Inclusionary Housing .....                      | 219        |
|                                                           |            | Economic Development Administration.....        | 220        |
|                                                           |            | E Garrison Public Financing Authority .....     | 221        |
|                                                           |            | Fort Ord Project .....                          | 222        |
|                                                           |            | East Garrison Project.....                      | 223        |
|                                                           |            | Office of Employment Training .....             | 224        |
|                                                           |            | East Garrison Community Services District ..... | 225        |
|                                                           |            | East Garrison Development Reimbursement.....    | 226        |



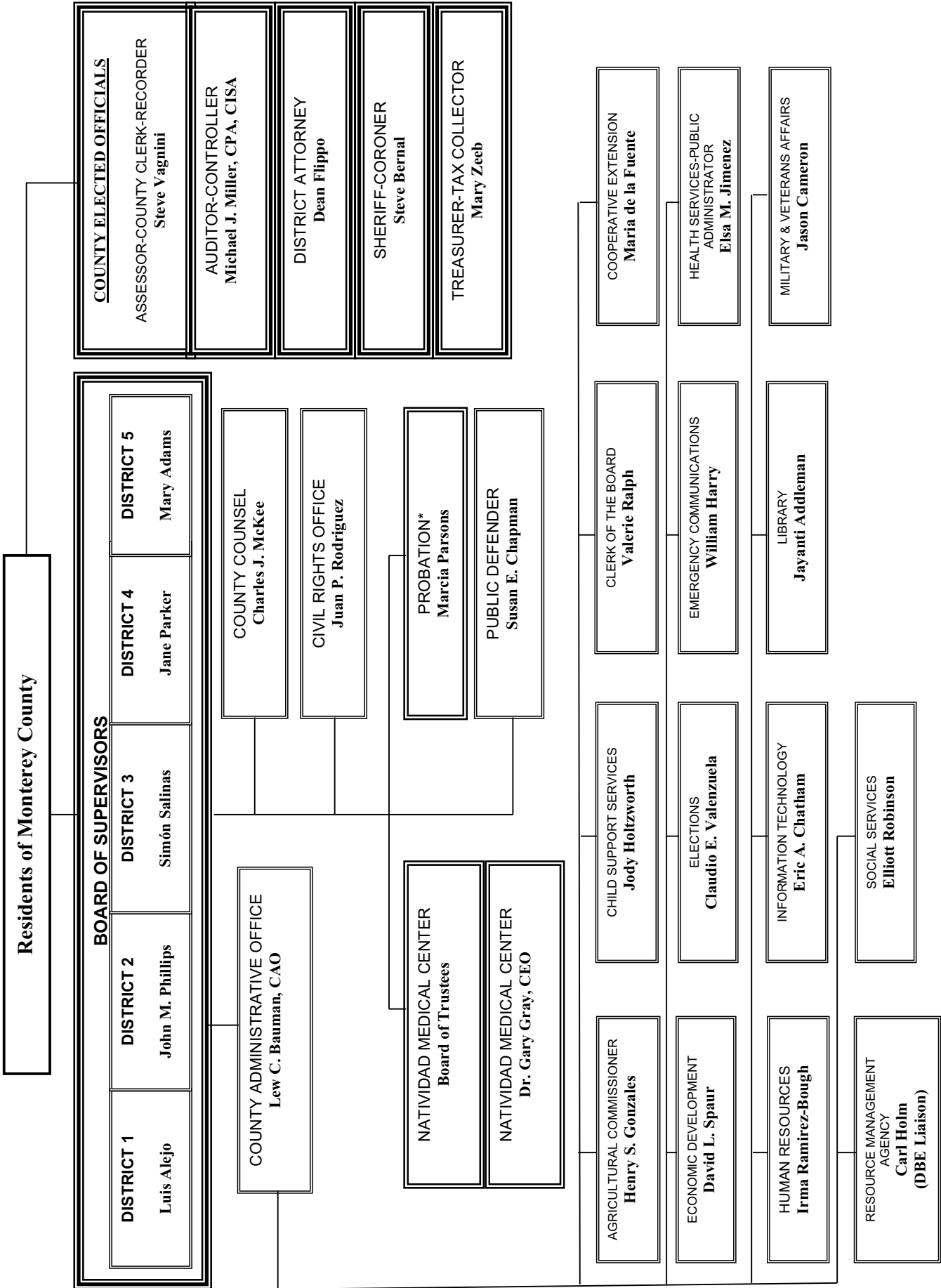
|                                             |            |
|---------------------------------------------|------------|
| <b>Civil Rights Office .....</b>            | <b>227</b> |
| <b>Auditor-Controller.....</b>              | <b>231</b> |
| Auditor-Controller Departmental .....       | 237        |
| Auditor Controller .....                    | 238        |
| Debt Management .....                       | 239        |
| Disbursements .....                         | 240        |
| Systems Management .....                    | 242        |
| General Accounting .....                    | 243        |
| Internal Audit .....                        | 244        |
| Auditor-Controller Non-Departmental .....   | 245        |
| PIC Debt Service .....                      | 246        |
| Annual Audits .....                         | 247        |
| Enterprise Resource Planning .....          | 248        |
| <b>Treasurer-Tax Collector.....</b>         | <b>249</b> |
| Property Tax .....                          | 254        |
| Revenue .....                               | 256        |
| Treasury.....                               | 257        |
| <b>Assessor-County Clerk-Recorder .....</b> | <b>259</b> |
| Assessor.....                               | 264        |
| Clerk/Recorder .....                        | 266        |
| <b>County Counsel .....</b>                 | <b>267</b> |
| County Counsel Departmental .....           | 272        |
| County Counsel .....                        | 273        |
| Risk Management .....                       | 274        |
| County Counsel Non-Departmental.....        | 275        |
| Grand Jury .....                            | 277        |
| General Liability .....                     | 278        |
| Workers Compensation .....                  | 279        |
| Enterprise Risk.....                        | 280        |
| <b>Clerk of the Board .....</b>             | <b>281</b> |
| Assessment Appeals Board.....               | 285        |
| Clerk of the Board .....                    | 286        |
| <b>Elections .....</b>                      | <b>287</b> |
| <b>Emergency Communications .....</b>       | <b>293</b> |
| Emergency Communication .....               | 298        |
| Emergency Communication .....               | 299        |
| NGEN Operations & Maintenance .....         | 300        |
| <b>Information Technology.....</b>          | <b>301</b> |
| ITD Administration.....                     | 307        |
| Applications .....                          | 308        |
| Service Delivery .....                      | 309        |
| Enterprise Operations .....                 | 310        |

|                                                |            |
|------------------------------------------------|------------|
| Infrastructure .....                           | 311        |
| Security .....                                 | 313        |
| Information Technology .....                   | 314        |
| <b>District Attorney.....</b>                  | <b>315</b> |
| Civil .....                                    | 320        |
| Criminal.....                                  | 321        |
| Criminal.....                                  | 323        |
| <b>Child Support Services.....</b>             | <b>325</b> |
| <b>Public Defender .....</b>                   | <b>331</b> |
| <b>Sheriff-Coroner .....</b>                   | <b>337</b> |
| Fiscal .....                                   | 345        |
| Civil Unit .....                               | 346        |
| Coroner .....                                  | 347        |
| Professional Standards .....                   | 348        |
| Records and Warrants .....                     | 349        |
| Custody Administration .....                   | 350        |
| Custody Administration .....                   | 351        |
| Court Services.....                            | 352        |
| Court Services.....                            | 353        |
| Transportation .....                           | 354        |
| Inmate Medical .....                           | 355        |
| Jail Operations .....                          | 356        |
| Jail Operations .....                          | 357        |
| Inmate Programs.....                           | 358        |
| Jail Support Services .....                    | 359        |
| Enforcement Operations and Administration..... | 360        |
| Enforcement Operations and Administration..... | 362        |
| Investigations.....                            | 363        |
| Investigations.....                            | 364        |
| Narcotics .....                                | 365        |
| Community Services .....                       | 366        |
| Sheriff's Office Administration.....           | 368        |
| Administration Bureau .....                    | 369        |
| Special Enforcement .....                      | 370        |
| <b>Probation.....</b>                          | <b>371</b> |
| Alternative Programs .....                     | 377        |
| Alternative Programs .....                     | 378        |
| Juvenile Hall .....                            | 379        |
| Youth Center .....                             | 380        |
| Youth Center.....                              | 382        |
| Adult Probation .....                          | 383        |
| Adult Probation .....                          | 385        |
| Juvenile Probation.....                        | 386        |
| Juvenile Probation.....                        | 387        |
| Probation Administration.....                  | 388        |

|                                          |            |                                                      |            |
|------------------------------------------|------------|------------------------------------------------------|------------|
| <b>Agricultural Commissioner.....</b>    | <b>391</b> | Recycling and Resource Recovery Services .....       | 476        |
| Agriculture/Weights & Measures .....     | 396        | Solid Waste Management Services.....                 | 477        |
| Produce Inspection .....                 | 398        | Environmental Health Review Services .....           | 478        |
| <b>Resource Management Agency.....</b>   | <b>399</b> | Hazardous Materials & Solid Waste Management .....   | 479        |
| Land Use/Community Services .....        | 410        | Environmental Health Fiscal and Administration ..... | 481        |
| Building Services .....                  | 411        | Public Guardian/Administrator/Conservator .....      | 482        |
| Planning .....                           | 413        | Children's Medical Services .....                    | 483        |
| Development Services .....               | 414        | Public Health .....                                  | 485        |
| Environmental Services.....              | 415        | Drinking Water Protection .....                      | 487        |
| Public Works/Facilities .....            | 416        | Behavioral Health .....                              | 488        |
| Architectural Services .....             | 418        | Behavioral Health .....                              | 489        |
| Facilities Maintenance.....              | 419        | Behavioral Health .....                              | 491        |
| Grounds.....                             | 420        | Health Realignment .....                             | 492        |
| Litter Control .....                     | 421        | Health Dept.Administration.....                      | 493        |
| Road & Bridge Engineering.....           | 422        | Animal Services.....                                 | 495        |
| Roads & Bridges- Maintenance .....       | 424        | Bienestar Salinas.....                               | 496        |
| Park Operations .....                    | 426        | Marina Integrative Clinic .....                      | 497        |
| Administration/General Services.....     | 428        | Laurel Vista .....                                   | 498        |
| Facility Master Plan Projects .....      | 431        | Clinic Services Quality Improvement .....            | 499        |
| County Disposal Sites.....               | 432        | Customer Service Center .....                        | 500        |
| Courier.....                             | 433        | Whole Person Care .....                              | 501        |
| Mail .....                               | 434        | <b>Social Services.....</b>                          | <b>503</b> |
| Utilities .....                          | 435        | CalWORKS / TANF .....                                | 511        |
| Real Property .....                      | 436        | General Assistance .....                             | 512        |
| Facilities Maintenance Projects .....    | 437        | IHSS Wages / Benefits.....                           | 513        |
| Shuttle Operations.....                  | 438        | Out of Home Care .....                               | 514        |
| County Sanitation District.....          | 439        | Community Action Partnership.....                    | 515        |
| County Service Areas .....               | 440        | Community Programs.....                              | 516        |
| RMA Administration.....                  | 441        | IHSS Public Authority .....                          | 517        |
| Capital Projects.....                    | 443        | Military & Veterans Services .....                   | 518        |
| Special District Administration.....     | 444        | Social Services.....                                 | 520        |
| Fish & Game Propagation .....            | 445        | Area Agency on Aging .....                           | 522        |
| Lake Operations .....                    | 446        | Social Services Realignment .....                    | 523        |
| Property Management .....                | 447        | Protective Services .....                            | 524        |
| <b>Health .....</b>                      | <b>449</b> | Office for Employment Training.....                  | 525        |
| Clinic Services Administration .....     | 462        | <b>Library .....</b>                                 | <b>527</b> |
| Alisal Health Center.....                | 464        | <b>Cooperative Extension Service .....</b>           | <b>533</b> |
| Laurel Family Practice.....              | 466        | Cooperative Extension .....                          | 538        |
| Laurel Internal Medicine.....            | 467        | Cooperative Ext -Reimbursed Projects .....           | 539        |
| Laurel Pediatrics .....                  | 468        | <b>Parks.....</b>                                    | <b>541</b> |
| Marina Health Center .....               | 469        | <b>Natividad Medical Center .....</b>                | <b>545</b> |
| Seaside Family Health Center.....        | 470        | Natividad Medical Center.....                        | 553        |
| Ambulance Service .....                  | 472        | Natividad Medical Center.....                        | 554        |
| EMS Operating.....                       | 473        |                                                      |            |
| Uncompensated Care .....                 | 474        |                                                      |            |
| Consumer Health Protection Services..... | 475        |                                                      |            |

|                                                                   |            |
|-------------------------------------------------------------------|------------|
| <b>Contributions/Obligations, Liabilities and Other . . . . .</b> | <b>555</b> |
| <b>Capital Budget Summary . . . . .</b>                           | <b>575</b> |
| <b>Debt Management Policy . . . . .</b>                           | <b>581</b> |
| <b>Annual Work Program for Road Fund . . . . .</b>                | <b>601</b> |
| <b>Budget Development Process . . . . .</b>                       | <b>603</b> |
| <b>Budget Reporting and Development Schedule . . . . .</b>        | <b>605</b> |
| <b>Glossary of Terms . . . . .</b>                                | <b>609</b> |
| <b>Glossary of Acronyms . . . . .</b>                             | <b>613</b> |
| <b>Glossary of Funds . . . . .</b>                                | <b>623</b> |

COUNTY OF MONTEREY



\*appointed by Superior Court



This page intentionally left blank.



---

## Executive Summary

---

---

### *County Administrative Officer's Message*

---

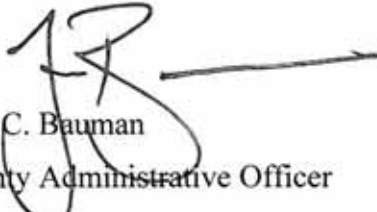
The County Administrative Office is pleased to present the *Fiscal Year (FY) 2018-19 Recommended Budget*. The Recommended Budget serves as a financial plan, reflecting your Board's priorities and policies within the framework of responsible financial management.

The Recommended Budget proposes a balanced \$1.5 billion spending plan, an increase of \$14.4 million (1.0%) over the current year adopted budget, and supports a workforce of 5,171 employees. Building this spending plan was particularly challenging. As presented in the April 10<sup>th</sup> budget workshop, the County faces a multitude of fiscal pressures including sharply rising employee benefit costs, salary increases authorized in current bargaining agreements, aging infrastructure, higher insurance program expenditures, and increased costs for jail security and inmate medical care. These costs are in addition to your Board's initiatives to meet important needs in the community. Meanwhile, growth in countywide discretionary revenue is not keeping up with costs and some departments are experiencing loss of State revenue. The combination of increasing costs and lagging revenue strains the organizations' financial capacity, with some programs unable to sustain current service and staffing levels.

Public Budget Hearings commence on June 4, 2018, where staff will present an overview of the spending plan, including budget solutions employed to support critical services as well as needs remaining unfunded due to budget constraints. Your Board will also hear presentations from Department Heads and receive input from individuals and organizations within the community. During the hearing, your Board may make additions, deletions or modifications to the recommended spending plan. Understanding the Recommended Budget is balanced as presented, increases should be accompanied by corresponding and sustainable reductions to adapt to the new fiscal reality and minimize programmatic impacts in subsequent budget cycles.

The County of Monterey, as it always does, perseveres through fiscal challenges. I want to thank your Board for its enduring leadership and responsible financial oversight as well as Department Heads and their staff for making the difficult choices in adjusting to our changing fiscal environment. Finally, I express continuing gratitude to our employees for their continued excellence in public service and commitment to the County's long-term success.

The following budget overview provides your Board and the public highlights of the spending plan for next fiscal year.



Lew C. Bauman  
County Administrative Officer

---

## *Budget Overview*

---

### Current Financial Condition

Over the last eight years, the County has experienced favorable revenue growth to make positive investments. Under the Board's prudent financial oversight, the County set aside prior years' operating surpluses into reserves, positioning it to address infrastructure needs such as expanding the jail, building a new juvenile hall, remodeling the East/West Wing buildings, and improving jail security. These infrastructure investments were made while also responding to natural disasters. However, the County has reached a point where the cost of operating is outpacing revenue growth and each year is more difficult to prepare a structurally balanced budget without impacting our employees and the services they provide.

In March, staff presented the Forecast which revealed an estimated \$36.2 million deficit next fiscal year to continue existing operations. The deficit results from inflationary pressures such as labor bargaining agreements, higher employee benefit costs, increased staffing, filling vacancies, higher workers' compensation, and general liability program costs. Additionally, program revenue loss and increased commitments to meet community needs also contribute to the gap. The deficit does not include emerging costs such as unfunded storm repairs, potential litigation, or additional staffing needed for the jail expansion.

While the economy is doing well, the current economic expansion is one of the longest in US modern history and an eventual recession is inevitable. Despite continued expansion, revenue lags the expenditure growth necessary to maintain current operations due to the fiscal pressures. In addition, current year solutions utilizing fund balance expire next fiscal year, adding to the funding gap.

This recommended budget implements solutions described later in the report that support \$11.3 million in augmentations and save 114 positions (including 82 filled positions). However, many needs remain unfunded due to fiscal constraints. To the extent funds are available, the recommended budget targets them to required levels of mandated services and vital programs that best serve our community.

### Recommended Budget – All Funds

**The recommended budget for all funds, departments and programs totals \$1.5 billion next fiscal year, a \$14.4 million increase over the FY 2017-18 adopted budget.** The recommended budget includes 5,171 authorized positions, a reduction of 145.5 positions from the current year adopted budget. Significant budget changes since adoption of the FY 2017-18 budget include:

- **Recommended use of fund balance is \$54.3 million for capital projects and other planned, one-time needs.** Of this amount, \$35.4 million represents a combination of County funds and grant funds for planned capital projects such as the jail and juvenile hall and \$14.9 million is for one-time expenses in the general fund, such as the appropriation for contingencies and Laguna Seca capital projects supporting track operations. The remaining fund balance is primarily used to meet State-County Realignment commitments for public safety, health, and social services programs.
- **Revenue increases \$28.1 million, of which \$13.6 million is improvement in the general fund.** In the general fund, discretionary revenue grows \$5.9 million due to positive property assessments, \$4.0 million is attributed to Laguna Seca operations, and the remaining is improvement in revenue for realigned public safety, health, and social services programs. Revenue also increases in other funds, mainly at Natividad Medical Center (NMC) due to higher patient volume and better collections and

increased revenue in the Behavioral Health Fund due to implementation of new substance abuse disorder and mental health programs, reimbursed by state and federal agencies.

- **Rising labor costs.** Next fiscal year, the County enters into the third and final year of labor agreements that provide most bargaining units wage increases of 7% over the three-year period. Additionally, pension contributions are projected to increase \$8.9 million next fiscal year (all funds). The recommended budget reflects a reduction of 145.5 positions from the current year adopted budget, with most of the reductions in the general fund.

Even with position reductions, salaries and benefits increase by \$19.3 million (\$5.1 million general fund) over the current year adopted budget. Most of the increase is in NMC due to wage increases and added staff in the trauma center; NMC can support the rising cost with additional revenue.

- **Continues to address infrastructure replacement.** The recommended budget provides \$104.5 million in appropriations to continue capital projects such as the new juvenile hall and jail expansion project. The recommended budget also includes \$2.9 million in recently added annual debt service to finance the remodeling of the East/West Wing buildings and tenant improvements at the Schilling Place complex.

## Recommended Budget – General Fund

**Recommended appropriations for the general fund total \$665.4 million next fiscal year, a decrease of \$14.4 million over the FY 2017-18 adopted budget.**

The general fund supports a workforce of 3,329 authorized positions, a reduction of 144.2 positions from the current year adopted budget. The general fund supports 23 departments which encompass most County services and basic governmental functions including public safety and criminal justice, health, social services, land use, recreation, environment, administration and finance. Following is an overview of the general fund budget:

- **Appropriations decrease \$14.4 million due to expiration of non-recurring expenses.** Departments will no longer be charged Enterprise Resource Planning (ERP) system upgrade charges as the project is set for completion during the current year. Additionally, the County is winding down its local matching funds obligations for the jail expansion and juvenile hall projects.

| All Funds                           | 2016-17<br>Actual | 2017-18<br>Adopted | 2018-19<br>Recommend |
|-------------------------------------|-------------------|--------------------|----------------------|
| <b>Expenditures</b>                 |                   |                    |                      |
| Salaries & Benefits                 | \$ 581.7          | \$ 639.2           | \$ 658.4             |
| Services & Supplies                 | 345.6             | 367.2              | 357.8                |
| Other Charges                       | 111.6             | 102.2              | 119.8                |
| Fixed Assets                        | 89.3              | 155.8              | 134.0                |
| Op. Transfers Out / Other Financing | 184.5             | 228.2              | 231.6                |
| Extraordinary Items                 | -                 | -                  | 2.4                  |
| Contingencies                       | -                 | 3.5                | 6.3                  |
| <b>Total Expenditures</b>           | <b>\$ 1,312.8</b> | <b>\$ 1,496.0</b>  | <b>\$ 1,510.4</b>    |
| <b>Revenues</b>                     |                   |                    |                      |
| Taxes                               | \$ 196.2          | \$ 207.5           | \$ 221.7             |
| Licenses, Permits & Franchises      | 21.7              | 22.8               | 24.1                 |
| Fines, Forfeitures & Penalties      | 9.1               | 11.0               | 11.0                 |
| State & Federal Aid                 | 554.0             | 554.7              | 549.2                |
| Charges for Current Services        | 377.3             | 372.7              | 376.9                |
| Other Revenues                      | 247.8             | 259.3              | 273.3                |
| <b>Total Revenues</b>               | <b>\$ 1,406.1</b> | <b>\$ 1,428.0</b>  | <b>\$ 1,456.1</b>    |
| <b>Use of Fund Balance</b>          | <b>\$ (93.3)</b>  | <b>\$ 68.0</b>     | <b>\$ 54.3</b>       |
| <b>FTE Positions</b>                | <b>5,213.7</b>    | <b>5,316.9</b>     | <b>5,171.4</b>       |

\*Numbers may not add up due to rounding.

- **The budget includes \$6.3 million for operational contingencies.** In compliance with the County's financial policies, the budget appropriates \$6.3 million (1% of estimated general fund revenue) for critical, unanticipated needs that emerge next fiscal year and cannot be funded within departments' appropriated resources.

- **Provides funding to the Road Fund.** In agreement with Board policy, the recommended budget includes a contribution of \$5.3 million derived from transient occupancy tax revenue to the Road Fund to support road maintenance.

- **Includes funding for outside agencies.** The general fund budget includes contributions to

outside agencies that promote tourism and public safety in conformance to current policy. The recommended budget includes \$1.9 million to Development Set-Aside agencies to stimulate tourism in the County. The budget also includes discretionary contributions of Proposition 172 funds (Public Safety Sales Tax) of \$3.0 million to support fire agencies and \$1.6 million to user agencies to incentivize participation in the consolidated 9-1-1 dispatch center.

- **Does not include ongoing cannabis revenue or expenditures.** The cannabis tax revenue is a new revenue source that has been tracked separately and is not allocated for ongoing needs in this budget. The industry is newly regulated and the recurring revenue stream from cannabis tax is unpredictable given discussions around a tax rate restructure. Because of the uncertainty, the Board directed staff to utilize cannabis funds for one-time needs only. The recommended budget does not include recurring cannabis revenue, nor does it obligate cannabis revenue for ongoing needs, other than \$374,676 for positions approved in prior years. However, the recommended budget does allocate \$5.4 million in existing (i.e., "assigned") funds as a one-time solution to support next year's appropriation for contingencies. Doing so disencumbers discretionary funding that would have otherwise been used for contingencies to be re-targeted to preserve vital public safety programs, including the Silver Star Youth Program at Rancho Cielo and maintaining public safety staffing levels.

| General Fund                   | 2016-17<br>Actual | 2017-18<br>Adopted | 2018-19<br>Recommend |
|--------------------------------|-------------------|--------------------|----------------------|
| <b>Expenditures</b>            |                   |                    |                      |
| Salaries & Benefits            | \$ 365.2          | \$ 410.0           | \$ 415.1             |
| Services & Supplies            | 145.6             | 168.4              | 158.4                |
| Other Charges                  | 23.8              | 33.6               | 31.9                 |
| Fixed Assets                   | 25.1              | 9.9                | 2.9                  |
| Op. Transfers Out              | 41.6              | 54.4               | 48.4                 |
| Extraordinary Items            | -                 | -                  | 2.4                  |
| Contingencies                  | -                 | 3.5                | 6.3                  |
| <b>Total Expenditures</b>      | <b>\$ 601.3</b>   | <b>\$ 679.8</b>    | <b>\$ 665.4</b>      |
| <b>Revenues</b>                |                   |                    |                      |
| Taxes                          | \$ 185.0          | \$ 192.2           | \$ 198.0             |
| Licenses, Permits & Franchises | 21.2              | 22.0               | 24.0                 |
| Fines, Forfeitures & Penalties | 8.1               | 8.5                | 8.6                  |
| State & Federal Aid            | 192.0             | 210.2              | 202.5                |
| Charges for Current Services   | 73.5              | 80.4               | 81.7                 |
| Other Revenues                 | 116.1             | 123.6              | 135.8                |
| <b>Total Revenues</b>          | <b>\$ 595.9</b>   | <b>\$ 636.9</b>    | <b>\$ 650.5</b>      |
| <b>Use of Fund Balance</b>     |                   |                    |                      |
|                                | <b>\$ 5.5</b>     | <b>\$ 42.9</b>     | <b>\$ 14.9</b>       |
| <b>FTE Positions</b>           | <b>3,451.8</b>    | <b>3,473.6</b>     | <b>3,329.4</b>       |

## Fiscal Pressures Shaping the General Fund Budget

The County's revenue growth has not kept pace with escalating costs. 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. However, even such departments are presently

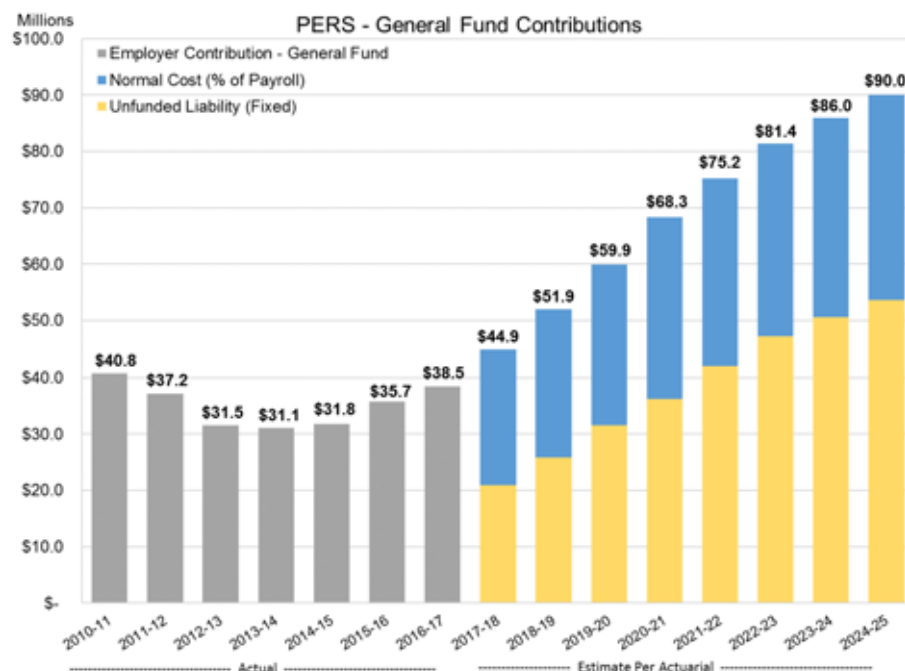


struggling due to their own revenue losses. Following is a discussion of ongoing fiscal pressures affecting operations.

**Bargaining agreements.** The County authorized three-year bargaining agreements with most employee organizations beginning FY 2016-17. Miscellaneous (non-safety) bargaining units and safety units in the Probation Department received a 7.0% increase over the three-year period, while most other safety units received an 8.0% increase over the same period. FY 2018-19 is the third and final year of agreements and most miscellaneous and safety units receive a 3.0% wage increase. Initially, these agreements were estimated to add expenditures of \$19.3

million over the three years based on filled staffing levels using FY 2015-16 as a base year. However, departments have since added staff and filled vacant positions, thus the impact for FY 2018-19 has grown to an estimated \$9.6 million in the general fund alone, with a three-year cumulative growth of \$21.6 million. The impact of wages and benefits continues to magnify over the years, as prior year wage increases, rising pension costs, and health insurance premium hikes accumulate and ultimately have increased cost of salaries and benefits from \$319.4 million in FY 2013-14 to \$415.1 million in the FY 2018-19 recommended budget, an increase of \$95.7 million over the last five fiscal years. The growth would have been even higher without the loss of 144 positions in the general fund.

**Sharp increases to pension contributions.** Employer contributions will increase drastically due to changes in CalPERS' actuarial methodology to improve funding of the pension system. Significant changes affecting the increase in contributions include lowering the discount rate to reflect CalPERS' expected return on investments, updating demographic assumptions that show retirees live longer and require higher lifetime payout of benefits, and accelerating payment of unfunded liabilities by changing amortization policies.



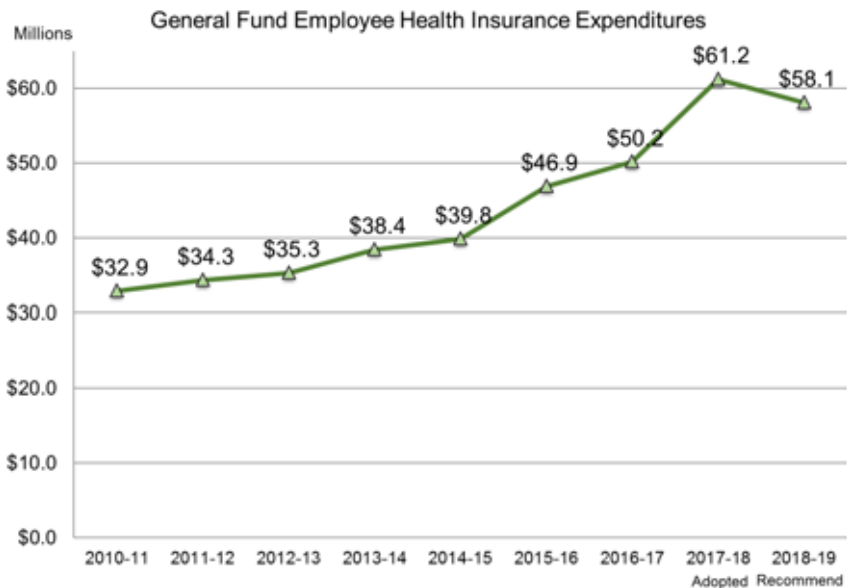


Next year, pension contributions are estimated to increase \$7.0 million in the general fund. The projections in the chart are based on CalPERS actuarial valuations, which are built on actual payroll data obtained by CalPERS, and therefore, based on existing staffing levels. Over the next seven years, employer pension contributions are projected to double, reaching \$90.0 million in the general fund. To the extent staffing levels increase or decrease, growth in pensions costs increase or decrease accordingly.

Pension costs will be a primary cost driver for most California cities and local government agencies in the coming years. Across California, pension contributions are consuming a greater share of budgets and impacting local priority programs and services.

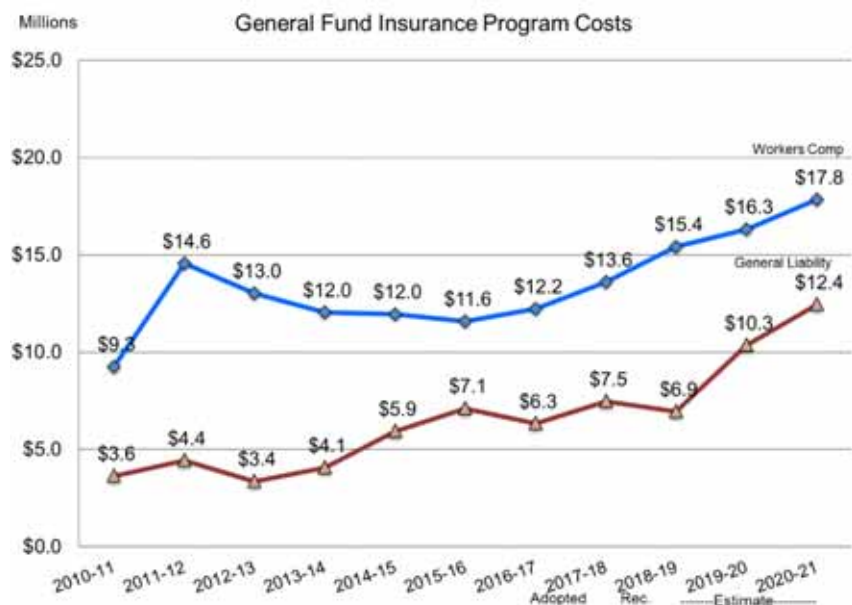
### Rising healthcare costs.

Employee health insurance is another major cost driver. The County has absorbed premium rate increases over the years, protecting this valuable benefit for employees. Premiums increased by 21.26% in January 2016 and have not significantly increased since. The rate for January 2019 is unknown; however, the Human Resources Department anticipates 10% growth beginning January 2019 because based on historical experience, premium hikes are typically cyclical and tend to increase significantly after stable periods. Health insurance cost in the general fund decreases by \$3.1 million in the recommended budget compared to the current year adopted budget. The decrease is the result of a reduction in authorized positions. However, even with this decrease next fiscal year, the County is paying \$19.7 million more for this benefit than it was five years ago.



### Higher insurance program costs.

Workers' compensation program charges to departments increase \$1.8 million over the adopted budget. General liability program costs have also been trending up, and were set to increase by \$1.9 million next fiscal year due to an increase in "non-recoverable" general liability charges based on actuarially determined amounts for legal settlements. Staff made an adjustment to budget only 50% of the estimated non-recoverable general liability to free up funding for critical augmentations. The budget solution adds risk of underfunding and additional measures will be required if actual costs go higher than budgeted amounts.



## Other Key Issues Affecting the General Fund

Aside from ongoing inflationary cost pressures, the County faces other issues that place financial pressure on the general fund, including:

**Aging infrastructure.** The County has addressed the need for adequate employee space with the renovation of the East-West Wing and the purchase/renovation of the Schilling Place complex. These investments have added \$2.9 million in annual debt service.

**State redirection of AB 85 Realignment monies.** AB 85 was implemented in 2013 to capture savings under the Affordable Care Act (ACA) related to indigent medical care and redirect county “savings” to social services programs. The *May Revision* to the Governor’s January budget proposal revised the estimated amount that would be redirected to social services programs; for the County, the redirection was \$5.9 million in the current year. The reduced funding impacted the Health Department and the Sheriff’s Office. Loss of this funding translates to reduction of vital health programs such as the Whole Person Care pilot program, the Maternal, Child, and Adolescent Health (MCAH) program, communicable disease program, targeted case management, and laboratory services. For the Sheriff’s Office, the funding partially supports the inmate medical program.

The Health Department made programmatic reductions of \$1.4 million in the current year, with the remaining gap closed with various one-time solutions. Due to the expiration of the fund balance used in the current year, a gap of \$3.5 million remains for funding health programs next fiscal year, resulting in a funding shortfall for continuing 53 positions (23 filled) in public health. The Sheriff’s Office received a one-time augmentation of AB 109 funds in the current year, and managed to backfill the \$1.0 million shortfall of health realignment funding for next fiscal year from AB 109 funds allocated by the Community Corrections Partnership.

**Children’s Medical Services.** Children’s medical programs are transitioning to the State under the Whole-Child Model (WCM). Reductions to these programs total \$1.5 million and impact 29 positions including 14.4 filled positions.

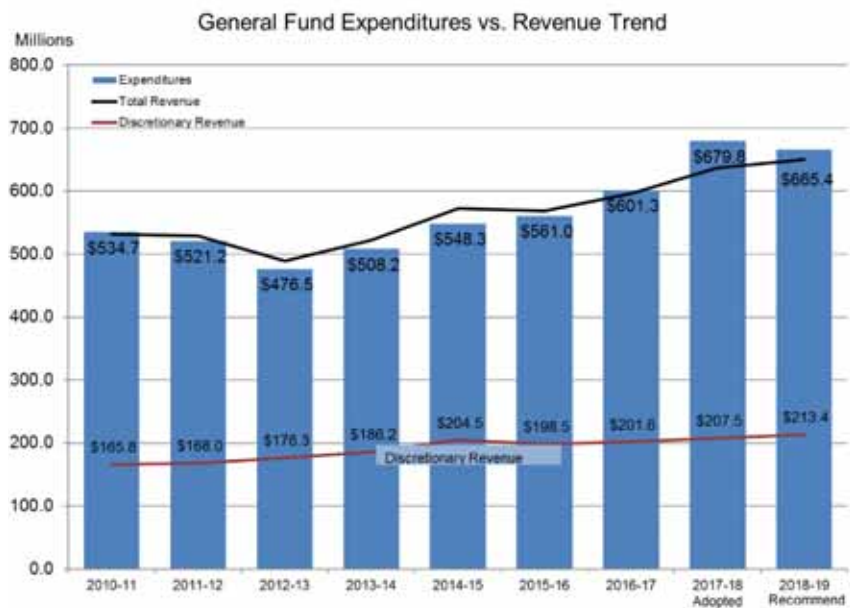
**Enhancements to Social Services Programs.** The recommended budget includes augmented funding of \$524,090 to support increasing the maximum grant amount under the General Assistance Program.

**Countywide Cost Allocation Plan (cost plan).** The cost plan allocates costs from service departments to operating departments. The cost plan allocation charges may result in impacts to specific departments from year to year as charges to operating departments and credits to service departments will fluctuate similar to other cost pressures or revenues. As a whole, the general fund benefits through recovery of indirect costs from other funds and grantors.

## General Fund Revenue

**Discretionary revenue is not keeping up with costs.** The primary driver in discretionary revenue growth has been property taxes due to higher home value assessments, which are projected to increase 5.0% next fiscal year. Despite improvement in program and non-program “discretionary” revenue, expenditures have outpaced revenue growth, due to the inflationary pressures described earlier.

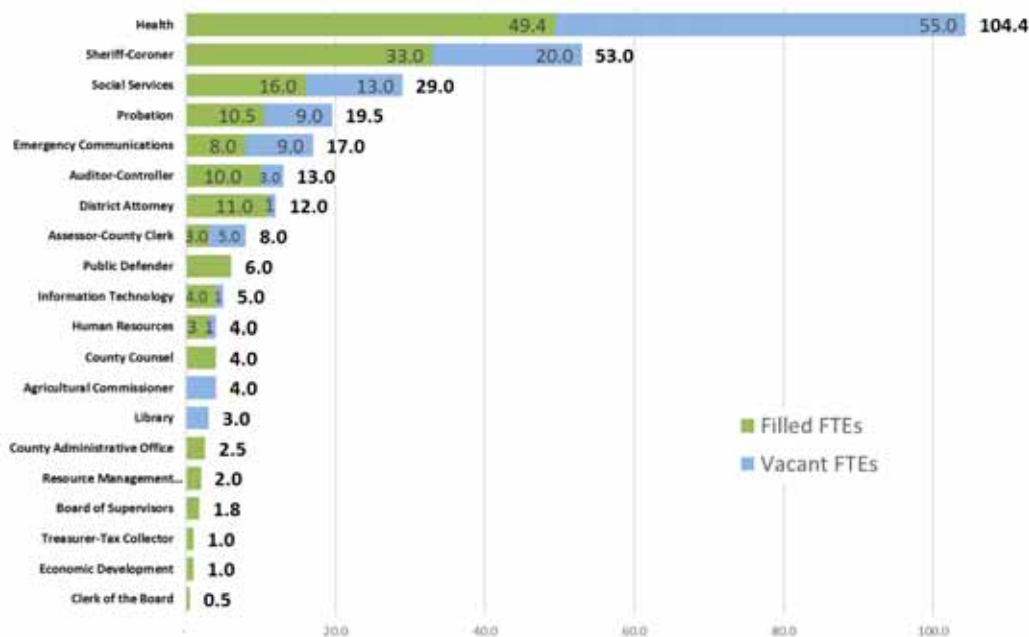
The chart to the right reflects that while expenditures have grown \$157.2 million or 30.9% over the last five years, discretionary revenue has grown \$27.2 million or 14.6% over the same period. In addition to discretionary revenue, departments generate program revenue specific to the services they provide. The chart reflects the total revenue line is below the general fund expenditures beginning with FY 2016-17, indicating fund balance usage to cover shortfalls. Next fiscal year, discretionary revenue grows \$5.9 million or 2.8% over the adopted budget. This reflects a \$1.8 million improvement over preliminary figures reported in the April 2018 budget workshop and reflect the latest property tax estimates from the Assessor's Office.



## Baseline Budgets – Initial Service Level Reductions

In February, staff forecasted a budget deficit of \$36.2 million due to inflationary cost pressures and other fiscal issues. In March, departments submitted initial “baseline budgets” which communicate what level of operations can be afforded, considering the fiscal pressures, if no additional funding is available.

In recent budget cycles and with each year that passes, departments are facing greater operational impacts, resorting to reductions in filled and vacant positions to keep up with rising costs for salaries, employee benefits, technology infrastructure, and other fiscal pressures. In total, departments identified funding gaps for continuing 167 filled positions valued at \$19.5 million and 124 vacancies valued at \$14.0 million next fiscal year.



Departments impacted the most include the Health Department, Sheriff's Office, Social Services, and Probation. Funding gaps in these departments placed 206 positions at-risk prior to augmentations of County contributions.

## Requested Augmentations

Departments submitted augmentation requests to increase funding to mitigate initial service level reductions and to expand programs. Departments did not request to keep all filled or all vacant positions where programs are being reduced or eliminated, primarily in Health and Social Services due to loss of funding and/or lower caseloads. Augmentation requests totaled \$73.3 million for all funds including:

- \$14.7 million to keep 149 filled positions
- \$5.0 million to keep 65 vacant positions
- \$5.9 million to maintain non-personnel "status-quo" operations, such as contracted services for programs in Social Services
- \$9.8 million to add 93 new positions, primarily for the new cannabis program and to support the jail expansion
- \$7.3 million for capital improvements
- \$4.9 million for new or expanded services
- \$25.7 million for contributions to other funds, primarily the Road Fund for storm repairs

During the April 10, 2018 budget workshop with the Board of Supervisors, the County Administrative Office provided perspective on the fiscal context in which the budget was being built and offered information on requested augmentations. As reported at the budget workshop, there was essentially no funding available (other than cannabis monies) for augmentations. The Board provided feedback on priorities and general direction for next years' budget. The County Administrative Office and departments have since worked arduously to refine revenue and expenditure estimates and identify savings opportunities and solutions to minimize staffing and service level reductions. These resulting budget solutions were identified and incorporated into the recommended budget:

- **Partially funds the contingencies appropriation with one-time cannabis funding of \$5.4 million.** The Board of Supervisors directed staff to limit cannabis funding to one-time needs. The recommended budget includes \$5.4 million in one-time cannabis funds to cover most of next year's \$6.3 million contingencies appropriation. The \$5.4 million in cannabis money includes \$3.0 million collected in FY 2016-17 and held in "assignment" (i.e., fund balance) and \$2.4 million collected year-to-date that will also be placed in assignment. Including funding from cannabis for the contingencies appropriation disencumbered \$5.4 million in discretionary revenue to fund critical augmentations including patrol and jail deputy positions and programs such as the Silver Star Youth Program.
- **Reduces funding by 50% for non-recoverable general liability costs, freeing up \$2.4 million for augmentations.** General liability charges to departments were anticipated to sharply increase next fiscal year. Charges are based on actuarial study and take into account estimates of settlement costs. Reducing funding for these estimated expenses released discretionary funding for support of recommended augmentations (discussed later). However, this solution will require the County to closely monitor settlement costs and additional solutions will be necessary if costs exceed budgeted amounts.
- **Utilizes \$2.3 million in estimated unassigned fund balance.** The FY 2016-17 audited financial statements reflect unassigned fund balance of \$8.7 million, of which \$6.0 million is obligated in the current year budget. The Forecast indicated that general fund departments were expected to overrun their allocated general fund contributions by \$0.4 million in the current year. The recommended

budget includes the remaining estimated \$2.3 million of unassigned fund balance for one-time expenditures next fiscal year.

- **Additional reductions (beyond baseline reductions) to non-core programs.** Over the years, the County has implemented important programs to address valuable needs in the community. However, due to fiscal constraints it is no longer feasible to continue some non-core programs, when core programs are at risk. Additional reductions were made beyond baseline allocations primarily to administrative functions, housing programs, and information technology. These reductions will shift approximately \$1.7 million to core services.
- **Internal department solutions were maximized.** In some cases, departments such as the District Attorney and Public Defender identified one-time funding from prior years' restricted revenue or fund balance to soften service level reductions in their departments. One-time funding is not a permanent solution; therefore, funding gaps will emerge the following fiscal year. Additionally, some departments identified new revenue sources and many departments scrubbed their budgets to come up with savings including delayed hiring and/or reducing workforces through attrition.

## Recommended Augmentations

With the budget solutions discussed above, the County Administrative Office recommends augmenting general fund contributions to departments in the amount of \$11.3 million. The \$11.3 million represents funding available within the context of a structurally balanced budget. The following chart reflects the department-requested augmentations compared to the \$11.3 million in CAO recommended augmentations:

| Department                     | Department Requested: |                      | CAO Recommended:     |                |                   |               |                 |
|--------------------------------|-----------------------|----------------------|----------------------|----------------|-------------------|---------------|-----------------|
|                                | FTEs                  | GFC                  | GFC                  | Restore Filled | Restore Vacancies | New Positions | Total Positions |
| Agricultural Commissioner      | 2.0                   | \$ 671,647           | \$ -                 | -              | -                 | -             | -               |
| Assessor-County Clerk-Recorder | 9.0                   | 838,022              | 635,409              | 3.0            | 4.0               | -             | 7.0             |
| Auditor-Controller             | 19.0                  | 2,530,355            | 866,832              | 6.0            | -                 | -             | 6.0             |
| Board of Supervisors           | 1.8                   | 208,679              | 196,179              | 1.8            | -                 | -             | 1.8             |
| Civil Rights Office            | -                     | 75,000               | -                    | -              | -                 | -             | -               |
| Clerk of the Board             | 0.5                   | 75,939               | -                    | -              | -                 | -             | -               |
| Cooperative Extension          | 2.0                   | 152,825              | -                    | -              | -                 | -             | -               |
| County Administrative Office   | 2.5                   | 284,891              | -                    | -              | -                 | -             | -               |
| County Counsel                 | 6.0                   | 1,066,221            | 468,230              | 3.0            | -                 | -             | 3.0             |
| District Attorney              | 13.0                  | 1,898,721            | 656,410              | 7.0            | 3.0               | -             | 10.0            |
| Economic Development           | 1.0                   | 208,785              | 147,506              | 1.0            | -                 | -             | 1.0             |
| Emergency Communications       | 17.0                  | 885,347              | 581,890              | 9.0            | 8.0               | -             | 17.0            |
| Health                         | 72.3                  | 5,959,862            | 724,717              | 6.0            | -                 | 3.1           | 9.1             |
| Human Resources                | 15.0                  | 2,825,165            | -                    | -              | -                 | -             | -               |
| Information Technology         | -                     | 4,525,000            | -                    | -              | -                 | -             | -               |
| Library                        | -                     | 300,000              | -                    | -              | -                 | -             | -               |
| Probation                      | 19.5                  | 3,064,033            | 1,207,571            | 10.5           | 7.0               | -             | 17.5            |
| Public Defender                | 11.0                  | 1,983,157            | 624,998              | 6.0            | -                 | 1.0           | 7.0             |
| Resource Management Agency     | 13.0                  | 31,246,161           | 1,040,192            | -              | -                 | -             | -               |
| Sheriff-Coroner                | 85.0                  | 9,352,197            | 3,648,804            | 29.0           | 10.0              | -             | 39.0            |
| Social Services                | 17.0                  | 4,070,011            | 524,090              | -              | -                 | -             | -               |
| Treasurer-Tax Collector        | 1.0                   | 153,983              | -                    | -              | -                 | -             | -               |
| Water Resources Agency         | -                     | 891,794              | -                    | -              | -                 | -             | -               |
| <b>Totals</b>                  | <b>307.6</b>          | <b>\$ 73,267,795</b> | <b>\$ 11,322,828</b> | <b>82.3</b>    | <b>32.0</b>       | <b>4.1</b>    | <b>118.4</b>    |



In reviewing requests for augmentation, staff prioritized recommendations based on feedback received at the April 10 budget workshop. The focus of restored funding was limited to addressing mandated/core services and conserving current service levels in public safety functions, including prevention programs, as well as protecting current service levels in departments that generate revenue for the County. Recommended augmentations provide funding for 82.3 filled positions, preserve 32.0 vacancies, and add 4.1 new positions that are fully supported with programmatic revenues. Recommended augmentations include:

- \$3.6 million for the Sheriff's Office to protect current service levels in patrol and at the jail by funding 29 at-risk filled safety positions and 10 vacant positions (sworn officer and custody control specialists).
- \$1.2 million to the Probation Department to fund 10.5 filled positions assigned to the Silver Star Youth Program at Rancho Cielo and the Juvenile Drug Court. The recommended budget also allows the department to maintain seven vacant (unfunded) safety positions in the Juvenile Hall in preparation for the new facility opening.
- \$866,832 to restore four filled ERP Business Analysts and two filled payroll positions in the Auditor-Controller's Office.
- \$724,717 to protect six at-risk filled positions in the Health Department's Public Guardian unit, fund two temporary Sexual Assault Forensic Examiners (SART), and approve 3.1 new positions funded with program revenue.
- \$656,410 to the District Attorney to protect seven at-risk filled positions and preserve three critical vacant attorney positions.
- \$635,409 to preserve current service levels and revenue-generating capabilities at the Assessor-County Clerk-Recorder's Office, funding three filled appraiser positions, two vacant appraiser positions, a vacant map technician, and a vacant transfer clerk.
- \$624,998 to the Public Defender to restore funding for six at-risk filled positions and a new legal secretary funded by AB 109 funds.
- \$581,890 to the Emergency Communications Department to retain nine filled and eight vacant positions, primarily communications dispatchers. The department leverages county contributions and is reimbursed approximately 70% of the cost of operations by user agencies.
- \$524,090 for increased grant amounts under the General Assistance program.
- \$811,915 to restore 5.8 at-risk filled positions in three departments including: Board of Supervisors, County Counsel, and Economic Development.
- \$1.0 million to cover operations, maintenance, and utility costs at the Schilling Place Complex.
- The recommended budget also includes augmentations in the Road Fund supported with SB1 and Measure X revenue (non-GFC) including funding for a new Project Manager, Chip Seal Program, clearing vegetation growth along roadways, annual street sweeping, and for maintenance work along flood prone areas.

## Remaining Unfunded Needs

Many departments find themselves in the uncomfortable predicament of having to reduce service levels to balance expenditures to available financing sources. Due to the slow growth in discretionary funding and limited resources available for redirection from non-core services, there are substantial unfunded needs that are not addressed in the recommended budget. These remaining unfunded requests are described below:

**Staffing impacts.** The recommended budget includes funding to protect 82.3 filled positions; however, funding is not included to continue 83.4 filled positions next fiscal year. Not all at-risk positions were requested to be restored due to program reductions initiated by State policy changes. A list of at-risk positions is included in the Supplemental Charts section and summarized below:

- Loss of 42.9 filled positions in the Health Department, primarily due to the loss of health realignment funding under AB 85 resulting in discontinuation of 23 filled positions across public health programs. Remaining reductions include 14.4 filled positions in the children's medical services program which is transitioning to the State and 5.5 filled positions in Animal Services.
- Loss of 15 filled positions in Social Services including nine filled social workers and a social worker supervisor primarily assigned to family and children services programs supporting and investigating child abuse referrals and in adult protective services programs. Other filled positions impacted include a management analyst supporting homeless services coordination, an office assistant in the military and veterans affairs program, and three filled positions in the Office for Employment Training (OET).
- Loss of three filled positions including a director, an administrative services assistant and a housing analyst in Economic Development.
- Loss of five positions in the Information Technology Department (ITD) including four filled data center operations technicians and a filled data center operations supervisor due to declining workload as the County's servers are moved to a cloud environment resulting in lower maintenance requirements.
- Loss of four filled positions in the County Administrative Office as part of the redirection from non-core services to support core functions. These positions include a filled management analyst supporting the Go Green! Program, a filled assistant county administrative officer for Community Engagement and Strategic Advocacy, a filled management analyst in Intergovernmental and Legislative Affairs supporting legislative advocacy, and a filled buyer position.
- Loss of two professional positions in the Sheriff's Office including a filled corrections specialist and a filled vehicle abatement officer.
- Loss of 11.5 filled positions across six departments, primarily serving in administrative functions. These positions include four ERP analysts and a chief deputy auditor-controller (internal audits) in the Auditor-Controller Office, a management analyst position in County Counsel, a half-time management analyst position in Clerk of the Board, three administrative positions in the Learning and Organizational Development Division of Human Resources, a secretary in the Resource Management Agency (RMA), and a management analyst in Treasurer-Tax Collector.

**Eliminated vacancies.** A total of 101 vacant positions are scheduled to expire at the end of the current year, as of the writing of this document. Not all reductions in vacancies result in service level impacts. Vacant positions set to expire next fiscal year include:

- Loss of 56 vacancies in the Health Department impacting public health and animal services programs. Vacancies were also eliminated for children’s medical programs that will be managed by the State.
- Loss of 14 positions in Social Services primarily due to reductions in caseloads and funding for community benefits and employment training.
- The Sheriff’s Office has 12 vacancies not funded next year including seven “non-sworn” professional positions and five safety positions including two bailiffs for the court due to loss of realignment funding, two sergeants, and a chief deputy sheriff to oversee the corrections division.
- Nineteen vacant positions across nine departments including a division manager and accountant in ITD, three positions in the Auditor-Controller’s Office, an appraiser position in the Assessor-Clerk-Recorder’s Office, a risk and benefits analyst in Human Resources, a management analyst in the County Administrative Office, four positions in the Agricultural Commissioner, a probation aide and office assistant in Probation, an investigator and legal secretary in the District Attorney, and three Library positions.

**Unfunded needs for community programs.** The recommended budget does not include \$1.8 million in requested funding for many important programs that provide services to our most vulnerable citizens. Programs at-risk include homeless shelters, day shelters, emergency women’s shelter, the Whole Person Care program in coordination with Dorothy’s Place and the Coalition of Homeless Services Providers, safe parking program, Pathways to Safety program (child abuse prevention contract), and the Family to Family program (support for families in the child welfare system and foster care).

**Information technology needs.** Funding requests totaling \$4.5 million for IT needs are not included in the budget. Requests included funding to upgrade network technology and equipment, replacement and integration of microwave “backhaul” with existing public safety communications and IT infrastructure, retrofitting existing radio towers to meet seismic standards, continued conversion to wireless networks, video conferencing deployment, and IT building improvements.

**Additional storm related repairs.** On March 14, 2017, the Board authorized a \$16.8 million transfer from the Strategic Reserve to fund critical repairs resulting from the fires and storms. The authorized funding was included in the FY 2016-17 and FY 2017-18 budgets. The County still has significant work to do related to storm damage. Staff estimates that \$24.5 million is needed next fiscal year to complete repairs including debris removal, slope stabilization, repair and/or replacement of culverts, and road repairs.

**Infrastructure maintenance and environmental needs.** The RMA requested funding to maintain status quo operations related to flood management, maintenance of County infrastructure, and contracted services. Significant unfunded requests include a \$1.5 million request for the replacement of tide gates at the Carneros Creek culvert (Elkhorn Rd) that have exceeded their expected life, and \$2.1 million in various requests from the RMA to fully fund capital projects including Carmel River and Carmel Lagoon conservation projects, contractual services for the Salinas Valley Groundwater Basin Study, the general plan implementation, the Local Coastal Program, and a request to establish a revolving fund for nuisance abatement.

**Most new position requests were not funded.** Departments submitted requests to add 93 new positions (34 were related to the cannabis program), of which only 4 positions fully supported with program revenue were added in Health and in the Public Defender. Unfunded needs remain in the Sheriff’s Office for additional positions needed to staff the jail expansion, additional staff needed in Human Resources to prepare for increased workload following centralization of HR functions, new positions to staff the internal audit division in Auditor-Controller, and new staff in RMA to support increased workloads.

**Requests for cannabis funding.** Requests for additional resources to operate and enforce the cannabis program were not included in the recommended budget as the allocation of cannabis funding has followed a separate process. Departments submitted requests totaling \$7.6 million including funding for 34 new positions. The Health Department requested 19 new positions to help with increased inspections, prevention, outreach, and substance abuse treatment for youth and adults. The Sheriff's Office requested seven safety positions, vehicles, and equipment to eradicate illegal grows and undertake enforcement operations. An additional eight positions were requested by five departments to address anticipated increase in workload in administration, inspection, and enforcement of the cannabis program. On April 24, 2018, the Board received a report from the CAO – IGLA recommending staffing for the cannabis program. The Board provided conceptual approval of \$3.2 million to support 17 positions for the cannabis program, including five positions that were previously authorized, with final decisions to be made as part of the budget hearings. To the extent cannabis funding is approved at the budget hearings, the costs and allocated cannabis revenue will be added as modifications to the recommended budget and included in the adopted budget.

**Other unfunded needs.** Other unfunded needs include a \$300,000 request to increase the general fund subsidy to the Library's budget for books, \$534,497 for the Agricultural Commissioner to meet its Maintenance of Effort requirement, \$882,400 for the Human Resources Department for first year costs to replace the Learning and Management training system and for a countywide class and compensation study, and \$303,457 to restore contractual services and supplies for the Emergency Communications Department. Other unfunded needs are described in detail in the departmental budget narratives of the recommended budget book.

## Next Steps

The recommended budget will be presented at the Budget Hearings commencing on June 4<sup>th</sup>, where the Board may make modifications to the recommended spending plan. At that time, staff will provide any updates to the at-risk filled positions and Human Resources will request authorization to initiate the *Support for Employment and Educational Knowledge (SEEK)* program to assist County employees in finding placement opportunities. The hiring freeze implemented on April 10<sup>th</sup> will preserve vacancies as turnover occurs in departments and allow for greater prospects for at-risk positions.

Additionally, during the Hearings, the Board can consider other options presented below for potential funding of additional requests.

- **Cannabis funding.** The County collected and assigned \$3.0 million in the prior year and staff estimate \$7.4 million in cannabis revenue in the current year based on the current tax rate. The recommended budget utilizes \$5.4 million (the \$3.0 million held in assignment and \$2.4 million in current year collections) to fund the appropriation for contingencies on a one-time basis to free up funding for vital public safety programs. This leaves an estimated \$5.0 million in current year revenue based on the current tax structure, but that figure would drop if tax rates decrease.
- **Contingencies appropriation.** In accordance with Board policy, the budget includes 1% of estimated general fund revenues (\$6.3 million for FY 2018-19) set aside for operational contingencies that arise next year. Contingencies is considered one-time funding; therefore, to the extent these funds are utilized to fund ongoing operations, funding gaps will be magnified in the subsequent budget cycle.
- **Health Realignment fund balance.** Health Department staff will present information on Health Realignment fund balance available to mitigate the budget gap resulting from reduced funding related to the AB 85 redirection. The Board can incorporate a level of funding from Health Realignment fund balance to soften the impact to public health programs. However, solutions

utilizing fund balance are limited-term and permanent solutions will be needed to structurally balance these programs in the future.

- **Redirection of resources.** The Board can direct staff to delete or modify County programs or contributions to other agencies that are funded in the recommended budget and redirect those resources to fund other requests.

## Other Funds

This section summarizes the recommended budget and anticipated fund balance for other major funds.

### Natividad Medical Center

NMC's spending plan for next fiscal year totals \$323.7 million, an increase of \$40.7 million over the current year adopted budget. In addition to investment in capital improvements, the increase is attributed to approved wage increases, annual employee step

| Natividad Medical Center<br>Fund 451 | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Recommend<br>2018-19 |
|--------------------------------------|--------------------|------------------------------|-------------------------------------|----------------------|
| Beginning Net Position               | \$ 12,046,325      | \$ 73,825,334                | \$ 73,825,334                       | \$ 43,082,483        |
| Revenue                              | 401,021,369        | 293,035,066                  | 313,535,930                         | 332,772,880          |
| Expenditures                         | 339,242,360        | 282,940,864                  | 344,278,781                         | 323,644,440          |
| <b>Ending Net Position</b>           | <b>73,825,334</b>  | <b>83,919,536</b>            | <b>43,082,483</b>                   | <b>52,210,923</b>    |
| Change in Net Position               | 61,779,009         | 10,094,202                   | (30,742,851)                        | 9,128,440            |

increases, rising employee benefit costs, and new positions to accommodate for volume increases. Planned spending is supported by an estimated \$332.8 million in revenue, an increase of \$39.8 million over the current year adopted budget. The increase is primarily attributed to an increase in the average daily census, an improved payor mix providing a more favorable collection rate, offset with a decline to the 1115 Waiver through 2020 (the State's Medicaid pilot program). The 1115 Waiver, provides federal funding for public hospital redesign and incentives as well as funding to assist with the uninsured population. Although, the Centers for Medicaid and Medicare Services agreed to extend the 1115 Waiver through 2020, there was an overall reduction in funding due to a decline in the uninsured population as a result of the ACA. Based on these assumptions NMC expects to improve its net position by \$9.1 million during FY 2018-19.

NMC has a capital project sub-fund to provide funding for Board-approved capital projects exceeding \$100,000 in cost. NMC transfers funding as needed from the enterprise fund to the capital project fund and draws from the fund to pay for the project.

| Natividad Medical Center<br>Fund 404 | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Recommend<br>2018-19 |
|--------------------------------------|--------------------|------------------------------|-------------------------------------|----------------------|
| Beginning Fund Balance               | \$ -               | \$ 21,044,995                | \$ 21,044,995                       | \$ 52,553,650        |
| Revenue                              | 27,362,469         | 22,621,633                   | 57,514,556                          | 10,850,560           |
| Expenditures                         | 6,317,474          | 16,102,690                   | 26,005,901                          | 32,563,756           |
| <b>Ending Fund Balance</b>           | <b>21,044,995</b>  | <b>27,563,938</b>            | <b>52,553,650</b>                   | <b>30,840,454</b>    |
| Change in Fund Balance               | 21,044,995         | 6,518,943                    | 31,508,655                          | (21,713,196)         |

NMC estimates transfers of \$10.9 million from Fund 451 to Fund 404 for new capital projects exceeding \$100,000. NMC expects Fund 404 to reimburse Fund 451 \$32.6 million for capital project costs that will occur next fiscal year. Based on these assumptions, NMC plans to utilize a net of \$21.7 million from Fund 404 for capital projects in FY 2018-19.



## Road Fund

The recommended budget for the Road Fund consists of \$44.3 million in expenditures matched by revenues. The Road Fund has been impacted with a number of events that have diminished fund balance including: declining Highway User Tax (HUTA) revenue, clean-up after the fires and storms, and ongoing inflationary pressures such as approved wage increases, rising healthcare costs, and

increase in employee pension contributions. In FY 2017-18, the Road Fund was also impacted by significant cost plan charges of \$6.7 million. The RMA reviewed charges and brought concerns to the attention of the Auditor-Controller's Office. After discussions, the Auditor Controller's Office agreed to revise the methodology and will present changes to the Board of Supervisors for approval. The revised methodology, once applied, will result in a significant improvement to the Road Fund's financial condition of at least \$5.9 million, and should return it to a positive fund balance.

The Road Fund has two new revenue streams including the Transportation Agency for Monterey County (TAMC) 3/8 cent transportation sales tax (Measure X) and SB1 - Road Maintenance and Rehabilitation Account (RMRA) funds. The recommended budget considers the current repeal effort of SB1 and as such was conservative when including SB1 projects. If the repeal effort is successful, RMA will reprioritize road fund projects and adjust the budget accordingly. The new Measure X revenues are anticipated at \$6.2 million annually. Primary funding for the Road Fund will continue to be from State and local fuel taxes and federal and State grants. The recommended budget includes a contribution of \$5.3 million from the general fund, representing 25% of estimated TOT revenue of \$21.9 million. Of the \$5.3 million, \$0.8 million is available to support the Pavement Management Program, whereas in past years \$2.0 million was used for pavement maintenance. Next fiscal year, \$4.6 million of the TOT funds are earmarked to support salaries and benefits and other non-discretionary costs. Without the redirection of TOT and other cost savings measures, the Road Fund would have 41 at-risk positions. RMA's work plan includes \$19.1 million in Road Fund projects, most notably: the Blanco Road Overlay Project for \$3.6 million; the Hartnell Road Bridge Replacement Project for \$2.4 million; the Davis Road Bridge and Four Lane Road Project for \$2.2 million; and the Hall Road Erosion Project for \$1.2 million.

## County Library Fund

The Monterey County Free Libraries (MCFL) was established to provide library services to communities. Library operations are primarily funded through its own share of property tax. However, it is estimated that by the end of the current fiscal year, the fund will have exhausted its fund balance.

The recommended budget includes expenditures of \$10.0 million, financed by \$10.0 million in revenue, including a mandated \$235,539 general fund contribution to cover the County Librarian's salary. The recommended budget includes a reduction of property tax revenues of \$684,850 from the FY 2017-18

| Road Fund                      | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18* | Recommend<br>2018-19 |
|--------------------------------|--------------------|------------------------------|--------------------------------------|----------------------|
| A. Beginning Fund Balance      | \$ 1,330,266       | \$ (2,702,044)               | \$ (2,702,044)                       | \$ (4,749,840)       |
| B. Revenue                     | 29,223,382         | 43,071,208                   | 56,209,767                           | 44,356,998           |
| C. Use of Fund Balance         | -                  | -                            | -                                    | -                    |
| D. Total Financing, A+B+C      | 30,553,648         | 40,369,164                   | 53,507,723                           | 39,607,158           |
| E. Expenditures                | 33,255,692         | 42,539,672                   | 58,257,563                           | 44,341,162           |
| F. Assignments to Fund Balance |                    | -                            |                                      | -                    |
| G. Total Financing Uses, E+F   | 33,255,692         | 42,539,672                   | 58,257,563                           | 44,341,162           |
| H. Ending Fund Balance, D-G    | \$ (2,702,044)     | \$ (2,170,508)               | \$ (4,749,840)                       | \$ (4,734,004)       |

*\*As of the writing of the Recommended budget, the Auditor-Controller's Office was working on changing its methodology in applying cost plan charges to the Road Fund. In the current year this revision will improve the Road Fund's financial condition by \$5.9 million. The Recommended Budget does not include updated cost plan charges; however, the new methodology should improve the Road Fund's financial condition.*

adopted budget to correct previous year overestimates.

Additionally, the Library fund is impacted with ongoing cost pressures such as approved wage increases, rising pension and benefit costs, higher rents and leases, and increased cost plan charges. As a result of funding constraints, the recommended budget does not include funding for three vacant library assistant positions that can no longer be afforded and the Library resorted to shrinking the book collection budget to maintain a balanced budget. The Library has requested \$300,000 in general fund contributions to provide funding for books.

| Monterey County Free Library   | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Recommend<br>2018-19 |
|--------------------------------|--------------------|------------------------------|-------------------------------------|----------------------|
| A. Beginning Fund Balance      | \$ 371,896         | \$ 150,053                   | \$ 150,053                          | \$ 861               |
| B. Revenue                     | 9,228,450          | 10,667,128                   | 8,796,464                           | 9,982,278            |
| C. Use of Fund Balance         | -                  | -                            | -                                   | -                    |
| D. Total Financing, A+B+C      | 9,600,346          | 10,817,181                   | 8,946,517                           | 9,983,139            |
| E. Expenditures                | 9,450,293          | 9,934,913                    | 8,945,656                           | 9,973,287            |
| F. Assignments to Fund Balance | -                  | -                            | -                                   | -                    |
| G. Total Financing Uses, E+F   | 9,450,293          | 9,934,913                    | 8,945,656                           | 9,973,287            |
| H. Ending Fund Balance, D-G    | \$ 150,053         | \$ 882,268                   | \$ 861                              | \$ 9,852             |

### Local Revenue Fund 2011

The Local Revenue Fund supports public safety and behavioral health programs. For next fiscal year, the revenue increases to \$63.8 million, while expenditures (operating transfers out for the various public safety, health and social services programs) total \$65.7 million, exceeding revenues by \$1.9 million. The use of fund balance is primarily to cover authorized uses for behavioral health programs and for court security.

| Local Revenue Fund 2011        | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Recommend<br>2018-19 |
|--------------------------------|--------------------|------------------------------|-------------------------------------|----------------------|
| A. Beginning Fund Balance      | \$ 18,309,610      | \$ 24,293,681                | \$ 24,293,681                       | \$ 24,555,024        |
| B. Revenue                     | 59,535,197         | 59,281,822                   | 60,941,739                          | 63,811,899           |
| C. Use of Fund Balance         | -                  | -                            | -                                   | -                    |
| D. Total Financing, A+B+C      | 77,844,807         | 83,575,503                   | 85,235,420                          | 88,366,923           |
| E. Expenditures                | 53,551,126         | 62,857,966                   | 60,680,396                          | 65,676,182           |
| F. Assignments to Fund Balance | -                  | -                            | -                                   | -                    |
| G. Total Financing Uses, E+F   | 53,551,126         | 62,857,966                   | 60,680,396                          | 65,676,182           |
| H. Ending Fund Balance, D-G    | \$ 24,293,681      | \$ 20,717,537                | \$ 24,555,024                       | \$ 22,690,741        |

### Behavioral Health Fund

The recommended budget for the Behavioral Health Fund increases expenses and revenues \$10.3 and \$8.4 million respectively. Expenses increase due to the implementation of the second phase of the Whole Person Care (WPC) pilot program and cost increases in Behavioral Health services. The increase in revenue

| Behavioral Health Fund         | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Recommend<br>2018-19 |
|--------------------------------|--------------------|------------------------------|-------------------------------------|----------------------|
| A. Beginning Fund Balance      | \$ 17,539,353      | \$ 32,825,508                | \$ 32,825,508                       | \$ 32,540,599        |
| B. Revenue                     | 117,569,748        | 115,811,703                  | 107,418,239                         | 124,223,560          |
| C. Use of Fund Balance         | -                  | -                            | -                                   | -                    |
| D. Total Financing, A+B+C      | 135,109,101        | 148,637,211                  | 140,243,747                         | 156,764,159          |
| E. Expenditures                | 102,283,593        | 115,811,703                  | 107,703,148                         | 126,159,886          |
| F. Assignments to Fund Balance | -                  | -                            | -                                   | -                    |
| G. Total Financing Uses, E+F   | 102,283,593        | 115,811,703                  | 107,703,148                         | 126,159,886          |
| H. Ending Fund Balance, D-G    | \$ 32,825,508      | \$ 32,825,508                | \$ 32,540,599                       | \$ 30,604,273        |

supports the additional expenditures for the WPC implementation and other behavioral health programs. The fund anticipates \$1.9 million in fund balance use, which is earmarked for capital projects in the Marina clinic. Overall, revenue in this fund helps support the provision of an array of strong behavioral health services both in-house and through contracts with community-based culturally competent contract providers.

### Health and Welfare Realignment Fund

The Health and Welfare Realignment Fund supports social services and health programs, through sales tax and VLF apportioned by the State. The recommended budget includes expenditures of \$68.2 million and revenues of \$65.9 million, anticipating a \$2.3 million reduction to fund balance in FY 2018-19 to support realigned health programs.

| Health & Welfare Realignment   | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Recommend<br>2018-19 |
|--------------------------------|--------------------|------------------------------|-------------------------------------|----------------------|
| A. Beginning Fund Balance      | \$ 21,357,119      | \$ 34,204,705                | \$ 34,204,705                       | \$ 31,539,662        |
| B. Revenue                     | 67,557,440         | 61,797,300                   | 68,356,128                          | 65,928,568           |
| C. Use of Fund Balance         | -                  | -                            | -                                   | -                    |
| D. Total Financing, A+B+C      | 88,914,559         | 96,002,005                   | 102,560,833                         | 97,468,230           |
| E. Expenditures                | 54,709,854         | 66,872,485                   | 71,021,171                          | 68,249,824           |
| F. Assignments to Fund Balance | -                  | -                            | -                                   | -                    |
| G. Total Financing Uses, E+F   | 54,709,854         | 66,872,485                   | 71,021,171                          | 68,249,824           |
| H. Ending Fund Balance, D-G    | \$ 34,204,705      | \$ 29,129,520                | \$ 31,539,662                       | \$ 29,218,406        |

### Parks Lake & Resort Operations

The Parks Resort enterprise fund is estimated to begin FY 2018-19 with a negative \$6.4 million net position. Revenue improves over the FY 2017-18 adopted budget due to full operation of both Lake Nacimiento and Lake San Antonio North and South Shores during the normal recreational season and large special events held at the lakes such as the Wildflower Festival and the Lightning in a Bottle. Expenditures are still projected to increase steadily as County continues to address deferred maintenance and repairs. Largely due to the Lakes Property and Improvement loan taken in 2007, Lakes operations is and will still be in negative net position until the loan matures in 2024. The Recommended Budget includes expenditures of \$6.0 million and \$6.0 million in revenue to reflect a structurally balanced budget.

| Parks Lake & Resort<br>Operations | Actuals<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Recommend<br>2018-19 |
|-----------------------------------|--------------------|------------------------------|-------------------------------------|----------------------|
| A. Beginning Fund Balance         | \$ (5,414,456)     | \$ (5,465,290)               | \$ (5,465,290)                      | \$ (6,350,399)       |
| B. Revenue                        | 5,861,720          | 4,599,294                    | 5,004,486                           | 6,027,418            |
| C. Use of Fund Balance            | -                  | -                            | -                                   | -                    |
| D. Total Financing, A+B+C         | 447,264            | (865,996)                    | (460,804)                           | (322,981)            |
| E. Expenditures                   | 5,912,554          | 4,598,787                    | 5,889,595                           | 5,989,559            |
| F. Assignments to Fund Balance    | -                  | -                            | -                                   | -                    |
| G. Total Financing Uses, E+F      | 5,912,554          | 4,598,787                    | 5,889,595                           | 5,989,559            |
| H. Ending Fund Balance, D-G       | \$ (5,465,290)     | \$ (5,464,783)               | \$ (6,350,399)                      | \$ (6,312,540)       |

County continues to pursue ideas to generate revenue by reaching out to former park users including event promoters while focusing on safety, maintenance, and infrastructure needs to provide better recreational experience for visitors.

## Budget Hearings

Budget hearings for the FY 2018-19 Recommended Budget are scheduled to begin on Monday, June 4, 2018. The budget hearing schedule will be available online at the Monterey County Clerk of the Board's website on or around Friday, May 25, 2018.

## 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.

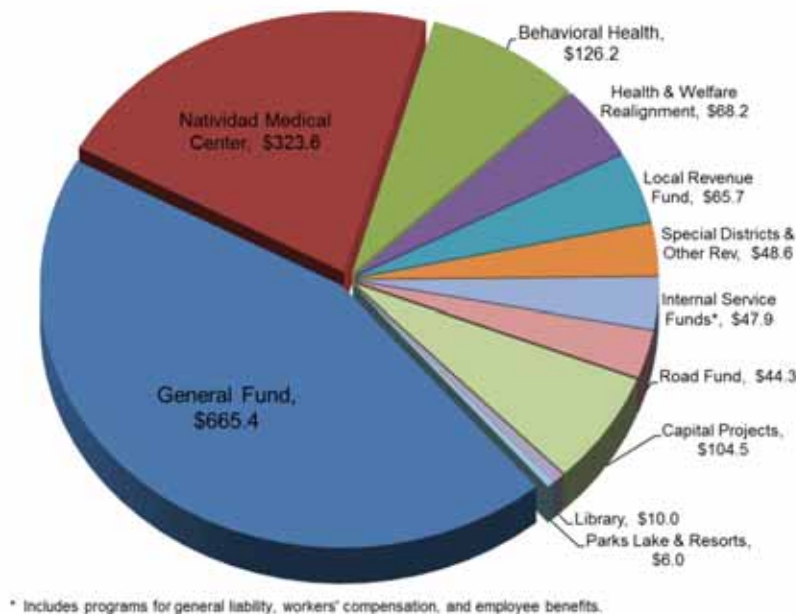
The calculations for the County's general fund and library fund appropriations limit are prepared by the Auditor-Controller's Office with assistance from the County Administrative Office. All districts are within their limits.

## Supplemental Charts

This section provides supplemental information on the recommended budget including recommended appropriations by fund and department, general fund expenditures and revenue, general fund contributions, information on the County's strategic reserve, and countywide positions.

### *All Funds – Appropriations by Fund*

**Chart 1. Recommended Appropriations by Fund (Millions)**



### *General Fund Expenditures*

**Chart 2. General Fund Appropriations by Department (Millions)**

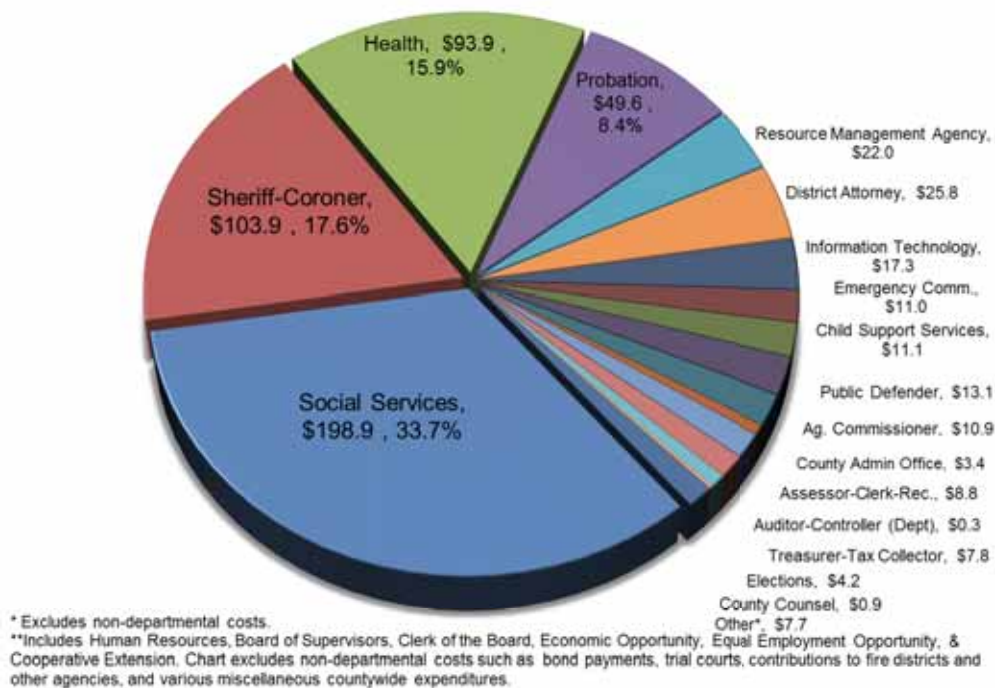
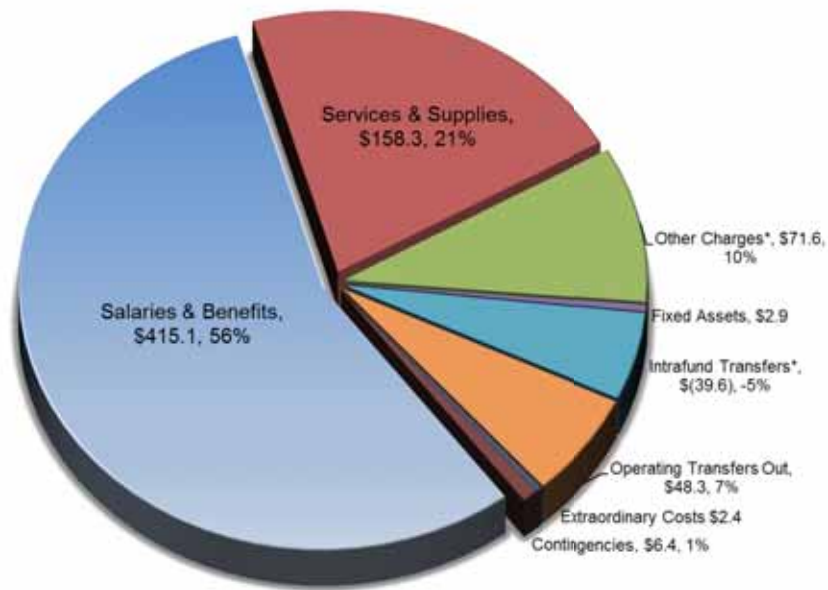




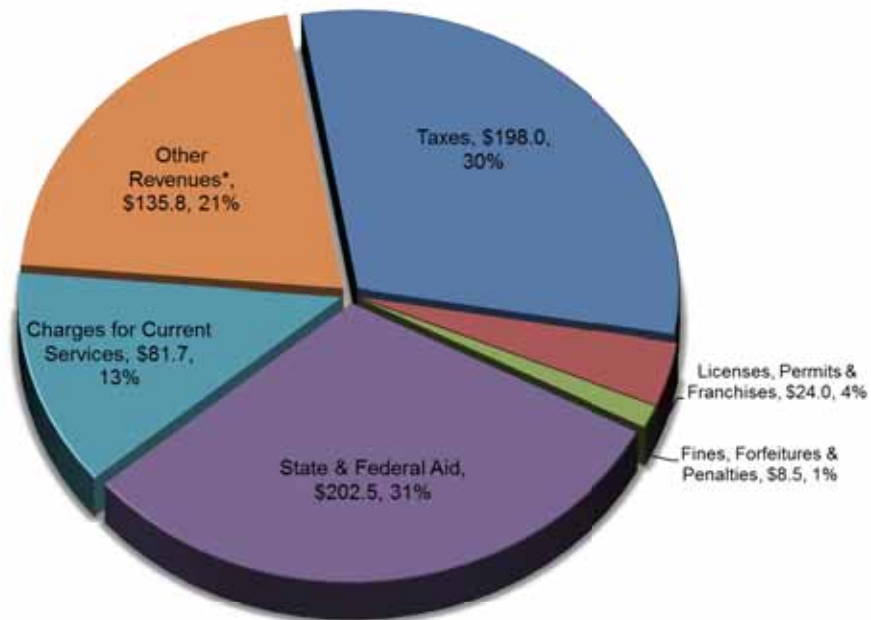
**Chart 3. General Fund Expenditures by Category (Millions)**



\* Other Charges include \$71.6 million for public assistance & out of home care payments. Intrafund Transfers of \$39.6 million are reflected as negative expenditures and represent transfers to County departments for support of various programs/projects from other funds for reimbursement for services provided to non-general fund departments.

### *General Fund Sources of Revenue*

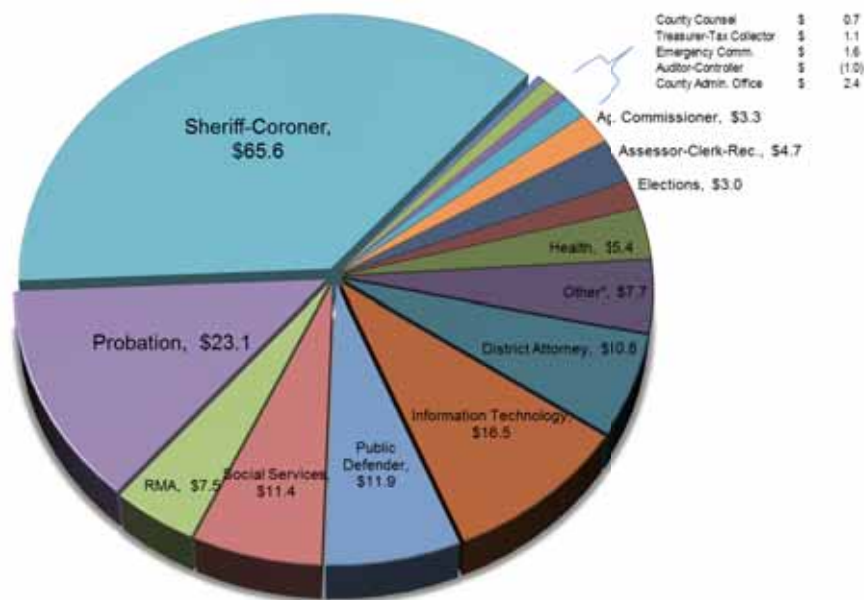
**Chart 4. General Fund Sources of Revenue (Millions)**



\* Includes operating transfers into the general fund from other funds (\$109.0 million), tobacco settlement monies (\$3.7 million), rents & concessions (\$18.2 million), and various miscellaneous revenues.

## General Fund Contributions

**Chart 5. General Fund Contributions by Department (Millions)**

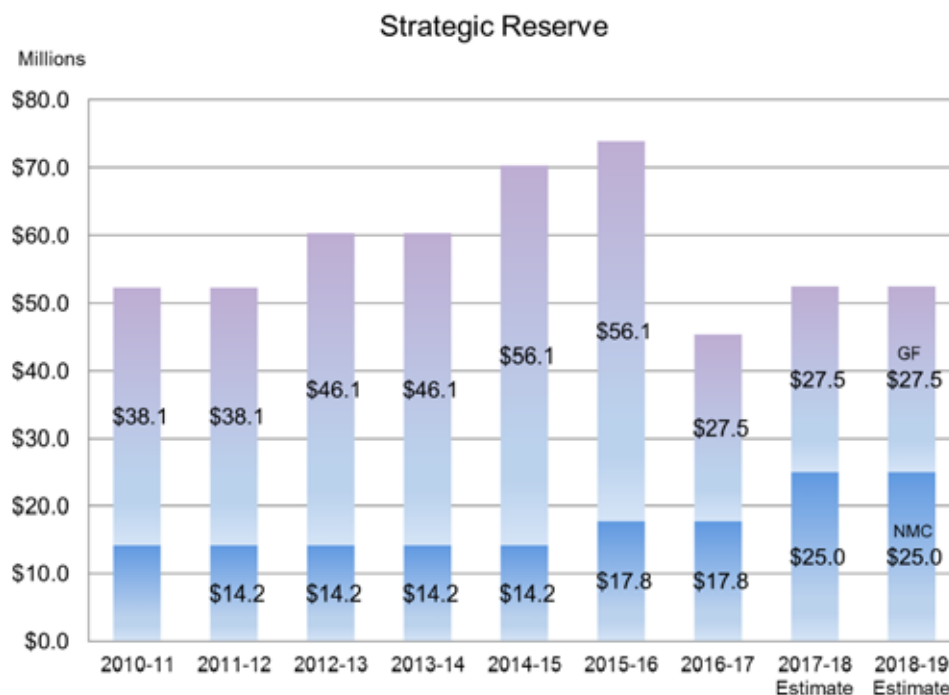


\*Includes Human Resources, Board of Supervisors, Clerk of the Board, Economic Opportunity, Equal Employment Opportunity, & Cooperative Extension. Chart excludes non-departmental costs such as bond payments, trial courts, contributions to fire districts and other agencies, inter fund transfer reimbursements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

## Strategic Reserve

The chart below reflects funds set aside in the strategic reserve. The general fund portion of \$27.5 million represents 4.2% of estimated revenues in the FY 2018-19 recommended budget, below the 10% policy target. NMC has a designated reserve of \$25.0 million.

**Chart 6. Strategic Reserve (Millions)**



## County Employees

The table below summarizes the authorized positions in all funds by department and recommended changes from the FY 2017-18 adopted budget.

**Table 1. Position Summary**

| Department                    | 2017-18<br>Adopted | 2018-19<br>Recommended | Change         |
|-------------------------------|--------------------|------------------------|----------------|
| Natividad Medical Center      | 1,218.1            | 1254.7                 | 36.6           |
| Health                        | 1,122.8            | 1,026.0                | (96.8)         |
| Social Services               | 882.0              | 875.0                  | (7.0)          |
| Sheriff-Coroner               | 458.0              | 444.0                  | (14.0)         |
| Probation                     | 290.0              | 288.0                  | (2.0)          |
| Resource Management Agency    | 283.5              | 280.5                  | (3.0)          |
| District Attorney             | 151.0              | 150.0                  | (1.0)          |
| Child Support Services        | 96.0               | 96.0                   | -              |
| IT                            | 101.0              | 100.0                  | (1.0)          |
| Agr Comm                      | 87.0               | 83.0                   | (4.0)          |
| Emer Comm                     | 75.0               | 75.0                   | -              |
| Library                       | 68.0               | 65.0                   | (3.0)          |
| Assessor                      | 67.0               | 66.0                   | (1.0)          |
| CAO                           | 89.0               | 85.2                   | (3.8)          |
| Public Defender               | 52.5               | 55.5                   | 3.0            |
| Treas-Tax Collector           | 49.0               | 48.0                   | (1.0)          |
| Econ Develop                  | 37.0               | 6.0                    | (31.0)         |
| Auditor-Controller            | 56.0               | 43.0                   | (13.0)         |
| County Counsel                | 54.0               | 53.0                   | (1.0)          |
| Human Resources               | 35.0               | 31.0                   | (4.0)          |
| Board of Supervisors          | 20.0               | 20.0                   | -              |
| Clerk of the Board            | 5.0                | 4.5                    | (0.5)          |
| Cooperative Extension Service | 3.0                | 3.0                    | -              |
| Civil Rights Office           | 5.0                | 7.0                    | 2.0            |
| Elections                     | 12.0               | 12.0                   | -              |
| <b>Total</b>                  | <b>5,316.9</b>     | <b>5,171.4</b>         | <b>(145.5)</b> |

**Table 2. Filled Positions Expiring on June 30, 2018**

| Department                   | Classification                                 | FTE         |
|------------------------------|------------------------------------------------|-------------|
| County Administrative Office | ASSISTANT COUNTY ADMINISTRATIVE OFFICER        | 1.0         |
|                              | BUYER II                                       | 1.0         |
|                              | MANAGEMENT ANALYST III                         | 2.0         |
| <b>1050 Total</b>            |                                                | <b>4.0</b>  |
| Human Resources              | ADMINISTRATIVE SERVICES ASSISTANT              | 1.0         |
|                              | MANAGEMENT ANALYST II                          | 1.0         |
|                              | SENIOR CLERK-CONFIDENTIAL                      | 1.0         |
| <b>1060 Total</b>            |                                                | <b>3.0</b>  |
| Economic Development         | ADMINISTRATIVE SERVICES ASSISTANT              | 1.0         |
|                              | ECONOMIC DEVELOPMENT DIRECTOR                  | 1.0         |
|                              | REDEVELOPMENT/HOUSING PROJECT ANALYST III      | 1.0         |
| <b>1070 Total</b>            |                                                | <b>3.0</b>  |
| Auditor-Controller           | CHIEF DEPUTY AUDITOR-CONTROLLER                | 1.0         |
|                              | ERP BUSINESS ANALYST                           | 4.0         |
| <b>1110 Total</b>            |                                                | <b>5.0</b>  |
| Treasurer-Tax Collector      | MANAGEMENT ANALYST III                         | 1.0         |
| <b>1170 Total</b>            |                                                | <b>1.0</b>  |
| County Counsel               | MANAGEMENT ANALYST II                          | 1.0         |
| <b>1210 Total</b>            |                                                | <b>1.0</b>  |
| Clerk of the Board           | MANAGEMENT ANALYST III                         | 0.5         |
| <b>1300 Total</b>            |                                                | <b>0.5</b>  |
| Information Technology       | DATA CENTER OPERATIONS SUPERVISOR              | 1.0         |
|                              | DATA CENTER OPERATIONS TECHNICIAN III          | 4.0         |
| <b>1930 Total</b>            |                                                | <b>5.0</b>  |
| Sheriff-Coroner              | CORRECTIONS SPECIALIST                         | 1.0         |
|                              | VEHICLE ABATEMENT ENFORCEMENT OFFICER          | 1.0         |
| <b>2300 Total</b>            |                                                | <b>2.0</b>  |
| Resource Management Agency   | SENIOR SECRETARY                               | 1.0         |
| <b>3000 Total</b>            |                                                | <b>1.0</b>  |
| Health                       | CA CHILDRENS SERVICES CASE WORKER II           | 2.0         |
|                              | OCCUPATIONAL THERAPIST-PHYSICALLY HANICAPPED   | 0.6         |
|                              | PHYSICAL THERAPIST-PHYSICALLY HANICAPPED CHILI | 0.6         |
|                              | SENIOR THERAPIST-PHYSICALLY HANICAPPED CHILDR  | 0.2         |
|                              | OFFICE ASSISTANT II                            | 1.0         |
|                              | ACCOUNTANT II                                  | 1.0         |
|                              | ANIMAL CARE TECHNICIAN I                       | 0.5         |
|                              | ANIMAL CARE TECHNICIAN II                      | 3.0         |
|                              | BEHAVIORAL HEALTH AIDE                         | 1.0         |
|                              | COMMUNITY SERVICE AIDE III                     | 1.0         |
|                              | COMMUNITY SERVICE AIDE IV                      | 2.0         |
|                              | HEALTH EDUCATION ASSISTANT                     | 1.0         |
|                              | LABORATORY ASSISTANT                           | 1.0         |
|                              | OFFICE ASSISTANT III                           | 10.0        |
|                              | PUBLIC HEALTH CHEMIST                          | 1.0         |
|                              | PUBLIC HEALTH LICENSED VOCATIONAL NURSE        | 6.0         |
|                              | PUBLIC HEALTH NURSE II                         | 4.0         |
|                              | PUBLIC HEALTH NURSE III                        | 1.0         |
|                              | PUBLIC HEALTH NUTRITIONIST II                  | 2.0         |
|                              | SOCIAL WORKER V                                | 1.0         |
|                              | SUPERVISING OFFICE ASSISTANT I                 | 1.0         |
|                              | SENIOR ACCOUNT CLERK                           | 1.0         |
|                              | WATER QUALITY SPECIALIST                       | 1.0         |
| <b>4000 Total</b>            |                                                | <b>42.9</b> |
| Social Services              | MANAGEMENT ANALYST II                          | 1.0         |
|                              | OFFICE ASSISTANT II                            | 1.0         |
|                              | SOCIAL WORK SUPERVISOR II                      | 1.0         |
|                              | SOCIAL WORKER V                                | 9.0         |
|                              | OFFICE ASSISTANT II                            | 1.0         |
|                              | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II      | 2.0         |
| <b>5010 Total</b>            |                                                | <b>15.0</b> |
| <b>Grand Total</b>           |                                                | <b>83.4</b> |

# Appropriation Limits

## COUNTY OF MONTEREY APPROPRIATION LIMITS FOR THE 2018 - 19 FISCAL YEAR

Pursuant to Article XIIIB of the California Constitution

| <u>FUND</u>                             | <u>1978-79<br/>Base Year</u> | <u>Appropriation<br/>Limit</u> | <u>Estimated<br/>Tax proceeds</u> |
|-----------------------------------------|------------------------------|--------------------------------|-----------------------------------|
| County General and Library Funds        | \$ 33,688,425                | \$ 677,766,102                 | \$ 216,439,616                    |
| <u>Special Districts</u>                |                              |                                |                                   |
| 052 CSA # 9 Oak Park                    | 42,702                       | 386,844                        | 36,181                            |
| 053 CSA # 10 Laguna Seca Ranch          | 9,658                        | 87,493                         | -                                 |
| 055 CSA # 14 Castroville                | 530,743                      | 4,808,083                      | -                                 |
| 056 CSA # 15 Serra Village, Toro Park   | 87,250                       | 790,411                        | 143,930                           |
| 059 CSA # 20 Royal Estates              | 4,977                        | 45,087                         | 2,088                             |
| 062 CSA # 25 Carmel Valley Country Club | 9,339                        | 84,603                         | 39,343                            |
| 063 CSA # 26 New Moss Landing Heights   | 1,026                        | 9,295                          | 2,688                             |
| 066 CSA # 32 Green Valley Acres         | 1,836                        | 16,633                         | 3,577                             |
| 069 CSA # 35 Paradise Park              | 5,283                        | 47,860                         | 5,037                             |
| 072 CSA # 41 Gabilan Acres              | 2,727                        | 24,704                         | 8,416                             |
| 076 CSA # 47 Carmel Views               | 5,013                        | 45,414                         | 17,337                            |
| 077 CSA # 50 Rioway Track               | 944                          | 8,552                          | 1,099                             |
| 079 CSA # 52 Cerro Del Oso              | 2,055                        | 18,617                         | 4,082                             |
| 081 CSA # 54 Manzanita                  | 219                          | 1,984                          | 1,109                             |
| 085 CSA # 58 Vista Corado               | 1,406                        | 12,737                         | 2,187                             |
| 086 CSA # 62 Rancho Del Monte           | 5,363                        | 48,584                         | 9,056                             |
| 151 Pajaro County Sanitation District   | 254,092                      | 2,301,859                      | 236,600                           |





This page intentionally left blank.

## Recommendations

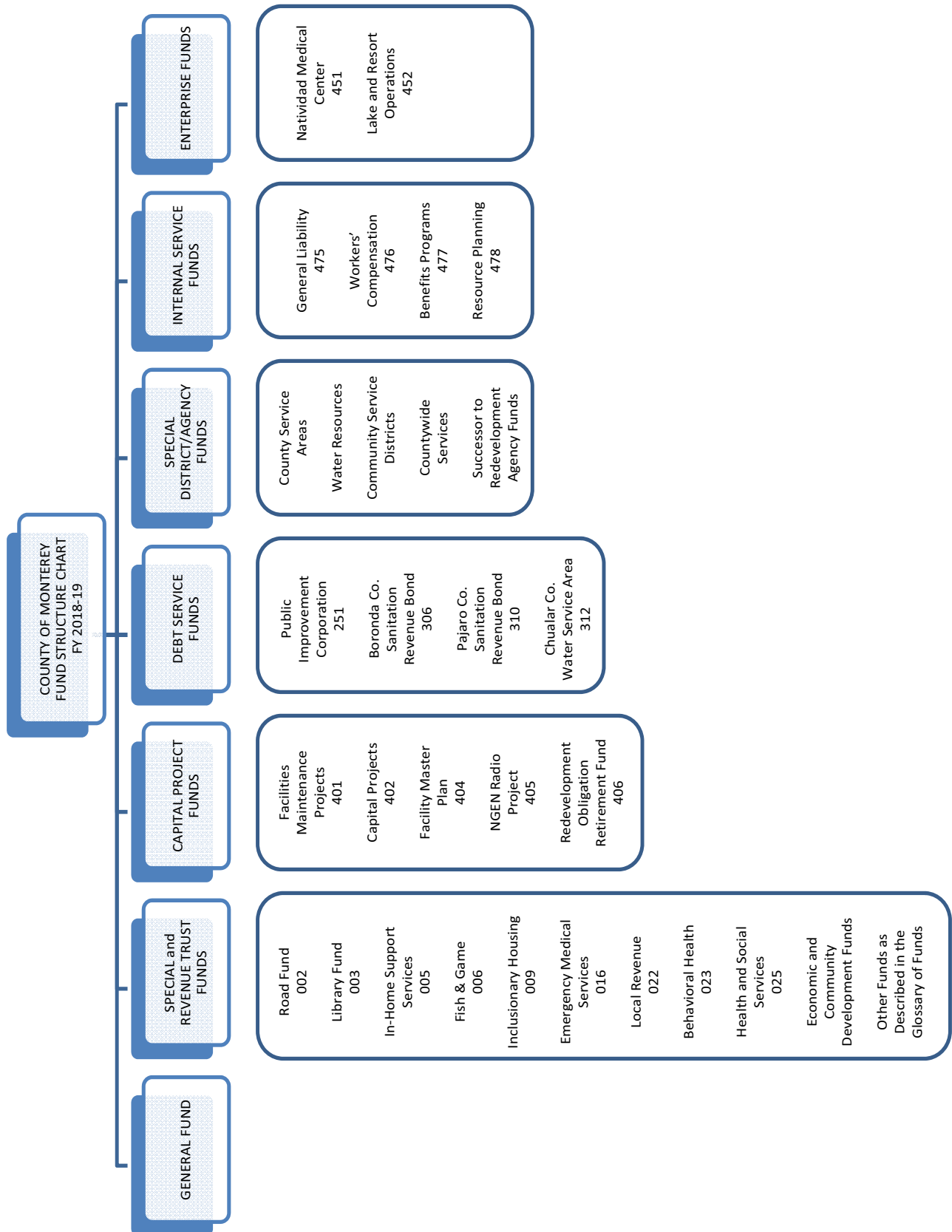
It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 4, 2018 at 9:00 a.m. to adopt the Fiscal Year (FY) 2018-19 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 2018-19 Recommended Budget on June 4, 2018 at 9:00 a.m. and continue Budget Hearings on June 5, 2018 beginning at 9:00 a.m. if necessary.
3. Authorize and direct the County Administrative Office to prepare the FY 2018-19 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 and direct the County Administrative Office to make adjustments if needed to position counts, appropriations, revenues, fund balances, etc. to correct clerical errors.
5. Direct the Auditor-Controller Office to transfer all Economic Development budget units and funds to the County Administrative Office.
6. Authorize and direct the County Administrative Office to modify the Budget to correct any errors in the Countywide Cost Allocation Plan which do not accurately reflect appropriate charges/cost between all funds.
7. Authorize the County Administrative Office, in the event that any unbudgeted/unassigned fund balance is available at year-end FY 2017-18, to allocate in the following order of priority:
  - a. For the *General Fund Contingency Assignment* (3113) to help cover unanticipated events or emergencies as prescribed in the County General Financial Policy.
  - b. For support of the *Strategic Reserve* (3111), not to exceed established Board policy of 10% of estimated FY 2018-19 General Fund revenues (excluding NMC Strategic Reserve) as prescribed in the County of Monterey General Financial Policy.
8. Authorize the County Administrative Office to transfer or release to/from assignments associated with the following self-funded programs in the event they require additional funds or have excess funds at the end of FY 2017-18:
  - a. Vehicle Replacement Assignment (3116).
  - b. Laguna Seca Track Assignment (3129).
  - c. Information Technology Charges Mitigation Assignment (3124).
9. Authorize the County Administrative Office to adjust the FY 2018-19 Adopted Budgets for the other funds under the authority of the Board of Supervisors to reflect the FY 2017-18 year-end final available fund balance.
10. Consider approval and adoption of the *Resource Management Agency-Public Works Annual Work Program* for the Road Fund for Fiscal Year 2018-19. 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.



This page intentionally left blank.

## Fund Structure



# Fund and Organizational Structure Relationship

| Department                     | Governmental Funds |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     | Proprietary Funds |                  |     |                        |     |  |  |  |   |  |
|--------------------------------|--------------------|-----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|--------------------------------|-----|--------------------|------|------|-----|-----|------------------------|-----|------|-----|-------------------|------------------|-----|------------------------|-----|--|--|--|---|--|
|                                | General Fund       | Special Revenue Funds |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     | Debt Service Funds |      |      |     |     | Capital Projects Funds |     |      |     |                   | Enterprise Funds |     | Internal Service Funds |     |  |  |  |   |  |
|                                |                    | 001                   | 002 | 003 | 005 | 006 | 008 | 009 | 011 | 013 | 016 | 021 | 022 | 023 | 024 | 025 | 026 | 175* | 176* | 180* | 181* | 182* | CSAs/CDS*<br>(051-093,151-157) | 251 | 306*               | 310* | 312* | 401 | 402 | 404                    | 405 | 406* | 451 | 452               | 475              | 476 | 477                    | 478 |  |  |  |   |  |
| Board of Supervisors           | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| County Administrative Office   | X                  |                       |     |     |     |     |     |     |     |     | X   |     | X   |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Human Resources                | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  | X |  |
| Economic Development           | X                  |                       |     |     |     |     | X   | X   | X   |     |     |     |     |     | X   |     | X   | X    | X    | X    | X    |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Civil Rights Office            | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Auditor-Controller             | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                | X   |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  | X |  |
| Treasurer-Tax Collector        | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Assessor-County Clerk-Recorder | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| County Counsel                 | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Clerk of the Board             | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Elections                      | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Emergency Communications       | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     | X   |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Information Technology         | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| District Attorney              | X                  |                       |     |     |     |     |     |     |     |     |     | X   |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Child Support Services         | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Public Defender                | X                  |                       |     |     |     |     |     |     |     |     |     | X   |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Sheriff-Coroner                | X                  |                       |     |     |     |     |     |     |     |     |     | X   |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Probation                      | X                  |                       |     |     |     |     |     |     |     |     |     | X   |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Agricultural Commissioner      | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Resources Management Agency    | X                  | X                     |     | X   |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      | X    |                                | X   | X                  | X    | X    | X   | X   | X                      | X   |      |     | X                 |                  |     |                        |     |  |  |  |   |  |
| Health                         | X                  |                       |     |     |     |     |     |     |     | X   |     | X   | X   |     | X   |     |     |      |      |      | X    |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Social Services                | X                  |                       | X   |     | X   | X   |     |     |     |     | X   | X   |     | X   |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Library                        |                    |                       | X   |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Cooperative Extension Service  | X                  |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        |     |      |     |                   |                  |     |                        |     |  |  |  |   |  |
| Natividad Medical Center       |                    |                       |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |      |      |      |      |      |                                |     |                    |      |      |     |     |                        | X   |      |     |                   |                  |     |                        |     |  |  |  |   |  |

\* includes funds that are component units of Monterey County



# Three Year 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 2018-19), and two additional out years. The result of this review is an assessment of the County's financial condition, emerging needs, and expected fiscal capacity to meet those needs.

## Approach and Assumptions

The forecast is an analysis of revenues and costs for existing levels of staffing and services within the context of current statutes and policies. Developing a three-year forecast provides a window of opportunity to identify potential actions necessary to balance revenues and expenditures over the long-term to ensure financial sustainability of the County's funds. Similarly, the forecast also serves as a tool to assess the impact that decisions made in the present, such as considering a new revenue source or the funding of a new program, can have on future fiscal capacity.

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. The forecast compares expenditures required to carry out existing operations to estimated financing sources. This analysis is a key financial management tool to guide the upcoming budget process and help preserve long-term financial stability.

## General Fund Outlook through 2020-21

|                                 | 2016-17      | FY 2017-18   |              |                   | FY 2018-19   | FY 2019-20   | FY 2020-21   |
|---------------------------------|--------------|--------------|--------------|-------------------|--------------|--------------|--------------|
|                                 | Actual       | Adopted      | Modified     | Year-End Estimate | Forecast     |              |              |
| Available Financing:            |              |              |              |                   |              |              |              |
| Beg. Unassigned Fund Balance    | \$6.0        | \$6.0        | \$6.0        | \$8.7             | \$0.0        | \$0.0        | \$0.0        |
| Release of Fund Balance         | 49.1         | 36.9         | 36.9         | 36.9              | 1.9          | 1.9          | 1.9          |
| Revenues                        | <u>596.0</u> | <u>636.9</u> | <u>637.5</u> | <u>616.9</u>      | <u>634.5</u> | <u>642.4</u> | <u>653.3</u> |
| Total Financing Sources         | \$651.1      | \$679.8      | \$680.4      | \$662.5           | \$636.4      | \$644.3      | \$655.2      |
| Financing Uses:                 |              |              |              |                   |              |              |              |
| Assignments/Restrictions        | 41.0         | 0.0          | 0.0          | 0.0               | 0.0          | 0.0          | 0.0          |
| Expenditures                    | 601.4        | 676.3        | 676.9        | 657.1             | 666.3        | 682.3        | 702.5        |
| Appropriation for Contingencies | <u>0.0</u>   | <u>3.5</u>   | <u>3.5</u>   | <u>3.1</u>        | <u>6.3</u>   | <u>6.4</u>   | <u>6.5</u>   |
| Total Financing Uses            | \$642.4      | \$679.8      | \$680.4      | \$660.2           | \$672.6      | \$688.7      | \$709.0      |
| Ending Unassigned Fund Balance  | \$8.7        | \$0.0        | \$0.0        | \$2.3             | (\$36.2)     | (\$44.4)     | (\$53.8)     |

**For the first time in the last six years, the County had an operating deficit of \$5.4 million in fiscal year (FY) 2016-17.** The deficit is attributed to growing labor costs including salary, higher pension contributions, health care costs, as well as extraordinary costs to address natural disasters including the *Soberanes Fire* and winter storms. Despite expenditures exceeding revenues, the County was well prepared to address extraordinary costs with reserves and ultimately the general

fund outperformed budget expectations, ending with an unassigned fund balance of \$8.7 million. The unassigned fund balance includes \$6.0 million that was carried forward from the prior year and has already been obligated in the FY 2017-18 adopted budget to fund one-time expenditures. Therefore, only \$2.7 million of the unassigned fund balance is truly available.

**The general fund expects to end the year \$0.4 million over the adopted county contribution.**

General fund operations are within budget; however, slightly lower revenues indicate an additional financing need of \$0.4 million in the current year. Departments expect to end the current year with expenditures \$20.2 million below budget with a corresponding decrease in estimated year-end revenues of \$20.6 million, mostly due to reduced reimbursement-based billings to federal and state agencies. The net result is a \$0.4 million estimated decrease in current year unassigned fund balance. The unassigned fund balance reported in the CAFR is \$8.7 million. Considering that \$6.0 million of this is obligated in the current year adopted budget and taking into account the \$0.4 million estimated overrun, the projected ending unassigned fund balance is \$2.3 million.

**Growing cost pressures continue to outpace revenue growth in the approaching fiscal year and beyond.**

Costs to operate County operations continue to grow at a faster pace than revenues. A significant cost pressure is growing labor cost due to salary increases, higher pension contributions, and higher health care costs. Additionally, replacement of County systems, increased general liability costs, and increased unfunded liabilities will put rising pressure on the County's operational capacity. As a result of these fiscal pressures, a hypothetical deficit of \$36.2 million emerges in the fiscal year beginning July 1, 2018 and grows to \$53.8 million by the end of the forecast period without corrective adjustments to operations. These hypothetical deficits are based on current operations and policy and do not include future service enhancements or changes in federal or state financial commitments.

**Over the past years, the County has invested resources to enhance programs and support organizations that provide services to the community.**

The County has adopted policies to provide funding from the general fund to the Road Fund, to agencies that promote economic development, to user agencies of the 911 center, and to fire districts to promote public safety. Combined, these commitments have added \$11.8 million in costs to the general fund. Over the years, the County has also expanded important programs including enhancing public safety, homeless programs, economic development, and programs that promote a sustainable environment. These program enhancements have added an additional \$14.0 million to general fund operations.

**Natural Disasters and Other Fiscal pressures.** In addition to "ongoing" inflationary pressures, the County has experienced significant costs related to the *Soberanes Fire* and the 2017 winter storms. The cost to repair damages resulting from these natural disasters are estimated at \$62.3 million. The Board approved \$16.8 million from the strategic reserve for critical repairs during the last fiscal year. There is an additional \$9.7 million unfunded need in the current year and \$36.1 million next year for debris removal and other repair projects. These costs are not included in the forecast.

Beyond disaster-related repairs, additional funding of \$4.5 million is needed next fiscal year to cover the gap for State redirection of AB 85 Realignment Funds which supports health programs and the inmate healthcare program. Other unfunded needs include: an additional \$1.5 million in increased cost for a new inmate medical care contract; \$891,794 for the Interlake Tunnel; an estimated increase of \$731,483 for enhanced general assistance grants to support indigent residents; funding the appropriation for contingencies of \$6.3 million for the upcoming budget, and many other needs discussed in detail later in the report. In addition, the pension contribution increases planned by CalPERS over the coming years are unprecedented, increasing \$7.0 million in the general fund next

fiscal year and an additional \$8.0 million the following fiscal year. Overall, these ongoing cost drivers as well as extraordinary costs will add \$70.7 million in costs next fiscal year.

Departments that seek reimbursement from the state government can weather inflationary pressures better than departments that are dependent on county contributions. Many departments have exhausted opportunities to cut discretionary spending, de-funded vacant positions, and in some cases laid off employees as a last resort. The loss of budget flexibility erodes departments ability to absorb further cost pressures and increases the likelihood of operational impacts next fiscal year.

**The outlook on revenues is approached with caution given the future economic uncertainty.** The financial forecast assumes that the economy continues to grow through the forecast period and does not include potential impacts that may result from possible federal policy changes by the new administration. This assumption should be carried with caution as the recovery continues to mature well beyond the average length of recoveries. The current recovery is the 3<sup>rd</sup> longest in modern U.S. history, lasting 103 months thus far, or nearly 9 years. On average, expansions have lasted around 60 months, or 5 years. Economic expansions do not last forever and an economic downturn is inevitable.

With the economic uncertainty that lies in future years, adherence to prudent and cautious financial management practices, including limiting new on-going commitments, is vital to weather a recession. Similar caution was taken by the Governor in the State's budget proposal for next fiscal year, focusing on shoring up reserves, rather than expanding programs, to be well prepared for future years that could be impacted with significant revenue loss as a result of a downturn.

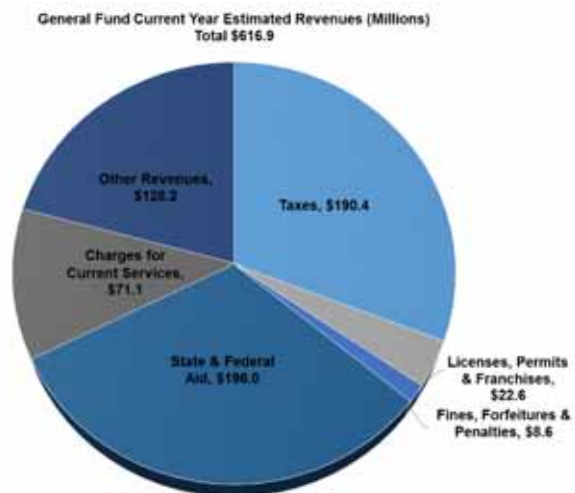
## General Fund Revenues

General fund revenue is composed of program and non-program revenue. Program revenue is specifically designated and/or statutorily required for programs. Sources of program revenue are derived from state and federal aid for various mandated programs primarily in Health and Social Services, charges for services are primarily fees collected by health clinics and the 911 consolidated dispatch center, and other revenues include primarily reimbursement from realignment funds for health, social services, and public safety programs.

Non-program or "discretionary" revenues are mostly derived from taxes and are utilized to address local priorities and to provide funds to leverage federal and state monies, including maintenance of effort requirements.

**Current year revenues are \$20.6 million below budget expectations.** The major causes of the decrease in revenue in the current year include:

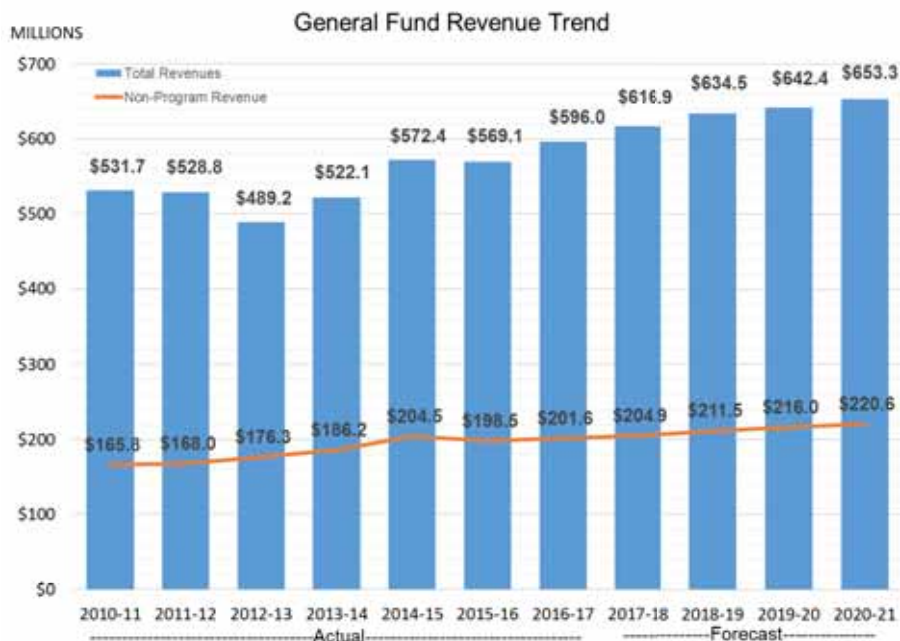
- **Revenue in the Health Department is \$15.0 million below budget:** The Health Department was



impacted with the State’s redirection of AB 85 funds and the Department made program reductions totaling \$1.4 million in the current year. Estimated health fees are \$9.3 million below budget due to a lower than anticipated level of service and inability to execute expanded hours as planned, as they are unable to fill vacancies in clinics. Additionally, the Department’s difficulty in filling vacancies has also lowered reimbursements by \$4.3 million.

- **Declining caseloads in Social Services reduce revenue by \$3.8 million:** A reduction in caseloads in public assistance and Out of Home Care programs result in lower federal and state reimbursements.
- **Lower than expected discretionary revenues:** Discretionary revenue is estimated to come in \$2.6 million below budget. The adopted budget assumes the County will receive \$3 million in use tax for the Solar Flats project; however, due to issues arising with the project agreement, the County only expects to receive \$351,000 in the current year with the balance of the \$3 million to be paid over the life of the project. The decrease was partially offset with an improvement over budget for property tax revenues.

The graph below illustrates the general fund revenue trend based on actual performance and forecasted amounts:



**Forecasted years assume continued growth in program and non-program revenue.** Departments balance their budgeted expenditures to a combination of revenues earned directly by the program (State reimbursement, permit fees, clinic charges, etc.) and County contributions of discretionary “non-program” revenue. Since FY 2012-13 the County’s program revenues have grown under state-county realignment and the Affordable Care Act to support increased responsibilities and associated costs, including mandated public assistance and health and public safety programs. The chart above reflects the overall general fund revenue trend and the non-program revenue trend, which accounts for about one-third of general fund revenues. For FY 2018-19, general fund revenues grow \$17.6 million or 2.8% over the current year; the majority of the growth is attributed to higher program

revenues under the assumption that vacancies in the Health Department and Social Services will be filled. In the two out years, overall revenue is projected to grow 1.2% and 1.7%, respectively.

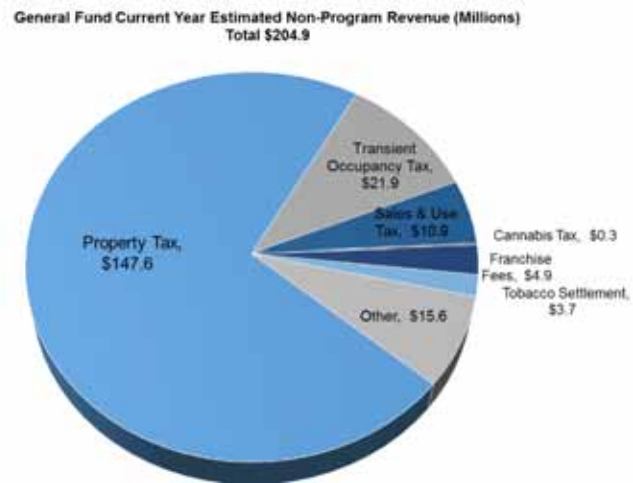
## Discretionary Revenues

Discretionary revenues provide the Board flexibility to address local priorities and to provide matching funds to leverage federal and state monies and to meet maintenance of effort requirements.

### Property tax revenue comprises the bulk of local discretionary monies.

Sources of non-program revenue are displayed in the chart to the right. Total non-program revenue in the current year is estimated at \$204.9 million.

Property tax revenue is the largest source of non-program revenue, projected at \$147.6 million (72%) of current year estimated non-program revenue. Other significant sources of discretionary revenue include: \$21.9 million in transient occupancy tax (TOT); \$10.9 million in sales and use tax revenue; franchise fees of \$4.9 million and tobacco settlement monies of \$3.7 million. The County also receives property transfer taxes, investment income and payments of interest on delinquent taxes.



### Discretionary revenue continues to grow in coming years.

The chart to the right reflects the projected non-program revenue in the current year, budget year (FY 2018-19) and two out years. Projected current year non-program revenue is below budget due to \$3 million in use tax from the California Flats solar project that was anticipated in the budget, but is no longer expected in the current year. The decrease in sales and use tax is offset with better than expected property tax collections, which are estimated to outperform budget expectations by \$1.4 million in the current year.



The forecast assumes continued growth in non-program revenue primarily due to positive trends in property tax collections resulting from higher assessments. Next fiscal year, non-program revenue grows \$4.1 million over the current adopted budget. Growth in the two out years is projected at approximately \$4.5 million each year.

**Positive property assessments add discretionary revenue.**

During the economic recession beginning FY 2008-09, property taxes sustained steep reductions, declining \$15.6 million from peak to trough. This impacted County services and was the driving factor behind four years of budget reductions following the onset of the recession. Assessed values have steadily recovered and since exceeded pre-recession levels.

The adopted budget assumes a 5.5% increase in assessed values for FY 2017-18. The forecast assumes a 5.0% growth in assessments next fiscal year, which produces \$7.1 million growth in property tax revenue. The two out years include a more conservative growth assumption of 2.5% each, yielding additional revenue of \$3.8 million each year.



**Transient Occupancy Tax (TOT) receipts begin to recover.**

TOT is the County's 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%. Although TOT revenues remain well above the recession levels of \$13.0 million, last fiscal year, TOT declined as tourism was negatively impacted, particularly in the Big Sur area, due to damage and road closures caused by the *Soberanes Fire* and the winter storms. The current year estimate assumes a 3% increase over last fiscal year as tourism starts to pick up in the area. TOT is estimated at \$21.9 million next fiscal year and growth is projected at 2% in the two out years.

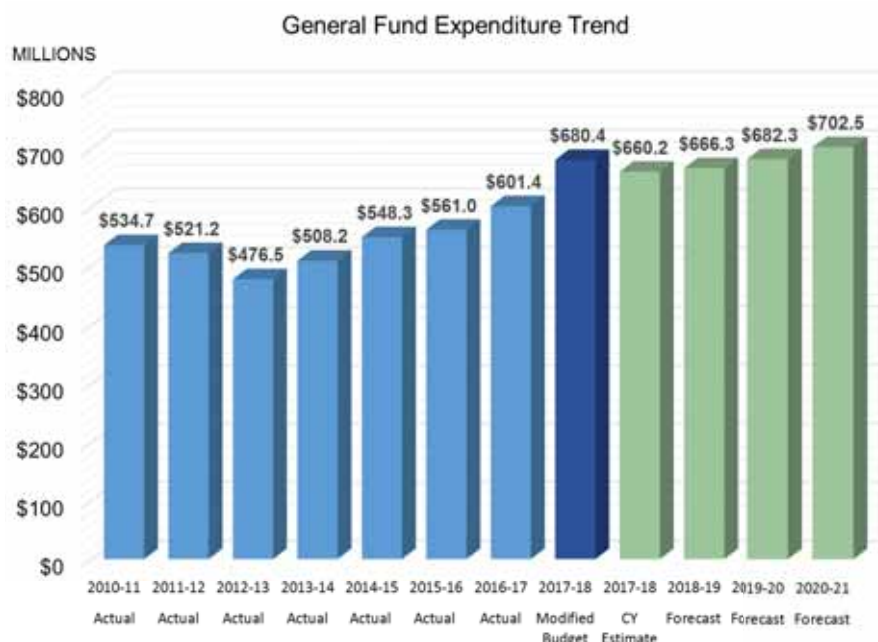


**Cannabis revenue not included in forecasted years.** In November 2016, Monterey County residents approved Measure Y imposing a business tax on commercial cannabis businesses in the unincorporated area of Monterey County beginning January 1, 2017. The ordinance established rates for cultivation, and other commercial businesses, including dispensaries, manufacturing, testing, transportation, distributing, and delivery. Based on available data, staff estimate the annual revenue from cannabis tax at \$7.4 million. The Board has directed staff to assess staffing needs related to the cannabis tax program and to engage the community to help the Board prioritize the use of this particular revenue source. For this reason, only the amount that has been obligated in the current year adopted budget (\$346,922) was included in the forecast.



## General Fund Expenditures

The FY 2017-18 adopted budget included appropriations of \$679.8 million. The modified budget is \$680.4 million, including modifications of \$0.6 million over the course of the year primarily due to: an increase of \$304,117 in the District Attorney's budget to expand victims of crime services in South County, offset with grant funding; an increase of \$68,877 in Equal Opportunity to add a position to spearhead a new compliance program for the County; \$192,921 increase in the County Administrative Office due to additional grant funds for victims of crime services; and a \$45,000 increase in Health to support Animal Services positions that were only partially funded in the adopted budget.



**Current year expenditures are estimated at \$660.2 million, or \$20.2 million below budgeted expenditures.** The primary factor decreasing expenditures in the current year is salary and benefit savings of \$17.2 million resulting from vacancies across the County. Departments with significant salary savings include:

- The Health Department is estimating year-end salary savings of \$10.4 million mainly due to vacancies caused by program reductions for AB 85 and challenges in recruiting and filling specialty staffing in clinics.
- Resource Management Agency (RMA) estimates year-end salary savings of \$1.9 million due to its unfilled positions.

Remaining decreases in salary and benefits can be attributed to vacancies across the County, reflecting an overall 11.6% vacancy rate. There are an estimated 403 vacancies (general fund), with an annualized cost of \$47.9 million next fiscal year. Of these vacancies, about two-thirds reside within the Health Department and Social Services, which would likely qualify for reimbursements from state and federal agencies. Additionally, other departments also have positions which are funded by grants, as in the District Attorney's Office, or departments that share cost with other payors, such as

Emergency Communications.

**One-time expenditures in the current year are financed with fund balance.** The FY 2017-18 adopted budget included \$42.9 million use of fund balance to cover one-time expenditures. Such expenditures include: the ERP upgrade (\$5.1 million), funding for the contingencies appropriation from a designated reserve (\$6.4 million), County match contributions for the juvenile hall project (\$15.1 million), winter storm repairs (\$7.3 million), the East and West Wing construction and Government Center 2<sup>nd</sup> floor remodel (\$3.2 million), and information technology infrastructure replacement (\$4.0 million).

Next fiscal year, the decreases in one-time expenditures are offset with growing ongoing costs for salaries, pension contributions, healthcare costs, general liability, and workers' compensation, as discussed in detail in the following section. Next fiscal year, salaries and benefits alone grow \$36.1 million over the current year estimate. Additional growth of \$16.0 million and \$20.2 million in the two out years is mostly attributed to salary and benefit growth. Underlying these estimates is the assumption that vacancies are filled.

## Major Cost Drivers

County programs and services have been impacted by increasing costs due to higher labor costs resulting from negotiated salary increases, increased employer pension contributions, increased healthcare costs, higher workers' compensation and general liability costs, and replacement of County systems.

**Rising salaries.** During FY 2016-17, the Board of Supervisors approved wage increases for most labor groups of 1.5% in the first year, 2.5% in the second year, and 3.0% in the third year. Most safety bargaining units received increases of 2.5% in the first year, 2.5% in the second year, and 3.0% in the third year. The general fund impact of these approved wages – independent of position growth - is \$19.3 million over three fiscal years as follows: \$4.3 million in FY 2016-17, \$6.7 million in FY 2017-18 and, and \$8.3 million in FY 2018-19. Aside from wage increases, the County has grown its workforce over the years, which has contributed to rising salary expense.



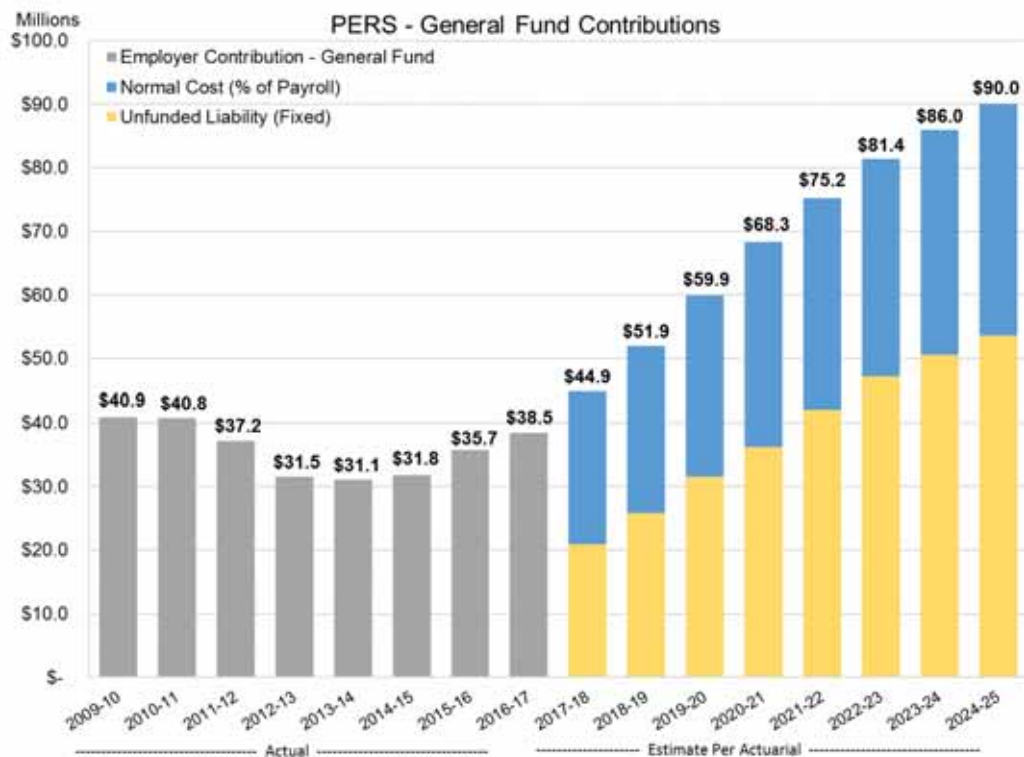
A total of 427.1 general fund positions have been added since FY 2012-13, including 19.8 in the current year. The majority of positions added have supported growth in health and social services programs that have taken on new responsibilities under state-county realignment and the Affordable Care Act. These position augmentations coupled with the pay raises increased salary expenditures

from \$198.7 million in FY 2012-13 to an estimated \$246.6 million in the current year and climbing to \$273.1 million by FY 2020-21.

Next fiscal year, salaries are projected to increase \$21.4 million over the current year estimate, with approximately \$8.3 million attributed to the approved 3.0% wage increase and the remaining increase due to the assumption that vacancies are filled. FY 2018-19 will be the final year of wage increases under most bargaining agreements. The two out years assume slight increases due to step advancements.

**Upsurge in pension contributions.** Employer contributions will increase significantly due to changes in CalPERS' actuarial methodology to improve funding of the pension system. Some of the changes that are impacting contributions include:

- Changes in amortization and rate smoothing policies to accelerate paying down large unfunded liabilities.
- Change to fixed dollar contribution for the unfunded liability portion, rather than as a percentage of payroll, to prevent potential funding issues that could arise from a declining payroll.
- Adoption of new demographic assumptions that show retirees living longer, and thus requiring higher lifetime payout of benefits.
- Approval of a new funding risk mitigation policy to incrementally lower the discount rate.



**Employer pension contributions are projected to double over the next seven years.** General fund contributions increase \$7.0 million next fiscal year and grow by \$45.1 million by FY 2024-25. The most significant change impacting contributions is the reduction in the “Discount Rate”, which

reduces the assumed rate of return by CalPERS from 7.50% to 7.0% over three years and increases agencies' unfunded liabilities. This policy was approved by the CalPERS Board in December 2016, taking effect on July 1, 2018. The change was necessary due to expectations of lower investment returns over the long term. To shore up the pension fund and reduce the risk of funding issues and cash flow gaps, agencies are required to substantially increase contributions. The contributions for FY 2017-18 are based on a 7.375% discount rate; contributions for the subsequent two years will be based on a discount rate of 7.25% and 7.0%, respectively. Additionally, beginning in FY 2017-18, a portion of the contribution is a fixed payment that goes toward the unfunded liability. The fixed payments for unfunded liabilities increase approximately \$32.6 million over the next seven years, while our normal cost increases an estimated \$12.5 million over the same period. The projections in the chart above are based on CalPERS actuarial valuations, which are built on actual payroll data obtained by CalPERS, and therefore, based on existing filled staffing levels.

The changes in the discount rate, actuarial assumptions, and actuarial methodologies are part of a plan to improve funding levels and protect solvency of the pension program. Pension costs across California agencies will be a primary cost driver as a result of these changes, with most California cities and local government agencies experiencing similar increases. A recent report by the League of California Cities indicate that pension costs will double for many cities in the next seven years, limiting their ability to fund basic services. Pension contributions will consume a greater share of the County budget and impact local priority programs and services.

**The County has absorbed health insurance premium increases.**

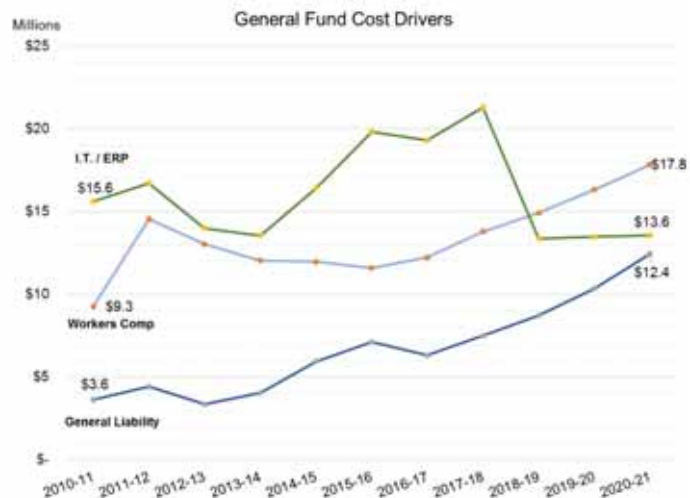
Health care costs have grown \$17.3 million since FY 2010-11, and are forecasted to increase another \$17.9 million over the next four fiscal years. Rising health care costs are primarily the result of higher premiums and a growing workforce. To protect this valuable benefit and minimize impact to employees, the County has absorbed rate increases, rather than shift the cost to employees.

The County experienced a spike in premiums of 21.26% in January 2016. Although rates have since remained fairly flat, the Human Resources Department is anticipating 10% growth for FY 2018-19 as the rate for January 2019 is unknown and based on historical experience, rates typically increase after stable periods. The forecast assumes 8% growth for each of the two additional out years. Current year healthcare costs are estimated at \$55.8 million, or a \$5.6 million increase over last fiscal year, due to the assumption that vacancies are filled. Increasing health care costs have contributed to the fiscal pressures faced by departments and have impacted programs.



### Costs to run internal service fund programs and upgrade technology continue to increase.

The workers' compensation program is increasing its charges to departments by \$1.1 million next fiscal year with additional increases projected in the out years of the forecast. Additionally, general liability program charges to departments increase \$1.2 million in FY 2018-19 with additional increases in the out years to pay down unfunded liabilities caused by legal settlements. Both workers' compensation and general liability allocation estimates are based on a 70% confidence level. These costs have impacted departmental programs.



**A significant cost driver is eliminated in forecast years due to the completion of ERP upgrade project.** The forecast assumes that the cost for the ERP upgrade will not continue beyond the current year, which is reflected in the chart above. The project cost is estimated at \$18.4 million, and was mostly funded through department reimbursements. Department operations were impacted as they absorbed the allocated upgrade charges in their budgets over the last four fiscal years. ERP upgrade charges for general fund departments were deferred during FY 2016-17 to alleviate service level impacts. The deferred charges for the general fund departments were included in the FY 2017-18 adopted budget, and funded with one-time fund balance to minimize departmental impacts. Although the ERP upgrade project will end this year, the project has a financing requirement of \$5.7 million which will have to be addressed in the current year. To avoid funding issues for future upgrades, there is preliminary discussion about allocating costs to departments to build a reserve for future system needs. Aside from ERP upgrade charges, departments will continue to pay for maintenance of the system and may potentially continue to have additional ERP-related charges in their budget should the plan to charge for future replacement comes to fruition.

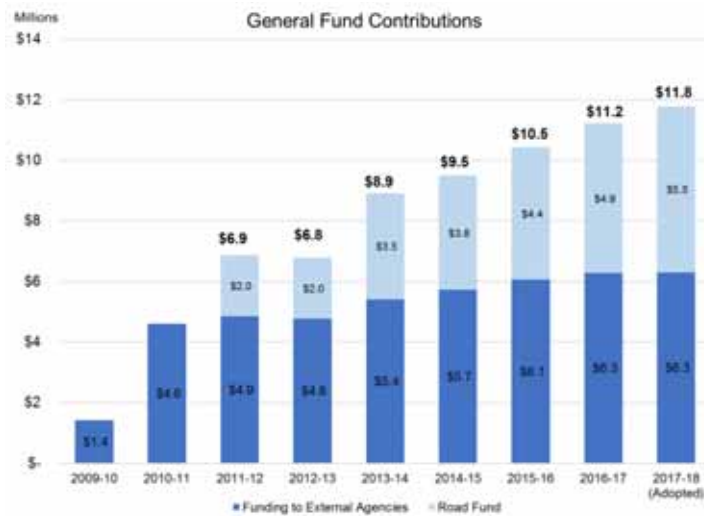
## Funding Commitments

Aside from operational cost drivers, the County has adopted policies to provide funding for external agencies and to the Road Fund. These agreements are based on percentage formulas, which have generally resulted in increased annual contributions in recent years. These commitments total \$11.8 million in FY 2017-18. These commitments include:

- The County has adopted policies to provide funding to external agencies in support of their mission to economic development. Contributions include funding of \$1.9 million from TOT to agencies that promote economic development, tourism and cultural arts.
- The County also distributes Proposition 172 revenues (Half-Cent Public Safety Tax) based on funding agreements to user agencies of the 911 dispatch center and to fire districts to promote public safety. These contributions are at the discretion of the Board. The FY 2017-18 contributions to user agencies of the 911 center total \$1.6 million and the allocation to the fire districts is \$2.9 million and have generally increased each year under current formulas.



- In FY 2013-14, the Board adopted a policy to contribute a percentage of TOT revenue to the Road Fund, recognizing that well maintained roads are vital to the local economy. The FY 2017-18 contribution is \$5.5 million, an increase of \$3.5 million since the policy was adopted. Part of the contribution covers the Maintenance of Effort (MOE) requirement, estimated at \$4.4 million next fiscal year.



## Program Enhancements

The County has also expanded programs to address important needs in the community. Below are some examples of program enhancements:

- Since FY 2012-13, the County has added 30 custody control specialists to support staffing coverage at the jail and 17 additional safety positions. The estimated annualized cost for these additional staff is \$5.8 million.
- Since FY 2012-13, the District Attorney has added 8 positions supported with general fund contributions at an estimated annual cost of \$851,723. The positions have been added to meet operational needs, specifically to support investigations and to address a growing need to process digital evidence.
- In the current year, the Public Defender added two attorneys and three support positions to meet operational service levels; the cost for these positions total \$704,096. Additionally, the department's budget was augmented by \$609,312 two years ago to add panel attorneys.
- There were 12 staff added to support the ERP upgrade project at an estimated annual cost of \$1.5 million, including 9 positions added in the Office of Auditor-Controller, one position in the County Administrative Office – Contracts Purchasing, and two positions in Human Resources. Additionally, a total of 13 staff are dedicated to the ERP systems maintenance; the estimated annual cost for these positions is \$2.0 million.
- The County provided \$1.1 million in the current year to support homeless programs including a warming shelter and a safe parking program that allows homeless individuals to park their vehicles overnight in a safe place.
- Resources have also been invested into important programs that benefit the community and the environment, such as the implementing the Salinas Valley Basin Groundwater Sustainability Agency which commits \$420,000 for the current year and next fiscal year, \$1.3 million over several years to the Water Resources Agency for the Interlake Tunnel Project, \$500,000 in the current year for the Monterey Bay Housing Trust, an additional \$100,000 to support agencies that



contribute to tourism, and \$275,000 to operate the Big Sur shuttle service in an effort to support the economy after the area was impacted by natural disasters.

## Emerging Countywide Needs

The table below summarizes emerging unfunded costs that will require budget solutions beginning in the current year and emerging costs next fiscal year.

These costs total \$20.3 million in the current year and grow to \$70.7 million in the general fund next fiscal year. County staff forecast discretionary revenues to grow another \$4.1 million next fiscal year assuming economic factors remain positive. Some departments can pass along some of their increased costs to other payors such as the state and grantor agencies. The only uncommitted revenue source left is cannabis tax revenue; however, it is yet to be determined how the revenue will be used and what additional resources will be granted to carry out the program. Even with the improvement in program and non-program revenue, the growth in funding sources will not be sufficient to cover these emerging costs.

| Unfunded Need (General Fund)                              | FY 2017-18 | FY 2018-19  |
|-----------------------------------------------------------|------------|-------------|
| State Redirection of AB 85 Realignment Funds              | -          | \$4,449,254 |
| Warming Shelter in Salinas                                | -          | 435,000     |
| Safe Parking Initiative                                   | -          | 94,000      |
| General Assistance Program Enhancement                    |            | 731,483     |
| Addition of 3.0 FTEs in Social Services for OET reorg.    | -          | 105,000     |
| Increase in CFMG Inmate Medical Care Contract             | -          | 1,492,696   |
| County Librarian Salary                                   | -          | 243,509     |
| Public Defender Legal Costs for Capital Cases             | -          | 1,000,000   |
| WRA Interlake Tunnel Request                              | -          | 891,794     |
| Continuation of FTEs in Health for Animal Care Services   | -          | 429,782     |
| Third Year of Employee Bargaining Agreements              | -          | 8,326,690   |
| PERS Contribution Increase                                | -          | 7,066,359   |
| Restoration of 22.5 FTEs during June 2017 Budget Hearings | -          | 1,611,552   |
| Appropriation for Contingencies                           | -          | 6,345,359   |
| Unfunded Storm Repairs                                    | 9,666,959  | 36,133,371  |
| ERP Upgrade Additional Financing Need                     | 5,672,164  | -           |
| Non-recoverable Litigation                                | 5,000,000  |             |
| Additional Jail Positions                                 | -          | 1,327,310   |
| Total                                                     | 20,339,123 | 70,683,159  |

*State redirection of AB 85 Realignment monies supporting indigent healthcare:* With implementation of the Affordable Care Act (ACA), the State expanded Medicaid and anticipated that counties' costs for indigent healthcare would decrease as much of that population would become eligible for healthcare coverage under ACA. AB 85 was implemented in 2013 to capture savings related to indigent medical care in the 1991 *State Health Realignment* and redirect county "savings" to social services programs. The *May Revision* to the State's budget proposal revised the estimated amount that would be redirected to \$5.9 million. The reduced funding impacts the Health Department and

the Sheriff's Office. The County appealed the redirection and was successful in getting a reduction of \$1.2 million in the current year. The Health Department executed programmatic reductions of \$1.4 million in the current year, with the remaining gap closed by one-time funding solutions including use of fund balance and a one-time augmentation of AB 109 funds to the Sheriff's Office from the Community Corrections Partnership. Although the County was able to protect most of the AB 85-supported programs for indigent care in the current year, a gap of \$4.5 million remains for next fiscal year.

*Program enhancements in Social Services:* In the current year, the County funded the safe parking program to allow homeless individuals a safe place to park overnight and the warming shelter in Salinas with one-time financing previously earmarked for the *Monterey Bay Community Power* project and cannabis revenue. Next fiscal year, these programs have an estimated annual cost of \$529,000, with no identified funding. Additionally, the County adopted a policy that increased the maximum grant amount under the General Assistance program. Next year, an additional general fund contribution of \$731,483 would be needed to cover the increase.

*Inmate medical contract:* The County entered a new contract with California Forensic Medical Group (CFMG), the current provider of inmate health services in the Monterey County Jail. The contract overhauls the dated contract with CFMG and meets the requirements resulting from the *Hernandez v. County of Monterey* implementation plan. In the current year, the Sheriff's Office anticipates absorbing the half-year increase in their budget. The annualized increase of \$1.5 million will add to the Sheriff's Office budget gap next fiscal year.

*Capital case defense costs:* The Public Defender's Office is anticipating one-time costs related to the preparation of defense for capital cases expected to go to trial next fiscal year. It is difficult to predict these costs as they depend on how the case progresses. Costs for the cases have been absorbed in the department's budget this year. However, next fiscal year, defense costs are expected to ramp up in the trial phase, potentially reaching \$1.0 million.

*Appropriation for contingencies:* Per policy, the County adopts a contingency appropriation of one percent of estimated general fund revenues to address unplanned operational needs in the upcoming fiscal year. The contingencies appropriation was funded by designated one-time reserves in the current year, which are not available next fiscal year.

*ERP upgrade additional financing need:* The ERP upgrade project ends in the current year. Although the project's cost was primarily funded with department reimbursements, the project still has a financing requirement \$5.7 million that must be addressed in the current year.

*Other costs:* Other unfunded needs in the current year include up to \$5.0 million for potential non-recoverable litigation costs. Unfunded needs that the County will face in building next year's budget include:

- \$891,794 is needed to continue work on the Interlake Tunnel, as part of the Board's original commitment, authorizing up to \$3.0 million in reimbursements.
- \$105,000 for the addition of three approved positions in Social Services to support the Office of Employment Training reorganization.
- \$243,509 for a mandated transfer to the Library Fund to cover the County Librarian salary, which was covered with contingencies in the current year.

- \$429,782 for continuation of positions in Health for Animal Care Services, which were funded for partial year with one-time funds in the current year.
- \$1,611,552 to continue 22.5 FTEs that were restored during the FY 2017-18 Budget Hearings with one-time funds.
- \$1,327,310 estimated partial-year funding needed for 21 additional positions in the Sheriff's Office to staff the jail when the addition is complete in July 2019. The Office expects to hire deputies this Fall to go through the academy and be fully trained by the time the addition is complete; custody control specialists and inmate services specialists would be hired a few months ahead of the completion. The estimated annual cost is \$2,629,455.
- \$7.0 million in increased pension contributions in the general fund (\$10.0 million for all funds).
- \$8.3 million for the approved wage increases (\$12.7 million for all funds) resulting from the labor agreements.

Additionally, there are unknown operational costs for the new juvenile hall project, anticipated to be completed by Fall 2019 (FY 2019-20). At this point, it is unknown if additional positions would be required in the new Juvenile Hall. Staffing requirements will be updated, if necessary, as the facility becomes operational.

### Natural Disasters

The County experienced unprecedented damage resulting from winter storms. The County began to repair damaged roads and infrastructure last fiscal year, continuing work on numerous projects this fiscal year. On March 14, 2017, the Board approved use of \$16.8 million from the strategic reserve to begin critical repair work caused by the *Soberanes Fire* and winter storms through February 16, 2017, at which time the estimated costs of repairing storm and fire damages were \$34.0 million. The estimate did not include damages from the major storm event hitting the region on February 17<sup>th</sup>. Costs have been refined and are now estimated at \$62.3 million, including the February 17<sup>th</sup> storm. The current year budget includes \$7.3 million in funding left from the original \$16.8 million authorized from the strategic reserve. Staff estimates that beyond the available funding, there is an additional funding requirement of \$9.7 million to complete repairs in the current year and \$36.1 million in unfunded projects next fiscal year.

County staff are seeking reimbursement from state and federal agencies including California Office of Emergency Services (Cal OES), the Federal Emergency Management Agency (FEMA), and the Federal Highway Administration (FHWA) for storm costs. It is anticipated that funding from these agencies will reimburse the County up to 65% of actual storm damage costs. To date, the County has submitted \$41.5 million worth of projects and repairs for reimbursement from state and federal agencies. However, so far, the County has only received \$294,000 and additional funding is needed to continue the projects to repair damage.

### Financial Reserves

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. Historically, the County has invested year-end surpluses and one-time gains in

its strategic reserve and other key investments, resulting in improvement to the County's ending fund balance each year.

In the last two fiscal years, the County has used reserves to address one-time needs. Some examples include funding for the new juvenile hall and jail expansion projects, the fires and winter storm repairs, to cover increased construction costs for the East and West Wing, legal defense of *Measure Z*, and capital improvements in the jail and legal costs to comply with the *Hernandez v. County of Monterey* settlement.

The FY 2017-18 adopted budget includes \$42.9 million in use of fund balance including funds authorized from the strategic reserve, restricted fund balance, and other assignments. Based on the planned fund balance use, the estimated general fund balance at year-end 2017-18 is \$100.8 million.



The County had previously built up the general fund strategic reserve to \$56.1 million by FY 2015-16; however, last fiscal year, \$30.9 million was redirected to address natural disasters and extraordinary legal costs. Because of favorable performance in FY 2016-17, the County was able to invest \$2.3 million back into the strategic reserve, bringing the balance to \$27.5 million. In addition to the general fund strategic reserve, Natividad Medical Center also has a strategic reserve of \$17.8 million. The County has a strategic reserve target of 10% of the total general fund estimated revenues. The strategic reserve for the general fund is currently at 4.3% of the general fund estimated revenues for FY 2017-18.

With reserves declining 32% over the last two fiscal years and a future economic downturn, it is important to preserve finances and to align expenditures to available ongoing revenues, to be better prepared for the future.

## Planning for the FY 2018-19 Budget

To continue current staffing and service levels, it is projected that expenditures will exceed projected revenues by sizeable amounts in forecast years. Next fiscal year, the projected deficit of \$36.2 million is largely due to growth in salaries, pension costs, healthcare costs, and other cost drivers as explained earlier. The forecast focuses on ongoing operational cost and does not include emerging costs such as unfunded storm repairs.

The County faces a challenging upcoming budget process, which will require tough choices and creative thinking to come up with savings solutions to minimize impacts and find ways to save positions and avert layoffs. Most departments cannot afford their current level operations next fiscal year with existing funding due to the inflationary pressures, therefore, funding gaps for supporting existing service levels are anticipated. It is becoming increasingly important to reprioritize programs to areas of critical need, continue programs that leverage other funding streams, and consider shoring up reserves rather than expanding programs or adding new commitments that would require County general funds.



## 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 authorized general fund contributions adopted by the Board in support of ongoing operations. The resulting forecast summaries help identify potential areas where service capacity may be impacted as a result of projected changes in expenditures and revenues in future budget years. Departmental summaries offer a tool to assist the Board of Supervisors in prioritizing the distribution of discretionary general fund contributions in the upcoming budget process.

### General Fund Contributions

Departments are provided preliminary estimates of general fund contributions for purposes of building their initial "baseline" budgets. The initial GFC estimates represent preliminary allocations of discretionary general fund monies to be used for planning purposes. Departments use these monies to supplement program-specific revenues to finance operations.

Preliminary GFC planning estimates for next fiscal years were based on current year GFC allocations with two adjustments:

- The Enterprise Resource Planning (ERP) system upgrade is scheduled to end in the current year; GFC estimates were reduced proportionate to current year ERP upgrade charges, recognizing that departments will no longer have these expenses next fiscal year;
- Gains in countywide cost allocation plan (COWCAP) were matched with equal reductions in GFC to maintain budget neutrality, with the intent to target this funding to programs anticipating budgetary impacts resulting from unfavorable COWCAP impacts, inflationary pressures, or other fiscal pressures.

After the forecast was developed, the Auditor-Controller's Office provided revised cost plan estimates for FY 2018-19 that will be included in departments' baseline budgets. Some departments are impacted by the latest changes in cost plan charges. These impacts will be reviewed as part of the budget process with recommendations to address these and many other impacts to be incorporated in the annual recommended budget within the constraints of available funding.

### Departmental Forecasts

| Agricultural Commissioner | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|---------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                           |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 10,597,765              | \$ 10,548,619                | \$ 11,046,909 | \$ 11,321,163 | \$ 11,602,264 |
| B. Revenue                | 7,041,126                  | 6,991,980                    | 7,112,517     | 7,128,524     | 7,131,200     |
| C. Financing Need, A-B    | 3,556,639                  | 3,556,639                    | 3,934,392     | 4,192,639     | 4,471,064     |
| D. Preliminary GFC        | 3,556,639                  | 3,556,639                    | 3,331,409     | 3,331,409     | 3,331,409     |
| E. Surplus/(Deficit), D-C | -                          | -                            | (602,983)     | (861,230)     | (1,139,655)   |

**Agricultural Commissioner** – The Agricultural Commissioner's Office expects to end the current year with \$10.5 million in expenditures, \$7 million in revenues, and general fund contributions of \$3.5 million. The Office anticipates ending the current year within its budgeted GFC. One of the Office'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. In the forecast years, revenue from the gas tax is expected to increase, partially offset by reduced state contracts revenue. The overall increase in revenue is not expected to cover negotiated salary increases and greater PERS retirement and health care costs, resulting in forecasted deficits.

The Office was informed by the State that it did not meet its Maintenance of Effort requirement in FY 2016-17. This could result in potential loss of unclaimed gas tax revenue in the current year and forecasted years, resulting in higher deficits.

| Auditor-Controller        | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast     |              |              |
|---------------------------|----------------------------|------------------------------|--------------|--------------|--------------|
|                           |                            |                              | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures           | \$ 1,459,684               | \$ 362,645                   | \$ 2,313,293 | \$ 2,370,933 | \$ 2,527,472 |
| B. Revenue                | 478,779                    | 476,279                      | 475,933      | 477,448      | 477,448      |
| C. Financing Need, A-B    | 980,905                    | (113,634)                    | 1,837,360    | 1,893,485    | 2,050,024    |
| D. Preliminary GFC        | 980,905                    | 980,905                      | (311,153)    | (311,153)    | (311,153)    |
| E. Surplus/(Deficit), D-C | -                          | 1,094,539                    | (2,148,513)  | (2,204,638)  | (2,361,177)  |

**Auditor-Controller** – This section summarizes the finances for departmental operations and excludes finances for countywide functions such as the ERP upgrade and the annual audit function. The Auditor-Controller estimates ending the fiscal year with expenditures of \$362,645, revenues of \$476,270 and a projected surplus of \$1.1 million. Most of the surplus is a result of an increased cost allocation plan credit of \$880,073 and salary and benefits savings due to vacancies. The deficits emerging in forecast years are driven by costs related to increases in salaries, PERS rates and health insurance premiums.



| Assessor-County Clerk-Recorder | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast     |              |              |
|--------------------------------|-------------------------|---------------------------|--------------|--------------|--------------|
|                                |                         |                           | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures                | \$ 8,940,648            | \$ 8,714,336              | \$ 8,995,352 | \$ 9,357,003 | \$ 9,686,506 |
| B. Revenue                     | 4,658,451               | 4,041,500                 | 4,686,000    | 4,493,000    | 4,543,000    |
| C. Financing Need, A-B         | 4,282,197               | 4,672,836                 | 4,309,352    | 4,864,003    | 5,143,506    |
| D. Preliminary GFC             | 4,282,197               | 4,282,197                 | 4,100,978    | 4,100,978    | 4,100,978    |
| E. Surplus/(Deficit), D-C      | -                       | (390,639)                 | (208,374)    | (763,025)    | (1,042,528)  |

**Assessor-County Clerk/Recorder** – The Assessor-County Clerk/Recorder estimates year-end expenditures of \$8.7 million, revenues of \$4.0 million, and GFC of \$4.7 million. The Department will end the year with a projected deficit of \$390,639 resulting from increases in cost allocation plan charges and a shortfall in revenue due to loss of grant monies and a decline of revenue in the Recorder's Office. The projected deficits in the forecasted years stem from estimated higher cost allocation plan charges, step advances, salary increases, pension costs, and rising health care costs. These forecasted deficits will impact the Assessor-County Clerk/Recorder's ability to maintain existing service levels unless other means are taken to offset escalating costs.

| Board of Supervisors      | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast     |              |              |
|---------------------------|-------------------------|---------------------------|--------------|--------------|--------------|
|                           |                         |                           | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures           | \$ 3,880,624            | \$ 3,796,882              | \$ 3,879,030 | \$ 3,962,916 | \$ 4,067,816 |
| B. Revenue                | -                       | -                         | -            | -            | -            |
| C. Financing Need, A-B    | 3,880,624               | 3,796,882                 | 3,879,030    | 3,962,916    | 4,067,816    |
| D. Preliminary GFC        | 3,880,624               | 3,880,624                 | 3,745,104    | 3,745,104    | 3,745,104    |
| E. Surplus/(Deficit), D-C | -                       | 83,742                    | (133,926)    | (217,812)    | (322,712)    |

**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 FY 2017-18 with a surplus of \$83,742. The surplus is attributed to a decrease in cost plan charges. The deficits emerging in forecast years are driven by cost increases related to higher salaries, PERS rates, and health insurance premiums.

| Child Support Services    | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast      |               |               |
|---------------------------|-------------------------|---------------------------|---------------|---------------|---------------|
|                           |                         |                           | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 11,145,527           | \$ 10,858,077             | \$ 11,145,527 | \$ 11,625,331 | \$ 12,001,778 |
| B. Revenue                | 11,145,527              | 10,858,077                | 11,145,527    | 11,462,196    | 11,710,651    |
| C. Financing Need, A-B    | -                       | -                         | -             | 163,135       | 291,127       |
| D. Preliminary GFC        | -                       | -                         | -             | -             | -             |
| E. Surplus/(Deficit), D-C | -                       | -                         | -             | (163,135)     | (291,127)     |

**Child Support Services** - Child Support Services is funded entirely through federal and state subventions for mandated services. The Department expects to end the current year within its budget with \$10.9 million in expenditures and revenue of \$10.9 million. It is anticipated 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. This would result in funding gaps in the upcoming years largely due to increases in employee salaries, pension costs, health insurance premiums, workers' compensation, and increases in costs by internal service departments. Unless other means are taken to offset escalating costs, the cost increases will impact Child Support Services' ability to maintain existing resources.

| Clerk of the Board        | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast     |              |              |
|---------------------------|----------------------------|------------------------------|--------------|--------------|--------------|
|                           |                            |                              | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures           | \$ 926,634                 | \$ 952,354                   | \$ 1,036,411 | \$ 1,059,774 | \$ 1,079,149 |
| B. Revenue                | 20,000                     | 20,900                       | 20,000       | 20,000       | 20,000       |
| C. Financing Need, A-B    | 906,634                    | 931,454                      | 1,016,411    | 1,039,774    | 1,059,149    |
| D. Preliminary GFC        | 906,634                    | 906,634                      | 893,690      | 893,690      | 893,690      |
| E. Surplus/(Deficit), D-C | -                          | (24,820)                     | (122,721)    | (146,084)    | (165,459)    |

**Clerk of the Board** - The Clerk of the Board anticipates year-end expenditures of \$952,354, revenue of \$20,900 and expects ending the year with an estimated deficit of \$24,820 resulting from an increase in cost allocation plan charges of \$76,916. The increase was partially offset by estimated salary and benefits savings from a partial year vacancy. In forecasted years, revenues from assessment appeal application filings are projected to remain flat while expenditures are expected to continue rising due to the bargaining agreements, step advances, and increased employee benefit cost leading to projected deficits.

| Cooperative Extension     | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast   |            |            |
|---------------------------|----------------------------|------------------------------|------------|------------|------------|
|                           |                            |                              | 2018-19    | 2019-20    | 2020-21    |
| A. Expenditures           | \$ 463,881                 | \$ 462,589                   | \$ 452,151 | \$ 466,042 | \$ 477,279 |
| B. Revenue                | 43,403                     | 43,403                       | 34,946     | 34,946     | 34,946     |
| C. Financing Need, A-B    | 420,478                    | 419,186                      | 417,205    | 431,096    | 442,333    |
| D. Preliminary GFC        | 420,478                    | 420,478                      | 390,913    | 390,913    | 390,913    |
| E. Surplus/(Deficit), D-C | -                          | 1,292                        | (26,292)   | (40,183)   | (51,420)   |

**Cooperative Extension** - The Cooperative Extension expects to end the current year with \$462,589 in expenditures, \$43,403 in revenue and general fund contributions of \$419,186. Compared to budget, the Department estimates it will end the year with a surplus of \$1,292. The surplus can be attributed to salary savings due to a retirement and fleet savings. The Cooperative Extension projects a deficit in forecast years because of increased salary and benefit cost increases driven by bargaining agreements, step increases to salaries, PERS increases, and increased employee health insurance premiums. Revenue forecasts will also decrease due to additional restrictions in reimbursement agreements with the University of California.

| County Administrative Office | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast     |              |              |
|------------------------------|-------------------------|---------------------------|--------------|--------------|--------------|
|                              |                         |                           | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures              | \$ 3,649,058            | \$ 2,792,083              | \$ 3,038,487 | \$ 2,715,186 | \$ 2,727,501 |
| B. Revenue                   | 659,766                 | 770,425                   | 758,241      | 388,875      | 388,875      |
| C. Financing Need, A-B       | 2,989,292               | 2,021,658                 | 2,280,246    | 2,326,311    | 2,338,626    |
| D. Preliminary GFC           | 2,989,292               | 2,989,292                 | 1,492,556    | 1,492,556    | 1,492,556    |
| E. Surplus/(Deficit), D-C    | -                       | 967,634                   | (787,690)    | (833,755)    | (846,070)    |

**County Administrative Office** - The table above summarizes the finances for the County's Administration "departmental" operations, including: Administration and Finance, Budget and Analysis, Contracts/Purchasing, Intergovernmental and Legislative Affairs, Emergency Services, Community Engagement and Strategic Advocacy, and Fleet Administration. The Department projects year-end expenditures of \$2.8 million, revenues of \$770,425, and a County contribution of \$3.0 million. These operations estimate a combined year-end surplus of \$967,634. Primary reasons for the surplus include a favorable revision in cost allocation plan charges in comparison to budgeted amounts and additional Victims of Crime Act grant funds. The CAO is projecting hypothetical deficits in the forecast years because of salary increases, higher PERS rates and increases in health insurance premiums.

| County Counsel            | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast   |            |              |
|---------------------------|-------------------------|---------------------------|------------|------------|--------------|
|                           |                         |                           | 2018-19    | 2019-20    | 2020-21      |
| A. Expenditures           | \$ 622,938              | \$ 585,540                | \$ 809,417 | \$ 971,803 | \$ 1,189,886 |
| B. Revenue                | 288,751                 | 288,751                   | 288,751    | 288,751    | 288,751      |
| C. Financing Need, A-B    | 334,187                 | 296,789                   | 520,666    | 683,052    | 901,135      |
| D. Preliminary GFC        | 334,187                 | 334,187                   | 220,278    | 220,278    | 220,278      |
| E. Surplus/(Deficit), D-C | -                       | 37,398                    | (300,388)  | (462,774)  | (680,857)    |

**County Counsel** – County Counsel estimates it will end the current fiscal year with \$585,540 in expenditures, revenue of \$288,751 and a \$37,398 surplus. The department's cost allocation plan credit was reduced by \$340,640, however due to vacancies and an increase in direct billing in County Counsel, the department foresees managing the decrease. The deficits emerging in forecast years are driven by cost increases related to salaries, PERS rates and health insurance premiums.

| District Attorney         | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast      |               |               |
|---------------------------|-------------------------|---------------------------|---------------|---------------|---------------|
|                           |                         |                           | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 25,610,018           | \$ 24,512,571             | \$ 27,461,281 | \$ 28,419,864 | \$ 29,316,150 |
| B. Revenue                | 15,034,485              | 14,741,045                | 14,886,206    | 15,358,595    | 16,086,645    |
| C. Financing Need, A-B    | 10,575,533              | 9,771,526                 | 12,575,075    | 13,061,269    | 13,229,505    |
| D. Preliminary GFC        | 10,575,533              | 10,575,533                | 10,191,972    | 10,191,972    | 10,191,972    |
| E. Surplus/(Deficit), D-C | -                       | 804,007                   | (2,383,103)   | (2,869,297)   | (3,037,533)   |

**District Attorney** – The Office of the District Attorney (DA) anticipates year-end expenditures of \$24.5 million, revenues of \$14.7 million and \$9.8 million in County contribution, resulting in a year-end surplus of \$804,007. Much of the surplus is the reimbursement to the County of general funds used in FY 2015-

16 by the Civil Division, which is financed entirely by non-general fund sources. The DA plans to cover this unintended use of general funds in the current year with civil settlement monies that fund the operations of the Civil Division. Current year revenue is trending below budgeted assumptions to the extent the salary savings reduces qualified reimbursements, as well as reduced grant funding. In the last two fiscal years, the DA has exceeded general fund allocations, due to lower revenues. An analysis of revenue in the current year was performed and it is recommended that expenditures are realigned to the lower revenue expectations. The DA projects deficits in the forecast years primarily due to forecasted salary step increases, raises, and the increasing costs related to PERS retirement, health insurance premiums and allocated costs such as workers' compensation insurance, without any commensurate increase in revenues.

**Recommendations:**

- 1) Decrease appropriations for the District Attorney (001-2240-8063-DIS001) by \$441,275 and decrease revenues by \$387,268 to realign expenditures to expected revenue.
- 2) Increase revenue for the District Attorney (001-2240-8062-DIS001) by \$750,000, reimbursing the general fund for expenses that were intended to be financed with civil settlement monies in FY 2015-16.

| Economic Opportunity      | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast     |              |              |
|---------------------------|----------------------------|------------------------------|--------------|--------------|--------------|
|                           |                            |                              | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures           | \$ 4,078,267               | \$ 4,211,470                 | \$ 3,526,575 | \$ 3,581,562 | \$ 3,631,678 |
| B. Revenue                | -                          | -                            | -            | -            | -            |
| C. Financing Need, A-B    | 4,078,267                  | 4,211,470                    | 3,526,575    | 3,581,562    | 3,631,678    |
| D. Preliminary GFC        | 4,078,267                  | 4,078,267                    | 3,246,403    | 3,246,403    | 3,246,403    |
| E. Surplus/(Deficit), D-C | -                          | (133,203)                    | (280,172)    | (335,159)    | (385,275)    |

**Economic Development Department** - The Economic Development Department's (EDD) general fund units estimate year-end expenditures of \$4.2 million with no offsetting revenue. Compared to budget, the Department estimates ending the year with a deficit of \$133,203. The deficit is attributed to an increase in cost allocation plan charges of \$101,545 and external consultant services used to facilitate the move of the Office of Employment and Training Department to the Department of Social Services. The deficit continues to rise in future forecasted years primarily due to the cost allocation plan and continued salary and benefit cost increases.

| Elections                 | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast     |              |              |
|---------------------------|----------------------------|------------------------------|--------------|--------------|--------------|
|                           |                            |                              | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures           | \$ 5,265,765               | \$ 4,654,747                 | \$ 5,600,464 | \$ 6,329,043 | \$ 6,541,011 |
| B. Revenue                | 757,871                    | 656,405                      | 1,010,500    | 9,500        | 1,010,500    |
| C. Financing Need, A-B    | 4,507,894                  | 3,998,342                    | 4,589,964    | 6,319,543    | 5,530,511    |
| D. Preliminary GFC        | 4,507,894                  | 4,507,894                    | 3,269,320    | 3,269,320    | 3,269,320    |
| E. Surplus/(Deficit), D-C | -                          | 509,552                      | (1,320,644)  | (3,050,223)  | (2,261,191)  |

**Elections** - The Elections Department administers all federal, state, county, and local public elections. Departmental expenditures and revenues vary based on the number and size of scheduled and unscheduled special elections in a given year. The Department expects to end the current year with expenditures of \$4.7 million, revenues of \$0.7 million, and a County contribution of \$4.0 million. Compared to budget, the Department will end the year with a projected surplus of \$509,552. Countywide cost pressures were offset with reduced printing, publication and polling location leases due to a smaller than anticipated November election.

Projected expenditures and revenues in forecast years reflect estimated charges for one scheduled election per fiscal year: a statewide general election in FY 2018-19, a Presidential primary in FY 2019-20, and a Presidential election in FY 2020-21. Due to the timing of the election and budget cycle, Elections will have a mandate to operate with negligible revenue in even fiscal years. The funds necessary to conduct the state and federal primaries must be provided by the General Fund. Though revenues will offset a portion of this, due to the timing of the June election and the close of the fiscal year, these will not post until the following fiscal year. Deficits in forecast years arise from increasing cost of services and supplies (including ballot printing, postage, and translation) due to larger elections in future years as compared to the current fiscal year. Additionally, cost allocation plan charges and salary and benefit costs attribute to the growing deficits.

| Emergency Communications  | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast      |               |               |
|---------------------------|-------------------------|---------------------------|---------------|---------------|---------------|
|                           |                         |                           | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 12,020,275           | \$ 11,973,897             | \$ 11,627,028 | \$ 11,908,864 | \$ 12,668,644 |
| B. Revenue                | 10,757,432              | 11,778,735                | 10,275,318    | 9,817,051     | 9,999,059     |
| C. Financing Need, A-B    | 1,262,843               | 195,162                   | 1,351,710     | 2,091,813     | 2,669,585     |
| D. Preliminary GFC        | 1,262,843               | 1,262,843                 | 1,051,636     | 1,051,636     | 1,051,636     |
| E. Surplus/(Deficit), D-C | -                       | 1,067,681                 | (300,074)     | (1,040,177)   | (1,617,949)   |

**Emergency Communications** – The Emergency Communications Department expects to end the current year with \$12.0 million in expenditures and \$11.8 million in revenue, resulting in a surplus of \$1.1 million. The surplus is largely the result of recovering previously under-billed dispatch services revenue and NGEN funds from a restricted fund that should have been transferred in FY 2015-16. The Department anticipates deficits in the forecast years ranging from \$300,000 to \$1.6 million primarily due to higher salaries and benefits resulting from bargaining agreements, rising pension costs, and higher health insurance premiums. Additionally, an expected upgrade of dispatch communication equipment will increase costs in FY 2020-21 by approximately \$1 million, a portion of which will be collected from user agencies.

**Recommendations:**

- 1) Increase revenues for the Emergency Communications Department (001-1520-8065-EME001) by \$991,355, reimbursing the general fund for \$845,506 of NGEN expenditures and \$145,849 of dispatch services that should have been charged to other financing sources.

| Equal Opportunity         | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast   |            |            |
|---------------------------|----------------------------|------------------------------|------------|------------|------------|
|                           |                            |                              | 2018-19    | 2019-20    | 2020-21    |
| A. Expenditures           | \$ 247,411                 | \$ (65,106)                  | \$ 183,687 | \$ 217,639 | \$ 256,697 |
| B. Revenue                | -                          | -                            | -          | -          | -          |
| C. Financing Need, A-B    | 247,411                    | (65,106)                     | 183,687    | 217,639    | 256,697    |
| D. Preliminary GFC        | 247,411                    | 247,411                      | (165,982)  | (165,982)  | (165,982)  |
| E. Surplus/(Deficit), D-C | -                          | 312,517                      | (349,669)  | (383,621)  | (422,679)  |

**Equal Opportunity Office** - The Equal Opportunity Office (EOO) expects to end FY 2017-18 within budget. Compared to a budget, the Department will end the year with a projected surplus of \$312,517. Much of this surplus is the result of an additional \$331,572 in cost allocation plan recoveries credit. The deficits in forecast years are due to the addition of a new analyst position during the current fiscal year and projected increases in expenditures because of increased salary and benefits (employee step advances, rising PERS contributions, and healthcare premiums).

| Health                    | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|---------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                           |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 97,921,689              | \$ 84,389,977                | \$ 94,301,907 | \$ 96,535,722 | \$ 98,700,413 |
| B. Revenue                | 89,787,407                 | 74,812,969                   | 83,990,219    | 84,425,777    | 83,996,352    |
| C. Financing Need, A-B    | 8,134,282                  | 9,577,008                    | 10,311,688    | 12,109,945    | 14,704,061    |
| D. Preliminary GFC        | 8,134,282                  | 8,134,282                    | 4,823,249     | 4,823,249     | 4,823,249     |
| E. Surplus/(Deficit), D-C | -                          | (1,442,726)                  | (5,488,439)   | (7,286,696)   | (9,880,812)   |

**Health Department** – 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 table above summarizes the Department’s general fund operations. The Department estimates year-end expenditures of \$84.4 million, revenues of \$74.8 million, and a financing need of \$9.6 million. This level of financing is greater than the \$8.1 million budgeted by \$1.4 million due primarily to increases in the cost allocation plan charges. The deficits in the forecast years are due mainly to revenue reduction caused by AB85 revenue redirection, negotiated salary increases, increased pension costs, and cost allocation plan charges.

| Human Resources           | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast     |              |              |
|---------------------------|----------------------------|------------------------------|--------------|--------------|--------------|
|                           |                            |                              | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures           | \$ 1,889,233               | \$ 1,267,560                 | \$ 2,087,377 | \$ 2,366,083 | \$ 2,533,003 |
| B. Revenue                | -                          | -                            | -            | -            | -            |
| C. Financing Need, A-B    | 1,889,233                  | 1,267,560                    | 2,087,377    | 2,366,083    | 2,533,003    |
| D. Preliminary GFC        | 1,889,233                  | 1,889,233                    | 1,583,663    | 1,583,663    | 1,583,663    |
| E. Surplus/(Deficit), D-C | -                          | 621,673                      | (503,714)    | (782,420)    | (949,340)    |

**Human Resources** – The Human Resources Department projects current year-end expenditures of \$1.3 million and a general fund contribution of \$1.3 million. Compared to the budgeted expenditures of \$1.9



million, the projected expenditures are \$621,673 lower and are attributed to position vacancies and an additional \$231,788 in cost allocation plan recoveries credit. Deficits are projected for the forecasted years primarily because of rising salary and benefit cost such as MOU salary increase, PERS contributions, and healthcare premiums. The forecasted years include a cost allocation plan recoveries credit of \$3.1 million.

| Information Technology    | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|---------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                           |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 12,583,861              | \$ 15,274,755                | \$ 14,026,744 | \$ 11,640,612 | \$ 11,096,234 |
| B. Revenue                | 1,110,347                  | 1,410,397                    | 1,110,347     | 1,110,347     | 1,110,347     |
| C. Financing Need, A-B    | 11,473,514                 | 13,864,358                   | 12,916,397    | 10,530,265    | 9,985,887     |
| D. Preliminary GFC        | 11,473,514                 | 11,473,514                   | 11,196,507    | 11,196,507    | 11,196,507    |
| E. Surplus/(Deficit), D-C | -                          | (2,390,844)                  | (1,719,890)   | 666,242       | 1,210,620     |

**Information Technology** – The Information Technology Department (ITD) projects year-end expenditures of \$15.3 million, revenue of \$1.4 million, and a general fund contribution of \$13.9 million. The projected year-end deficit of \$2,390,844 is largely due to revised cost allocation plan charges of \$2,348,814, as opposed to the budgeted charge of \$168,380. Beginning in FY 2017-18, the ITD no longer billed general fund customers for countywide services. Instead, ITD received funding through the budget process as do other departments. The Department anticipates an overall reduction in expenditures for the forecast years due to a reduction of anticipated CIP projects; however, savings will be offset by increasing salary and benefits costs due to the new labor agreements, rising pension costs, higher health insurance premiums, and lower reimbursements.

| Probation                 | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|---------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                           |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 47,069,267              | \$ 48,562,216                | \$ 51,271,745 | \$ 53,091,408 | \$ 54,836,761 |
| B. Revenue                | 24,323,647                 | 24,210,984                   | 24,215,436    | 24,197,192    | 24,189,556    |
| C. Financing Need, A-B    | 22,745,620                 | 24,351,232                   | 27,056,309    | 28,894,216    | 30,647,205    |
| D. Preliminary GFC        | 22,745,620                 | 22,745,620                   | 21,987,088    | 21,987,088    | 21,987,088    |
| E. Surplus/(Deficit), D-C | -                          | (1,605,612)                  | (5,069,221)   | (6,907,128)   | (8,660,117)   |

**Probation** - The Department's FY 2017-18 year-end estimate reflects expenditures of \$48.6 million, revenue of \$24.2 million and general fund contributions of \$22.7 million. Based on this, the Department will exceed the current GFC budget by \$1.6 million. This deficit is primarily due to an unforeseen increase of \$1.5 million in the County cost plan charges and a lower combined revenue projection of \$112,663 in Probation Fees and Public Safety sales tax. Had the Department not experienced the financial impact of the increased cost plan charges, the year-end deficit would be forecasted at \$112,663. Probation is working to mitigate the unbudgeted expenditures through careful use of resources and monitoring of operations over the remainder of the year. However, it is unlikely that these mitigation efforts will fully offset the deficit which is due predominantly to the increased County cost plan charges, an expenditure outside of the Department's control. The forecast for FY 2018-19 through FY 2020-21 indicates deficits ranging from \$5.1 to \$8.7 million. The deficits are attributable to salary and benefit increases for negotiated bargaining agreements, increased costs for the County cost plan charges, higher PERS

contributions and cost increases for health insurance premiums, workers' compensation insurance and infrastructure charges.

| Public Defender           | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|---------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                           |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$ 12,505,627              | \$ 13,392,881                | \$ 14,213,179 | \$ 13,173,344 | \$ 13,528,133 |
| B. Revenue                | 793,812                    | 758,812                      | 790,972       | 822,891       | 840,651       |
| C. Financing Need, A-B    | 11,711,815                 | 12,634,069                   | 13,422,207    | 12,350,453    | 12,687,482    |
| D. Preliminary GFC        | 11,711,815                 | 11,711,815                   | 11,562,550    | 11,562,550    | 11,562,550    |
| E. Surplus/(Deficit), D-C | -                          | (922,254)                    | (1,859,657)   | (787,903)     | (1,124,932)   |

**Public Defender** - The Public Defender's function consists of two budget units: the Alternate Defender (ADO) and Public Defender (PDO). The modified budget for the Public Defender consists of \$12.5 million in expenditures, \$793,812 in revenue, and general fund contributions of \$11.7 million. Compared to budget, the Department estimates ending the year \$922,254 over its currently authorized GFC. The Department was impacted with additional cost plan charges of \$333,353 and approximately \$785,000 to cover ancillary costs of ongoing capital cases and related attorney fees, which are partly offset by salary savings. Costs for capital cases are expected to continue into FY 2018-19. The Department projects deficits in the forecast years due to negotiated salary increases, earned step advances, forecasted increases in employee benefits, and general liability costs.

Staff recommends monitoring these costs and deferring any budget modifications until the cases progress and more information is available. At that point, staff will reassess costs and departmental savings opportunities and return to the Board with budget-related modifications.

| Resource Management Agency | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|----------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                            |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures            | \$ 28,554,567              | \$ 21,373,574                | \$ 23,716,826 | \$ 25,257,289 | \$ 27,033,871 |
| B. Revenue                 | 12,279,780                 | 13,377,766                   | 12,867,301    | 13,093,593    | 13,311,952    |
| C. Financing Need, A-B     | 16,274,787                 | 7,995,808                    | 10,849,525    | 12,163,696    | 13,721,919    |
| D. Preliminary GFC         | 16,274,787                 | 16,274,787                   | 6,665,830     | 6,665,830     | 6,665,830     |
| E. Surplus/(Deficit), D-C  | -                          | 8,278,979                    | (4,183,695)   | (5,497,866)   | (7,056,089)   |

**Resource Management Agency** – The Resource Management Agency (RMA) current year estimate projects expenditures of \$21.4 million, revenues of \$13.4 million, and a general fund contribution (GFC) of \$8.0 million. In comparison to the modified budget, the Department estimates it will end the year with a surplus of \$8.3 million. The surplus is a result of an increase in cost allocation plan recoveries credit of \$8.1 million.

While estimated salary and benefit savings of \$1.9 million are projected due to unfilled positions, these savings are offset by costs for increased utilities, unfunded building maintenance in the Schilling complex, and Park operations. RMA is projecting a net increase in revenue of \$1.1 million from cannabis-related building permits and other permit fees from deferred projects. Contributing factors to increased deficits in the forecasted years are increases to salary and benefits related to bargaining

unit agreements, PERS contribution rates, employee health insurance and general liability insurance. Revenue is projected to decrease \$510,465 in FY 2018-19 due to expiration of one-time grant funds for the Airport Land Use Project and Salinas Valley Groundwater.

| Sheriff-Coroner           | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|---------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                           |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$101,791,515              | \$106,047,498                | \$109,200,765 | \$113,402,993 | \$117,894,995 |
| B. Revenue                | 37,772,047                 | 37,689,444                   | 36,781,194    | 37,012,583    | 37,279,100    |
| C. Financing Need, A-B    | 64,019,468                 | 68,358,054                   | 72,419,571    | 76,390,410    | 80,615,895    |
| D. Preliminary GFC        | 64,019,468                 | 64,019,468                   | 62,838,954    | 62,838,954    | 62,838,954    |
| E. Surplus/(Deficit), D-C | -                          | (4,338,586)                  | (9,580,617)   | (13,551,456)  | (17,776,941)  |

**Sheriff-Coroner** - The Sheriff's Office expects to end the current year with \$106.1 million in expenditures, \$37.7 million in revenues, and general fund contributions of \$68.4 million. Compared to budget, the Office estimates that it will end with a deficit of \$4.3 million in FY 2017-18. The deficit is due to a \$2.2 million increase in cost allocation plan charges and \$2.2 million due to higher overtime expenditures. The Office has less salary savings due to fewer safety position vacancies compared to those of a year ago, with a 2.5% vacancy rate in FY 2017-18 vs. 9.6% in FY 2016-17. The Office expects newly hired employees will help reduce overtime expenses. Additional factors for the GFC deficit are increased costs in vehicle related charges and higher inmate medical contract costs. The Office anticipates deficits in the forecast years due to increasing costs related to labor agreements, PERS retirement, health insurance premiums, workers' compensation, general liability insurance program costs, and a \$1 million revenue reduction resulting from the State's redirection of AB 85 Health Realignment funding.

| Social Services           | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast      |               |               |
|---------------------------|----------------------------|------------------------------|---------------|---------------|---------------|
|                           |                            |                              | 2018-19       | 2019-20       | 2020-21       |
| A. Expenditures           | \$199,958,371              | \$196,808,508                | \$201,709,295 | \$208,303,398 | \$214,727,547 |
| B. Revenue                | 187,331,383                | 183,568,375                  | 185,927,120   | 189,715,385   | 193,645,756   |
| C. Financing Need, A-B    | 12,626,988                 | 13,240,133                   | 15,782,175    | 18,588,013    | 21,081,791    |
| D. Preliminary GFC        | 12,626,988                 | 12,626,988                   | 8,763,924     | 8,763,924     | 8,763,924     |
| E. Surplus/(Deficit), D-C | -                          | (613,145)                    | (7,018,251)   | (9,824,089)   | (12,317,867)  |

**Social Services** - The Department of Social Services (DSS) estimates year-end expenditures of \$196.8 million, revenue of \$183.6 million and a deficit of \$613,145. Current year-end estimated expenditures are less than budget primarily due to a decline of \$1.6 million in budgeted cost allocation plan charges. In addition, a reduction in caseloads in both the CalWORKs and Out of Home Care led to a \$3.9 million decrease in entitlement costs. The decrease was offset by a \$2.5 million increase in General Assistance (GA) and In-Home Supportive Services (IHSS). The increase in GA resulted from recent litigation that increased the maximum grant amount provided to support indigent residents. The increase in IHSS is due to the newly created IHSS Maintenance of Effort (MOE) where the State shifted costs to counties.

The estimated deficits for the forecast years are related to negotiated pay raises, higher pension contributions, and the increase in Worker's Compensation insurance. Additionally, there is a 5% increase to the IHSS MOE for FY 2018-19 and then a statutory increase of 7% thereafter. There is also a deficit

in the GA program as an ongoing funding source has not yet been identified to cover the increase in grant levels. Realignment funding and growth funding is not yet known and was assumed to remain “flat” for the forecast.

| Treasurer-Tax Collector   | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast     |              |              |
|---------------------------|----------------------------|------------------------------|--------------|--------------|--------------|
|                           |                            |                              | 2018-19      | 2019-20      | 2020-21      |
| A. Expenditures           | \$ 7,739,730               | \$ 7,331,768                 | \$ 8,030,648 | \$ 8,280,166 | \$ 8,482,992 |
| B. Revenue                | 6,474,336                  | 5,998,287                    | 6,448,885    | 6,626,435    | 6,773,588    |
| C. Financing Need, A-B    | 1,265,394                  | 1,333,481                    | 1,581,763    | 1,653,731    | 1,709,404    |
| D. Preliminary GFC        | 1,265,394                  | 1,265,394                    | 1,146,307    | 1,146,307    | 1,146,307    |
| E. Surplus/(Deficit), D-C | -                          | (68,087)                     | (435,456)    | (507,424)    | (563,097)    |

**Treasurer-Tax Collector** – The Treasurer-Tax Collector (TTC) projects year-end expenditures of \$7.3 million, revenue of \$6.0 million, and a general fund contribution (GFC) of \$1.3 million. Even though year-end expenditures are \$406,962 less than the approved budget, the Department’s estimate exceeds use of GFC by \$69,087. This is due to a reduced cost allocation plan recovery credit of \$234,804. The TTC has worked to identify potential reductions in planned expenditures to minimize impacts of the shortfall. The shortfall is largely offset in the Property Tax unit, with salaries and benefits savings of \$157,310 and an estimated revenue increase of \$57,960.

Overall, salaries and benefits are estimated to end the year \$479,569 below budget, due to position changes and vacancies. Revenue is expected to be \$476,049 below budget. This estimated reduction correlates with expenditures savings in the Revenue Division, which receives revenue based on actual costs of collections services to the local Superior Court. Forecasted revenue for FY 2018-19 reflects an increase, primarily due to Board-approved increases in departmental fees, implemented January 15, 2018. Forecasted total expenditure and revenue projections assume costs for eligible step increases and a conservative increase in other operating costs.

## OTHER MAJOR FUNDS

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

| Road Fund                      | Modified<br>Budget<br>2017-18 | Year-End<br>Estimate<br>2017-18 | Forecast       |                 |                 |
|--------------------------------|-------------------------------|---------------------------------|----------------|-----------------|-----------------|
|                                |                               |                                 | 2018-19        | 2019-20         | 2020-21         |
| A. Beginning Fund Balance      | \$ (2,707,005)                | \$ (2,707,005)                  | \$ (4,754,801) | \$ (9,798,966)  | \$ (15,064,401) |
| B. Revenue                     | 47,540,485                    | 56,209,767                      | 67,153,017     | 70,246,640      | 42,991,629      |
| C. Cancellation of Assignments | -                             | -                               | -              | -               | -               |
| D. Total Financing, A+B+C      | 44,833,480                    | 53,502,762                      | 62,398,216     | 60,447,674      | 27,927,228      |
| E. Expenditures                | 47,008,949                    | 58,257,563                      | 72,197,182     | 75,512,075      | 49,665,905      |
| F. Provisions for Assignments  | -                             | -                               | -              | -               | -               |
| G. Total Financing Uses, E+F   | 47,008,949                    | 58,257,563                      | 72,197,182     | 75,512,075      | 49,665,905      |
| H. Ending Fund Balance, D-G    | \$ (2,175,469)                | \$ (4,754,801)                  | \$ (9,798,966) | \$ (15,064,401) | \$ (21,738,677) |

The County's Road Fund has experienced significant reductions in the Highway User Tax Allocation (HUTA) receipts, also referred to as "Gas Tax," which has been the primary funding source for road and bridge maintenance until FY 2017-18. The County experienced a \$4.4 million or 35.4% decline in HUTA from FY 2013-14 to FY 2016-17. This was a result of the State redirecting HUTA funds from counties for State purposes and an overall decline in fuel consumption. However, starting this fiscal year, there are two new revenue sources that are expected to help offset the decline in HUTA for County roads. First, the Transportation Agency for Monterey County (TAMC) passed a retail transactions and use tax ordinance (Measure X) in November 2016, which is expected to generate approximately \$6.2 million annually for 30 years, restricted for local road repair, maintenance, and safety projects. The other is Senate Bill 1 (SB1), also known as the Road Repair and Accountability Act of 2017, which was established to address deferred maintenance on local street and road systems, as well as state highways. There are several phases of implementation of SB1, which results in an incremental increase in projected revenue from \$3.0 million in FY 2017-18 to \$15.8 million in FY 2026-27. The FY 2017-18 modified budget and forecast includes both Measure X and SB1 revenues and project expenditures. It is important to note that there is an active campaign to retroactively repeal SB1, which would strip the County of forecasted SB1 funds. With the addition of the two new funding sources, the Road Fund's estimated revenue is \$8.7 million above budget.

Although the Road Fund is anticipating these new revenues, the current year's expenditures are estimated to exceed the budget by \$11.3 million. The compounding effect of diminishing HUTA revenue, unbudgeted and unforeseen repair and recovery costs due to the FY 2016-17 Winter Storm events, and a \$5.5 million increase in cost allocation plan charges, are projected to result in operational deficits in the Road Fund in FY 2018-19 and the forecast years. Also, impacting the forecast are increases in negotiated salary increases, PERS contribution rates, employee health insurance, and increased general liability insurance. The forecasted revenues and expenditures drop in FY 2020-21 because the RMA's major planned road projects are estimated to end that fiscal year.

The reduction in HUTA receipts has resulted in the erosion of available fund balance over the last four years, and the first negative fund balance of \$2.7 million occurred at the end of FY 2016-17. For FY 2017-18, the Road Fund forecasts an additional reduction in fund balance of \$2.1 million, which would result in an ending negative fund balance of \$4.8 million. Although there are two new revenue streams included in the forecast, those revenues are restricted for specific road fund activities, and cannot offset the growth in cost allocation plan charges.

**Monterey County Free Libraries** – The Monterey County Free Libraries (MCFL) was established to provide library services to the diverse communities of Monterey County under the County Library Law of 1911. MCFL’s operations are primarily financed through its own share of the property tax.

| Monterey County Free Libraries | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast     |                |                |
|--------------------------------|-------------------------|---------------------------|--------------|----------------|----------------|
|                                |                         |                           | 2018-19      | 2019-20        | 2020-21        |
| A. Beginning Fund Balance      | \$ 150,017              | \$ 150,017                | \$ 825       | \$ (579,419)   | \$ (1,150,039) |
| B. Revenue                     | 10,667,128              | 8,796,464                 | 8,972,388    | 9,241,556      | 9,518,796      |
| C. Cancellation of Assignments | -                       | -                         | -            | -              | -              |
| D. Total Financing, A+B+C      | 10,817,145              | 8,946,481                 | 8,973,213    | 8,662,137      | 8,368,757      |
| E. Expenditures                | 9,934,913               | 8,945,656                 | 9,552,632    | 9,812,176      | 10,069,032     |
| F. Provisions for Assignments  | -                       | -                         | -            | -              | -              |
| G. Total Financing Uses, E+F   | 9,934,913               | 8,945,656                 | 9,552,632    | 9,812,176      | 10,069,032     |
| H. Ending Fund Balance, D-G    | \$ 882,232              | \$ 825                    | \$ (579,419) | \$ (1,150,039) | \$ (1,700,275) |

Current year revenues are projected to increase by 3% from FY 2016-17 actuals and are conservatively projected for the forecasted years. The current year-end revenue estimate is \$8.8 million based on actual property tax revenue received during first half of the fiscal year.

Current year expenditures are estimated at \$8.9 million. Expenditures are projected to be \$1.0 million under budget because of position vacancies, a lower revised cost allocation plan recoveries charge, and a decrease in operational expenditures. MCFL is experiencing an increase on fixed costs related to rents and leases of Library buildings, costs of janitorial and maintenance of buildings, and additional cost increases relating to other County department services such as insurance, information technology, and MOU increases in salaries and benefits.

The fund balance for the library experienced a significant decrease in the two prior years because of over-estimated projected revenue. The long-term goal of the library to rebuild fund balance to help with the tough fiscal years ahead; however, the forecast indicates that the fund balance will be unable to grow during this period. Despite anticipated increases in property tax revenues, growth in operational expenses continues to outpace revenue growth. Salaries and benefits continue to represent approximately 58% of the Library’s total expenditures. Building rents, insurance, utilities and the cost allocation plan recoveries make up the bulk of the remaining expenses. Discretionary spending is a minimal part of the Library’s budget, but the department continues to strive to minimize all discretionary expenditures.

MCFL’s upcoming capital improvements projects for the next three years include the reopening of the



Parkfield Library which is being built by the community and the Shandon School District (it should be available to residents early in FY 2018-19); the exploration of a partnership with the Bradley school district for the construction of a new library on the school grounds; and the construction of a new archive facility for the housing of MCFL's valuable archival collection. The City of Gonzales is also exploring options for building a new library. The exact cost of these projects to the County is unknown at this time.

**Behavioral Health** – 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 Health Care Services, Mental Health Division's medical necessity criteria. In addition, the program also serves many non Medi-Cal eligible residents who have behavioral health disorders.

| Behavioral Health              | Modified Budget 2017-18 | Year-End Estimate 2017-18 | Forecast      |               |               |
|--------------------------------|-------------------------|---------------------------|---------------|---------------|---------------|
|                                |                         |                           | 2018-19       | 2019-20       | 2020-21       |
| A. Beginning Fund Balance      | \$ 35,843,145           | \$ 35,843,145             | \$ 35,558,236 | \$ 35,542,417 | \$ 35,534,881 |
| B. Revenue                     | 115,811,703             | 107,418,239               | 117,921,457   | 116,628,079   | 117,628,079   |
| C. Cancellation of Assignments | -                       | -                         | -             | -             | -             |
| D. Total Financing, A+B+C      | 151,654,848             | 143,261,384               | 153,479,693   | 152,170,496   | 153,162,960   |
| E. Expenditures                | 115,811,703             | 107,703,148               | 117,937,276   | 116,635,615   | 117,663,323   |
| F. Provisions for Assignments  | -                       | -                         |               |               | -             |
| G. Total Financing Uses, E+F   | 115,811,703             | 107,703,148               | 117,937,276   | 116,635,615   | 117,663,323   |
| H. Ending Fund Balance, D-G    | \$ 35,843,145           | \$ 35,558,236             | \$ 35,542,417 | \$ 35,534,881 | \$ 35,499,637 |

The Department estimates year-end expenditures of \$107.7 million, revenues of \$107.4 million, and use of fund balance of \$0.3 million. Expenditures and revenues are estimated respectively at \$8.1 and \$8.4 million below the modified budget. Primary reasons for variances in expenses include: \$6.4 million in salary and benefit savings due to higher than anticipated vacancies; \$1.2 million in savings in contracted services due to lower than anticipated demand for contracted services; and \$2.3 million due to a gradual ramp up of Whole Person Care Program components within Behavioral Health. Offsetting the decrease is an increase of \$1.1 million to the cost allocation plan charges (includes a correction of \$879,837 allocated to Health General fund in error) and \$500,000 for the repair of the heating system in the Marina clinic. Accordingly, since revenues are directly related to program expenditures, revenues are also lower than budgeted by similar amounts. The increased costs in the forecast years are due primarily due to negotiated salary increases, increased pension costs, and cost allocation plan charges.

**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 Medical Center       | Modified<br>Budget<br>2017-18 | Year-End<br>Estimate<br>2017-18 | Forecast      |               |               |
|--------------------------------|-------------------------------|---------------------------------|---------------|---------------|---------------|
|                                |                               |                                 | 2018-19       | 2019-20       | 2020-21       |
| A. Beginning Net Position      | \$ 73,825,334                 | \$ 73,825,334                   | \$ 43,073,483 | \$ 44,944,733 | \$ 55,526,301 |
| B. Revenue                     | 293,035,006                   | 313,535,930                     | 339,969,395   | 322,007,258   | 348,888,534   |
| C. Cancellation of Assignments | -                             | -                               | -             | -             | -             |
| D. Total Financing, A+B+C      | 366,860,340                   | 387,361,264                     | 383,042,878   | 366,951,991   | 404,414,835   |
| E. Expenditures                | 282,940,864                   | 344,287,781                     | 338,098,145   | 311,425,690   | 375,384,527   |
| F. Provisions for Assignments  | -                             | -                               | -             | -             | -             |
| G. Total Financing Uses, E+F   | 282,940,864                   | 344,287,781                     | 338,098,145   | 311,425,690   | 375,384,527   |
| H. Ending Net Position, D-G    | \$ 83,919,476                 | \$ 43,073,483                   | \$ 44,944,733 | \$ 55,526,301 | \$ 29,030,308 |

**Revenue:** Current year actual net patient revenue is expected to exceed budget by 7% or \$20.5 million. This increase is primarily from an increase in the average daily census, improved payor mix providing a more favorable collection rate, and Medi-Cal Managed Care Rate Range exceeding preliminary estimates. Net patient revenue is forecasted to increase conservatively in fiscal years 2019-2021. The forecast assumes an increase in the average daily census, an improved payor mix, offset with a decline to the 1115 Waiver through 2020. The 1115 Waiver provides federal funding for public hospital redesign and incentives as well as funding to assist with the uninsured population. Although the Centers for Medicaid and Medicare Services (CMS) agreed to extend the 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.

**Operating Expenses:** Current year operating expenses are expected to exceed budget by 15.2% or \$45.5 million. This increase is in salaries and benefits, capital expenditures and transfers to the NMC capital fund (Fund 404). In the current year, NMC estimates to transfer \$34.9 million more than budgeted to Fund 404 to ensure funding for approved capital projects. In addition, \$5.3 more than budgeted will be spent on current capital projects for building and improvements. Operating expenses for fiscal years 2019-2021, are projected to increase by an annual average of 8% due to annual cost increases for projected volume. Primary growth is expected in salaries and benefits, medical supplies, other medical services and utilities.

**Capital Expenditures:** The current year and the forecasted years include major capital projects. NMC is projected to spend on average about \$40.2 million from FY 2017-18 to FY 2020-21 on capital projects. When project costs are above \$100,000, funds are transferred to the NMC capital fund (Fund 404) to ensure funding is available for an approved project. As expenditures are incurred for those projects, the funds are transferred back to NMC's operational fund (Fund 451).

Some of the highlighted projects include the following: (1) Remodeling the Radiology Department and replacing obsolescent medical equipment including the Computer Tomography (CT) and Magnetic Resonance Imaging (MRI); (2) Remodeling the Pharmacy Department to meet new regulation standards; (3) Replacing the nurse call system which is at end of life; (4) Expanding the

Natividad Medical Group primary care clinic by adding after hours urgent care services, seven additional exam rooms, and one procedure room. In addition, NMC capital expenditures include the replacement of medical and IT equipment nearing end of useful life.

**Net Results:** NMC projects a net position of \$43.1 million for the current fiscal year. During the forecasted period, NMC projects a decline in net position of \$14.1 or actual net position of \$29.0 million as of FY 2020-21. This decrease is the result of heavy investment in capital.

**Parks – Lakes Resorts** – The Parks Lake & Resort Operations Fund is a County enterprise fund, defined as a proprietary fund that provides goods and services to the public for a fee, which makes the entity self-supporting.

| Parks - Lakes Resorts          | Modified Budget<br>2017-18 | Year-End Estimate<br>2017-18 | Forecast       |                |                |
|--------------------------------|----------------------------|------------------------------|----------------|----------------|----------------|
|                                |                            |                              | 2018-19        | 2019-20        | 2020-21        |
| A. Beginning Net Position      | \$ (5,465,290)             | \$ (5,465,290)               | \$ (6,350,399) | \$ (6,745,068) | \$ (7,175,624) |
| B. Revenue                     | 4,599,284                  | 5,004,486                    | 4,987,640      | 4,987,640      | 4,987,640      |
| C. Cancellation of Assignments | -                          | -                            | -              | -              | -              |
| D. Total Financing, A+B+C      | \$ (866,006)               | \$ (460,804)                 | \$ (1,362,759) | \$ (1,757,428) | \$ (2,187,984) |
| E. Expenditures                | 4,598,787                  | 5,889,595                    | 5,382,309      | 5,418,196      | 5,466,680      |
| F. Provisions for Assignments  | -                          | -                            | -              | -              | -              |
| G. Total Financing Uses, E+F   | 4,598,787                  | 5,889,595                    | 5,382,309      | 5,418,196      | 5,466,680      |
| H. Ending Net Position, D-G    | \$ (5,464,793)             | \$ (6,350,399)               | \$ (6,745,068) | \$ (7,175,624) | \$ (7,654,664) |

The Lakes began FY 2017-18 with a negative \$5.5 million net position due to prior years' operating deficits and a change in accounting rules, requiring reporting of pension liabilities.

It is projected that both Lake Nacimiento and Lake San Antonio (LSA) north and south shores camping and day use revenues will increase \$405,202 over budget, due to an increase in recreational use. Expenditures are projected to increase by \$1,290,808 over budget, largely due to the County addressing deferred maintenance and repairs. The change in net position is projected to decline by \$885,109, resulting in a projected year end negative net position of \$6,350,399. The three-year forecast reflects an increase in expenditures due mostly to implementation of a maintenance plan that will ultimately provide for a better recreational experience and promote visitor incentive to return. LSA remains open on weekends and the Lightning in a Bottle event continues to take place. Also, the Wildflower Festival is returning in FY 2017-18 and a new event, Dirty Bird, is also being held at LSA. The forecast years cautiously assume that lake levels remain at a level to accommodate visitors, which assume the same level of visitors and recreational activity as estimated during the current year. So far, rainfalls in FY 2017-18 are minimal but both lakes remain open and there is an increase in visitor interest.

# Expenditure/Revenue History by Department for All Funds

| Department                                                      |                              | FY 2012-13<br>Actual | FY 2013-14<br>Actual | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Actual | FY 2017-18<br>Estimated | FY 2018-19<br>Recommended |
|-----------------------------------------------------------------|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|---------------------------|
| Board of Supervisors<br>1000                                    | Expenditures                 | \$ 2,907,910         | \$ 2,786,775         | \$ 2,968,566         | \$ 3,063,579         | \$ 3,866,229         | \$ 3,796,882            | \$ 4,012,324              |
|                                                                 | Revenue                      | \$ 488               | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                    | \$ -                      |
|                                                                 | GF Contribution              | \$ 2,907,422         | \$ 2,786,775         | \$ 2,968,566         | \$ 3,063,579         | \$ 3,866,229         | \$ 3,796,882            | \$ 4,012,324              |
| County Administrative Office<br>1050                            | Expenditures                 | \$ 44,311,430        | \$ 49,630,191        | \$ 69,877,033        | \$ 54,329,509        | \$ 55,762,872        | \$ 95,519,561           | \$ 89,524,750             |
|                                                                 | Revenue                      | \$ 184,752,485       | \$ 197,752,681       | \$ 226,883,472       | \$ 209,534,602       | \$ 208,646,864       | \$ 236,269,735          | \$ 250,812,784            |
|                                                                 | GF Contribution/Fund Balance | \$ (140,441,055)     | \$ (148,122,491)     | \$ (157,006,439)     | \$ (155,205,093)     | \$ (152,883,992)     | \$ (140,750,174)        | \$ (161,288,034)          |
| County Administrative Office<br>Departmental<br>1050_CAO_BR     | Expenditures                 | \$ 4,985,750         | \$ 5,464,528         | \$ 5,345,862         | \$ 7,415,365         | \$ 2,883,992         | \$ 10,884,614           | \$ 11,699,035             |
|                                                                 | Revenue                      | \$ 460,178           | \$ 281,584           | \$ 560,514           | \$ 636,707           | \$ 551,140           | \$ 8,862,956            | \$ 9,261,267              |
|                                                                 | GF Contribution              | \$ 4,525,572         | \$ 5,182,944         | \$ 4,785,348         | \$ 6,778,658         | \$ 2,332,852         | \$ 2,021,658            | \$ 2,437,768              |
| County Administrative Office<br>Nondepartmental<br>1050_CAON_BR | Expenditures                 | \$ 39,325,680        | \$ 44,165,663        | \$ 64,531,171        | \$ 46,914,144        | \$ 52,878,880        | \$ 84,634,947           | \$ 77,825,715             |
|                                                                 | Revenue                      | \$ 184,292,307       | \$ 197,471,097       | \$ 226,322,958       | \$ 208,897,894       | \$ 208,095,724       | \$ 227,406,779          | \$ 241,551,517            |
|                                                                 | GF Contribution/Fund Balance | \$ (144,966,627)     | \$ (153,305,434)     | \$ (161,791,787)     | \$ (161,983,750)     | \$ (152,216,844)     | \$ (142,771,832)        | \$ (163,725,802)          |
| Human Resources<br>1060                                         | Expenditures                 | \$ 10,442,261        | \$ 11,026,265        | \$ 12,433,657        | \$ 12,058,163        | \$ 10,190,178        | \$ 12,055,808           | \$ 11,933,377             |
|                                                                 | Revenue                      | \$ 10,322,044        | \$ 9,528,999         | \$ 8,693,114         | \$ 9,099,346         | \$ 9,547,901         | \$ 11,131,389           | \$ 12,484,190             |
|                                                                 | GF Contribution/Fund Balance | \$ 120,216           | \$ 1,497,266         | \$ 3,740,543         | \$ 2,958,817         | \$ 642,277           | \$ 924,419              | \$ (550,813)              |
| Human Resources<br>Departmental<br>1060_HRB_BR                  | Expenditures                 | \$ 2,511,335         | \$ 2,936,509         | \$ 2,679,299         | \$ 2,784,241         | \$ 909,328           | \$ 1,267,560            | \$ (728,511)              |
|                                                                 | Revenue                      | \$ 6,494             | \$ 10,399            | \$ 80                | \$ 28                | \$ 172               | \$ -                    | \$ -                      |
|                                                                 | GF Contribution              | \$ 2,504,842         | \$ 2,926,110         | \$ 2,679,219         | \$ 2,784,213         | \$ 909,156           | \$ 1,267,560            | \$ (728,511)              |
| Human Resources<br>Nondepartmental<br>1060_HRN_BR               | Expenditures                 | \$ 7,930,925         | \$ 8,089,755         | \$ 9,754,358         | \$ 9,273,922         | \$ 9,280,850         | \$ 10,788,248           | \$ 12,661,888             |
|                                                                 | Revenue                      | \$ 10,315,551        | \$ 9,518,600         | \$ 8,693,034         | \$ 9,099,318         | \$ 9,547,729         | \$ 11,131,389           | \$ 12,484,190             |
|                                                                 | Fund Balance                 | \$ (2,384,626)       | \$ (1,428,844)       | \$ 1,061,324         | \$ 174,604           | \$ (266,879)         | \$ (343,141)            | \$ 177,698                |
| Economic Development<br>1070                                    | Expenditures                 | \$ 10,706,998        | \$ 36,980,909        | \$ 15,942,077        | \$ 12,403,550        | \$ 14,823,637        | \$ 15,821,676           | \$ 17,941,739             |
|                                                                 | Revenue                      | \$ 5,779,054         | \$ 17,876,612        | \$ 13,832,275        | \$ 10,084,736        | \$ 13,387,750        | \$ 8,902,083            | \$ 11,171,043             |
|                                                                 | GF Contribution/Fund Balance | \$ 4,927,944         | \$ 19,104,297        | \$ 2,109,802         | \$ 2,318,814         | \$ 1,435,887         | \$ 6,919,593            | \$ 6,770,696              |
| Civil Rights Office<br>1080                                     | Expenditures                 | \$ 584,454           | \$ 604,911           | \$ 659,738           | \$ 792,199           | \$ (8,499)           | \$ (65,106)             | \$ 238,501                |
|                                                                 | Revenue                      | \$ 41,301            | \$ -                 | \$ -                 | \$ 5                 | \$ -                 | \$ -                    | \$ -                      |
|                                                                 | GF Contribution              | \$ 543,152           | \$ 604,911           | \$ 659,738           | \$ 792,194           | \$ (8,499)           | \$ (65,106)             | \$ 238,501                |
| Auditor-Controller<br>1110                                      | Expenditures                 | \$ 15,226,582        | \$ 15,171,681        | \$ 13,828,772        | \$ 17,330,663        | \$ 23,060,616        | \$ 26,947,529           | \$ 16,795,938             |
|                                                                 | Revenue                      | \$ 17,486,543        | \$ 16,280,579        | \$ 16,694,850        | \$ 18,313,951        | \$ 22,169,172        | \$ 29,974,371           | \$ 16,742,691             |
|                                                                 | GF Contribution/Fund Balance | \$ (2,259,961)       | \$ (1,108,898)       | \$ (2,866,078)       | \$ (983,288)         | \$ 891,444           | \$ (3,026,842)          | \$ 53,247                 |
| Auditor-Controller<br>Departmental<br>1110_AUDC_DV              | Expenditures                 | \$ 4,967,737         | \$ 4,869,612         | \$ 5,073,692         | \$ 5,294,163         | \$ 1,499,620         | \$ 143,214              | \$ 348,086                |
|                                                                 | Revenue                      | \$ 473,728           | \$ 469,027           | \$ 520,445           | \$ 443,828           | \$ 493,538           | \$ 476,279              | \$ 500,847                |
|                                                                 | GF Contribution              | \$ 4,494,009         | \$ 4,400,585         | \$ 4,553,247         | \$ 4,850,335         | \$ 1,006,082         | \$ (333,065)            | \$ (152,761)              |
| Auditor-Controller<br>Nondepartmental<br>1110_ACNO_DV           | Expenditures                 | \$ 10,258,845        | \$ 10,302,069        | \$ 8,755,080         | \$ 12,036,500        | \$ 21,560,995        | \$ 26,804,315           | \$ 16,447,852             |
|                                                                 | Revenue                      | \$ 17,012,815        | \$ 15,811,552        | \$ 16,174,405        | \$ 17,870,123        | \$ 21,675,634        | \$ 29,498,092           | \$ 16,241,844             |
|                                                                 | GF Contribution/Fund Balance | \$ (6,753,970)       | \$ (5,509,483)       | \$ (7,419,325)       | \$ (5,833,623)       | \$ (114,639)         | \$ (2,693,777)          | \$ 206,008                |
| Treasurer-Tax Collector<br>1170                                 | Expenditures                 | \$ 5,975,981         | \$ 6,297,639         | \$ 6,177,869         | \$ 6,674,084         | \$ 6,418,547         | \$ 7,331,768            | \$ 7,756,013              |
|                                                                 | Revenue                      | \$ 5,269,936         | \$ 5,129,125         | \$ 5,268,574         | \$ 5,174,106         | \$ 5,638,955         | \$ 5,998,287            | \$ 6,617,644              |
|                                                                 | GF Contribution              | \$ 706,045           | \$ 1,168,514         | \$ 909,295           | \$ 1,499,978         | \$ 779,592           | \$ 1,333,481            | \$ 1,138,369              |
| Assessor-County Clerk-Recorder<br>1180                          | Expenditures                 | \$ 6,269,915         | \$ 6,539,568         | \$ 7,484,598         | \$ 7,824,883         | \$ 8,628,783         | \$ 8,714,336            | \$ 8,795,982              |
|                                                                 | Revenue                      | \$ 3,389,350         | \$ 3,035,442         | \$ 3,845,156         | \$ 3,932,640         | \$ 4,258,377         | \$ 4,041,500            | \$ 4,070,000              |
|                                                                 | GF Contribution              | \$ 2,880,565         | \$ 3,504,126         | \$ 3,639,442         | \$ 3,892,243         | \$ 4,370,406         | \$ 4,672,836            | \$ 4,725,982              |
| County Counsel<br>1210                                          | Expenditures                 | \$ 26,431,830        | \$ 28,813,438        | \$ 28,944,039        | \$ 30,872,925        | \$ 29,698,578        | \$ 32,351,947           | \$ 33,469,202             |
|                                                                 | Revenue                      | \$ 30,194,216        | \$ 27,989,396        | \$ 26,964,784        | \$ 28,904,752        | \$ 29,540,327        | \$ 33,522,852           | \$ 32,793,716             |
|                                                                 | GF Contribution/Fund Balance | \$ (3,762,386)       | \$ 824,042           | \$ 1,979,255         | \$ 1,968,173         | \$ 158,251           | \$ (1,170,905)          | \$ 675,486                |
| County Counsel<br>Departmental<br>1210_COUN_BR                  | Expenditures                 | \$ 2,381,651         | \$ 2,560,296         | \$ 4,155,469         | \$ 4,247,026         | \$ (743,607)         | \$ 209,516              | \$ 613,789                |
|                                                                 | Revenue                      | \$ 216,498           | \$ 238,955           | \$ 231,857           | \$ 294,846           | \$ 262,005           | \$ 288,751              | \$ 260,000                |
|                                                                 | GF Contribution              | \$ 2,165,153         | \$ 2,321,341         | \$ 3,923,612         | \$ 3,952,180         | \$ (1,005,612)       | \$ (79,235)             | \$ 353,789                |
| County Counsel<br>Nondepartmental<br>1210_CCND_BR               | Expenditures                 | \$ 24,050,179        | \$ 26,253,143        | \$ 24,788,570        | \$ 26,625,899        | \$ 30,442,185        | \$ 32,142,431           | \$ 33,855,413             |
|                                                                 | Revenue                      | \$ 29,977,718        | \$ 27,750,441        | \$ 26,732,927        | \$ 28,609,906        | \$ 29,278,322        | \$ 33,234,101           | \$ 32,533,716             |
|                                                                 | GF Contribution/Fund Balance | \$ (5,927,539)       | \$ (1,497,298)       | \$ (1,944,357)       | \$ (1,984,007)       | \$ 1,163,863         | \$ (1,091,670)          | \$ 1,321,697              |
| Clerk of the Board<br>1300                                      | Expenditures                 | \$ 611,823           | \$ 683,421           | \$ 684,025           | \$ 737,242           | \$ 865,040           | \$ 952,354              | \$ 912,793                |
|                                                                 | Revenue                      | \$ 30,238            | \$ 26,324            | \$ 23,082            | \$ 22,436            | \$ 21,984            | \$ 20,900               | \$ 20,000                 |
|                                                                 | GF Contribution              | \$ 581,585           | \$ 657,098           | \$ 660,943           | \$ 714,806           | \$ 843,056           | \$ 931,454              | \$ 892,793                |

| Department                                                                       |                              | FY 2012-13<br>Actual | FY 2013-14<br>Actual | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Actual | FY 2017-18<br>Estimated | FY 2018-19<br>Recommended |
|----------------------------------------------------------------------------------|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|---------------------------|
| Elections<br>1410                                                                | Expenditures                 | \$ 3,581,941         | \$ 3,786,950         | \$ 3,528,924         | \$ 4,680,339         | \$ 5,163,795         | \$ 4,654,747            | \$ 4,161,462              |
|                                                                                  | Revenue                      | \$ 881,548           | \$ 1,457,345         | \$ 1,618,667         | \$ 1,106,439         | \$ 2,505,786         | \$ 656,405              | \$ 1,156,135              |
|                                                                                  | GF Contribution              | \$ 2,700,393         | \$ 2,329,605         | \$ 1,910,257         | \$ 3,573,900         | \$ 2,658,009         | \$ 3,998,342            | \$ 3,005,327              |
| Emergency Communications<br>1520                                                 | Expenditures                 | \$ 11,622,252        | \$ 12,216,799        | \$ 10,798,468        | \$ 12,824,361        | \$ 15,226,574        | \$ 12,580,903           | \$ 13,499,916             |
|                                                                                  | Revenue                      | \$ 7,359,867         | \$ 9,385,281         | \$ 10,597,626        | \$ 17,123,794        | \$ 11,574,868        | \$ 12,385,741           | \$ 10,520,445             |
|                                                                                  | GF Contribution/Fund Balance | \$ 4,262,385         | \$ 2,831,518         | \$ 200,842           | \$ (4,299,433)       | \$ 3,651,706         | \$ 195,162              | \$ 2,979,471              |
| Information Technology<br>1930                                                   | Expenditures                 | \$ 1,710,335         | \$ 1,509,346         | \$ 1,181,772         | \$ 64,436            | \$ 734,610           | \$ 15,274,755           | \$ 17,317,409             |
|                                                                                  | Revenue                      | \$ 1,011,861         | \$ 1,179,546         | \$ 1,335,259         | \$ 756,108           | \$ 1,127,690         | \$ 1,410,397            | \$ 816,753                |
|                                                                                  | GF Contribution              | \$ 698,474           | \$ 329,800           | \$ (153,487)         | \$ (691,672)         | \$ (393,080)         | \$ 13,864,358           | \$ 16,500,656             |
| District Attorney<br>2240                                                        | Expenditures                 | \$ 19,391,244        | \$ 21,601,094        | \$ 22,375,004        | \$ 23,844,084        | \$ 24,783,159        | \$ 24,862,571           | \$ 26,287,504             |
|                                                                                  | Revenue                      | \$ 9,963,459         | \$ 12,325,047        | \$ 13,248,789        | \$ 12,042,643        | \$ 12,913,326        | \$ 15,091,045           | \$ 15,373,177             |
|                                                                                  | GF Contribution/Fund Balance | \$ 9,427,785         | \$ 9,276,047         | \$ 9,126,215         | \$ 11,801,441        | \$ 11,869,833        | \$ 9,771,526            | \$ 10,914,327             |
| Child Support Services<br>2250                                                   | Expenditures                 | \$ 10,429,786        | \$ 10,841,551        | \$ 10,903,940        | \$ 10,824,994        | \$ 10,733,175        | \$ 10,858,077           | \$ 11,145,527             |
|                                                                                  | Revenue                      | \$ 10,523,944        | \$ 10,600,684        | \$ 11,456,313        | \$ 10,879,019        | \$ 10,759,248        | \$ 10,858,077           | \$ 11,145,527             |
|                                                                                  | GF Contribution              | \$ (94,158)          | \$ 240,867           | \$ (552,373)         | \$ (54,025)          | \$ (26,073)          | \$ -                    | \$ -                      |
| Public Defender<br>2270                                                          | Expenditures                 | \$ 9,535,837         | \$ 10,139,117        | \$ 9,974,522         | \$ 11,359,375        | \$ 11,775,230        | \$ 13,544,381           | \$ 13,369,351             |
|                                                                                  | Revenue                      | \$ 397,709           | \$ 563,552           | \$ 704,764           | \$ 654,766           | \$ 863,693           | \$ 910,312              | \$ 1,284,887              |
|                                                                                  | GF Contribution/Fund Balance | \$ 9,138,128         | \$ 9,575,565         | \$ 9,269,758         | \$ 10,704,609        | \$ 10,911,537        | \$ 12,634,069           | \$ 12,084,464             |
| Sheriff-Coroner<br>2300                                                          | Expenditures                 | \$ 78,826,990        | \$ 86,169,080        | \$ 92,930,663        | \$ 95,201,493        | \$ 103,201,919       | \$ 112,821,642          | \$ 110,545,838            |
|                                                                                  | Revenue                      | \$ 30,474,602        | \$ 36,745,011        | \$ 43,484,552        | \$ 42,535,617        | \$ 39,877,323        | \$ 43,561,248           | \$ 44,207,444             |
|                                                                                  | GF Contribution/Fund Balance | \$ 48,352,388        | \$ 49,424,069        | \$ 49,446,111        | \$ 52,665,876        | \$ 63,324,596        | \$ 69,260,394           | \$ 66,338,394             |
| Probation<br>2550                                                                | Expenditures                 | \$ 44,893,928        | \$ 52,817,345        | \$ 54,168,671        | \$ 55,604,295        | \$ 56,579,717        | \$ 68,877,367           | \$ 73,101,384             |
|                                                                                  | Revenue                      | \$ 31,938,910        | \$ 36,161,593        | \$ 36,064,305        | \$ 39,759,384        | \$ 39,699,096        | \$ 45,051,942           | \$ 49,965,773             |
|                                                                                  | GF Contribution/Fund Balance | \$ 12,955,018        | \$ 16,655,751        | \$ 18,104,366        | \$ 15,844,911        | \$ 16,880,621        | \$ 23,825,425           | \$ 23,135,611             |
| Agricultural Commissioner<br>2810                                                | Expenditures                 | \$ 9,159,378         | \$ 9,680,593         | \$ 9,489,142         | \$ 10,579,426        | \$ 11,276,398        | \$ 10,548,619           | \$ 10,911,569             |
|                                                                                  | Revenue                      | \$ 6,767,189         | \$ 6,678,038         | \$ 6,602,122         | \$ 6,893,547         | \$ 7,528,033         | \$ 6,991,980            | \$ 7,595,659              |
|                                                                                  | GF Contribution              | \$ 2,392,189         | \$ 3,002,555         | \$ 2,887,020         | \$ 3,685,879         | \$ 3,748,365         | \$ 3,556,639            | \$ 3,315,910              |
| Resource Management Agency<br>3000                                               | Expenditures                 | \$ 59,611,785        | \$ 56,126,415        | \$ 83,765,322        | \$ 71,085,415        | \$ 82,955,686        | \$ 190,181,730          | \$ 145,835,166            |
|                                                                                  | Revenue                      | \$ 40,982,788        | \$ 43,277,591        | \$ 61,404,397        | \$ 103,011,128       | \$ 52,464,493        | \$ 168,335,120          | \$ 122,553,880            |
|                                                                                  | GF Contribution/Fund Balance | \$ 18,628,997        | \$ 12,848,824        | \$ 22,360,925        | \$ (31,925,713)      | \$ 30,491,193        | \$ 21,846,610           | \$ 23,281,286             |
| Resource Management Agency<br>Administration*<br>3000_RMAA_BR                    | Expenditures                 | \$ 431,364           | \$ 562,221           | \$ 2,175,310         | \$ 5,644,675         |                      |                         |                           |
|                                                                                  | Revenue                      | \$ 10,594            | \$ 2,660             | \$ 853,655           | \$ 783,926           |                      |                         |                           |
|                                                                                  | GF Contribution              | \$ 420,770           | \$ 559,561           | \$ 1,321,655         | \$ 4,860,749         |                      |                         |                           |
| Resource Management Agency<br>Building Services*<br>3000_BLDS_BR                 | Expenditures                 | \$ 4,449,891         | \$ 4,962,060         | \$ 4,180,393         | \$ 3,995,152         |                      |                         |                           |
|                                                                                  | Revenue                      | \$ 3,515,335         | \$ 4,861,767         | \$ 5,065,967         | \$ 6,063,410         |                      |                         |                           |
|                                                                                  | GF Contribution              | \$ 934,556           | \$ 100,293           | \$ (885,574)         | \$ (2,068,258)       |                      |                         |                           |
| Resource Management Agency<br>Planning*<br>3000_PLNG_BR                          | Expenditures                 | \$ 4,930,935         | \$ 5,373,470         | \$ 5,463,278         | \$ 4,409,830         |                      |                         |                           |
|                                                                                  | Revenue                      | \$ 1,437,402         | \$ 1,538,172         | \$ 1,684,139         | \$ 1,517,639         |                      |                         |                           |
|                                                                                  | GF Contribution              | \$ 3,493,533         | \$ 3,835,297         | \$ 3,779,139         | \$ 2,892,191         |                      |                         |                           |
| Resource Management Agency<br>Public Works/Countywide Services*<br>3000_PWCS_BR  | Expenditures                 | \$ 4,025,176         | \$ 2,617,577         | \$ 2,657,391         | \$ 2,684,644         |                      |                         |                           |
|                                                                                  | Revenue                      | \$ 5,511,400         | \$ 2,861,456         | \$ 2,323,847         | \$ 2,365,180         |                      |                         |                           |
|                                                                                  | Fund Balance                 | \$ (1,486,224)       | \$ (243,879)         | \$ 333,544           | \$ 319,464           |                      |                         |                           |
| Resource Management Agency<br>Public Works*<br>3000_PWRK_GR                      | Expenditures                 | \$ 45,221,996        | \$ 41,852,720        | \$ 69,288,947        | \$ 54,351,114        |                      |                         |                           |
|                                                                                  | Revenue                      | \$ 30,293,111        | \$ 33,776,649        | \$ 51,444,283        | \$ 92,280,973        |                      |                         |                           |
|                                                                                  | GF Contribution/Fund Balance | \$ 14,928,885        | \$ 8,076,070         | \$ 17,844,664        | \$ (37,929,859)      |                      |                         |                           |
| Resource Management Agency<br>Land Use & Community Services*<br>3000_LUCD_DV     | Expenditures                 |                      |                      |                      |                      | \$ 15,912,216        | \$ 16,862,558           | \$ 13,029,148             |
|                                                                                  | Revenue                      |                      |                      |                      |                      | \$ 10,226,743        | \$ 11,201,881           | \$ 12,267,028             |
|                                                                                  | GF Contribution/Fund Balance |                      |                      |                      |                      | \$ 5,685,473         | \$ 5,660,677            | \$ 762,120                |
| Resource Management Agency<br>Administration & General Services*<br>3000_ADGS_DV | Expenditures                 |                      |                      |                      |                      | \$ 34,304,961        | \$ 111,318,005          | \$ 82,915,581             |
|                                                                                  | Revenue                      |                      |                      |                      |                      | \$ 12,821,472        | \$ 99,727,007           | \$ 64,485,427             |
|                                                                                  | GF Contribution/Fund Balance |                      |                      |                      |                      | \$ 21,483,489        | \$ 11,590,998           | \$ 18,430,154             |
| Resource Management Agency*<br>Public Works/Facilities<br>3000_PWFC_DV           | Expenditures                 |                      |                      |                      |                      | \$ 32,738,510        | \$ 62,001,167           | \$ 49,890,437             |
|                                                                                  | Revenue                      |                      |                      |                      |                      | \$ 29,416,278        | \$ 57,406,232           | \$ 45,801,425             |
|                                                                                  | GF Contribution/Fund Balance |                      |                      |                      |                      | \$ 3,322,232         | \$ 4,594,935            | \$ 4,089,012              |
| Health<br>4000                                                                   | Expenditures                 | \$ 140,241,891       | \$ 143,595,027       | \$ 179,894,900       | \$ 196,689,205       | \$ 215,715,616       | \$ 233,276,356          | \$ 259,966,232            |
|                                                                                  | Revenue                      | \$ 160,006,008       | \$ 149,329,259       | \$ 180,979,862       | \$ 188,458,034       | \$ 238,744,032       | \$ 220,877,109          | \$ 248,285,747            |
|                                                                                  | GF Contribution/Fund Balance | \$ (19,764,117)      | \$ (5,734,232)       | \$ (1,084,962)       | \$ 8,231,171         | \$ (23,028,416)      | \$ 12,399,247           | \$ 11,680,485             |

| Department                            |                              | FY 2012-13<br>Actual | FY 2013-14<br>Actual | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Actual | FY 2017-18<br>Estimated | FY 2018-19<br>Recommended |
|---------------------------------------|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|---------------------------|
| Social Services<br>5010               | Expenditures                 | \$ 191,786,707       | \$ 200,794,478       | \$ 217,697,510       | \$ 225,943,538       | \$ 249,145,517       | \$ 264,257,500          | \$ 266,289,436            |
|                                       | Revenue                      | \$ 186,087,295       | \$ 195,558,548       | \$ 209,412,641       | \$ 226,437,523       | \$ 241,602,438       | \$ 251,017,367          | \$ 254,854,162            |
|                                       | GF Contribution/Fund Balance | \$ 5,699,412         | \$ 5,235,930         | \$ 8,284,869         | \$ (493,985)         | \$ 7,543,079         | \$ 13,240,133           | \$ 11,435,274             |
| Library<br>6110                       | Expenditures                 | \$ 7,275,047         | \$ 7,778,695         | \$ 8,312,832         | \$ 9,179,278         | \$ 9,450,293         | \$ 8,945,656            | \$ 9,973,287              |
|                                       | Revenue                      | \$ 7,802,627         | \$ 7,556,684         | \$ 7,839,671         | \$ 8,474,577         | \$ 9,228,450         | \$ 8,796,464            | \$ 9,982,278              |
|                                       | Fund Balance                 | \$ (527,580)         | \$ 222,011           | \$ 473,161           | \$ 704,701           | \$ 221,843           | \$ 149,192              | \$ (8,991)                |
| Cooperative Extension Service<br>6210 | Expenditures                 | \$ 523,130           | \$ 516,353           | \$ 501,846           | \$ 514,574           | \$ 437,439           | \$ 462,589              | \$ 421,034                |
|                                       | Revenue                      | \$ 135,767           | \$ 81,072            | \$ 107,947           | \$ 114,352           | \$ 25,073            | \$ 43,403               | \$ 32,933                 |
|                                       | GF Contribution              | \$ 387,363           | \$ 435,281           | \$ 393,899           | \$ 400,222           | \$ 412,366           | \$ 419,186              | \$ 388,101                |
| Parks<br>7500                         | Expenditures                 | \$ 13,099,377        | \$ 12,185,367        | \$ 10,873,881        | \$ 10,671,966        | \$ 16,718,726        | \$ -                    | \$ -                      |
|                                       | Revenue                      | \$ 13,459,631        | \$ 12,529,828        | \$ 10,033,823        | \$ 9,763,006         | \$ 15,577,958        | \$ -                    | \$ -                      |
|                                       | GF Contribution/Fund Balance | \$ (360,254)         | \$ (344,461)         | \$ 840,058           | \$ 908,960           | \$ 1,140,768         | \$ -                    | \$ -                      |
| Natividad Medical Center<br>9600      | Expenditures                 | \$ 209,335,789       | \$ 236,468,991       | \$ 244,237,687       | \$ 273,387,094       | \$ 345,559,834       | \$ 370,293,682          | \$ 356,208,196            |
|                                       | Revenue                      | \$ 218,611,559       | \$ 220,288,466       | \$ 258,806,795       | \$ 286,241,021       | \$ 428,383,838       | \$ 371,050,486          | \$ 343,623,440            |
|                                       | Net Position                 | \$ (9,275,770)       | \$ 16,180,525        | \$ (14,569,108)      | \$ (12,853,927)      | \$ (82,824,004)      | \$ (756,804)            | \$ 12,584,756             |
| Countywide<br>Totals                  | Expenditures                 | \$ 934,494,601       | \$1,024,761,999      | \$1,119,635,458      | \$1,158,540,670      | \$1,312,763,669      | \$1,544,867,330         | \$ 1,510,413,930          |
|                                       | Revenue                      | \$ 983,670,419       | \$1,021,336,703      | \$1,155,902,840      | \$1,239,317,532      | \$1,406,086,675      | \$1,486,898,213         | \$ 1,456,110,308          |
|                                       | GF Contribution/Fund Balance | \$ (49,175,818)      | \$ 3,425,296         | \$ (36,267,382)      | \$ (80,776,862)      | \$ (93,323,006)      | \$ 57,969,117           | \$ 54,303,622             |

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

Effective FY 2017-18, Parks falls under the Resource Management Agency (RMA).

Effective FY 2017-18, the Equal Opportunity Office was renamed Civil Rights Office.



# 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.

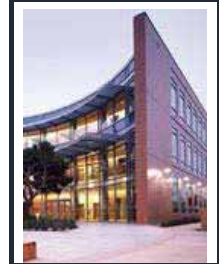


Each element of this integrated management system provides critical information for County officials, staff and the public.

- **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.
- **Department Operational 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



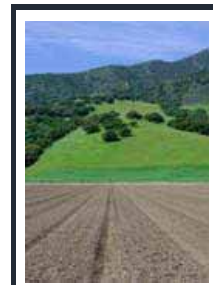
INFRASTRUCTURE



PUBLIC SAFETY

## Strategic Initiatives

| Policy Area                                                                                                      | Strategic Initiative                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Economic Development</b><br><br><i>"Enhancing the well-being and prosperity of Monterey County Residents"</i> | Through collaboration, strengthen economic development to ensure a diversified and healthy economy.                                                                                                                       |
| <b>Administration</b><br><br><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.                                    |
| <b>Health and Human Services</b><br><br><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. |
| <b>Infrastructure</b><br><br><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.                                                                 |
| <b>Public Safety</b><br><br><i>"Creating Safe Communities"</i>                                                   | Create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow while reducing violent crimes.                                                                     |



**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

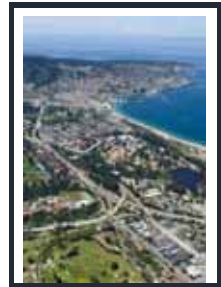
- Reduce regional, socio-economic inequities in health outcomes.
- Improve health outcomes through healthy and wellness promotion and access to top quality healthcare.
- Advocate for a sufficient allocation of funds from the state and federal governments that will enable the County to carry out its authorized health care programs.

### Infrastructure

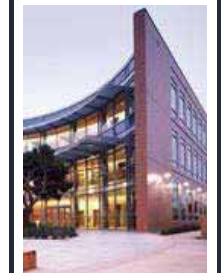
- Improve the conditions of County roads and bridges.
- Promote the use of best environmental practices for County facilities and operations.
- Provide for adequate County facilities and infrastructure.
- Protect water quality and provide for adequate water supply.

### Public Safety

- Create and sustain a comprehensive approach to reducing violence.
- Attain safe and appropriate facilities to house adult and juvenile offenders that prepare them for successful re-entry to society.
- Engage public safety stakeholders, partners, and whole community in resiliency building activities including emergency reporting, disaster preparedness, mitigation response and recovery.



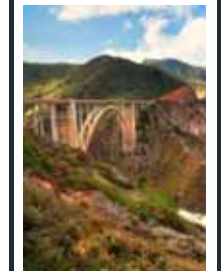
**ECONOMIC  
DEVELOPMENT**



**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). The development and maintenance of prudent financial policies enables County officials to protect public interests, ensure transparency, and build trust. 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 the County's financial policies to establish a framework for overall fiscal planning, management, and guidance. These policies are reviewed, updated, and brought before the Board of Supervisors (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 provide general financial guidance in the management of the County's financial affairs. The Recommended Budget adheres to these policies.

## 2. GENERAL FINANCIAL PHILOSOPHY

The financial policies 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, 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. Foster the County's ability to adjust efficiently to the community's changing service requirements;
- c. Effectively maintain and improve 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, and 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. Support 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 equitable sharing of costs by service users.

### 2.1 The Annual Budget

- a. The County Administrative Office will recommend a balanced budget that aligns annual expenditures with estimated annual revenues and minimizes the use of fund balance or other one-time financing sources for ongoing operating expenditures while utilizing conservative revenue forecasts;
- b. The County Administrative Office will consult with Department Heads and seek their input in developing the Recommended Budget through

- cooperative discussions and budget workshops;
- c. The County Administrative Office will keep the Board apprised on the condition of the County's finances and emerging fiscal issues; and
- d. Through the Board's Legislative Committee, the County will work with the California State Association of Counties (CSAC), state representatives, legislative advocates in the State Capitol and other local government organizations to assure any state programs administered by the County are adequately funded, and any realignment of state and county responsibilities are expenditure/revenue neutral.

### **3. ROLES AND FUNCTIONS**

#### 3.1 Role of County Administrative Office

The County Administrative Office serves as the chief policy advisor to the County Administrative Officer and the Board. The County Administrative Office 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 all other County funds. On behalf of the Board, the County Administrative Officer makes independent recommendations regarding all other funds under the Board's jurisdiction.

#### 3.2 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;
- Working with departments to evaluate 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.

#### 3.3 Principal Functions of County Departments

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

- Carrying out 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 monthly revenue and expenditure performance and conformance with the annual budget;
- Developing and performing financial forecasts;
- Meeting the Board's Strategic Initiatives and its policies; and
- Ensuring any items brought before the Board are transparent, accurate, complete, fully justified, and reviewed by all appropriate stakeholders.

#### 3.4 Principal Functions of the Budget Committee

Principal functions of the Budget Committee include receiving staff updates on financial issues affecting the County, and providing oversight and direction to staff in the development and modifications of budgets.



### 3.5 Principal Functions of the Capital Improvement Committee

The principal functions of the Capital Improvement Committee are to review the status of projects and establish priority between competing needs.

## **4. SERVICES AND FUND STRUCTURE**

### 4.1 General Fund

The County provides a broad range of mandated and non-mandated government services. The general government operations 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.

### 4.2 Other Funds

In addition to the General Fund, the County maintains other governmental and proprietary funds to account for those activities not provided by the General Fund. The following is a brief description of the County's other funds:

#### Other Governmental Funds:

- Special revenue funds are 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.
- Debt service funds are used to provide repayment of debt such as Certificates of Participation (COP), short-term borrowing, and other obligations and debt.
- Capital project funds are used for facilities maintenance, capital improvements management, and specified capital projects.

#### Proprietary Funds:

- Enterprise funds are operations that are financed and operated in a manner like private business enterprises, where services provided are primarily funded through user charges.
- Internal service funds are used to account for any activity that provides goods or

services to other funds, departments, or agencies of the County.

### 4.3 Major Funds

Major funds represent the County's largest funds by appropriation and other factors such as: the political/social sensitivity of the activities financed from that fund; impact or potential impact of that fund on other programs or services; significance of that fund on financing activities which are of high interest to the County and the public; and, existence of known uses or users of that information (e.g., bond rating companies, investors, etc.). Major Funds include, but are not limited to: 1) General Fund; 2) Natividad Medical Center; 3) Facility Master Plan Projects; 4) Road Fund; 5) Library Fund; 6) Behavioral Health Fund; 7) Health and Welfare Realignment Fund; and 8) Local Revenue Fund. The County Administrative Officer or designee shall have authority to determine funds that will be considered major funds for financial purposes.

## **5. OPERATING BUDGET POLICIES**

### 5.1 County Budget

The County's Recommended Budget is the central financial planning document that embodies all County departments' goals, objectives, priorities, levels of service, and the associated operating revenue and expenditures. In so doing, the Recommended Budget 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. If 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.

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.

### 5.2 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 adopting a statutorily balanced budget, the County ensures ongoing sustainability of services by producing a *structurally* balanced budget. 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. Reduction on the 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.

### 5.3 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.

### 5.4 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.

### 5.5 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 GASB 45, all public agencies must measure and report their OPEB liabilities (predominantly, retiree health care costs). 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.

### 5.6 Budget Deficits

Departments estimating 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 if it is consistent with state and federal law.

### 5.7 Appropriations and Transfers

The following policy establishes appropriation control at the appropriation unit level, per Section 29120 of the California Government Code. The County Administrative Officer, per Section 29092 of the California Government Code, is the designated administrator over appropriation control, which includes transfers and revisions of appropriations that do not result in an overall increase in appropriations for an appropriation unit.

After the Board of Supervisors adopts the budget, departments may request a transfer between major expense categories within the same appropriation unit. Examples of major expense categories include, Salary and Employee Benefits, Services and Supplies, and Other Financing Uses. Departments can only request a transfer between major expense categories within the same appropriation unit. The request to transfer between major expense categories must be approved by the County Administrative Office. The County Administrative Officer has designated authority to approve moves between major expense categories.

Transfers of appropriations between appropriation units must be approved by Board resolution. Per Section 29125 (a) of the California Government Code, operating transfers in and out between funds are not a transfer of appropriations, as, per Section 29089 of the County Budget Act, transfers out by fund are specified in the budget and are adopted by resolution.

### 5.8 Responsibility for Budget Management and Budgetary Control

The County shall maintain a budgetary control system to help it adhere to the budget. The County Administrative Office has budgetary control and authority over appropriations. The Auditor-Controller shall administer and maintain the system utilized for budgetary control. As administrator of the budgetary control system, the Auditor-Controller shall notify the County Administrative Office when a department is reaching its appropriation limit for an appropriation unit. The Auditor-Controller shall seek guidance from the County Administrative Office on all issues relating to appropriation limits and controls.

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 County Administrative Office when either revenues or expenditures are not as anticipated; and
- The preparation and justification for budget revisions as necessary.

### 5.9 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; and

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

The County Administrative Office has oversight and contract management over the external auditors reviewing the Comprehensive Annual Financial Report (CAFR). External auditors shall report to the County Administrative Office on audit findings. The County Administrative Office will take audit findings thereafter to the Board.

### 5.10 Publication of Budget

The County Administrative Office shall publish annually a Recommended Budget document that satisfies nationally-recognized standards for effective budget presentation. The Auditor-Controller shall annually publish an Adopted Budget document to meet the requirements of the State Controller's Office.

### 5.11 County's Budget Development Procedures

The budget development procedure is an annual process, which weighs all competing requests for County resources within expected fiscal constraints. Each year, the updated MCSI will be included in the budget document as a narrative, as well as reflected in department objectives, performance measures, and budget requests.

### 5.12 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.

### 5.13 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. These 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. However, the Board is responsible for allocating fiscal appropriations to all departments.

### 5.14 Board's Mission, Goals, Policies and Priorities

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 the County's local assets; enhancing and improving

services to assure an adequate safety net and quality of life for all County residents; substantiating a strong public safety system which protects the public and minimizes the fear of crime while promoting justice; and assuring the County's financial stability.

### 5.15 Budget Adoption Level

In accordance with the County Budget Act (California Government Code, Sections 29000 through 29144), the Board enacts the annual financial plan (Recommended Budget) through the passage of a resolution. The resolution mandates the maximum authorized expenditures for the fiscal year and sets appropriation control at the appropriation unit level. An appropriation unit represents one or more budget units and it is used to define the budgetary limits of those budget unit(s). A budget 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. Pursuant to Section 29092 of the County Budget Act, the County Administrative Office is charged by the Board to monitor and make administrative decisions related to appropriation control.

### 5.16 Changes to Adopted Budget

The Adopted Budget can only be modified by subsequent amendments approved 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.

### 5.17 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 basis of accounting.

### 5.18 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: www.co.monterey.ca.us/cao/CapitalAssetPolicyFinal2007.pdf](http://www.co.monterey.ca.us/cao/CapitalAssetPolicyFinal2007.pdf).

## **6. STRATEGIC PLANNING**

### 6.1 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.

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, 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 does the County wish to take for the future?"

The strategic model serves as the foundation for the 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 Three-Year Financial Forecast serves as a current year estimate and a three-year financial outlook for building the next year's Recommended Budget.

## **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 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.

### 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. The Board shall be advised in the event interfund loans are required or use of non-appropriated funds are requested. The Board must authorize all long and short-term interfund loans. This policy applies to all 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 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 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. Part of the decision-making process in establishing new services or increasing service levels should include an analysis of fees and user charges and an anticipated cost-recovery threshold. Increases may be justified based on outside variables not considered at the time of budget submission (e.g., water levels, gas prices, economy).

#### 7.5 One-Time Revenues

Use of one-time revenues for ongoing expenditures is 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 Revenue

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 Fund revenue through the annual budget process.

#### 7.8 Maintaining Revenue and Expenditure Categories

The County will maintain revenue and expenditure categories per state statute and administrative regulation, and operational needs.

#### 7.9 Outside Organization Contributions

##### **Public Safety Sales Tax (Proposition 172)**

Pursuant to Government Code Section 30052, Public Safety Sales Tax (Proposition 172) revenues 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*

The Emergency Communications Department receives ten percent (10%) of Proposition 172 revenues, of which five percent (5%) is allocated to user agencies as an offset to their dispatch costs and five percent (5%) is retained by the Emergency Communications Department for dispatch operations. 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 five percent (5%) of the County's total



Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2018-19 allocation will be five percent (5%) of FY 2016-17 audited actuals). Overall, ten percent (10%) of Proposition 172 revenues are distributed for emergency communication operations.

#### *Fire Agencies' Distribution*

The County shares with the Association of Firefighters and Volunteer Fire Companies 9.13% of Proposition 172 revenues for the most recently audited fiscal year. Like 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*

After allocation to local fire agencies and emergency communication operations, 80.87% percent of Proposition 172 revenues are distributed to other County departments. 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%              |
| District Attorney | 21.7%              |
| Probation         | 17.1%              |
|                   | <hr/> 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.

#### *Distribution Formula*

| <u>Agency</u>            | <u>Prop. 172 Distribution</u> |
|--------------------------|-------------------------------|
| Local Fire Agencies      | 9.13%                         |
| Emergency Communications | 10.0%                         |
| Other County Departments | 80.87%                        |
|                          | <hr/> 100.0%                  |

#### **Contributions from Transient Occupancy Tax (TOT)**

##### *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 Tax (TOT) revenues. This contribution is based on a shared percentage of total 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. In response, in June 2013, the Board approved the inclusion of the Road Fund as a beneficiary in the TOT contribution formula. In FY 2013-14, the TOT contribution percentage for the Road Fund was established at twenty percent (20%) of total TOT revenue. Per annum, the contribution shall increase by one percent (1%) until it reaches a cap of twenty-five percent (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.

## Annual 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, 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.

### 7.10 Appropriations/Expenditures

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 appropriation unit. 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 appropriations for the applicable appropriation unit.
- 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. To promote consistent and realistic budgeting of personnel, department budgets shall include a reasonable estimate of salary savings.
- l. When augmenting, or decreasing the budget, consideration shall be given to the MCSI.

### 7.11 Appropriation for Contingencies

The County annually adopts an appropriation for contingencies to provide sufficient working capital and a margin of safety for unplanned operational needs. The contingency appropriation may be used at the

discretion of and by action of the Board. The contingency appropriation is utilized only after all other budget resources have been examined. The recommended appropriation for operational contingencies shall be equal to one percent (1%) of estimated General Fund revenues, unless specifically modified by the Board as part of the annual budget adoption.

### 7.12 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.

### 7.13 Performance Measures

Departments develop performance measurements that address best practices, desired outcomes, strategic planning initiatives of the Board, annual goals, and measurable key indicators 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 provide management and the Board criteria in which to evaluate departmental requests for funding.

### 7.14 Payment for Goods from Prior Year

Goods and services ordered but 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. FUND BALANCE AND RESERVE POLICIES**

### 8.1 Use of Year-End Fund Balance

Fund balance is a measurement of available financial resources and is the difference between total assets and total liabilities in each fund. The Board recognizes that

the maintenance of a fund balance is essential to the preservation of the financial integrity of the County. 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 for nonrecurring expenditures and only after the yearly audit and confirmation of the General Fund's *fund balance*.

GASB Statement 54 distinguishes fund balance based on the relative strength of the constraints that control the purposes for which specified amounts can be spent. Beginning with the most restrictive constraints, fund balance amounts will be reported in the following categories:

1. **Nonspendable fund balance** – amounts that are not in a spendable form (e.g., inventory) or are legally or contractually required to be maintained intact (e.g., permanent fund principal).
2. **Restricted fund balance** – amounts that can be spent only for the specific purposes stipulated by external parties either constitutionally or through enabling legislation (e.g., grants or donations).
3. **Committed fund balance** – amounts that can be used only for the specific purposes determined by a formal action of the Board. Commitments may be changed or lifted only by referring to the formal action that imposed the constraint originally (e.g., the board's commitment in connection with future capital projects).
4. **Assigned fund balance** – amounts *intended* to be used by the County for specific purposes. Intent can be expressed by the Board, or the County Administrative Officer, or designee.
5. **Unassigned fund balance** – includes all amounts not contained in other classifications and is the residual classification of the general fund only. Unassigned amounts are available for any legal purpose.

## 8.2 Fund Balance Authority

The responsibility for designating funds to specific classifications shall be as follows:

1. **Committed fund balance** – The Board is the County’s highest level of decision-making authority, and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Board.
2. **Assigned fund balance** – The Board shall establish, modify, or rescind fund balance that is intended to be used for a specific purpose.

## 8.3 Fund and Reserve Levels

Sufficient fund balance and reserve levels are a critical component of the County’s overall financial management strategy. 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 a reserve policy and fund a reserve that is in conformance with best practices of their industry. 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 (1%) of estimated annual revenue and a strategic reserve equal to ten percent (10%) of estimated annual revenue

### 8.4 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 be used to fund settlement of legal judgments against the County in excess of reserves normally designated for litigation, for short-term revenue reductions due to economic downturns, for natural disasters as determined by the County Administrative Officer or Board, and for one-time only state budget reductions that could not be

addressed through the annual appropriations for contingencies in the General Fund. The goal of the County is to maintain a strategic reserve equal to ten percent (10%) of the General Fund estimated revenues. The Natividad Medical Center (NMC) strategic reserve designation, established in 2011, is as a sub-designation of the General Fund strategic reserve.

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 estimated 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 ten percent (10%) of the annual requirements may be retained in the strategic reserve, or may be considered for other purposes such as supplementing the Capital Projects Fund or prepaying existing debt.

### 8.5 Order of Expenditure of Fund Balance

When multiple categories of fund balance are available for expenditure (e.g., a project is being funded partly by a grant, funds set aside by the Board, and unassigned fund balance), the County will start with the most restricted category and spend those funds first before moving down to the next fund balance category with available funds.

### 8.6 Adequate Fund Balance and Reserve Levels

Sufficient fund balance and reserve levels are critical measures in the County’s financial management policies. They are key factors in the ability to sustain service delivery and obtain external financing. All funds are to be kept in a positive cash balance position. In the event a fund anticipates going in a negative cash position, the fund manager shall immediately bring to the Board’s Budget Committee a report outlining the reason(s) along with a financial plan to ensure the fund regains a positive cash balance. All major funds are expected to develop and maintain policies for reserves and operational contingencies and have these adopted by the Board.

## 9. INTERFUND LOANS

Interfund loans are the lending of cash from one County fund to another for a specific purpose and with a requirement for repayment. Interfund loans are typically short-term in nature and constitute the allocation of cash between individual funds for working capital purposes.

Interfund loans are temporary borrowing of cash and may be made for the following reasons:

- To offset timing differences in cash flow
- To offset timing differences between expenditures and reimbursements, typically associated with grant funding.
- To provide funds for interim financing in conjunction with obtaining long-term financing.
- For short-term borrowing in place of external financing.

Interfund loans are not to be used to solve ongoing structural budget issues or hindering the accomplishment of any function or project for which the lending fund was established. Interfund loans are not to be used from fiscal year to fiscal year as a financing strategy. If a fund has a negative cash balance, the Department must present the County Administrative Office with a plan for reaching positive cash balance. A negative cash balance must be addressed in the fiscal year that the fund reaches negative cash.

Interfund loan monies may only be used for the purpose identified in the authorizing resolution. Appropriate accounting records will be maintained to reflect the balances of loans in every fund affected by such transactions. A summary of all outstanding interfund loans will be included in the Comprehensive Annual Financial Report (CAFR).

### 9.1 Interfund Loan Terms

- Repayment of an interfund loan shall be within the same fiscal year, unless otherwise stated in a Board resolution.
- When required by the lending fund's restrictions or regulations, interest will be paid by the borrowing fund to the lending fund, during the time the loan is outstanding.

- The Board must approve interfund loans by resolution. The resolution will include a planned schedule of repayment of the loan principal as well as setting a reasonable rate of interest to be paid to the lending fund, if required by the lending fund.
- The County Administrative Office shall have authority for issuing temporary interfund loans for end of year proposes and report out these temporary interfund loans to the Board via memorandum.

### 9.2 Interfund Loan Interest

The following guidelines should be used in establishing the rate of interest:

- Not lower than the "opportunity cost" if the funds were otherwise invested, such as the County Treasury Pooled Interest Rate.
- Treasury yields or short-term bond yields for a similar term.
- Not higher than the external rate available to the County.

Interest is not required in the following circumstances:

- The borrowing fund has no independent source of revenue other than the lending fund; or
- The borrowing fund is normally funded by the lending fund; or
- The lending fund is the General Fund, which, being unrestricted, can loan interest-free, except to a proprietary fund (i.e., enterprise funds such as Natividad Medical Center).

## 10. ENTERPRISE FUNDS

The County will establish enterprise funds for County services when:

- a. The intent of the County is that the fund's operations are to be financed and operated in a manner similar to private business enterprises, where services provided are primarily funded through user charges.
- 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.

County Administrative Office will be chief advisor to the Board in the creation of an enterprise fund. The County currently has two enterprise funds:

- Fund 452 – The Lake Resorts
- Fund 451 – Natividad Medical Center

#### 10.1 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.

#### 10.2 Rate Structure and Net Position

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

#### 10.3 Services

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

#### 10.4 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.

#### 10.5 Maintenance of Cash

Sufficient cash shall be maintained to provide adequate funds for current operating expenses. An enterprise fund shall never have a negative cash balance.

#### 10.6 Interest from Funds

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

#### 10.7 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's Budget Committee financial status reports on a monthly or quarterly basis. 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 financial impacts to the General Fund.

### **11. INTERNAL SERVICE FUNDS**

An internal service fund (ISF) is a governmental centralized service that provides services or products on a cost-reimbursement basis to other governmental units or external users with a break-even motive. To qualify as an ISF the predominant users of the services or products must be the government itself.

#### 11.1 Use of Internal Service Funds

##### *Risk Management*

The County Counsel – Risk Management Division is responsible for managing ISFs for the County's general liability (fund 475) and workers' compensation (fund 476) 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, and will provide for "recoverable" and "non-recoverable" losses. Both ISFs are currently funded at the seventy percent (70%) confidence level.

##### *Human Resources – Benefits*

The Human Resources Department is responsible for managing the County's Benefits ISF (fund 477). The ISF supports various benefit programs supported by contributions from the County, employees, and retired employees. Programs include dental and vision Benefits for employees and dependents, Employee Assistance, Long Term Disability, Retiree Sick Leave Conversion, and other miscellaneous programs.



### *Resource Planning*

The County Administrative Office has administrative authority over all aspects of the Resource Planning ISF (fund 478). The Resources Planning ISF provides funds for capital projects that require replacement, maintenance, or upgrades during the life of the asset. The fund serves to establish a capital funding process, generating funds over the life of an asset, and thereby minimizing fiscal impacts to operations.

### 11.2 General Fund Transfers

In the event there is a large settlement that cannot be funded within the existing ISF reserve, the County Counsel – Risk Management Division may submit a request to the Budget and Analysis Division for a transfer from the General Fund, or such other fund as may be available and appropriate. 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.

### 11.3 Actuarial Studies

The County Counsel – Risk Management ISFs and the Benefits ISF shall complete two annual actuarial studies. The first study will be completed using data through June 30<sup>th</sup> and a second (“true up”) actuarial study shall be completed with data through December 31<sup>st</sup>. The June 30<sup>th</sup> study will be used to set department allocations for the upcoming fiscal year, while the December 31<sup>st</sup> study will be used for meeting its operational needs (e.g. purchasing excess insurance coverage). The County Counsel – Risk Management Division will work 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.

### 11.4 Internal Service Funds Reporting

Departments that manage ISFs 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.

## **12. CAPITAL FACILITIES AND IMPROVEMENT POLICIES**

### 12.1 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 will not only help the County avoid emergencies and major costs in the future, but strategically plan for the future needs. 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 RMA with review by the County Administrative Office.

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.

### 12.2 Ongoing Funding Levels

The Board shall determine annual ongoing funding levels for each of the major project categories within the CIP.

### 12.3 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 considering 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.

#### 12.4 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.

#### 12.5 Capital Project Reports

The RMA and applicable NMC capital projects shall provide the following reports:

- a. Monthly update of the draw down schedule for debt financed projects.
- b. Quarterly updates to the Capital Improvement and Budget committees on implemented capital projects, which include, in part, the initial approved budget, budget modifications, expenditures to date, remaining budget and expenditures, original completion date and if applicable, revised completion date and the phase (in a percentage) the project is toward completion.
- c. Quarterly updates to the Budget Committee on capital funds interest accumulation.
- d. Quarterly report to the County Administrative Office 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 Administrative Office shall provide a quarterly report to the Capital Improvement and Budget Committees regarding draw down schedules for debt-financed projects, such as COPs.

#### 12.6 Capital Maintenance

The Board recognizes the importance of providing funding for ongoing maintenance needs 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.

### **13. DEBT MANAGEMENT**

On July 25, 2017, the Board amended its Debt Management Policy. Due to its length and complexity, the Debt Management Policy is reviewed by the Board separately from these policies. The Debt Management Policies are published online: [www.co.monterey.ca.us/government/departments-administrative-office/budget-analysis](http://www.co.monterey.ca.us/government/departments-administrative-office/budget-analysis).

### **14. GRANT MANAGEMENT**

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 following 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 comply with grant procurement policies and procedures.

Any new position changes to be created because 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 positions 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.

## **15. 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.

# Schedules

## Schedule 1 County of Monterey All Funds Summary Fiscal Year 2018-19

| 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 |
|-----------------------------------|------------------------|-------------------------------------|------------------------------|-------------------------|----------------------|-------------------------------------|----------------------|-------------------------------|
| <b>Governmental Funds</b>         |                        |                                     |                              |                         |                      |                                     |                      |                               |
| General Fund                      | 2,299,733              | 12,623,871                          | 650,465,408                  | 665,389,012             | 665,389,012          | -                                   | 665,389,012          | -                             |
| Special Revenue Funds             | 73,244,787             | -                                   | 322,016,020                  | 395,260,807             | 330,745,006          | -                                   | 330,745,006          | 64,515,801                    |
| Capital Project Funds             | 77,149,390             | -                                   | 66,150,090                   | 143,299,480             | 104,456,798          | -                                   | 104,456,798          | 38,842,682                    |
| <b>Total Governmental Funds</b>   | <b>152,693,910</b>     | <b>12,623,871</b>                   | <b>1,038,631,518</b>         | <b>1,203,949,299</b>    | <b>1,100,590,816</b> | <b>-</b>                            | <b>1,100,590,816</b> | <b>103,358,483</b>            |
| <b>Other Funds</b>                |                        |                                     |                              |                         |                      |                                     |                      |                               |
| Internal Service Fund             | 16,976,364             | -                                   | 48,765,559                   | 65,741,923              | 47,938,064           | -                                   | 47,938,064           | 17,803,859                    |
| Enterprise                        | 63,756,481             | -                                   | 338,800,298                  | 402,556,779             | 329,633,999          | -                                   | 329,633,999          | 72,922,780                    |
| Special District & Other Agencies |                        |                                     |                              |                         |                      |                                     |                      |                               |
| CSA                               | 9,316,376              | -                                   | 2,654,798                    | 11,971,174              | 3,671,867            | -                                   | 3,671,867            | 8,299,307                     |
| CSD                               | 195,103                | -                                   | 1,418,974                    | 1,614,077               | 1,419,273            | -                                   | 1,419,273            | 194,804                       |
| Successor                         | 4,379,161              | -                                   | 9,597,318                    | 13,976,479              | 10,918,067           | -                                   | 10,918,067           | 3,058,412                     |
| Debt Service Funds                | 10,251,055             | -                                   | 16,241,844                   | 26,492,899              | 16,241,844           | -                                   | 16,241,844           | 10,251,055                    |
| <b>Total Other Funds</b>          | <b>104,874,539</b>     | <b>0</b>                            | <b>417,478,791</b>           | <b>522,353,330</b>      | <b>409,823,114</b>   | <b>-</b>                            | <b>409,823,114</b>   | <b>112,530,216</b>            |
| <b>Total All Funds</b>            | <b>257,568,449</b>     | <b>12,623,871</b>                   | <b>1,456,110,309</b>         | <b>1,726,302,629</b>    | <b>1,510,413,930</b> | <b>-</b>                            | <b>1,510,413,930</b> | <b>215,888,699</b>            |

**Schedule 2  
County of Monterey  
Governmental Funds Summary  
Fiscal Year 2018-19**

| 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 |
|---------------------------------------|------------------------|-------------------------------------|------------------------------|-------------------------|----------------------|-------------------------------------|----------------------|-------------------------------|
| <b>General Fund</b>                   | 2,299,733              | 12,623,871                          | 650,465,408                  | 665,389,012             | 665,389,012          | -                                   | 665,389,012          | -                             |
| <b>Total General Fund</b>             | <b>2,299,733</b>       | <b>12,623,871</b>                   | <b>650,465,408</b>           | <b>665,389,012</b>      | <b>665,389,012</b>   | <b>-</b>                            | <b>665,389,012</b>   | <b>-</b>                      |
| <b><u>Special Revenue Funds:</u></b>  |                        |                                     |                              |                         |                      |                                     |                      |                               |
| Road Fund                             | (4,754,801)            | -                                   | 44,356,998                   | 39,602,197              | 44,341,162           | -                                   | 44,341,162           | (4,738,965)                   |
| Library Fund                          | 995                    | -                                   | 9,982,278                    | 9,983,273               | 9,973,287            | -                                   | 9,973,287            | 9,986                         |
| In-Home Support Services              | -                      | -                                   | 790,882                      | 790,882                 | 790,882              | -                                   | 790,882              | -                             |
| Fish & Game Propagation Fund          | 59,701                 | -                                   | 18,487                       | 78,188                  | 31,977               | -                                   | 31,977               | 46,211                        |
| Office Of Employment Training         | -                      | -                                   | -                            | -                       | -                    | -                                   | -                    | -                             |
| Community Action Partnership          | 218,000                | -                                   | 558,278                      | 776,278                 | 558,278              | -                                   | 558,278              | 218,000                       |
| Inclusionary Housing                  | 957,920                | -                                   | 32,500                       | 990,420                 | 968,200              | -                                   | 968,200              | 22,220                        |
| Economic Development Program          | 903,047                | -                                   | 150,200                      | 1,053,247               | 1,050,700            | -                                   | 1,050,700            | 2,547                         |
| Community Development Fund            | 1,172,758              | -                                   | 1,391,025                    | 2,563,783               | 2,148,283            | -                                   | 2,148,283            | 415,500                       |
| Emergency Medical Service Fund        | 1,075,770              | -                                   | 772,000                      | 1,847,770               | 797,000              | -                                   | 797,000              | 1,050,770                     |
| Workforce Investment Board            | -                      | -                                   | 8,327,901                    | 8,327,901               | 8,327,901            | -                                   | 8,327,901            | -                             |
| Local Revenue Fund 2011               | 20,258,577             | -                                   | 63,811,899                   | 84,070,476              | 65,676,182           | -                                   | 65,676,182           | 18,394,294                    |
| Behavioral Health                     | 32,540,598             | -                                   | 124,223,560                  | 156,764,158             | 126,159,886          | -                                   | 126,159,886          | 30,604,272                    |
| Homeland Security                     | 202,140                | -                                   | 517,020                      | 719,160                 | 517,020              | -                                   | 517,020              | 202,140                       |
| H&W Realignment                       | 20,610,082             | -                                   | 65,928,568                   | 86,538,650              | 68,249,824           | -                                   | 68,249,824           | 18,288,826                    |
| NGEN Operations & Maintenance         | -                      | -                                   | 1,154,424                    | 1,154,424               | 1,154,424            | -                                   | 1,154,424            | -                             |
| <b>Total Special Revenue Funds</b>    | <b>73,244,787</b>      | <b>-</b>                            | <b>322,016,020</b>           | <b>395,260,807</b>      | <b>330,745,006</b>   | <b>-</b>                            | <b>330,745,006</b>   | <b>64,515,801</b>             |
| <b><u>Capital Projects Funds:</u></b> |                        |                                     |                              |                         |                      |                                     |                      |                               |
| Facilities Project Fund               | 4,833,349              | -                                   | 2,277,161                    | 7,110,510               | 2,227,585            | -                                   | 2,227,585            | 4,882,925                     |
| Capital Projects Fund                 | 2,544,355              | -                                   | 25,444                       | 2,569,799               | 1,590,339            | -                                   | 1,590,339            | 979,460                       |
| Enterprise Resource Planning Fund     | -                      | -                                   | -                            | -                       | -                    | -                                   | -                    | -                             |
| Facility Master Plan Implement        | 67,746,708             | -                                   | 63,822,485                   | 131,569,193             | 99,269,363           | -                                   | 99,269,363           | 32,299,830                    |
| NGEN Radio Project                    | 2,024,978              | -                                   | 25,000                       | 2,049,978               | 1,369,511            | -                                   | 1,369,511            | 680,467                       |
| <b>Total Capital Projects Funds</b>   | <b>77,149,390</b>      | <b>-</b>                            | <b>66,150,090</b>            | <b>143,299,480</b>      | <b>104,456,798</b>   | <b>-</b>                            | <b>104,456,798</b>   | <b>38,842,682</b>             |
| <b>Total Governmental Funds</b>       | <b>152,693,910</b>     | <b>-</b>                            | <b>1,038,631,518</b>         | <b>1,203,949,299</b>    | <b>1,100,590,816</b> | <b>-</b>                            | <b>1,100,590,816</b> | <b>103,358,483</b>            |



**Schedule 3**  
**County of Monterey**  
**Fund Balance - Governmental Funds**  
**Fiscal Year 2018-19**

| Fund Name | Total<br>Fund Balance<br>June 30, 2018 | Less: Obligated Fund Balances |                                               |          | Fund Balance<br>Available<br>June 30, 2018 |
|-----------|----------------------------------------|-------------------------------|-----------------------------------------------|----------|--------------------------------------------|
|           |                                        | Encumbrances                  | Nonspendable,<br>Restricted,<br>and Committed | Assigned |                                            |
| 1         | 2                                      | 3                             | 4                                             | 5        | 6                                          |

**General Fund**

|                           |                    |          |                   |                   |                  |
|---------------------------|--------------------|----------|-------------------|-------------------|------------------|
| 001- General Fund         | 121,278,875        | -        | 67,903,170        | 51,075,972        | 2,299,733        |
| <b>Total General Fund</b> | <b>121,278,875</b> | <b>-</b> | <b>67,903,170</b> | <b>51,075,972</b> | <b>2,299,733</b> |

**Special Revenue Funds:**

|                                     |                   |          |          |          |                   |
|-------------------------------------|-------------------|----------|----------|----------|-------------------|
| 002- Road Fund                      | (4,754,801)       | -        | -        | -        | (4,754,801)       |
| 003- County Library Fund            | 995               | -        | -        | -        | 995               |
| 005 - In-Home Support Services      | -                 | -        | -        | -        | -                 |
| 006 - Fish and Game Propagation     | 59,701            | -        | -        | -        | 59,701            |
| 007 - Office of Employment Training | -                 | -        | -        | -        | -                 |
| 008 - Community Action Partnership  | 218,000           | -        | -        | -        | 218,000           |
| 009 - Inclusionary Housing          | 957,920           | -        | -        | -        | 957,920           |
| 011 - Economic Development Program  | 903,047           | -        | -        | -        | 903,047           |
| 013 - Community Development         | 1,172,758         | -        | -        | -        | 1,172,758         |
| 016 - Emergency Medical Service     | 1,075,770         | -        | -        | -        | 1,075,770         |
| 022 - Local Revenue Fund 2011       | 20,258,577        | -        | -        | -        | 20,258,577        |
| 023 - Behavioral Health             | 32,540,598        | -        | -        | -        | 32,540,598        |
| 024 - Homeland Security             | 202,140           | -        | -        | -        | 202,140           |
| 025 - H&W Realignment               | 20,610,082        | -        | -        | -        | 20,610,082        |
| <b>Total Special Revenue Funds</b>  | <b>73,244,787</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>73,244,787</b> |

**Capital Project Funds:**

|                                           |                   |          |          |          |                   |
|-------------------------------------------|-------------------|----------|----------|----------|-------------------|
| 401 - Facilities Project                  | 4,833,349         | -        | -        | -        | 4,833,349         |
| 402 - Capital Projects                    | 2,544,355         | -        | -        | -        | 2,544,355         |
| 403 - Capital Project Automation          | -                 | -        | -        | -        | -                 |
| 404 - Facility Master Plan Implementation | 67,746,708        | -        | -        | -        | 67,746,708        |
| 405 - NGEN Radio Project                  | 2,024,978         | -        | -        | -        | 2,024,978         |
| <b>Total Capital Projects Funds</b>       | <b>77,149,390</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>77,149,390</b> |

|                                 |                    |          |                   |                   |                    |
|---------------------------------|--------------------|----------|-------------------|-------------------|--------------------|
| <b>Total Governmental Funds</b> | <b>271,673,052</b> | <b>-</b> | <b>67,903,170</b> | <b>51,075,972</b> | <b>152,693,910</b> |
|---------------------------------|--------------------|----------|-------------------|-------------------|--------------------|

**Schedule 4**  
**County of Monterey**  
**Obligated Fund Balances - By Government Funds**  
**Fiscal Year 2018-19**

| Fund Name and Fund Balance Descriptions                | Obligated<br>Fund Balances<br>June 30, 2018 | Decreases or Cancellations |                                           | Increases or New |                                           | Total Obligated<br>Fund Balances<br>for the<br>Budget Year |
|--------------------------------------------------------|---------------------------------------------|----------------------------|-------------------------------------------|------------------|-------------------------------------------|------------------------------------------------------------|
|                                                        |                                             | Recommended                | Adopted by<br>the Board of<br>Supervisors | Recommended      | Adopted by<br>the Board of<br>Supervisors |                                                            |
| 1                                                      | 2                                           | 3                          | 4                                         | 5                | 6                                         | 7                                                          |
| <b>General Fund</b>                                    |                                             |                            |                                           |                  |                                           |                                                            |
| <b>Nonspendable:</b>                                   |                                             |                            |                                           |                  |                                           |                                                            |
| 001 - 3026 - Reserve For Inventories                   | 252,782                                     | -                          | -                                         | -                | -                                         | 252,782                                                    |
| <b>Restricted:</b>                                     |                                             |                            |                                           |                  |                                           |                                                            |
| 001 - 3041 - Public Protection                         | 14,628,250                                  | 274,000                    | -                                         | -                | -                                         | 14,354,250                                                 |
| 001 - 3043 - Health and Sanitation                     | 522,138                                     | 522,138                    | -                                         | -                | -                                         | -                                                          |
| <b>Committed:</b>                                      |                                             |                            |                                           |                  |                                           |                                                            |
| 001 - 3111 - Strategic Reserve                         | 52,500,000                                  | -                          | -                                         | -                | -                                         | 52,500,000                                                 |
| <b>Assigned:</b>                                       |                                             |                            |                                           |                  |                                           |                                                            |
| 001 - 3012 - Assigned for Encumbrances                 | 44,693                                      | -                          | -                                         | -                | -                                         | 44,693                                                     |
| 001 - 3065 - General Capital                           | 5,181,339                                   | -                          | -                                         | -                | -                                         | 5,181,339                                                  |
| 001 - 3113 - General Fund Contingency                  | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| 001 - 3115 - Compensated Absences                      | 8,038,138                                   | -                          | -                                         | -                | -                                         | 8,038,138                                                  |
| 001 - 3116 - Vehicle Replacement                       | 8,692,366                                   | -                          | -                                         | -                | -                                         | 8,692,366                                                  |
| 001 - 3120 - Health Clinics                            | 1,520,000                                   | -                          | -                                         | -                | -                                         | 1,520,000                                                  |
| 001 - 3121 - Social Services                           | 9,743                                       | -                          | -                                         | -                | -                                         | 9,743                                                      |
| 001 - 3122 - NGEN Radio System                         | 969,406                                     | -                          | -                                         | -                | -                                         | 969,406                                                    |
| 001 - 3123 - Capital Project                           | 6,255,772                                   | -                          | -                                         | -                | -                                         | 6,255,772                                                  |
| 001 - 3124 - Information Technology Charges Mitigation | 320,659                                     | -                          | -                                         | -                | -                                         | 320,659                                                    |
| 001 - 3125 - Productivity Investment Program           | 482,331                                     | -                          | -                                         | -                | -                                         | 482,331                                                    |
| 001 - 3126 - Disaster Assistance Program               | 1,395,618                                   | -                          | -                                         | -                | -                                         | 1,395,618                                                  |
| 001 - 3127 - New Juvenile Hall Project                 | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| 001 - 3128 - Revenue Stabilization                     | 2,376,910                                   | -                          | -                                         | -                | -                                         | 2,376,910                                                  |
| 001 - 3129 - Laguna Seca Track Maintenance and Repairs | 6,867,109                                   | 6,422,672                  | -                                         | -                | -                                         | 444,437                                                    |
| 001 - 3131 - Non-Recoverable Costs                     | 3,516,827                                   | -                          | -                                         | -                | -                                         | 3,516,827                                                  |
| 001 - 3132 - Cannabis                                  | 5,405,061                                   | 5,405,061                  | -                                         | -                | -                                         | -                                                          |
| <b>Unassigned:</b>                                     |                                             |                            |                                           |                  |                                           |                                                            |
| 001 - 3101 - Unassigned Fund Balance                   | 2,299,733                                   | 2,299,733                  | -                                         | -                | -                                         | -                                                          |
| <b>Total General Fund</b>                              | <b>121,278,875</b>                          | <b>14,923,604</b>          | <b>-</b>                                  | <b>-</b>         | <b>-</b>                                  | <b>106,355,271</b>                                         |
| <b>Special Revenue Funds</b>                           |                                             |                            |                                           |                  |                                           |                                                            |
| 002 - Road Fund                                        | 119,479                                     | -                          | -                                         | -                | -                                         | 119,479                                                    |
| 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                                  | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| 026 - NGEN Operations & Maintenance                    | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| <b>Total Special Revenue Funds</b>                     | <b>119,479</b>                              | <b>-</b>                   | <b>-</b>                                  | <b>-</b>         | <b>-</b>                                  | <b>119,479</b>                                             |
| <b>Capital Projects Funds</b>                          |                                             |                            |                                           |                  |                                           |                                                            |
| 401 - Facilities Projects                              | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| 402 - Capital Projects                                 | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| 403 - Capital Project Automation                       | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| 404 - Facility Master Plan Implementation              | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| 405 - NGEN Radio Project                               | -                                           | -                          | -                                         | -                | -                                         | -                                                          |
| <b>Total Capital Projects Funds</b>                    | <b>-</b>                                    | <b>-</b>                   | <b>-</b>                                  | <b>-</b>         | <b>-</b>                                  | <b>-</b>                                                   |
| <b>Total Governmental Funds</b>                        | <b>121,398,354</b>                          | <b>14,923,604</b>          | <b>-</b>                                  | <b>-</b>         | <b>-</b>                                  | <b>106,474,750</b>                                         |

**Schedule 5**  
**County of Monterey**  
**Summary of Additional Financing Sources by Source and Fund**  
**Governmental Funds**  
**Fiscal Year 2018-19**

| Source Classification                | Actual<br>2016-17    | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|--------------------------------------|----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Summarization by Source</b>       |                      |                              |                                     |                                |                                  |                                       |
| Current Secured Property Tax         | 90,970,882           | 97,254,040                   | 95,940,507                          | 101,738,030                    | 101,738,030                      | 4,483,990                             |
| Current Unsecured Property Tax       | 3,825,919            | 4,023,235                    | 3,969,336                           | 4,048,722                      | 4,048,722                        | 25,487                                |
| Taxes Other than Current Property    | 97,971,169           | 101,419,764                  | 104,032,446                         | 106,956,237                    | 106,656,236                      | 5,236,472                             |
| <b>Total Taxes:</b>                  | <b>\$192,767,970</b> | <b>\$202,697,039</b>         | <b>\$203,942,289</b>                | <b>\$212,742,989</b>           | <b>\$212,442,988</b>             | <b>\$9,745,949</b>                    |
| Licenses, Permits, and Franchises    | 21,679,158           | 22,817,868                   | 22,983,279                          | 24,091,981                     | 24,091,981                       | 1,274,113                             |
| Fines, Forfeitures, and Penalties    | 8,955,273            | 9,530,566                    | 9,521,891                           | 9,459,220                      | 9,459,220                        | (71,346)                              |
| Revenue from Use of Money & Property | 10,963,354           | 16,069,130                   | 16,516,636                          | 20,960,197                     | 20,960,197                       | 4,891,067                             |
| Intergovernmental Revenues           | 428,950,663          | 511,360,634                  | 515,336,235                         | 498,302,365                    | 495,226,186                      | (16,134,448)                          |
| Charges for Services                 | 77,400,407           | 85,246,685                   | 76,131,946                          | 87,331,890                     | 86,413,533                       | 1,166,848                             |
| Miscellaneous Revenues               | 7,470,178            | 10,858,033                   | 11,925,423                          | 7,933,593                      | 7,894,515                        | (2,963,518)                           |
| Other Financing Sources              | 182,507,904          | 188,316,415                  | 224,838,332                         | 187,427,351                    | 182,142,898                      | (6,173,517)                           |
| <b>Grand Total</b>                   | <b>\$930,694,906</b> | <b>\$1,046,896,370</b>       | <b>\$1,081,196,031</b>              | <b>\$1,048,249,586</b>         | <b>\$1,038,631,518</b>           | <b>(8,264,852)</b>                    |

**Schedule 6**  
**County of Monterey**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2018-19**

| Source Classification                                 | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>001 - General</b>                                  |                       |                              |                                     |                                |                                  |                                       |
| <b>Taxes</b>                                          |                       |                              |                                     |                                |                                  |                                       |
| 4010 - Property Tax - Current Secured                 | 84,216,131            | 88,608,837                   | 88,848,018                          | 93,493,801                     | 93,493,801                       | 4,884,964                             |
| 4015 - Property Tax - Current Unsecured               | 3,579,874             | 3,718,735                    | 3,715,909                           | 3,790,227                      | 3,790,227                        | 71,492                                |
| 4020 - Property Tax In-Lieu of VLF                    | 49,630,483            | 51,015,460                   | 52,360,160                          | 55,098,025                     | 55,098,025                       | 4,082,565                             |
| 4025 - Property Tax - Prior Secured                   | 799,289               | 1,110,992                    | 799,289                             | 799,289                        | 799,289                          | (311,703)                             |
| 4030 - Property Tax - Prior Unsecured                 | 36,809                | 34,804                       | 36,809                              | 36,809                         | 36,809                           | 2,005                                 |
| 4035 - Property Tax - Current Supplemental            | 1,793,066             | 1,646,468                    | 1,793,066                           | 1,972,372                      | 1,972,372                        | 325,904                               |
| 4040 - Property Tax - Prior Supplemental              | 73,363                | 66,420                       | 66,420                              | 66,420                         | 66,420                           | -                                     |
| 4050 - Sales and Use Taxes                            | 10,339,464            | 14,411,397                   | 10,877,116                          | 11,010,816                     | 11,010,816                       | (3,400,581)                           |
| 4090 - Other Property Taxes                           | 7,002,249             | 6,827,109                    | 6,827,109                           | 6,399,249                      | 6,399,249                        | (427,860)                             |
| 4100 - Transient Occupancy Tax                        | 21,279,324            | 21,578,455                   | 21,917,704                          | 21,921,960                     | 21,921,960                       | 343,505                               |
| 4110 - Real Property Transfer Tax                     | 3,184,566             | 2,815,240                    | 2,815,240                           | 3,008,786                      | 3,008,786                        | 193,546                               |
| 4120 - Other Taxes                                    | (1,120)               | 120                          | -                                   | 120                            | 120                              | -                                     |
| 4130 - Cannabis Tax                                   | 3,081,782             | 346,922                      | 346,922                             | 522,800                        | 374,676                          | 27,754                                |
| <b>Total Taxes</b>                                    | <b>\$ 185,015,280</b> | <b>\$ 192,180,959</b>        | <b>\$ 190,403,762</b>               | <b>\$ 198,120,674</b>          | <b>\$ 197,972,550</b>            | <b>\$ 5,791,591</b>                   |
| <b>Licenses, Permits, and Franchises</b>              |                       |                              |                                     |                                |                                  |                                       |
| 4200 - Animal Licenses                                | 161,126               | 192,000                      | 90,000                              | 170,000                        | 170,000                          | (22,000)                              |
| 4220 - Business Licenses                              | 4,155,137             | 4,361,459                    | 4,299,948                           | 4,739,885                      | 4,739,885                        | 378,426                               |
| 4230 - Construction Permits                           | 8,842,897             | 9,441,977                    | 10,382,453                          | 10,670,152                     | 10,670,152                       | 1,228,175                             |
| 4250 - Road Privileges and Permits                    | 120,105               | 117,122                      | 173,587                             | 181,752                        | 181,752                          | 64,630                                |
| 4260 - Zoning Permits                                 | 1,412,503             | 1,401,165                    | 1,410,606                           | 1,549,284                      | 1,549,284                        | 148,119                               |
| 4270 - Franchises                                     | 6,038,572             | 6,098,304                    | 5,825,782                           | 5,847,601                      | 5,847,601                        | (250,703)                             |
| 4300 - Other Licenses and Permits                     | 423,388               | 416,160                      | 415,222                             | 843,307                        | 843,307                          | 427,147                               |
| <b>Total Licenses, Permits, and Franchises</b>        | <b>\$ 21,153,727</b>  | <b>\$ 22,028,187</b>         | <b>\$ 22,597,598</b>                | <b>\$ 24,001,981</b>           | <b>\$ 24,001,981</b>             | <b>\$ 1,973,794</b>                   |
| <b>Fines, Forfeitures, and Penalties</b>              |                       |                              |                                     |                                |                                  |                                       |
| 4400 - Vehicle Code Fines                             | 1,314,026             | 1,233,355                    | 1,237,571                           | 1,184,257                      | 1,184,257                        | (49,098)                              |
| 4450 - Other Court Fines                              | 229,299               | 304,330                      | 268,330                             | 280,080                        | 280,080                          | (24,250)                              |
| 4500 - Forfeitures and Penalties                      | 4,111,509             | 4,726,202                    | 4,871,832                           | 4,596,801                      | 4,596,801                        | (129,401)                             |
| 4550 - Penalties and Costs on Delinquent Taxes        | 2,490,598             | 2,202,996                    | 2,200,475                           | 2,490,886                      | 2,490,886                        | 287,890                               |
| <b>Total Fines, Forfeitures, and Penalties</b>        | <b>\$ 8,145,432</b>   | <b>\$ 8,466,883</b>          | <b>\$ 8,578,208</b>                 | <b>\$ 8,552,024</b>            | <b>\$ 8,552,024</b>              | <b>\$ 85,141</b>                      |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 2,520,016             | 1,623,876                    | 1,623,646                           | 2,108,229                      | 2,108,229                        | 484,353                               |
| 4650 - Interest on Notes Receivable                   | 178                   | -                            | -                                   | -                              | -                                | -                                     |
| 4675 - Rents and Concessions                          | 7,804,878             | 14,042,557                   | 14,187,046                          | 18,228,106                     | 18,228,106                       | 4,185,549                             |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 10,325,072</b>  | <b>\$ 15,666,433</b>         | <b>\$ 15,810,692</b>                | <b>\$ 20,336,335</b>           | <b>\$ 20,336,335</b>             | <b>\$ 4,669,902</b>                   |
| <b>Intergovernmental Revenues</b>                     |                       |                              |                                     |                                |                                  |                                       |
| 4820 - Vehicle License Fee                            | 163,475               | 806,334                      | -                                   | -                              | -                                | (806,334)                             |
| 4900 - State Aid - Public Assistance Administration   | 36,354,696            | 37,483,262                   | 35,591,431                          | 36,897,937                     | 36,798,119                       | (685,143)                             |
| 4910 - State Aid - Public Assistance Programs         | 6,885,677             | 5,350,982                    | 4,245,216                           | 4,157,533                      | 4,157,533                        | (1,193,449)                           |
| 4940 - California Children's Services                 | (38,185)              | -                            | (23,598)                            | -                              | -                                | -                                     |
| 4975 - State Aid - Health Programs                    | 3,001,862             | 3,218,136                    | 2,913,299                           | 3,484,596                      | 3,484,596                        | 266,460                               |
| 4985 - Tobacco Program (Prop 99)                      | 179,226               | 782,982                      | 411,066                             | 435,558                        | 435,558                          | (347,424)                             |
| 5000 - State Aid - Agriculture                        | 4,911,609             | 4,641,483                    | 4,641,483                           | 5,029,160                      | 5,029,160                        | 387,677                               |
| 5010 - State Aid - Construction Capital Grants        | 50,843                | 185,000                      | 185,000                             | -                              | -                                | (185,000)                             |
| 5025 - State Veterans' Affairs                        | 133,856               | 122,364                      | 130,293                             | 133,722                        | 133,722                          | 11,358                                |
| 5030 - Homeowners Property Tax Relief                 | 448,594               | 449,725                      | 448,594                             | 448,594                        | 448,594                          | (1,131)                               |
| 5035 - Public Safety - Sales Tax                      | 32,604,777            | 34,028,167                   | 33,917,827                          | 34,467,433                     | 34,467,433                       | 439,266                               |
| 5050 - Other State Aid                                | 9,846,268             | 12,291,070                   | 8,342,241                           | 10,386,173                     | 10,315,993                       | (1,975,077)                           |
| 5075 - SB 90 Reimbursements                           | (27,291)              | -                            | -                                   | -                              | -                                | -                                     |
| 5095 - Peace Officer Training (Post)                  | 2,628                 | 90,000                       | 90,000                              | 90,000                         | 90,000                           | -                                     |
| 5100 - Federal - In-Lieu Taxes                        | 920,949               | 875,758                      | 875,758                             | 920,949                        | 920,949                          | 45,191                                |
| 5200 - Federal Aid - Public Assistance Administration | 51,037,427            | 64,491,690                   | 62,946,750                          | 64,934,237                     | 64,308,427                       | (183,263)                             |
| 5225 - Federal Aid - Public Assistance Programs       | 21,839,873            | 25,100,117                   | 20,685,752                          | 22,089,035                     | 22,089,035                       | (3,011,082)                           |
| 5290 - Federal Aid Other                              | 22,481,738            | 19,279,937                   | 19,422,662                          | 19,163,587                     | 18,316,329                       | (963,608)                             |
| 5350 - Aid - Other Governmental Agencies              | 1,048,270             | 1,022,083                    | 977,836                             | 1,285,788                      | 1,285,788                        | 263,705                               |
| 5355 - Aid from City/County                           | 164,000               | -                            | 164,000                             | 164,000                        | 164,000                          | 164,000                               |
| 5360 - Aid from Special District/JPA                  | 453                   | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 192,010,745</b> | <b>\$ 210,219,090</b>        | <b>\$ 195,965,610</b>               | <b>\$ 204,088,302</b>          | <b>\$ 202,445,236</b>            | <b>\$ (7,773,854)</b>                 |
| <b>Charges for Services</b>                           |                       |                              |                                     |                                |                                  |                                       |
| 5400 - Assessment and Tax Collection Fees             | 2,945,625             | 3,042,789                    | 3,022,890                           | 3,244,158                      | 3,244,158                        | 201,369                               |
| 5415 - Special Assessments                            | 175                   | -                            | -                                   | -                              | -                                | -                                     |
| 5430 - Auditing and Accounting Fees                   | 1,073,978             | 1,287,196                    | 1,266,538                           | 1,298,282                      | 1,298,282                        | 11,086                                |
| 5445 - Communication Services                         | 7,230,991             | 6,947,825                    | 6,780,362                           | 6,682,471                      | 6,017,579                        | (930,246)                             |

| Source Classification                                 | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| 5460 - Election Services                              | 2,319,383             | 400,000                      | 300,000                             | 1,145,635                      | 1,145,635                        | 745,635                               |
| 5475 - Legal Services                                 | 363,364               | 343,786                      | 398,786                             | 280,035                        | 280,035                          | (63,751)                              |
| 5505 - Planning and Engineering Services              | 1,119,678             | 830,653                      | 905,094                             | 1,242,103                      | 1,242,103                        | 411,450                               |
| 5520 - Agricultural Services                          | 2,220,019             | 2,055,446                    | 2,006,300                           | 2,196,832                      | 2,196,832                        | 141,386                               |
| 5535 - Civil Process Services                         | 3,532,882             | 4,139,197                    | 3,669,137                           | 4,212,101                      | 4,212,101                        | 72,904                                |
| 5550 - Estate Fees                                    | 61,510                | 60,000                       | 60,000                              | 140,000                        | 140,000                          | 80,000                                |
| 5560 - Humane Services                                | 6,795                 | 2,000                        | 4,418                               | 6,000                          | 6,000                            | 4,000                                 |
| 5570 - Law Enforcement Services                       | 2,898,879             | 3,328,590                    | 3,470,590                           | 3,789,241                      | 3,736,111                        | 407,521                               |
| 5580 - Recording Fees                                 | 3,226,185             | 2,896,277                    | 2,899,291                           | 2,787,291                      | 2,787,291                        | (108,986)                             |
| 5600 - Health Fees                                    | 34,899,764            | 45,851,091                   | 36,456,436                          | 46,683,770                     | 46,483,435                       | 632,344                               |
| 5640 - Mental Health Fees                             | 5,135                 | 8,400                        | 8,400                               | 8,400                          | 8,400                            | -                                     |
| 5660 - Children's Services                            | 625                   | 898                          | 954                                 | 1,103                          | 1,103                            | 205                                   |
| 5685 - Adoption Fees                                  | 53,662                | 70,000                       | 35,000                              | 109,395                        | 109,395                          | 39,395                                |
| 5690 - Institutional Care and Services                | 1,048,227             | 1,075,000                    | 991,525                             | 830,000                        | 830,000                          | (245,000)                             |
| 5700 - Educational Services                           | 80                    | -                            | -                                   | -                              | -                                | -                                     |
| 5730 - Park and Recreation Services                   | 2,314,296             | 999,273                      | 999,273                             | 1,099,200                      | 1,099,200                        | 99,927                                |
| 5750 - Other Services                                 | 8,176,542             | 7,036,028                    | 7,792,696                           | 6,829,518                      | 6,829,518                        | (206,510)                             |
| <b>Total Charges for Services</b>                     | <b>\$ 73,497,794</b>  | <b>\$ 80,374,449</b>         | <b>\$ 71,067,690</b>                | <b>\$ 82,585,535</b>           | <b>\$ 81,667,178</b>             | <b>\$ 1,292,729</b>                   |
| <b>Miscellaneous Revenues</b>                         |                       |                              |                                     |                                |                                  |                                       |
| 5800 - Other Taxable Sales                            | 2,737                 | 22,175                       | 22,709                              | 2,000                          | 2,000                            | (20,175)                              |
| 5850 - Developer Reimbursements                       | 26,274                | -                            | -                                   | -                              | -                                | -                                     |
| 5855 - Other Reimbursement                            | 552,301               | 682,746                      | 1,824,779                           | 179,025                        | 179,025                          | (503,721)                             |
| 5860 - Tobacco Settlement                             | 3,679,414             | 3,506,261                    | 3,679,414                           | 3,679,414                      | 3,679,414                        | 173,153                               |
| 5870 - Miscellaneous Revenues                         | 2,205,668             | 3,629,304                    | 3,487,511                           | 2,418,717                      | 2,379,639                        | (1,249,665)                           |
| 5980 - Contributions                                  | 165,487               | 212,674                      | 132,610                             | 99,972                         | 99,972                           | (112,702)                             |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 6,631,882</b>   | <b>\$ 8,053,160</b>          | <b>\$ 9,147,023</b>                 | <b>\$ 6,379,128</b>            | <b>\$ 6,340,050</b>              | <b>\$ (1,713,110)</b>                 |
| <b>Other Financing Sources</b>                        |                       |                              |                                     |                                |                                  |                                       |
| 5900 - Sale of Capital Assets                         | 208,049               | -                            | 8,725                               | -                              | -                                | -                                     |
| 5940 - Operating Transfers In                         | 83,315,133            | 99,906,688                   | 103,330,278                         | 114,134,507                    | 109,150,054                      | 9,243,366                             |
| 5956 - Lease Proceeds                                 | 15,593,133            | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Other Financing Sources</b>                  | <b>\$ 99,116,314</b>  | <b>\$ 99,906,688</b>         | <b>\$ 103,339,003</b>               | <b>\$ 114,134,507</b>          | <b>\$ 109,150,054</b>            | <b>\$ 9,243,366</b>                   |
| <b>Total 001 - General</b>                            | <b>\$ 595,896,246</b> | <b>\$ 636,895,849</b>        | <b>\$ 616,909,586</b>               | <b>\$ 658,198,486</b>          | <b>\$ 650,465,408</b>            | <b>\$ 13,569,559</b>                  |
| <b>002 - Road Fund</b>                                |                       |                              |                                     |                                |                                  |                                       |
| <b>Taxes</b>                                          |                       |                              |                                     |                                |                                  |                                       |
| 4050 - Sales and Use Taxes                            | -                     | 1,037,127                    | 5,719,138                           | 5,636,651                      | 5,484,774                        | 4,447,647                             |
| <b>Total Taxes</b>                                    | <b>\$ -</b>           | <b>\$ 1,037,127</b>          | <b>\$ 5,719,138</b>                 | <b>\$ 5,636,651</b>            | <b>\$ 5,484,774</b>              | <b>\$ 4,447,647</b>                   |
| <b>Licenses, Permits, and Franchises</b>              |                       |                              |                                     |                                |                                  |                                       |
| 4250 - Road Privileges and Permits                    | 525,431               | 789,681                      | 385,681                             | 90,000                         | 90,000                           | (699,681)                             |
| <b>Total Licenses, Permits, and Franchises</b>        | <b>\$ 525,431</b>     | <b>\$ 789,681</b>            | <b>\$ 385,681</b>                   | <b>\$ 90,000</b>               | <b>\$ 90,000</b>                 | <b>\$ (699,681)</b>                   |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | (43,439)              | 7,735                        | 10,585                              | 20,235                         | 20,235                           | 12,500                                |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ (43,439)</b>    | <b>\$ 7,735</b>              | <b>\$ 10,585</b>                    | <b>\$ 20,235</b>               | <b>\$ 20,235</b>                 | <b>\$ 12,500</b>                      |
| <b>Intergovernmental Revenues</b>                     |                       |                              |                                     |                                |                                  |                                       |
| 4800 - State Highway Users Tax                        | 8,158,554             | 9,113,892                    | 11,363,985                          | 13,490,448                     | 13,490,448                       | 4,376,556                             |
| 5010 - State Aid - Construction Capital Grants        | 1,008,974             | 10,806,934                   | 3,321,410                           | 1,223,921                      | 1,223,921                        | (9,583,013)                           |
| 5011 - State Aid - Construction Operating Grants      | -                     | 725,486                      | 725,486                             | 725,486                        | 725,486                          | -                                     |
| 5250 - Federal Aid - Construction Capital Grants      | -                     | -                            | -                                   | 151,877                        | 151,877                          | 151,877                               |
| 5251 - Federal Aid - Construction Capital Grants      | 3,149,974             | 11,110,785                   | 23,490,428                          | 9,042,560                      | 9,042,560                        | (2,068,225)                           |
| 5260 - Federal Aid - Disaster Relief                  | 35,322                | -                            | -                                   | -                              | -                                | -                                     |
| 5270 - Federal Aid - Forest Reserve Revenue           | 19,772                | 15,069                       | 15,069                              | 15,069                         | 15,069                           | -                                     |
| 5350 - Aid - Other Governmental Agencies              | 37,688                | -                            | 36,595                              | 36,595                         | 36,595                           | 36,595                                |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 12,410,285</b>  | <b>\$ 31,772,166</b>         | <b>\$ 38,952,973</b>                | <b>\$ 24,685,956</b>           | <b>\$ 24,685,956</b>             | <b>\$ (7,086,210)</b>                 |
| <b>Charges for Services</b>                           |                       |                              |                                     |                                |                                  |                                       |
| 5750 - Other Services                                 | 1,329,177             | 1,793,312                    | 1,987,021                           | 1,616,184                      | 1,616,184                        | (177,128)                             |
| <b>Total Charges for Services</b>                     | <b>\$ 1,329,177</b>   | <b>\$ 1,793,312</b>          | <b>\$ 1,987,021</b>                 | <b>\$ 1,616,184</b>            | <b>\$ 1,616,184</b>              | <b>\$ (177,128)</b>                   |
| <b>Miscellaneous Revenues</b>                         |                       |                              |                                     |                                |                                  |                                       |
| 5855 - Other Reimbursement                            | -                     | 2,185,000                    | 2,051,057                           | 925,306                        | 925,306                          | (1,259,694)                           |
| 5870 - Miscellaneous Revenues                         | 4,853                 | 5,944                        | 5,944                               | 6,143                          | 6,143                            | 199                                   |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 4,853</b>       | <b>\$ 2,190,944</b>          | <b>\$ 2,057,001</b>                 | <b>\$ 931,449</b>              | <b>\$ 931,449</b>                | <b>\$ (1,259,495)</b>                 |
| <b>Other Financing Sources</b>                        |                       |                              |                                     |                                |                                  |                                       |
| 5900 - Sale of Capital Assets                         | -                     | -                            | 1,665                               | -                              | -                                | -                                     |
| 5940 - Operating Transfers In                         | 14,997,076            | 5,480,243                    | 7,095,703                           | 11,528,400                     | 11,528,400                       | 6,048,157                             |
| <b>Total Other Financing Sources</b>                  | <b>\$ 14,997,076</b>  | <b>\$ 5,480,243</b>          | <b>\$ 7,097,368</b>                 | <b>\$ 11,528,400</b>           | <b>\$ 11,528,400</b>             | <b>\$ 6,048,157</b>                   |
| <b>Total 002 - Road Fund</b>                          | <b>\$ 29,223,382</b>  | <b>\$ 43,071,208</b>         | <b>\$ 56,209,767</b>                | <b>\$ 44,508,875</b>           | <b>\$ 44,356,998</b>             | <b>\$ 1,285,790</b>                   |

| Source Classification                                 | Actual<br>2016-17   | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------------|---------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>003 - Library Fund</b>                             |                     |                              |                                     |                                |                                  |                                       |
| <b>Taxes</b>                                          |                     |                              |                                     |                                |                                  |                                       |
| 4010 - Property Tax - Current Secured                 | 6,754,751           | 8,645,203                    | 7,092,489                           | 8,244,229                      | 8,244,229                        | (400,974)                             |
| 4015 - Property Tax - Current Unsecured               | 246,046             | 304,500                      | 253,427                             | 258,495                        | 258,495                          | (46,005)                              |
| 4025 - Property Tax - Prior Secured                   | 63,596              | 121,800                      | 72,926                              | 74,384                         | 74,384                           | (47,416)                              |
| 4030 - Property Tax - Prior Unsecured                 | 2,933               | 3,200                        | 2,933                               | 2,991                          | 2,991                            | (209)                                 |
| 4035 - Property Tax - Current Supplemental            | 139,872             | 142,100                      | 139,872                             | 142,669                        | 142,669                          | 569                                   |
| 4040 - Property Tax - Prior Supplemental              | 5,742               | 10,150                       | 5,742                               | 5,856                          | 5,856                            | (4,294)                               |
| 4090 - Other Property Taxes                           | 539,751             | 252,000                      | 252,000                             | 257,040                        | 257,040                          | 5,040                                 |
| <b>Total Taxes</b>                                    | <b>\$ 7,752,691</b> | <b>\$ 9,478,953</b>          | <b>\$ 7,819,389</b>                 | <b>\$ 8,985,664</b>            | <b>\$ 8,985,664</b>              | <b>\$ (493,289)</b>                   |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 3,611               | 3,150                        | 1,018                               | 1,038                          | 1,038                            | (2,112)                               |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 3,611</b>     | <b>\$ 3,150</b>              | <b>\$ 1,018</b>                     | <b>\$ 1,038</b>                | <b>\$ 1,038</b>                  | <b>\$ (2,112)</b>                     |
| <b>Intergovernmental Revenues</b>                     |                     |                              |                                     |                                |                                  |                                       |
| 5030 - Homeowners Property Tax Relief                 | 35,491              | 35,525                       | 35,491                              | 36,200                         | 36,200                           | 675                                   |
| 5050 - Other State Aid                                | 33,000              | 50,750                       | 50,750                              | 51,765                         | 51,765                           | 1,015                                 |
| 5325 - Other In-Lieu Taxes                            | -                   | 253,750                      | 253,750                             | 258,825                        | 258,825                          | 5,075                                 |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 68,491</b>    | <b>\$ 340,025</b>            | <b>\$ 339,991</b>                   | <b>\$ 346,790</b>              | <b>\$ 346,790</b>                | <b>\$ 6,765</b>                       |
| <b>Charges for Services</b>                           |                     |                              |                                     |                                |                                  |                                       |
| 5725 - Library Services                               | 155,139             | 145,000                      | 155,145                             | 158,247                        | 158,247                          | 13,247                                |
| <b>Total Charges for Services</b>                     | <b>\$ 155,139</b>   | <b>\$ 145,000</b>            | <b>\$ 155,145</b>                   | <b>\$ 158,247</b>              | <b>\$ 158,247</b>                | <b>\$ 13,247</b>                      |
| <b>Miscellaneous Revenues</b>                         |                     |                              |                                     |                                |                                  |                                       |
| 5870 - Miscellaneous Revenues                         | 9                   | -                            | -                                   | -                              | -                                | -                                     |
| 5980 - Contributions                                  | 242,697             | 300,000                      | 250,000                             | 255,000                        | 255,000                          | (45,000)                              |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 242,706</b>   | <b>\$ 300,000</b>            | <b>\$ 250,000</b>                   | <b>\$ 255,000</b>              | <b>\$ 255,000</b>                | <b>\$ (45,000)</b>                    |
| <b>Other Financing Sources</b>                        |                     |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 1,005,812           | 400,000                      | 230,921                             | 535,539                        | 235,539                          | (164,461)                             |
| <b>Total Other Financing Sources</b>                  | <b>\$ 1,005,812</b> | <b>\$ 400,000</b>            | <b>\$ 230,921</b>                   | <b>\$ 535,539</b>              | <b>\$ 235,539</b>                | <b>\$ (164,461)</b>                   |
| <b>Total 003 - Library Fund</b>                       | <b>\$ 9,228,450</b> | <b>\$ 10,667,128</b>         | <b>\$ 8,796,464</b>                 | <b>\$ 10,282,278</b>           | <b>\$ 9,982,278</b>              | <b>\$ (684,850)</b>                   |
| <b>005 - In-Home Support Services</b>                 |                     |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 577                 | -                            | (195)                               | -                              | -                                | -                                     |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 577</b>       | <b>\$ -</b>                  | <b>\$ (195)</b>                     | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Intergovernmental Revenues</b>                     |                     |                              |                                     |                                |                                  |                                       |
| 4910 - State Aid - Public Assistance Programs         | 295,286             | 521,594                      | 338,200                             | 156,142                        | 155,641                          | (365,953)                             |
| 5290 - Federal Aid Other                              | 269,689             | 495,159                      | 495,342                             | 380,149                        | 380,149                          | (115,010)                             |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 564,976</b>   | <b>\$ 1,016,753</b>          | <b>\$ 833,542</b>                   | <b>\$ 536,291</b>              | <b>\$ 535,790</b>                | <b>\$ (480,963)</b>                   |
| <b>Other Financing Sources</b>                        |                     |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 382                 | 448                          | 158,409                             | 255,092                        | 255,092                          | 254,644                               |
| <b>Total Other Financing Sources</b>                  | <b>\$ 382</b>       | <b>\$ 448</b>                | <b>\$ 158,409</b>                   | <b>\$ 255,092</b>              | <b>\$ 255,092</b>                | <b>\$ 254,644</b>                     |
| <b>Total 005 - In-Home Support Services</b>           | <b>\$ 565,935</b>   | <b>\$ 1,017,201</b>          | <b>\$ 991,756</b>                   | <b>\$ 791,383</b>              | <b>\$ 790,882</b>                | <b>\$ (226,319)</b>                   |
| <b>006 - Fish &amp; Game Propagation Fund</b>         |                     |                              |                                     |                                |                                  |                                       |
| <b>Fines, Forfeitures, and Penalties</b>              |                     |                              |                                     |                                |                                  |                                       |
| 4450 - Other Court Fines                              | 13,691              | 13,683                       | 13,683                              | 7,196                          | 7,196                            | (6,487)                               |
| <b>Total Fines, Forfeitures, and Penalties</b>        | <b>\$ 13,691</b>    | <b>\$ 13,683</b>             | <b>\$ 13,683</b>                    | <b>\$ 7,196</b>                | <b>\$ 7,196</b>                  | <b>\$ (6,487)</b>                     |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 959                 | 581                          | 581                                 | 791                            | 791                              | 210                                   |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 959</b>       | <b>\$ 581</b>                | <b>\$ 581</b>                       | <b>\$ 791</b>                  | <b>\$ 791</b>                    | <b>\$ 210</b>                         |
| <b>Other Financing Sources</b>                        |                     |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 13,303              | 10,500                       | 10,500                              | 10,500                         | 10,500                           | -                                     |
| <b>Total Other Financing Sources</b>                  | <b>\$ 13,303</b>    | <b>\$ 10,500</b>             | <b>\$ 10,500</b>                    | <b>\$ 10,500</b>               | <b>\$ 10,500</b>                 | <b>\$ -</b>                           |
| <b>Total 006 - Fish &amp; Game Propagation Fund</b>   | <b>\$ 27,952</b>    | <b>\$ 24,764</b>             | <b>\$ 24,764</b>                    | <b>\$ 18,487</b>               | <b>\$ 18,487</b>                 | <b>\$ (6,277)</b>                     |
| <b>007 - OET</b>                                      |                     |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | (1,292)             | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ (1,292)</b>   | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |



| Source Classification                                 | Actual<br>2016-17   | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------------|---------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Intergovernmental Revenues</b>                     |                     |                              |                                     |                                |                                  |                                       |
| 5290 - Federal Aid Other                              | 6,479,176           | -                            | -                                   | -                              | -                                | -                                     |
| 5291 - Federal Aid Other                              | 329,149             | -                            | -                                   | -                              | -                                | -                                     |
| 5350 - Aid - Other Governmental Agencies              | 99,192              | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 6,907,517</b> | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Miscellaneous Revenues</b>                         |                     |                              |                                     |                                |                                  |                                       |
| 5870 - Miscellaneous Revenues                         | 815                 | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 815</b>       | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Other Financing Sources</b>                        |                     |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 1,199,387           | 2,852,968                    | 2,345,787                           | -                              | -                                | (2,852,968)                           |
| <b>Total Other Financing Sources</b>                  | <b>\$ 1,199,387</b> | <b>\$ 2,852,968</b>          | <b>\$ 2,345,787</b>                 | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ (2,852,968)</b>                 |
| <b>Total 007 - WIB-OET</b>                            | <b>\$ 8,106,427</b> | <b>\$ 2,852,968</b>          | <b>\$ 2,345,787</b>                 | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ (2,852,968)</b>                 |
| <b>008 - Community Action Partnership</b>             |                     |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 83                  | -                            | 494                                 | -                              | -                                | -                                     |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 83</b>        | <b>\$ -</b>                  | <b>\$ 494</b>                       | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Intergovernmental Revenues</b>                     |                     |                              |                                     |                                |                                  |                                       |
| 5290 - Federal Aid Other                              | 516,959             | 568,414                      | 535,351                             | 557,862                        | 557,580                          | (10,834)                              |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 516,959</b>   | <b>\$ 568,414</b>            | <b>\$ 535,351</b>                   | <b>\$ 557,862</b>              | <b>\$ 557,580</b>                | <b>\$ (10,834)</b>                    |
| <b>Miscellaneous Revenues</b>                         |                     |                              |                                     |                                |                                  |                                       |
| 5870 - Miscellaneous Revenues                         | (93)                | -                            | 93                                  | -                              | -                                | -                                     |
| 5980 - Contributions                                  | 300                 | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 207</b>       | <b>\$ -</b>                  | <b>\$ 93</b>                        | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Other Financing Sources</b>                        |                     |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 153                 | 149                          | 594                                 | 698                            | 698                              | 549                                   |
| <b>Total Other Financing Sources</b>                  | <b>\$ 153</b>       | <b>\$ 149</b>                | <b>\$ 594</b>                       | <b>\$ 698</b>                  | <b>\$ 698</b>                    | <b>\$ 549</b>                         |
| <b>Total 008 - Community Action Partnership</b>       | <b>\$ 517,401</b>   | <b>\$ 568,563</b>            | <b>\$ 536,532</b>                   | <b>\$ 558,560</b>              | <b>\$ 558,278</b>                | <b>\$ (10,285)</b>                    |
| <b>009 - Inclusionary Housing</b>                     |                     |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 8,444               | 6,000                        | 8,000                               | 10,000                         | 10,000                           | 4,000                                 |
| 4650 - Interest on Notes Receivable                   | 40,158              | 6,000                        | 20,000                              | 15,000                         | 15,000                           | 9,000                                 |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 48,602</b>    | <b>\$ 12,000</b>             | <b>\$ 28,000</b>                    | <b>\$ 25,000</b>               | <b>\$ 25,000</b>                 | <b>\$ 13,000</b>                      |
| <b>Charges for Services</b>                           |                     |                              |                                     |                                |                                  |                                       |
| 5750 - Other Services                                 | 170,545             | 4,500                        | 9,000                               | 7,500                          | 7,500                            | 3,000                                 |
| <b>Total Charges for Services</b>                     | <b>\$ 170,545</b>   | <b>\$ 4,500</b>              | <b>\$ 9,000</b>                     | <b>\$ 7,500</b>                | <b>\$ 7,500</b>                  | <b>\$ 3,000</b>                       |
| <b>Miscellaneous Revenues</b>                         |                     |                              |                                     |                                |                                  |                                       |
| 5960 - Loan Repayment                                 | -                   | 20,000                       | -                                   | -                              | -                                | (20,000)                              |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ -</b>         | <b>\$ 20,000</b>             | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ (20,000)</b>                    |
| <b>Total 009 - Inclusionary Housing</b>               | <b>\$ 219,148</b>   | <b>\$ 36,500</b>             | <b>\$ 37,000</b>                    | <b>\$ 32,500</b>               | <b>\$ 32,500</b>                 | <b>\$ (4,000)</b>                     |
| <b>011 - Economic Development Program</b>             |                     |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 850                 | 400                          | 240                                 | 200                            | 200                              | (200)                                 |
| 4650 - Interest on Notes Receivable                   | 39,069              | 100,000                      | 100,000                             | 100,000                        | 100,000                          | -                                     |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 39,920</b>    | <b>\$ 100,400</b>            | <b>\$ 100,240</b>                   | <b>\$ 100,200</b>              | <b>\$ 100,200</b>                | <b>\$ (200)</b>                       |
| <b>Charges for Services</b>                           |                     |                              |                                     |                                |                                  |                                       |
| 5750 - Other Services                                 | -                   | 50,000                       | 50,000                              | 50,000                         | 50,000                           | -                                     |
| <b>Total Charges for Services</b>                     | <b>\$ -</b>         | <b>\$ 50,000</b>             | <b>\$ 50,000</b>                    | <b>\$ 50,000</b>               | <b>\$ 50,000</b>                 | <b>\$ -</b>                           |
| <b>Miscellaneous Revenues</b>                         |                     |                              |                                     |                                |                                  |                                       |
| 5870 - Miscellaneous Revenues                         | 1,813               | -                            | -                                   | -                              | -                                | -                                     |
| 5960 - Loan Repayment                                 | -                   | 125,000                      | -                                   | -                              | -                                | (125,000)                             |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 1,813</b>     | <b>\$ 125,000</b>            | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ (125,000)</b>                   |
| <b>Total 011 - Economic Development Program</b>       | <b>\$ 41,732</b>    | <b>\$ 275,400</b>            | <b>\$ 150,240</b>                   | <b>\$ 150,200</b>              | <b>\$ 150,200</b>                | <b>\$ (125,200)</b>                   |
| <b>013 - Community Development Fund</b>               |                     |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                     |                              |                                     |                                |                                  |                                       |

| Source Classification                                 | Actual<br>2016-17    | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------------|----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| 4600 - Investment Income                              | 9,491                | 5,000                        | 10,000                              | 5,000                          | 5,000                            | -                                     |
| 4650 - Interest on Notes Receivable                   | 54,725               | 8,000                        | 10,000                              | 10,000                         | 10,000                           | 2,000                                 |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 64,216</b>     | <b>\$ 13,000</b>             | <b>\$ 20,000</b>                    | <b>\$ 15,000</b>               | <b>\$ 15,000</b>                 | <b>\$ 2,000</b>                       |
| <b>Intergovernmental Revenues</b>                     |                      |                              |                                     |                                |                                  |                                       |
| 5290 - Federal Aid Other                              | 1,135,371            | 1,156,760                    | 1,156,760                           | 1,376,025                      | 1,376,025                        | 219,265                               |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 1,135,371</b>  | <b>\$ 1,156,760</b>          | <b>\$ 1,156,760</b>                 | <b>\$ 1,376,025</b>            | <b>\$ 1,376,025</b>              | <b>\$ 219,265</b>                     |
| <b>Miscellaneous Revenues</b>                         |                      |                              |                                     |                                |                                  |                                       |
| 5960 - Loan Repayment                                 | (619)                | 41,900                       | -                                   | -                              | -                                | (41,900)                              |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ (619)</b>      | <b>\$ 41,900</b>             | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ (41,900)</b>                    |
| <b>Total 013 - Community Development Fund</b>         | <b>\$ 1,198,969</b>  | <b>\$ 1,211,660</b>          | <b>\$ 1,176,760</b>                 | <b>\$ 1,391,025</b>            | <b>\$ 1,391,025</b>              | <b>\$ 179,365</b>                     |
| <b><u>016 - Emergency Medical Service Fund</u></b>    |                      |                              |                                     |                                |                                  |                                       |
| <b>Fines, Forfeitures, and Penalties</b>              |                      |                              |                                     |                                |                                  |                                       |
| 4450 - Other Court Fines                              | 602,984              | 850,000                      | 750,000                             | 750,000                        | 750,000                          | (100,000)                             |
| <b>Total Fines, Forfeitures, and Penalties</b>        | <b>\$ 602,984</b>    | <b>\$ 850,000</b>            | <b>\$ 750,000</b>                   | <b>\$ 750,000</b>              | <b>\$ 750,000</b>                | <b>\$ (100,000)</b>                   |
| <b>Revenue from Use of Money &amp; Property</b>       |                      |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 13,538               | 3,500                        | 7,000                               | 7,000                          | 7,000                            | 3,500                                 |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 13,538</b>     | <b>\$ 3,500</b>              | <b>\$ 7,000</b>                     | <b>\$ 7,000</b>                | <b>\$ 7,000</b>                  | <b>\$ 3,500</b>                       |
| <b>Miscellaneous Revenues</b>                         |                      |                              |                                     |                                |                                  |                                       |
| 5855 - Other Reimbursement                            | -                    | -                            | -                                   | 10,000                         | 10,000                           | 10,000                                |
| 5870 - Miscellaneous Revenues                         | 7,244                | 5,000                        | 5,000                               | 5,000                          | 5,000                            | -                                     |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 7,244</b>      | <b>\$ 5,000</b>              | <b>\$ 5,000</b>                     | <b>\$ 15,000</b>               | <b>\$ 15,000</b>                 | <b>\$ 10,000</b>                      |
| <b>Total 016 - Emergency Medical Service Fund</b>     | <b>\$ 623,766</b>    | <b>\$ 858,500</b>            | <b>\$ 762,000</b>                   | <b>\$ 772,000</b>              | <b>\$ 772,000</b>                | <b>\$ (86,500)</b>                    |
| <b><u>021 - Workforce Development Board</u></b>       |                      |                              |                                     |                                |                                  |                                       |
| <b>Intergovernmental Revenues</b>                     |                      |                              |                                     |                                |                                  |                                       |
| 5050 - Other State Aid                                | -                    | -                            | -                                   | 1,660,000                      | 1,660,000                        | 1,660,000                             |
| 5290 - Federal Aid Other                              | -                    | 8,094,480                    | 7,430,724                           | 5,998,146                      | 5,998,146                        | (2,096,334)                           |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ -</b>          | <b>\$ 8,094,480</b>          | <b>\$ 7,430,724</b>                 | <b>\$ 7,658,146</b>            | <b>\$ 7,658,146</b>              | <b>\$ (436,334)</b>                   |
| <b>Other Financing Sources</b>                        |                      |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | -                    | 661,807                      | 661,807                             | 669,755                        | 669,755                          | 7,948                                 |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ -</b>          | <b>\$ 661,807</b>            | <b>\$ 661,807</b>                   | <b>\$ 669,755</b>              | <b>\$ 669,755</b>                | <b>\$ 7,948</b>                       |
| <b>Total 021 - Workforce Development Board</b>        | <b>\$ -</b>          | <b>\$ 8,756,287</b>          | <b>\$ 8,092,531</b>                 | <b>\$ 8,327,901</b>            | <b>\$ 8,327,901</b>              | <b>\$ (428,386)</b>                   |
| <b><u>022 - Local Revenue Fund</u></b>                |                      |                              |                                     |                                |                                  |                                       |
| <b>Intergovernmental Revenues</b>                     |                      |                              |                                     |                                |                                  |                                       |
| 4920 - Realignment - Social Services                  | 18,025,631           | 18,604,340                   | 18,254,577                          | 19,824,471                     | 19,824,471                       | 1,220,131                             |
| 4960 - Realignment - Mental Health                    | 16,912,836           | 13,500,000                   | 15,637,876                          | 14,000,000                     | 14,000,000                       | 500,000                               |
| 5035 - Public Safety - Sales Tax                      | 24,596,730           | 21,177,482                   | 21,177,482                          | 23,837,428                     | 23,837,428                       | 2,659,946                             |
| 5040 - Citizens Option for Public Safety Funds        |                      | 250,000                      | 250,000                             | 350,000                        | 350,000                          | 100,000                               |
| 5050 - Other State Aid                                |                      | 5,750,000                    | 5,621,804                           | 5,800,000                      | 5,800,000                        | 50,000                                |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 59,535,197</b> | <b>\$ 59,281,822</b>         | <b>\$ 60,941,739</b>                | <b>\$ 63,811,899</b>           | <b>\$ 63,811,899</b>             | <b>\$ 4,530,077</b>                   |
| <b>Total 022 - Local Revenue Fund</b>                 | <b>\$ 59,535,197</b> | <b>\$ 59,281,822</b>         | <b>\$ 60,941,739</b>                | <b>\$ 63,811,899</b>           | <b>\$ 63,811,899</b>             | <b>\$ 4,530,077</b>                   |
| <b><u>023 - Behavioral Health</u></b>                 |                      |                              |                                     |                                |                                  |                                       |
| <b>Fines, Forfeitures, and Penalties</b>              |                      |                              |                                     |                                |                                  |                                       |
| 4400 - Vehicle Code Fines                             | 193,167              | 200,000                      | 180,000                             | 150,000                        | 150,000                          | (50,000)                              |
| <b>Total Fines, Forfeitures, and Penalties</b>        | <b>\$ 193,167</b>    | <b>\$ 200,000</b>            | <b>\$ 180,000</b>                   | <b>\$ 150,000</b>              | <b>\$ 150,000</b>                | <b>\$ (50,000)</b>                    |
| <b>Revenue from Use of Money &amp; Property</b>       |                      |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 134,015              | 80,000                       | 130,000                             | 130,000                        | 130,000                          | 50,000                                |
| 4675 - Rents and Concessions                          | 24,096               | 36,451                       | 24,578                              | 24,578                         | 24,578                           | (11,873)                              |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 158,110</b>    | <b>\$ 116,451</b>            | <b>\$ 154,578</b>                   | <b>\$ 154,578</b>              | <b>\$ 154,578</b>                | <b>\$ 38,127</b>                      |
| <b>Intergovernmental Revenues</b>                     |                      |                              |                                     |                                |                                  |                                       |
| 4820 - Vehicle License Fee                            | 1,569,976            | 162,007                      | 162,060                             | 162,007                        | 162,007                          | -                                     |
| 4950 - State Aid - Mental Health                      | 21,448,974           | 18,500,000                   | 22,000,000                          | 21,000,000                     | 21,000,000                       | 2,500,000                             |
| 4975 - State Aid - Health Programs                    | 1,057,720            | -                            | 1,101,498                           | 3,000,000                      | 3,000,000                        | 3,000,000                             |
| 5240 - Federal Aid - Health Administration            | 3,001,444            | 5,478,707                    | 5,000,000                           | 5,656,305                      | 5,656,305                        | 177,598                               |
| 5290 - Federal Aid Other                              | 58,838,776           | 50,428,367                   | 44,242,894                          | 55,638,568                     | 54,206,238                       | 3,777,871                             |
| 5350 - Aid - Other Governmental Agencies              | 4,933,141            | 6,563,145                    | 4,500,000                           | 5,000,000                      | 5,000,000                        | (1,563,145)                           |
| 5355 - Aid from City/County                           | 61,348               | -                            | -                                   | -                              | -                                | -                                     |

| Source Classification                                 | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 90,911,379</b>  | <b>\$ 81,132,226</b>         | <b>\$ 77,006,452</b>                | <b>\$ 90,456,880</b>           | <b>\$ 89,024,550</b>             | <b>\$ 7,892,324</b>                   |
| <b>Charges for Services</b>                           |                       |                              |                                     |                                |                                  |                                       |
| 5460 - Election Services                              | 806                   | -                            | -                                   | -                              | -                                | -                                     |
| 5600 - Health Fees                                    | 69,425                | 20,000                       | 60,000                              | 50,000                         | 50,000                           | 30,000                                |
| 5640 - Mental Health Fees                             | 1,858,023             | 1,700,000                    | 1,800,000                           | 1,700,000                      | 1,700,000                        | -                                     |
| 5750 - Other Services                                 | 76,726                | 5,000                        | 15,000                              | 10,000                         | 10,000                           | 5,000                                 |
| <b>Total Charges for Services</b>                     | <b>\$ 2,004,980</b>   | <b>\$ 1,725,000</b>          | <b>\$ 1,875,000</b>                 | <b>\$ 1,760,000</b>            | <b>\$ 1,760,000</b>              | <b>\$ 35,000</b>                      |
| <b>Miscellaneous Revenues</b>                         |                       |                              |                                     |                                |                                  |                                       |
| 5855 - Other Reimbursement                            | 400,302               | -                            | 67,031                              | -                              | -                                | -                                     |
| 5870 - Miscellaneous Revenues                         | 15,649                | -                            | 277,246                             | -                              | -                                | -                                     |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 415,951</b>     | <b>\$ -</b>                  | <b>\$ 344,277</b>                   | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Other Financing Sources</b>                        |                       |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 25,256,515            | 32,638,026                   | 27,857,932                          | 33,134,432                     | 33,134,432                       | 496,406                               |
| 5956 - Lease Proceeds                                 | 1,647,284             | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Other Financing Sources</b>                  | <b>\$ 26,903,799</b>  | <b>\$ 32,638,026</b>         | <b>\$ 27,857,932</b>                | <b>\$ 33,134,432</b>           | <b>\$ 33,134,432</b>             | <b>\$ 496,406</b>                     |
| <b>Total 023 - Behavioral Health</b>                  | <b>\$ 120,587,386</b> | <b>\$ 115,811,703</b>        | <b>\$ 107,418,239</b>               | <b>\$ 125,655,890</b>          | <b>\$ 124,223,560</b>            | <b>\$ 8,411,857</b>                   |
| <b>024 - Homeland Security Grant</b>                  |                       |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 2,563                 | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 2,563</b>       | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Intergovernmental Revenues</b>                     |                       |                              |                                     |                                |                                  |                                       |
| 5290 - Federal Aid Other                              | 396,454               | 550,000                      | 550,000                             | 517,020                        | 517,020                          | (32,980)                              |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 396,454</b>     | <b>\$ 550,000</b>            | <b>\$ 550,000</b>                   | <b>\$ 517,020</b>              | <b>\$ 517,020</b>                | <b>\$ (32,980)</b>                    |
| <b>Miscellaneous Revenues</b>                         |                       |                              |                                     |                                |                                  |                                       |
| 5870 - Miscellaneous Revenues                         | 1,639                 | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 1,639</b>       | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Total 024 - Homeland Security Grant</b>            | <b>\$ 400,656</b>     | <b>\$ 550,000</b>            | <b>\$ 550,000</b>                   | <b>\$ 517,020</b>              | <b>\$ 517,020</b>                | <b>\$ (32,980)</b>                    |
| <b>025 - H&amp;W Realignment</b>                      |                       |                              |                                     |                                |                                  |                                       |
| <b>Intergovernmental Revenues</b>                     |                       |                              |                                     |                                |                                  |                                       |
| 4820 - Vehicle License Fee                            | 9,211,555             | 6,115,707                    | 6,586,027                           | 6,693,062                      | 6,693,062                        | 577,355                               |
| 4920 - Realignment - Social Services                  | 38,994,146            | 41,645,845                   | 46,709,529                          | 45,163,412                     | 45,163,412                       | 3,517,567                             |
| 4960 - Realignment - Mental Health                    | 10,630,949            | 10,300,000                   | 10,300,716                          | 10,300,000                     | 10,300,000                       | -                                     |
| 4990 - Realignment - Health                           | 5,352,820             | 367,778                      | 33,085                              | 154,124                        | 154,124                          | (213,654)                             |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 64,189,470</b>  | <b>\$ 58,429,330</b>         | <b>\$ 63,629,357</b>                | <b>\$ 62,310,598</b>           | <b>\$ 62,310,598</b>             | <b>\$ 3,881,268</b>                   |
| <b>Other Financing Sources</b>                        |                       |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 3,367,970             | 3,367,970                    | 4,726,771                           | 3,617,970                      | 3,617,970                        | 250,000                               |
| <b>Total Other Financing Sources</b>                  | <b>\$ 3,367,970</b>   | <b>\$ 3,367,970</b>          | <b>\$ 4,726,771</b>                 | <b>\$ 3,617,970</b>            | <b>\$ 3,617,970</b>              | <b>\$ 250,000</b>                     |
| <b>Total 025 - H&amp;W Realignment</b>                | <b>\$ 67,557,440</b>  | <b>\$ 61,797,300</b>         | <b>\$ 68,356,128</b>                | <b>\$ 65,928,568</b>           | <b>\$ 65,928,568</b>             | <b>\$ 4,131,268</b>                   |
| <b>026 - NGEN Operations &amp; Maintenance</b>        |                       |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4675 - Rents and Concessions                          | -                     | -                            | 11,680                              | -                              | -                                | -                                     |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ -</b>           | <b>\$ -</b>                  | <b>\$ 11,680</b>                    | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Charges for Services</b>                           |                       |                              |                                     |                                |                                  |                                       |
| 5750 - Other Services                                 | -                     | 1,154,424                    | 595,326                             | 1,154,424                      | 1,154,424                        | -                                     |
| <b>Total Other Financing Sources</b>                  | <b>\$ -</b>           | <b>\$ 1,154,424</b>          | <b>\$ 595,326</b>                   | <b>\$ 1,154,424</b>            | <b>\$ 1,154,424</b>              | <b>\$ -</b>                           |
| <b>Total 026 - NGEN Operations &amp; Maintenance</b>  | <b>\$ -</b>           | <b>\$ 1,154,424</b>          | <b>\$ 607,006</b>                   | <b>\$ 1,154,424</b>            | <b>\$ 1,154,424</b>              | <b>\$ -</b>                           |
| <b>401 - Facilities Project Fund</b>                  |                       |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 50,391                | 30,142                       | 48,350                              | 49,576                         | 49,576                           | 19,434                                |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 50,391</b>      | <b>\$ 30,142</b>             | <b>\$ 48,350</b>                    | <b>\$ 49,576</b>               | <b>\$ 49,576</b>                 | <b>\$ 19,434</b>                      |
| <b>Intergovernmental Revenues</b>                     |                       |                              |                                     |                                |                                  |                                       |
| 5290 - Federal Aid Other                              | -                     | 83,829                       | 222,445                             | -                              | -                                | (83,829)                              |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ -</b>           | <b>\$ 83,829</b>             | <b>\$ 222,445</b>                   | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ (83,829)</b>                    |
| <b>Charges for Services</b>                           |                       |                              |                                     |                                |                                  |                                       |
| 5750 - Other Services                                 | 175,308               | -                            | 305,224                             | -                              | -                                | -                                     |

| Source Classification                                 | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Total Charges for Services</b>                     | \$ 175,308            | \$ -                         | \$ 305,224                          | \$ -                           | \$ -                             | \$ -                                  |
| <b>Other Financing Sources</b>                        |                       |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 2,936,788             | 3,003,479                    | 3,268,365                           | 2,227,585                      | 2,227,585                        | (775,894)                             |
| <b>Total Other Financing Sources</b>                  | \$ 2,936,788          | \$ 3,003,479                 | \$ 3,268,365                        | \$ 2,227,585                   | \$ 2,227,585                     | \$ (775,894)                          |
| <b>Total 401 - Facilities Project Fund</b>            | <b>\$ 3,162,487</b>   | <b>\$ 3,117,450</b>          | <b>\$ 3,844,384</b>                 | <b>\$ 2,277,161</b>            | <b>\$ 2,277,161</b>              | <b>\$ (840,289)</b>                   |
| <b><u>402 - Capital Projects Fund</u></b>             |                       |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 23,703                | 15,738                       | 12,360                              | 25,444                         | 25,444                           | 9,706                                 |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 23,703</b>      | <b>\$ 15,738</b>             | <b>\$ 12,360</b>                    | <b>\$ 25,444</b>               | <b>\$ 25,444</b>                 | <b>\$ 9,706</b>                       |
| <b>Charges for Services</b>                           |                       |                              |                                     |                                |                                  |                                       |
| 5750 - Other Services                                 | 67,464                | -                            | 87,540                              | -                              | -                                | -                                     |
| <b>Total Charges for Services</b>                     | <b>\$ 67,464</b>      | <b>\$ -</b>                  | <b>\$ 87,540</b>                    | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Miscellaneous Revenues</b>                         |                       |                              |                                     |                                |                                  |                                       |
| 5855 - Other Reimbursement                            | 22                    | -                            | -                                   | -                              | -                                | -                                     |
| 5960 - Loan Repayment                                 | (29,975)              | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ (29,953)</b>    | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Other Financing Sources</b>                        |                       |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 4,625,139             | -                            | 326,111                             | -                              | -                                | -                                     |
| <b>Total Other Financing Sources</b>                  | <b>\$ 4,625,139</b>   | <b>\$ -</b>                  | <b>\$ 326,111</b>                   | <b>\$ -</b>                    | <b>\$ -</b>                      | <b>\$ -</b>                           |
| <b>Total 402 - Capital Projects Fund</b>              | <b>\$ 4,686,353</b>   | <b>\$ 15,738</b>             | <b>\$ 426,011</b>                   | <b>\$ 25,444</b>               | <b>\$ 25,444</b>                 | <b>\$ 9,706</b>                       |
| <b><u>404 - Facility Master Plan Projects</u></b>     |                       |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 231,481               | 100,000                      | 311,253                             | 200,000                        | 200,000                          | 100,000                               |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 231,481</b>     | <b>\$ 100,000</b>            | <b>\$ 311,253</b>                   | <b>\$ 200,000</b>              | <b>\$ 200,000</b>                | <b>\$ 100,000</b>                     |
| <b>Intergovernmental Revenues</b>                     |                       |                              |                                     |                                |                                  |                                       |
| 5010 - State Aid - Construction Capital Grants        | 303,820               | 58,715,739                   | 67,771,291                          | 41,956,596                     | 41,956,596                       | (16,759,143)                          |
| <b>Total Intergovernmental Revenues</b>               | <b>\$ 303,820</b>     | <b>\$ 58,715,739</b>         | <b>\$ 67,771,291</b>                | <b>\$ 41,956,596</b>           | <b>\$ 41,956,596</b>             | <b>\$ (16,759,143)</b>                |
| <b>Miscellaneous Revenues</b>                         |                       |                              |                                     |                                |                                  |                                       |
| 5855 - Other Reimbursement                            | 188,639               | 122,029                      | 122,029                             | 353,016                        | 353,016                          | 230,987                               |
| 5870 - Miscellaneous Revenues                         | 5,000                 | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Miscellaneous Revenues</b>                   | <b>\$ 193,639</b>     | <b>\$ 122,029</b>            | <b>\$ 122,029</b>                   | <b>\$ 353,016</b>              | <b>\$ 353,016</b>                | <b>\$ 230,987</b>                     |
| <b>Other Financing Sources</b>                        |                       |                              |                                     |                                |                                  |                                       |
| 5940 - Operating Transfers In                         | 28,341,780            | 39,994,137                   | 74,814,764                          | 21,312,873                     | 21,312,873                       | (18,681,264)                          |
| <b>Total Other Financing Sources</b>                  | <b>\$ 28,341,780</b>  | <b>\$ 39,994,137</b>         | <b>\$ 74,814,764</b>                | <b>\$ 21,312,873</b>           | <b>\$ 21,312,873</b>             | <b>\$ (18,681,264)</b>                |
| <b>Total 404 - Facility Master Plan Projects</b>      | <b>\$ 29,070,720</b>  | <b>\$ 98,931,905</b>         | <b>\$ 143,019,337</b>               | <b>\$ 63,822,485</b>           | <b>\$ 63,822,485</b>             | <b>\$ (35,109,420)</b>                |
| <b><u>405 - NGEN Radio Project</u></b>                |                       |                              |                                     |                                |                                  |                                       |
| <b>Revenue from Use of Money &amp; Property</b>       |                       |                              |                                     |                                |                                  |                                       |
| 4600 - Investment Income                              | 45,258                | -                            | -                                   | -                              | -                                | -                                     |
| 4675 - Rents and Concessions                          | -                     | -                            | -                                   | 25,000                         | 25,000                           | 25,000                                |
| <b>Total Revenue from Use of Money &amp; Property</b> | <b>\$ 45,258</b>      | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ 25,000</b>               | <b>\$ 25,000</b>                 | <b>\$ 25,000</b>                      |
| <b>Total 405 - NGEN Radio Project</b>                 | <b>\$ 45,258</b>      | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ 25,000</b>               | <b>\$ 25,000</b>                 | <b>\$ 25,000</b>                      |
| <b>Grand Total</b>                                    | <b>\$ 930,694,906</b> | <b>\$ 1,046,896,370</b>      | <b>\$ 1,081,196,031</b>             | <b>\$ 1,048,249,586</b>        | <b>\$ 1,038,631,518</b>          | <b>\$ (8,264,852)</b>                 |

**Schedule 7  
County of Monterey  
Summary of Financing Uses by Function and Fund  
Governmental Funds  
Fiscal Year 2018-19**

| Description                            | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|----------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Summarization by Function</b>       |                       |                              |                                     |                                |                                  |                                       |
| GE01 - General                         | 110,592,649           | 249,009,517                  | 231,510,629                         | 215,833,447                    | 200,694,628                      | (48,314,889)                          |
| PP02 - Public Protection               | 257,297,898           | 279,435,575                  | 277,098,937                         | 289,849,380                    | 276,625,986                      | (2,809,589)                           |
| PW03 - Public Ways & Facilities        | 33,224,169            | 42,539,672                   | 58,257,563                          | 70,708,875                     | 44,339,732                       | 1,800,060                             |
| HS04 - Health & Sanitation             | 220,394,522           | 270,439,663                  | 256,544,744                         | 305,755,350                    | 290,704,301                      | 20,264,638                            |
| PA05 - Public Assistance               | 258,450,870           | 275,774,081                  | 277,313,759                         | 283,152,412                    | 277,816,320                      | 2,042,239                             |
| ED06 - Education                       | 9,887,732             | 10,398,794                   | 9,408,245                           | 10,856,774                     | 10,394,321                       | (4,473)                               |
| RC07 - Recreation & Culture            | 11,634,831            | -                            | 558                                 | 15,589                         | 15,528                           | 15,528                                |
| <b>Sub-Total</b>                       | <b>\$ 901,482,671</b> | <b>\$ 1,127,597,302</b>      | <b>\$ 1,110,134,435</b>             | <b>\$ 1,176,171,827</b>        | <b>\$ 1,100,590,816</b>          | <b>\$ (27,006,486)</b>                |
| <b>Appropriation for Contingencies</b> |                       |                              |                                     |                                |                                  |                                       |
| <b>Total Financing Requirements</b>    | <b>\$ 901,482,671</b> | <b>\$ 1,127,597,302</b>      | <b>\$ 1,110,134,435</b>             | <b>\$ 1,176,171,827</b>        | <b>\$ 1,100,590,816</b>          | <b>\$ (27,006,486)</b>                |

**Schedule 7**  
**County of Monterey**  
**Summary of Financing Uses by Function and Fund**  
**Governmental Funds**  
**Fiscal Year 2018-19**

| Description                          | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|--------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Summarization by Fund</b>         |                       |                              |                                     |                                |                                  |                                       |
| 001 - General                        | 601,348,920           | 679,756,053                  | 660,146,735                         | 706,264,969                    | 665,389,012                      | (14,367,041)                          |
| 002 - Road Fund                      | 33,255,692            | 42,539,672                   | 58,257,563                          | 70,708,875                     | 44,341,162                       | 1,801,490                             |
| 003 - Library Fund                   | 9,450,293             | 9,934,913                    | 8,945,656                           | 10,282,278                     | 9,973,287                        | 38,374                                |
| 005 - In-Home Support Services       | 742,555               | 1,017,201                    | 991,756                             | 791,383                        | 790,882                          | (226,319)                             |
| 006 - Fish & Game Propagation Fund   | 36,211                | 32,125                       | 32,147                              | 31,977                         | 31,977                           | (148)                                 |
| 007 - OET                            | 8,178,173             | 2,852,968                    | 2,893,718                           | -                              | -                                | (2,852,968)                           |
| 008 - Community Action Partnership   | 558,277               | 568,563                      | 536,532                             | 558,560                        | 558,278                          | (10,285)                              |
| 009 - Inclusionary Housing           | 35,012                | 741,700                      | 741,200                             | 968,200                        | 968,200                          | 226,500                               |
| 011 - Economic Development Program   | 43,602                | 900,250                      | 900,250                             | 1,050,700                      | 1,050,700                        | 150,450                               |
| 013 - Community Development Fund     | 1,083,579             | 1,171,660                    | 1,169,760                           | 2,148,283                      | 2,148,283                        | 976,623                               |
| 016 - Emergency Medical Service Fund | 443,157               | 825,000                      | 647,000                             | 797,000                        | 797,000                          | (28,000)                              |
| 021 - Workforce Development Board    | -                     | 8,635,501                    | 8,092,531                           | 8,327,901                      | 8,327,901                        | (307,600)                             |
| 022 - Local Revenue Fund             | 53,551,126            | 62,857,966                   | 60,680,396                          | 65,483,212                     | 65,676,182                       | 2,818,216                             |
| 023 - Behavioral Health              | 102,283,594           | 115,811,703                  | 107,703,148                         | 130,396,304                    | 126,159,886                      | 10,348,183                            |
| 024 - Homeland Security Grant        | 398,202               | 550,000                      | 550,000                             | 517,020                        | 517,020                          | (32,980)                              |
| 025 - H&W Realignment                | 54,709,854            | 66,872,485                   | 71,021,171                          | 71,788,473                     | 68,249,824                       | 1,377,339                             |
| 026 - NGEN Operations & Maintenance  | -                     | 1,154,424                    | 607,006                             | 1,154,424                      | 1,154,424                        | -                                     |
| 401 - Facilities Project Fund        | 3,376,151             | 6,006,998                    | 3,846,084                           | 2,227,585                      | 2,227,585                        | (3,779,413)                           |
| 402 - Capital Projects Fund          | 4,016,497             | 5,123,406                    | 2,737,768                           | 1,590,339                      | 1,590,339                        | (3,533,067)                           |
| 404 - Facility Master Plan Projects  | 24,969,024            | 120,244,714                  | 119,634,014                         | 99,714,833                     | 99,269,363                       | (20,975,351)                          |
| 405 - NGEN Radio Project             | 3,002,756             | -                            | -                                   | 1,369,511                      | 1,369,511                        | 1,369,511                             |
| <b>Total Financing Requirements</b>  | <b>\$ 901,482,671</b> | <b>\$ 1,127,597,302</b>      | <b>\$ 1,110,134,435</b>             | <b>\$ 1,176,171,827</b>        | <b>\$ 1,100,590,816</b>          | <b>\$ (27,006,486)</b>                |

**Schedule 8**  
**County of Monterey**  
**Detail of Financing Uses by Function, Activity and Budget Unit**  
**Governmental Funds**  
**Fiscal Year 2018-19**

| Function and Activity                         | Actual<br>2016-17    | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-----------------------------------------------|----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>General</b>                                |                      |                              |                                     |                                |                                  |                                       |
| <b>Contingencies</b>                          |                      |                              |                                     |                                |                                  |                                       |
| County Administrative Office                  | -                    | 3,524,825                    | 3,096,299                           | 6,345,359                      | 6,345,359                        | 2,820,534                             |
| <b>Total Contingencies</b>                    | <b>\$ -</b>          | <b>\$ 3,524,825</b>          | <b>\$ 3,096,299</b>                 | <b>\$ 6,345,359</b>            | <b>\$ 6,345,359</b>              | <b>\$ 2,820,534</b>                   |
| <b>Legislative &amp; Administrative</b>       |                      |                              |                                     |                                |                                  |                                       |
| Auditor-Controller                            | 138,795              | 261,832                      | 219,431                             | 211,201                        | 211,201                          | (50,631)                              |
| Board of Supervisors                          | 3,866,229            | 3,880,624                    | 3,796,882                           | 4,037,526                      | 4,012,324                        | 131,700                               |
| Clerk of the Board                            | 865,040              | 926,634                      | 952,354                             | 989,629                        | 912,793                          | (13,841)                              |
| County Administrative Office                  | 2,619,307            | 2,974,176                    | 2,841,075                           | 1,820,975                      | 987,579                          | (1,986,597)                           |
| <b>Total Legislative &amp; Administrative</b> | <b>\$ 7,489,371</b>  | <b>\$ 8,043,266</b>          | <b>\$ 7,809,742</b>                 | <b>\$ 7,059,331</b>            | <b>\$ 6,123,897</b>              | <b>\$ (1,919,369)</b>                 |
| <b>Other Financing Uses</b>                   |                      |                              |                                     |                                |                                  |                                       |
| County Administrative Office                  | 37,091,524           | 47,939,724                   | 47,939,724                          | 31,363,669                     | 27,671,875                       | (20,267,849)                          |
| <b>Total Other Financing Uses</b>             | <b>\$ 37,091,524</b> | <b>\$ 47,939,724</b>         | <b>\$ 47,939,724</b>                | <b>\$ 31,363,669</b>           | <b>\$ 27,671,875</b>             | <b>\$ (20,267,849)</b>                |
| <b>Finance</b>                                |                      |                              |                                     |                                |                                  |                                       |
| Assessor-County Clerk-Recorder                | 5,674,699            | 6,118,872                    | 5,621,991                           | 6,511,044                      | 6,300,137                        | 181,265                               |
| Auditor-Controller                            | 1,499,620            | 1,197,852                    | 143,214                             | 874,940                        | 348,086                          | (849,766)                             |
| County Administrative Office                  | (23,264)             | 74,915                       | 39,729                              | 85,954                         | (5,336)                          | (80,251)                              |
| Treasurer-Tax Collector                       | 6,418,547            | 7,739,730                    | 7,331,768                           | 7,917,934                      | 7,756,013                        | 16,283                                |
| <b>Total Finance</b>                          | <b>\$ 13,569,602</b> | <b>\$ 15,131,369</b>         | <b>\$ 13,136,702</b>                | <b>\$ 15,389,872</b>           | <b>\$ 14,398,900</b>             | <b>\$ (732,469)</b>                   |
| <b>Counsel</b>                                |                      |                              |                                     |                                |                                  |                                       |
| County Counsel                                | (674,909)            | 209,516                      | 209,516                             | 1,224,802                      | 615,368                          | 405,852                               |
| <b>Total Counsel</b>                          | <b>\$ (674,909)</b>  | <b>\$ 209,516</b>            | <b>\$ 209,516</b>                   | <b>\$ 1,224,802</b>            | <b>\$ 615,368</b>                | <b>\$ 405,852</b>                     |
| <b>Housing &amp; Redevelopment</b>            |                      |                              |                                     |                                |                                  |                                       |
| Economic Development                          | 35,012               | 741,700                      | 741,200                             | 968,200                        | 968,200                          | 226,500                               |
| <b>Total Housing &amp; Redevelopment</b>      | <b>\$ 35,012</b>     | <b>\$ 741,700</b>            | <b>\$ 741,200</b>                   | <b>\$ 968,200</b>              | <b>\$ 968,200</b>                | <b>\$ 226,500</b>                     |
| <b>Personnel</b>                              |                      |                              |                                     |                                |                                  |                                       |
| Civil Rights Office                           | (8,499)              | 178,534                      | (65,106)                            | 166,562                        | 238,501                          | 59,967                                |
| Human Resources                               | 909,328              | 1,889,233                    | 1,267,560                           | 1,642,029                      | (728,511)                        | (2,617,744)                           |
| <b>Total Personnel</b>                        | <b>\$ 900,829</b>    | <b>\$ 2,067,767</b>          | <b>\$ 1,202,454</b>                 | <b>\$ 1,808,591</b>            | <b>\$ (490,010)</b>              | <b>\$ (2,557,777)</b>                 |
| <b>Elections</b>                              |                      |                              |                                     |                                |                                  |                                       |
| Elections                                     | 5,163,795            | 5,265,765                    | 4,654,747                           | 4,164,088                      | 4,161,462                        | (1,104,303)                           |
| <b>Total Elections</b>                        | <b>\$ 5,163,795</b>  | <b>\$ 5,265,765</b>          | <b>\$ 4,654,747</b>                 | <b>\$ 4,164,088</b>            | <b>\$ 4,161,462</b>              | <b>\$ (1,104,303)</b>                 |
| <b>Communications</b>                         |                      |                              |                                     |                                |                                  |                                       |
| Emergency Communications                      | 12,223,818           | 12,020,275                   | 11,973,897                          | 11,959,939                     | 10,975,981                       | (1,044,294)                           |
| <b>Total Communications</b>                   | <b>\$ 12,223,818</b> | <b>\$ 12,020,275</b>         | <b>\$ 11,973,897</b>                | <b>\$ 11,959,939</b>           | <b>\$ 10,975,981</b>             | <b>\$ (1,044,294)</b>                 |
| <b>Property Management</b>                    |                      |                              |                                     |                                |                                  |                                       |
| Resource Management Agency                    | 5,393,173            | 13,870,046                   | 11,463,478                          | 11,849,983                     | 11,793,704                       | (2,076,342)                           |
| <b>Total Property Management</b>              | <b>\$ 5,393,173</b>  | <b>\$ 13,870,046</b>         | <b>\$ 11,463,478</b>                | <b>\$ 11,849,983</b>           | <b>\$ 11,793,704</b>             | <b>\$ (2,076,342)</b>                 |
| <b>Plant Acquisition</b>                      |                      |                              |                                     |                                |                                  |                                       |
| Emergency Communications                      | -                    | 1,154,424                    | 607,006                             | 1,154,424                      | 1,154,424                        | -                                     |
| Resource Management Agency                    | 22,668,047           | 109,265,430                  | 96,365,881                          | 68,741,416                     | 68,295,946                       | (40,969,484)                          |
| <b>Total Plant Acquisition</b>                | <b>\$ 22,668,047</b> | <b>\$ 110,419,854</b>        | <b>\$ 96,972,887</b>                | <b>\$ 69,895,840</b>           | <b>\$ 69,450,370</b>             | <b>\$ (40,969,484)</b>                |
| <b>Promotion</b>                              |                      |                              |                                     |                                |                                  |                                       |
| Economic Development                          | 1,875,396            | 1,975,396                    | 1,975,396                           | 2,025,244                      | 1,987,454                        | 12,058                                |
| <b>Total Promotion</b>                        | <b>\$ 1,875,396</b>  | <b>\$ 1,975,396</b>          | <b>\$ 1,975,396</b>                 | <b>\$ 2,025,244</b>            | <b>\$ 1,987,454</b>              | <b>\$ 12,058</b>                      |
| <b>Other Agencies</b>                         |                      |                              |                                     |                                |                                  |                                       |
| Emergency Communications                      | 3,002,756            | -                            | -                                   | 1,369,511                      | 1,369,511                        | 1,369,511                             |
| <b>Total Other Agencies</b>                   | <b>\$ 3,002,756</b>  | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ 1,369,511</b>            | <b>\$ 1,369,511</b>              | <b>\$ 1,369,511</b>                   |
| <b>Other General</b>                          |                      |                              |                                     |                                |                                  |                                       |
| County Administrative Office                  | (621,046)            | 13,735,052                   | 13,660,715                          | 26,675,738                     | 26,600,630                       | 12,865,578                            |
| County Counsel                                | 413,154              | 195,000                      | 195,000                             | 195,000                        | 193,421                          | (1,579)                               |
| Information Technology                        | 734,610              | 12,583,861                   | 15,274,755                          | 22,316,955                     | 17,317,409                       | 4,733,548                             |
| Resource Management Agency                    | 1,327,517            | 1,286,101                    | 1,204,117                           | 1,221,325                      | 1,211,097                        | (75,004)                              |
| <b>Total Other General</b>                    | <b>\$ 1,854,235</b>  | <b>\$ 27,800,014</b>         | <b>\$ 30,334,587</b>                | <b>\$ 50,409,018</b>           | <b>\$ 45,322,557</b>             | <b>\$ 17,522,543</b>                  |



| Function and Activity                      | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|--------------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Total General</b>                       | <b>\$ 110,592,649</b> | <b>\$ 249,009,517</b>        | <b>\$ 231,510,629</b>               | <b>\$ 215,833,447</b>          | <b>\$ 200,694,628</b>            | <b>\$ (48,314,889)</b>                |
| <b>Public Protection</b>                   |                       |                              |                                     |                                |                                  |                                       |
| <b>Judicial</b>                            |                       |                              |                                     |                                |                                  |                                       |
| Child Support Services                     | 10,733,175            | 11,145,527                   | 10,858,077                          | 11,145,527                     | 11,145,527                       | -                                     |
| County Administrative Office               | 7,983,302             | 7,846,286                    | 7,846,286                           | 7,846,286                      | 7,846,286                        | -                                     |
| County Counsel                             | 166,496               | 218,422                      | 181,024                             | 126,697                        | 126,697                          | (91,725)                              |
| District Attorney                          | 24,783,159            | 25,655,901                   | 24,862,571                          | 26,860,128                     | 26,287,504                       | 631,603                               |
| Public Defender                            | 11,775,230            | 12,657,127                   | 13,544,381                          | 14,392,814                     | 13,369,351                       | 712,224                               |
| <b>Total Judicial</b>                      | <b>\$ 55,441,362</b>  | <b>\$ 57,523,263</b>         | <b>\$ 57,292,339</b>                | <b>\$ 60,371,452</b>           | <b>\$ 58,775,365</b>             | <b>\$ 1,252,102</b>                   |
| <b>Police Protection</b>                   |                       |                              |                                     |                                |                                  |                                       |
| Sheriff-Coroner                            | 44,445,287            | 45,645,437                   | 46,358,001                          | 48,661,621                     | 45,682,077                       | 36,640                                |
| <b>Total Police Protection</b>             | <b>\$ 44,445,287</b>  | <b>\$ 45,645,437</b>         | <b>\$ 46,358,001</b>                | <b>\$ 48,661,621</b>           | <b>\$ 45,682,077</b>             | <b>\$ 36,640</b>                      |
| <b>Detention &amp; Correction</b>          |                       |                              |                                     |                                |                                  |                                       |
| Probation                                  | 56,579,717            | 67,910,225                   | 68,877,367                          | 73,644,841                     | 73,101,384                       | 5,191,159                             |
| Sheriff-Coroner                            | 56,764,908            | 61,331,498                   | 64,392,466                          | 65,094,364                     | 62,576,749                       | 1,245,251                             |
| <b>Total Detention &amp; Correction</b>    | <b>\$ 113,344,626</b> | <b>\$ 129,241,723</b>        | <b>\$ 133,269,833</b>               | <b>\$ 138,739,205</b>          | <b>\$ 135,678,133</b>            | <b>\$ 6,436,410</b>                   |
| <b>Protection Inspection</b>               |                       |                              |                                     |                                |                                  |                                       |
| Agricultural Commissioner                  | 11,276,398            | 10,597,765                   | 10,548,619                          | 11,598,715                     | 10,911,569                       | 313,804                               |
| Resource Management Agency                 | 9,620,092             | 9,417,933                    | 3,859,185                           | 6,031,811                      | 5,079,257                        | (4,338,676)                           |
| <b>Total Protection Inspection</b>         | <b>\$ 20,896,490</b>  | <b>\$ 20,015,698</b>         | <b>\$ 14,407,804</b>                | <b>\$ 17,630,526</b>           | <b>\$ 15,990,826</b>             | <b>\$ (4,024,872)</b>                 |
| <b>Other Protection</b>                    |                       |                              |                                     |                                |                                  |                                       |
| Assessor-County Clerk-Recorder             | 2,954,085             | 2,821,776                    | 3,092,345                           | 2,497,956                      | 2,495,845                        | (325,931)                             |
| County Administrative Office               | 4,812,402             | 5,455,124                    | 5,354,343                           | 5,087,780                      | 5,086,627                        | (368,497)                             |
| Economic Development                       | 1,449,657             | 2,102,871                    | 2,236,074                           | 1,421,455                      | 869,035                          | (1,233,836)                           |
| Health                                     | 4,060,667             | 4,743,244                    | 4,513,894                           | 4,392,903                      | 3,794,149                        | (949,095)                             |
| Parks                                      | 36,211                | -                            | -                                   | -                              | -                                | -                                     |
| Resource Management Agency                 | 7,865,288             | 9,797,715                    | 8,503,129                           | 8,757,120                      | 5,966,917                        | (3,830,798)                           |
| Sheriff-Coroner                            | 1,991,724             | 2,088,724                    | 2,071,175                           | 2,289,362                      | 2,287,012                        | 198,288                               |
| <b>Total Other Protection</b>              | <b>\$ 23,170,034</b>  | <b>\$ 27,009,454</b>         | <b>\$ 25,770,960</b>                | <b>\$ 24,446,576</b>           | <b>\$ 20,499,585</b>             | <b>\$ (6,509,869)</b>                 |
| <b>Total Public Protection</b>             | <b>\$ 257,297,798</b> | <b>\$ 279,435,575</b>        | <b>\$ 277,098,937</b>               | <b>\$ 289,849,380</b>          | <b>\$ 276,625,986</b>            | <b>\$ (2,809,589)</b>                 |
| <b>Public Ways &amp; Facilities</b>        |                       |                              |                                     |                                |                                  |                                       |
| <b>County Service Areas</b>                |                       |                              |                                     |                                |                                  |                                       |
| Resource Management Agency                 | (31,522)              | -                            | -                                   | -                              | (1,430)                          | (1,430)                               |
| <b>Total County Service Areas</b>          | <b>\$ (31,522)</b>    | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ (1,430)</b>                | <b>\$ (1,430)</b>                     |
| <b>Public Ways</b>                         |                       |                              |                                     |                                |                                  |                                       |
| Resource Management Agency                 | 33,255,692            | 42,539,672                   | 58,257,563                          | 70,708,875                     | 44,341,162                       | 1,801,490                             |
| <b>Total Public Ways</b>                   | <b>\$ 33,255,692</b>  | <b>\$ 42,539,672</b>         | <b>\$ 58,257,563</b>                | <b>\$ 70,708,875</b>           | <b>\$ 44,341,162</b>             | <b>\$ 1,801,490</b>                   |
| <b>Total Public Ways &amp; Facilities</b>  | <b>\$ 33,224,169</b>  | <b>\$ 42,539,672</b>         | <b>\$ 58,257,563</b>                | <b>\$ 70,708,875</b>           | <b>\$ 44,339,732</b>             | <b>\$ 1,800,060</b>                   |
| <b>Health &amp; Sanitation</b>             |                       |                              |                                     |                                |                                  |                                       |
| <b>Health</b>                              |                       |                              |                                     |                                |                                  |                                       |
| Health                                     | 203,035,965           | 242,348,679                  | 219,284,430                         | 262,637,392                    | 248,017,826                      | 5,669,147                             |
| <b>Total Health</b>                        | <b>\$ 203,035,965</b> | <b>\$ 242,348,679</b>        | <b>\$ 219,284,430</b>               | <b>\$ 262,637,392</b>          | <b>\$ 248,017,826</b>            | <b>\$ 5,669,147</b>                   |
| <b>Hospital Care</b>                       |                       |                              |                                     |                                |                                  |                                       |
| County Administrative Office               | 3,900,648             | 3,900,648                    | 3,900,648                           | 3,900,648                      | 3,900,648                        | -                                     |
| Health                                     | 648,451               | 950,000                      | 772,000                             | 953,087                        | 951,897                          | 1,897                                 |
| <b>Total Hospital Care</b>                 | <b>\$ 4,549,099</b>   | <b>\$ 4,850,648</b>          | <b>\$ 4,672,648</b>                 | <b>\$ 4,853,735</b>            | <b>\$ 4,852,545</b>              | <b>\$ 1,897</b>                       |
| <b>California Childrens Services</b>       |                       |                              |                                     |                                |                                  |                                       |
| Health                                     | 6,278,781             | 6,915,751                    | 6,359,869                           | 5,476,993                      | 5,046,700                        | (1,869,051)                           |
| <b>Total California Childrens Services</b> | <b>\$ 6,278,781</b>   | <b>\$ 6,915,751</b>          | <b>\$ 6,359,869</b>                 | <b>\$ 5,476,993</b>            | <b>\$ 5,046,700</b>              | <b>\$ (1,869,051)</b>                 |
| <b>Enterprise Fund</b>                     |                       |                              |                                     |                                |                                  |                                       |
| Natividad Medical Center                   | 6,317,474             | 16,102,690                   | 26,005,901                          | 32,563,756                     | 32,563,756                       | 16,461,066                            |
| <b>Total Enterprise Fund</b>               | <b>\$ 6,317,474</b>   | <b>\$ 16,102,690</b>         | <b>\$ 26,005,901</b>                | <b>\$ 32,563,756</b>           | <b>\$ 32,563,756</b>             | <b>\$ 16,461,066</b>                  |
| <b>Sanitation</b>                          |                       |                              |                                     |                                |                                  |                                       |
| Resource Management Agency                 | 213,205               | 221,895                      | 221,896                             | 223,474                        | 223,474                          | 1,579                                 |
| <b>Total Sanitation</b>                    | <b>\$ 213,205</b>     | <b>\$ 221,895</b>            | <b>\$ 221,896</b>                   | <b>\$ 223,474</b>              | <b>\$ 223,474</b>                | <b>\$ 1,579</b>                       |
| <b>Total Health &amp; Sanitation</b>       | <b>\$ 220,394,522</b> | <b>\$ 270,439,663</b>        | <b>\$ 256,544,744</b>               | <b>\$ 305,755,350</b>          | <b>\$ 290,704,301</b>            | <b>\$ 20,264,638</b>                  |

| Function and Activity                  | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|----------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b><u>Public Assistance</u></b>        |                       |                              |                                     |                                |                                  |                                       |
| <b>Administration</b>                  |                       |                              |                                     |                                |                                  |                                       |
| Social Services                        | 154,712,464           | 162,581,694                  | 166,303,383                         | 168,081,288                    | 165,597,662                      | 3,015,968                             |
| <b>Total Administration</b>            | <b>\$ 154,712,464</b> | <b>\$ 162,581,694</b>        | <b>\$ 166,303,383</b>               | <b>\$ 168,081,288</b>          | <b>\$ 165,597,662</b>            | <b>\$ 3,015,968</b>                   |
| <b>Aid Programs</b>                    |                       |                              |                                     |                                |                                  |                                       |
| Social Services                        | 70,406,672            | 74,812,174                   | 72,734,695                          | 74,286,474                     | 74,286,474                       | (525,700)                             |
| <b>Total Aid Programs</b>              | <b>\$ 70,406,672</b>  | <b>\$ 74,812,174</b>         | <b>\$ 72,734,695</b>                | <b>\$ 74,286,474</b>           | <b>\$ 74,286,474</b>             | <b>\$ (525,700)</b>                   |
| <b>General Relief</b>                  |                       |                              |                                     |                                |                                  |                                       |
| Social Services                        | 767,997               | 775,489                      | 1,378,207                           | 1,299,712                      | 1,299,712                        | 524,223                               |
| <b>Total General Relief</b>            | <b>\$ 767,997</b>     | <b>\$ 775,489</b>            | <b>\$ 1,378,207</b>                 | <b>\$ 1,299,712</b>            | <b>\$ 1,299,712</b>              | <b>\$ 524,223</b>                     |
| <b>Veteran's Services</b>              |                       |                              |                                     |                                |                                  |                                       |
| Social Services                        | 987,558               | 1,253,364                    | 1,030,280                           | 1,257,171                      | 1,132,467                        | (120,897)                             |
| <b>Total Veteran's Services</b>        | <b>\$ 987,558</b>     | <b>\$ 1,253,364</b>          | <b>\$ 1,030,280</b>                 | <b>\$ 1,257,171</b>            | <b>\$ 1,132,467</b>              | <b>\$ (120,897)</b>                   |
| <b>Other Assistance</b>                |                       |                              |                                     |                                |                                  |                                       |
| County Administrative Office           | -                     | 8,635,501                    | 8,092,531                           | 8,327,901                      | 8,327,901                        | (307,600)                             |
| Economic Development                   | 9,305,353             | 4,924,878                    | 4,963,728                           | 3,198,983                      | 3,198,983                        | (1,725,895)                           |
| Social Services                        | 22,270,827            | 22,790,981                   | 22,810,935                          | 26,700,883                     | 23,973,121                       | 1,182,140                             |
| <b>Total Other Assistance</b>          | <b>\$ 31,576,180</b>  | <b>\$ 36,351,360</b>         | <b>\$ 35,867,194</b>                | <b>\$ 38,227,767</b>           | <b>\$ 35,500,005</b>             | <b>\$ (851,355)</b>                   |
| <b>Total Public Assistance</b>         | <b>\$ 258,450,870</b> | <b>\$ 275,774,081</b>        | <b>\$ 277,313,759</b>               | <b>\$ 283,152,412</b>          | <b>\$ 277,816,320</b>            | <b>\$ 2,042,239</b>                   |
| <b><u>Education</u></b>                |                       |                              |                                     |                                |                                  |                                       |
| <b>Library Services</b>                |                       |                              |                                     |                                |                                  |                                       |
| Library                                | 9,450,293             | 9,934,913                    | 8,945,656                           | 10,282,278                     | 9,973,287                        | 38,374                                |
| <b>Total Library Services</b>          | <b>\$ 9,450,293</b>   | <b>\$ 9,934,913</b>          | <b>\$ 8,945,656</b>                 | <b>\$ 10,282,278</b>           | <b>\$ 9,973,287</b>              | <b>\$ 38,374</b>                      |
| <b>Agriculture Education</b>           |                       |                              |                                     |                                |                                  |                                       |
| Cooperative Extension Service          | 437,439               | 463,881                      | 462,589                             | 574,496                        | 421,034                          | (42,847)                              |
| <b>Total Agriculture Education</b>     | <b>\$ 437,439</b>     | <b>\$ 463,881</b>            | <b>\$ 462,589</b>                   | <b>\$ 574,496</b>              | <b>\$ 421,034</b>                | <b>\$ (42,847)</b>                    |
| <b>Total Education</b>                 | <b>\$ 9,887,732</b>   | <b>\$ 10,398,794</b>         | <b>\$ 9,408,245</b>                 | <b>\$ 10,856,774</b>           | <b>\$ 10,394,321</b>             | <b>\$ (4,473)</b>                     |
| <b><u>Recreation &amp; Culture</u></b> |                       |                              |                                     |                                |                                  |                                       |
| <b>Recreation Facilities</b>           |                       |                              |                                     |                                |                                  |                                       |
| County Administrative Office           | -                     | -                            | 558                                 | 15,589                         | 15,528                           | 15,528                                |
| Parks                                  | 11,634,831            | -                            | -                                   | -                              | -                                | -                                     |
| <b>Total Recreation Facilities</b>     | <b>\$ 11,634,831</b>  | <b>\$ -</b>                  | <b>\$ 558</b>                       | <b>\$ 15,589</b>               | <b>\$ 15,528</b>                 | <b>\$ 15,528</b>                      |
| <b>Total Recreation &amp; Culture</b>  | <b>\$ 11,634,831</b>  | <b>\$ -</b>                  | <b>\$ 558</b>                       | <b>\$ 15,589</b>               | <b>\$ 15,528</b>                 | <b>\$ 15,528</b>                      |
| <b>Grand Total</b>                     | <b>\$ 901,482,571</b> | <b>\$ 1,127,597,302</b>      | <b>\$ 1,110,134,435</b>             | <b>\$ 1,176,171,827</b>        | <b>\$ 1,100,590,816</b>          | <b>\$ (27,006,486)</b>                |

**Schedule 12**  
**County of Monterey**  
**Special Districts and Other Agencies Summary**  
**Fiscal Year 2018-19**

| 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 |
|------------------------------------|------------------------|-------------------------------------|------------------------------|-------------------------|------------------|-------------------------------------|----------------------|-------------------------------|
| <b>Public Protection</b>           |                        |                                     |                              |                         |                  |                                     |                      |                               |
| <b>County Services Areas</b>       |                        |                                     |                              |                         |                  |                                     |                      |                               |
| 051 CSA #1 Carmel Point            | 144,259                | -                                   | 32,596                       | 176,855                 | 32,596           | -                                   | 32,596               | 144,259                       |
| 052 CSA #9 Oak Park                | 237,879                | -                                   | 46,824                       | 284,703                 | 59,484           | -                                   | 59,484               | 225,219                       |
| 053 CSA #10 Laguna Seca Ranch      | 151,142                | -                                   | 0                            | 151,142                 | 0                | -                                   | 0                    | 151,142                       |
| 054 CSA #14 Moro Cojo              | (51)                   | -                                   | -                            | (51)                    | -                | -                                   | -                    | (51)                          |
| 055 CSA #14 Castroville            | 12,847                 | -                                   | -                            | 12,847                  | -                | -                                   | -                    | 12,847                        |
| 056 CSA #15 Serra Vilje, Toro Park | 29,652                 | -                                   | 172,201                      | 201,853                 | 136,130          | -                                   | 136,130              | 65,723                        |
| 057 CSA #17 Rancho Terra Grande    | 23,449                 | -                                   | 13,322                       | 36,771                  | 13,500           | -                                   | 13,500               | 23,271                        |
| 058 CSA #19 Carmel Meadows         | 15,361                 | -                                   | 734                          | 16,095                  | 1,000            | -                                   | 1,000                | 15,095                        |
| 059 CSA #20 Royal Estates          | 61,411                 | -                                   | 7,070                        | 68,481                  | 15,897           | -                                   | 15,897               | 52,584                        |
| 060 CSA #23 Carmel Rancho          | 184,053                | -                                   | 14,908                       | 198,961                 | 81,260           | -                                   | 81,260               | 117,701                       |
| 061 CSA #24 Pedrazzi Subdivision   | 107,268                | -                                   | 6,156                        | 113,424                 | 14,000           | -                                   | 14,000               | 99,424                        |
| 062 CSA #25 Carmel V Country Club  | 92,554                 | -                                   | 39,642                       | 132,196                 | 37,438           | -                                   | 37,438               | 94,758                        |
| 063 CSA #26 New Moss Landing Hgts  | 62,234                 | -                                   | 4,808                        | 67,042                  | 13,786           | -                                   | 13,786               | 53,256                        |
| 064 CSA #30 Rancho Mar Monte       | 22,874                 | -                                   | 1,536                        | 24,410                  | 10,500           | -                                   | 10,500               | 13,910                        |
| 065 CSA #31 Aromas Hills           | 35,988                 | -                                   | 1,540                        | 37,528                  | 3,500            | -                                   | 3,500                | 34,028                        |
| 066 CSA #32 Green Valley Acres     | 86,669                 | -                                   | 9,198                        | 95,867                  | 18,110           | -                                   | 18,110               | 77,757                        |
| 067 CSA #33 Coast Ridge Subdivisn  | 23,157                 | -                                   | 2,925                        | 26,082                  | 2,500            | -                                   | 2,500                | 23,582                        |
| 068 CSA #34 Rancho Rio Vista       | 6,771                  | -                                   | 2,139                        | 8,910                   | 2,000            | -                                   | 2,000                | 6,910                         |
| 069 CSA #35 Paradise Park          | 53,100                 | -                                   | 10,447                       | 63,547                  | 18,902           | -                                   | 18,902               | 44,645                        |
| 070 CSA #37 Colonial Oak Estates   | 24,289                 | -                                   | 961                          | 25,250                  | 10,000           | -                                   | 10,000               | 15,250                        |
| 071 CSA #38 Paradise Lake Estates  | 55,664                 | -                                   | 2,401                        | 58,065                  | 9,500            | -                                   | 9,500                | 48,565                        |
| 072 CSA #41 Gabilan Acres          | 174,577                | -                                   | 19,820                       | 194,397                 | 25,925           | -                                   | 25,925               | 168,472                       |
| 073 CSA #44 Corral De Tierra       | 41,701                 | -                                   | 6,351                        | 48,052                  | 16,707           | -                                   | 16,707               | 31,345                        |
| 074 CSA #45 Oak Hills              | 96,269                 | -                                   | 30,797                       | 127,066                 | 36,274           | -                                   | 36,274               | 90,792                        |
| 075 CSA #45-Oak Hills - Open Space | 80,907                 | -                                   | 19,791                       | 100,698                 | 43,306           | -                                   | 43,306               | 57,392                        |
| 076 CSA #47 Carmel Views           | 44,422                 | -                                   | 23,692                       | 68,114                  | 25,992           | -                                   | 25,992               | 42,122                        |
| 077 CSA #50 Rioway Track           | 664,632                | -                                   | 121,903                      | 786,535                 | 406,108          | -                                   | 406,108              | 380,427                       |
| 078 CSA #51 High Meadow            | 65,399                 | -                                   | 19,069                       | 84,468                  | 25,966           | -                                   | 25,966               | 58,502                        |
| 079 CSA #52 Cerro Del Oso          | 165,801                | -                                   | 6,785                        | 172,586                 | 15,500           | -                                   | 15,500               | 157,086                       |
| 080 CSA #53 Arroyo Seco            | 91,779                 | -                                   | 9,466                        | 101,245                 | 11,500           | -                                   | 11,500               | 89,745                        |
| 081 CSA #54 Manzanita              | 27,304                 | -                                   | 1,530                        | 28,834                  | 1,500            | -                                   | 1,500                | 27,334                        |
| 082 CSA #55 Buena Vista Del Sol    | 155,804                | -                                   | 8,908                        | 164,712                 | 13,500           | -                                   | 13,500               | 151,212                       |
| 083 CSA #56 Del Mesa Carmel        | 189,035                | -                                   | 10,424                       | 199,459                 | 16,000           | -                                   | 16,000               | 183,459                       |
| 084 CSA #57 Los Tulares            | 23,600                 | -                                   | 1,800                        | 25,400                  | 3,700            | -                                   | 3,700                | 21,700                        |
| 085 CSA #58 Vista Corado           | 49,264                 | -                                   | 3,869                        | 53,133                  | 4,019            | -                                   | 4,019                | 49,114                        |
| 086 CSA #62 Rancho Del Monte       | 205,020                | -                                   | 12,809                       | 217,829                 | 13,500           | -                                   | 13,500               | 204,329                       |
| 087 CSA #66 Oak Tree Views         | 6,042                  | -                                   | 17,390                       | 23,432                  | 11,834           | -                                   | 11,834               | 11,598                        |
| 088 CSA #67 Corral De Tierra Oaks  | 2,686,099              | -                                   | 116,095                      | 2,802,194               | 230,015          | -                                   | 230,015              | 2,572,179                     |
| 089 CSA #68 Vierra Canyon          | 76,322                 | -                                   | 2,439                        | 78,761                  | 13,250           | -                                   | 13,250               | 65,511                        |
| 090 CSA #69 Ralph Lane             | 16                     | -                                   | -                            | 16                      | 0                | -                                   | 0                    | 16                            |
| 091 CSA #72 Las Palmas Ranch       | 133,603                | -                                   | 5,264                        | 138,867                 | 11,500           | -                                   | 11,500               | 127,367                       |
| 092 CSA #74 Ambulance              | 2,796,917              | -                                   | 1,719,000                    | 4,515,917               | 2,155,660        | -                                   | 2,155,660            | 2,360,257                     |
| 093 CSA #75 Chualar Consolidated   | 111,292                | -                                   | 128,188                      | 239,480                 | 110,008          | -                                   | 110,008              | 129,472                       |
| <b>Total County Service Areas</b>  | <b>9,316,376</b>       | <b>-</b>                            | <b>2,654,798</b>             | <b>11,971,174</b>       | <b>3,671,867</b> | <b>-</b>                            | <b>3,671,867</b>     | <b>8,299,307</b>              |

**Schedule 12**  
**County of Monterey**  
**Special Districts and Other Agencies Summary**  
**Fiscal Year 2018-19**

| 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 |
|---------------------------------------------------|------------------------|-------------------------------------|------------------------------|-------------------------|-------------------|-------------------------------------|----------------------|-------------------------------|
| <b>Health and Sanitation</b>                      |                        |                                     |                              |                         |                   |                                     |                      |                               |
| 151 Pajaro Co Sanitation District                 | (10,484)               | -                                   | 1,086,600                    | 1,076,116               | 1,086,600         | -                                   | 1,086,600            | (10,484)                      |
| 152 Moss Landing Co Sanitation Dst                | -                      | -                                   | -                            | -                       | -                 | -                                   | -                    | -                             |
| 153 Carmel Valley San Zone # 1 Dst                | 0                      | -                                   | -                            | 0                       | -                 | -                                   | -                    | 0                             |
| 154 Carmel Valley San Zone # 2 Dst                | 16,177                 | -                                   | 0                            | 16,177                  | 0                 | -                                   | 0                    | 16,177                        |
| 155 Carmel Valley San Zone # 3 Dst                | -                      | -                                   | -                            | -                       | -                 | -                                   | -                    | -                             |
| 156 Boronda Co Sanitation Dist                    | 98,006                 | -                                   | 160,733                      | 258,739                 | 157,973           | -                                   | 157,973              | 100,766                       |
| 157 Boronda Csd-Zone 2-San Jerardo                | 10,430                 | -                                   | 82,300                       | 92,730                  | 85,359            | -                                   | 85,359               | 7,371                         |
| 305 Boronda Co Sanitation Sewer                   | 652                    | -                                   | 0                            | 652                     | 0                 | -                                   | 0                    | 652                           |
| 306 Boronda Co. San Sewer                         | 5,950                  | -                                   | 38,150                       | 44,100                  | 38,150            | -                                   | 38,150               | 5,950                         |
| 309 Moss Landing Co San Sewer                     | -                      | -                                   | -                            | -                       | -                 | -                                   | -                    | -                             |
| 310 Pajaro Co San Sewer                           | 53,407                 | -                                   | 35,250                       | 88,657                  | 35,250            | -                                   | 35,250               | 53,407                        |
| 312 Chualar Co Water Ser                          | 20,965                 | -                                   | 15,941                       | 36,906                  | 15,941            | -                                   | 15,941               | 20,965                        |
| <b>Total County Sanitation Districts</b>          | <b>195,103</b>         | <b>-</b>                            | <b>1,418,974</b>             | <b>1,614,077</b>        | <b>1,419,273</b>  | <b>-</b>                            | <b>1,419,273</b>     | <b>194,804</b>                |
| <b>Redevelopment Agencies</b>                     |                        |                                     |                              |                         |                   |                                     |                      |                               |
| 175 Castroville-Pajaro Housing Successor          | 896,799                | -                                   | 208,000                      | 1,104,799               | 1,017,210         | -                                   | 1,017,210            | 87,589                        |
| 176 Boronda Housing Successor                     | 11,550                 | -                                   | 100                          | 11,650                  | 5,010             | -                                   | 5,010                | 6,640                         |
| 177 Fort Ord Housing Successor                    | 1,712                  | -                                   | -                            | 1,712                   | -                 | -                                   | -                    | 1,712                         |
| 178 East Garrison Housing Successor               | 86                     | -                                   | -                            | 86                      | -                 | -                                   | -                    | 86                            |
| <b>Total Redevelopment Agencies</b>               | <b>910,147</b>         | <b>0</b>                            | <b>208,100</b>               | <b>1,118,247</b>        | <b>1,022,220</b>  | <b>0</b>                            | <b>1,022,220</b>     | <b>96,027</b>                 |
| <b>Other Agencies</b>                             |                        |                                     |                              |                         |                   |                                     |                      |                               |
| 180 E. Garrison Public Financing Authority        | 849,158                | -                                   | 1,152,000                    | 2,001,158               | 1,510,727         | -                                   | 1,510,727            | 490,431                       |
| 181 E. Garrison Community Facility District       | 1,099,576              | -                                   | 1,064,000                    | 2,163,576               | 1,234,120         | -                                   | 1,234,120            | 929,456                       |
| 182 E. Garrison Developer Reimbursements          | (76,082)               | -                                   | 300,000                      | 223,918                 | 300,000           | -                                   | 300,000              | (76,082)                      |
| 251 Public Improvement Corp Debt Service          | 10,251,055             | -                                   | 16,241,844                   | 26,492,899              | 16,241,844        | -                                   | 16,241,844           | 10,251,055                    |
| 406 Redevelopment Obligation Retirement Fund      | 1,596,361              | -                                   | 6,873,218                    | 8,469,579               | 6,851,000         | -                                   | 6,851,000            | 1,618,579                     |
| <b>Total Other Agencies</b>                       | <b>13,720,068</b>      | <b>-</b>                            | <b>25,631,062</b>            | <b>39,351,130</b>       | <b>26,137,691</b> | <b>-</b>                            | <b>26,137,691</b>    | <b>13,213,439</b>             |
| <b>Total Special Districts and Other Agencies</b> | <b>24,141,694</b>      | <b>-</b>                            | <b>29,912,934</b>            | <b>54,054,628</b>       | <b>32,251,051</b> | <b>-</b>                            | <b>32,251,051</b>    | <b>21,803,577</b>             |

**County of Monterey**  
**Analysis of Revenue by Fund**  
**All Funds**  
**Fiscal Year 2018-19**

| Source Classification                                   | Actual<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|---------------------------------------------------------|-------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Summarization by Fund</b>                            |                   |                              |                                     |                                |                                  |                                       |
| 001 - General                                           | 595,896,246       | 636,895,849                  | 616,909,586                         | 658,198,486                    | 650,465,408                      | 13,569,559                            |
| 002 - Road Fund                                         | 29,223,382        | 43,071,208                   | 56,209,767                          | 44,508,875                     | 44,356,998                       | 1,285,790                             |
| 003 - Library Fund                                      | 9,228,450         | 10,667,128                   | 8,796,464                           | 10,282,278                     | 9,982,278                        | (684,850)                             |
| 005 - In-Home Support Services                          | 565,935           | 1,017,201                    | 991,756                             | 791,383                        | 790,882                          | (226,319)                             |
| 006 - Fish & Game Propagation Fund                      | 27,952            | 24,764                       | 24,764                              | 18,487                         | 18,487                           | (6,277)                               |
| 007 - OET                                               | 8,106,427         | 2,852,968                    | 2,345,787                           | -                              | -                                | (2,852,968)                           |
| 008 - Community Action Partnership                      | 517,401           | 568,563                      | 536,532                             | 558,560                        | 558,278                          | (10,285)                              |
| 009 - Inclusionary Housing                              | 219,148           | 36,500                       | 37,000                              | 32,500                         | 32,500                           | (4,000)                               |
| 011 - Economic Development Program                      | 41,732            | 275,400                      | 150,240                             | 150,200                        | 150,200                          | (125,200)                             |
| 013 - Community Development Fund                        | 1,198,969         | 1,211,660                    | 1,176,760                           | 1,391,025                      | 1,391,025                        | 179,365                               |
| 016 - Emergency Medical Service Fund                    | 623,766           | 858,500                      | 762,000                             | 772,000                        | 772,000                          | (86,500)                              |
| 021 - Workforce Development Board                       | -                 | 8,756,287                    | 8,092,531                           | 8,327,901                      | 8,327,901                        | (428,386)                             |
| 022 - Local Revenue Fund                                | 59,535,197        | 59,281,822                   | 60,941,739                          | 63,811,899                     | 63,811,899                       | 4,530,077                             |
| 023 - Behavioral Health                                 | 120,587,386       | 115,811,703                  | 107,418,239                         | 125,655,890                    | 124,223,560                      | 8,411,857                             |
| 024 - Homeland Security Grant                           | 400,656           | 550,000                      | 550,000                             | 517,020                        | 517,020                          | (32,980)                              |
| 025 - H&W Realignment                                   | 67,557,440        | 61,797,300                   | 68,356,128                          | 65,928,568                     | 65,928,568                       | 4,131,268                             |
| 026 - NGEN Operations & Maintenance                     | -                 | 1,154,424                    | 607,006                             | 1,154,424                      | 1,154,424                        | -                                     |
| 051 - CSA #1 Carmel Point                               | 34,634            | 31,759                       | 31,759                              | 32,596                         | 32,596                           | 837                                   |
| 052 - CSA #9 Oak Park                                   | 47,845            | 45,713                       | 45,720                              | 46,824                         | 46,824                           | 1,111                                 |
| 053 - CSA #10 Laguna Seca Ranch                         | 1,836             | 744                          | -                                   | -                              | -                                | (744)                                 |
| 056 - CSA #15 Serra Village, Toro Park                  | 164,863           | 168,294                      | 168,311                             | 172,201                        | 172,201                          | 3,907                                 |
| 057 - CSA #17 Rancho Terra Grande                       | 12,946            | 13,000                       | 13,000                              | 13,322                         | 13,322                           | 322                                   |
| 058 - CSA #19 Carmel Meadows                            | 853               | 697                          | 698                                 | 734                            | 734                              | 37                                    |
| 059 - CSA #20 Royal Estates                             | 7,249             | 6,958                        | 6,958                               | 7,070                          | 7,070                            | 112                                   |
| 060 - CSA #23 Carmel Rancho                             | 7,366             | 14,459                       | 14,459                              | 14,908                         | 14,908                           | 449                                   |
| 061 - CSA #24 Pedrazzi Subdivision                      | 6,980             | 6,054                        | 6,054                               | 6,156                          | 6,156                            | 102                                   |
| 062 - CSA #25 Carmel V Country Club                     | 38,275            | 39,268                       | 39,268                              | 39,642                         | 39,642                           | 374                                   |
| 063 - CSA #26 New Moss Landing Hgts                     | 5,149             | 4,729                        | 4,729                               | 4,808                          | 4,808                            | 79                                    |
| 064 - CSA #30 Rancho Mar Monte                          | 1,696             | 1,490                        | 1,490                               | 1,536                          | 1,536                            | 46                                    |
| 065 - CSA #31 Aromas Hills                              | 1,809             | 1,470                        | 1,471                               | 1,540                          | 1,540                            | 70                                    |
| 066 - CSA #32 Green Valley Acres                        | 9,606             | 9,032                        | 9,035                               | 9,198                          | 9,198                            | 166                                   |
| 067 - CSA #33 Coast Ridge Subdivisin                    | 3,041             | 2,821                        | 2,838                               | 2,925                          | 2,925                            | 104                                   |
| 068 - CSA #34 Rancho Rio Vista                          | 2,222             | 2,119                        | 2,124                               | 2,139                          | 2,139                            | 20                                    |
| 069 - CSA #35 Paradise Park                             | 10,511            | 10,278                       | 10,278                              | 10,447                         | 10,447                           | 169                                   |
| 070 - CSA #37 Colonial Oak Estates                      | 1,159             | 953                          | 953                                 | 961                            | 961                              | 8                                     |
| 071 - CSA #38 Paradise Lake Estates                     | 2,765             | 2,350                        | 2,351                               | 2,401                          | 2,401                            | 51                                    |
| 072 - CSA #41 Gabilan Acres                             | 20,846            | 19,556                       | 19,562                              | 19,820                         | 19,820                           | 264                                   |
| 073 - CSA #44 Corral De Tierra                          | 6,318             | 6,220                        | 6,220                               | 6,351                          | 6,351                            | 131                                   |
| 074 - CSA #45 Oak Hills                                 | 21,956            | 30,536                       | 30,539                              | 30,797                         | 30,797                           | 261                                   |
| 075 - CSA #45-Oak Hills - Open Space                    | 20,682            | 19,771                       | 19,771                              | 19,791                         | 19,791                           | 20                                    |
| 076 - CSA #47 Carmel Views                              | 25,683            | 23,298                       | 23,358                              | 23,692                         | 23,692                           | 394                                   |
| 077 - CSA #50 Rioway Tract No. 2                        | 127,874           | 120,322                      | 194,948                             | 121,903                        | 121,903                          | 1,581                                 |
| 078 - CSA #51 High Meadow                               | 18,727            | 18,613                       | 18,613                              | 19,069                         | 19,069                           | 456                                   |
| 079 - CSA #52 Cerro Del Oso                             | 7,645             | 6,542                        | 6,554                               | 6,785                          | 6,785                            | 243                                   |
| 080 - CSA #53 Arroyo Seco                               | 9,696             | 9,302                        | 9,302                               | 9,466                          | 9,466                            | 164                                   |
| 081 - CSA #54 Manzanita                                 | 1,664             | 1,482                        | 1,486                               | 1,530                          | 1,530                            | 48                                    |
| 082 - CSA #55 Buena Vista Del Sol                       | 9,661             | 8,349                        | 8,592                               | 8,908                          | 8,908                            | 559                                   |
| 083 - CSA #56 Del Mesa Carmel                           | 11,687            | 10,226                       | 10,269                              | 10,424                         | 10,424                           | 198                                   |
| 084 - CSA #57 Los Tulares                               | 1,941             | 1,733                        | 1,736                               | 1,800                          | 1,800                            | 67                                    |
| 085 - CSA #58 Vista Corado                              | 4,099             | 3,786                        | 3,786                               | 3,869                          | 3,869                            | 83                                    |
| 086 - CSA #62 Rancho Del Monte                          | 13,730            | 12,381                       | 12,383                              | 12,809                         | 12,809                           | 428                                   |
| 087 - CSA #66 Oak Tree Views                            | 17,749            | 17,400                       | 17,400                              | 17,390                         | 17,390                           | (10)                                  |
| 088 - CSA #67 Corral De Tierra Oaks                     | 123,292           | 112,302                      | 112,302                             | 116,095                        | 116,095                          | 3,793                                 |
| 089 - CSA #68 Vierra Canyon                             | 2,971             | 2,412                        | 2,412                               | 2,439                          | 2,439                            | 27                                    |
| 090 - CSA #69 Ralph Lane                                | -                 | 5                            | 5                                   | -                              | -                                | (5)                                   |
| 091 - CSA #72 Las Palmas Ranch                          | 2,872             | 4,932                        | 5,178                               | 5,264                          | 5,264                            | 332                                   |
| 092 - CSA #74 Ambulance                                 | 1,722,823         | 1,710,000                    | 1,721,000                           | 1,719,000                      | 1,719,000                        | 9,000                                 |
| 093 - CSA #75 Chualar Consolidated                      | 78,934            | 94,755                       | 92,969                              | 128,188                        | 128,188                          | 33,433                                |
| 151 - Pajaro Co Sanitation District                     | 1,177,892         | 918,615                      | 2,434,038                           | 1,086,600                      | 1,086,600                        | 167,985                               |
| 154 - Carmel Valley San Zone # 2 Dst                    | 191               | 15,854                       | 14,877                              | -                              | -                                | (15,854)                              |
| 156 - Boronda Co Sanitation Dist                        | 199,017           | 159,995                      | 173,578                             | 160,733                        | 160,733                          | 738                                   |
| 157 - San Jerardo CSD                                   | 87,219            | 82,008                       | 271,201                             | 82,300                         | 82,300                           | 292                                   |
| 171 - Castroville-Pajaro Redevelopment Successor Agency | 1,177             | -                            | -                                   | -                              | -                                | -                                     |
| 172 - Boronda Redevelopment Successor Agency            | 137               | -                            | -                                   | -                              | -                                | -                                     |
| 173 - Fort Ord Redevelopment Successor Agency           | (3,832)           | -                            | -                                   | -                              | -                                | -                                     |

| Source Classification                              | Actual<br>2016-17       | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|----------------------------------------------------|-------------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| 174 - East Garrison Redevelopment Successor Agency | 4                       | -                            | -                                   | -                              | -                                | -                                     |
| 175 - Castroville-Pajaro Housing Successor         | 240,458                 | 215,200                      | 227,000                             | 208,000                        | 208,000                          | (7,200)                               |
| 176 - Boronda Housing Successor                    | 136                     | 100                          | 100                                 | 100                            | 100                              | -                                     |
| 177 - Fort Ord Housing Successor                   | 20                      | -                            | -                                   | -                              | -                                | -                                     |
| 178 - East Garrison Housing Successor              | 1                       | -                            | -                                   | -                              | -                                | -                                     |
| 180 - East Garrison Community Facility District    | 1,552,950               | 850,000                      | 901,500                             | 1,152,000                      | 1,152,000                        | 302,000                               |
| 181 - East Garrison Community Services District    | 667,962                 | 808,640                      | 815,628                             | 1,064,000                      | 1,064,000                        | 255,360                               |
| 182 - East Garrison Developer Reimbursements       | 315,463                 | 368,328                      | 435,000                             | 300,000                        | 300,000                          | (68,328)                              |
| 251 - Public Improvement Corp Debt Service         | 19,084,631              | 19,062,969                   | 18,555,115                          | 16,241,844                     | 16,241,844                       | (2,821,125)                           |
| 306 - Boronda Co San Revenue Bonds                 | 39,060                  | 38,450                       | 38,450                              | 38,150                         | 38,150                           | (300)                                 |
| 310 - Pajaro Co San Sewer Revenue                  | 36,044                  | 34,750                       | 34,750                              | 35,250                         | 35,250                           | 500                                   |
| 312 - Chualar Co Water Ser A                       | 15,209                  | 16,642                       | 16,642                              | 15,941                         | 15,941                           | (701)                                 |
| 401 - Facilities Project Fund                      | 3,162,487               | 3,117,450                    | 3,844,384                           | 2,277,161                      | 2,277,161                        | (840,289)                             |
| 402 - Capital Projects Fund                        | 4,686,353               | 15,738                       | 426,011                             | 25,444                         | 25,444                           | 9,706                                 |
| 404 - Facility Master Plan Projects                | 29,070,720              | 98,931,905                   | 143,019,337                         | 63,822,485                     | 63,822,485                       | (35,109,420)                          |
| 405 - NGEN Radio Project                           | 45,258                  | -                            | -                                   | 25,000                         | 25,000                           | 25,000                                |
| 406 - Redevelopment Obligation Retirement Fund     | 1,046,677               | 2,813,068                    | 2,813,068                           | 6,873,218                      | 6,873,218                        | 4,060,150                             |
| 451 - Natividad Medical Center                     | 401,021,369             | 293,035,006                  | 313,535,930                         | 332,772,880                    | 332,772,880                      | 39,737,874                            |
| 452 - Parks Lake & Resort Operations               | 5,881,578               | 4,599,294                    | 5,004,486                           | 6,027,418                      | 6,027,418                        | 1,428,124                             |
| 475 - General Liability Fund                       | 10,549,701              | 12,626,824                   | 12,216,237                          | 14,559,716                     | 11,357,716                       | (1,269,108)                           |
| 476 - Worker's Comp Fund                           | 18,728,621              | 19,134,000                   | 21,017,864                          | 21,176,000                     | 21,176,000                       | 2,042,000                             |
| 477 - Benefit Programs Fund                        | 9,547,729               | 10,737,769                   | 11,131,389                          | 12,484,190                     | 12,484,190                       | 1,746,421                             |
| 478 - Resource Planning                            | 2,591,003               | 13,002,502                   | 13,384,704                          | 3,747,653                      | 3,747,653                        | (9,254,849)                           |
| <b>Grand Total</b>                                 | <b>\$ 1,406,086,981</b> | <b>\$ 1,428,012,495</b>      | <b>\$ 1,486,898,213</b>             | <b>\$ 1,468,930,377</b>        | <b>\$ 1,456,110,309</b>          | <b>\$ 28,097,814</b>                  |

**County of Monterey**  
**Analysis of Expenditures by Fund**  
**All Funds**  
**Fiscal Year 2018-19**

| Source Classification                      | Actual<br>2016-17 | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|--------------------------------------------|-------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Summarization by Fund</b>               |                   |                              |                                     |                                |                                  |                                       |
| 001 - General                              | 601,348,920       | 679,756,053                  | 660,146,735                         | 706,264,969                    | 665,389,012                      | (14,367,041)                          |
| 002 - Road Fund                            | 33,255,692        | 42,539,672                   | 58,257,563                          | 70,708,875                     | 44,341,162                       | 1,801,490                             |
| 003 - Library Fund                         | 9,450,293         | 9,934,913                    | 8,945,656                           | 10,282,278                     | 9,973,287                        | 38,374                                |
| 005 - In-Home Support Services             | 742,555           | 1,017,201                    | 991,756                             | 791,383                        | 790,882                          | (226,319)                             |
| 006 - Fish & Game Propagation Fund         | 36,211            | 32,125                       | 32,147                              | 31,977                         | 31,977                           | (148)                                 |
| 007 - OET                                  | 8,178,173         | 2,852,968                    | 2,893,718                           | -                              | -                                | (2,852,968)                           |
| 008 - Community Action Partnership         | 558,277           | 568,563                      | 536,532                             | 558,560                        | 558,278                          | (10,285)                              |
| 009 - Inclusionary Housing                 | 35,012            | 741,700                      | 741,200                             | 968,200                        | 968,200                          | 226,500                               |
| 011 - Economic Development Program         | 43,602            | 900,250                      | 900,250                             | 1,050,700                      | 1,050,700                        | 150,450                               |
| 013 - Community Development Fund           | 1,083,579         | 1,171,660                    | 1,169,760                           | 2,148,283                      | 2,148,283                        | 976,623                               |
| 016 - Emergency Medical Service Fund       | 443,157           | 825,000                      | 647,000                             | 797,000                        | 797,000                          | (32,900)                              |
| 021 - Workforce Development Board          | -                 | 8,635,501                    | 8,092,531                           | 8,327,901                      | 8,327,901                        | (307,600)                             |
| 022 - Local Revenue Fund                   | 53,551,126        | 62,857,966                   | 60,680,396                          | 65,483,212                     | 65,676,182                       | 2,818,216                             |
| 023 - Behavioral Health                    | 102,283,594       | 115,811,703                  | 107,703,148                         | 130,396,304                    | 126,159,886                      | 10,348,183                            |
| 024 - Homeland Security Grant              | 398,202           | 550,000                      | 550,000                             | 517,020                        | 517,020                          | (32,980)                              |
| 025 - H&W Realignment                      | 54,709,854        | 66,872,485                   | 71,021,171                          | 71,788,473                     | 68,249,824                       | 1,377,339                             |
| 026 - NGEN Operations & Maintenance        | -                 | 1,154,424                    | 607,006                             | 1,154,424                      | 1,154,424                        | -                                     |
| 051 - CSA #1 Carmel Point                  | 24,805            | 72,443                       | 72,443                              | 32,596                         | 32,596                           | (39,847)                              |
| 052 - CSA #9 Oak Park                      | 57,206            | 66,619                       | 66,619                              | 59,484                         | 59,484                           | (7,135)                               |
| 053 - CSA #10 Laguna Seca Ranch            | 76                | 5,750                        | 5,750                               | -                              | -                                | (5,750)                               |
| 056 - CSA #15 Serra Vilge, Toro Park       | 163,481           | 192,152                      | 212,952                             | 136,130                        | 136,130                          | (56,022)                              |
| 057 - CSA #17 Rancho Terra Grande          | 11,871            | 15,000                       | 8,500                               | 13,500                         | 13,500                           | (1,500)                               |
| 058 - CSA #19 Carmel Meadows               | 497               | 5,000                        | 2,500                               | 1,000                          | 1,000                            | (4,000)                               |
| 059 - CSA #20 Royal Estates                | 4,990             | 15,958                       | 6,958                               | 15,897                         | 15,897                           | (61)                                  |
| 060 - CSA #23 Carmel Rancho                | 53,464            | 67,050                       | 67,050                              | 81,260                         | 81,260                           | 14,210                                |
| 061 - CSA #24 Pedrazzi Subdivision         | 844               | 31,000                       | 31,000                              | 14,000                         | 14,000                           | (17,000)                              |
| 062 - CSA #25 Carmel V Country Club        | 4,591             | 31,902                       | 31,724                              | 37,438                         | 37,438                           | 5,536                                 |
| 063 - CSA #26 New Moss Landing Hgts        | 1,888             | 12,717                       | 4,717                               | 13,786                         | 13,786                           | 1,069                                 |
| 064 - CSA #30 Rancho Mar Monte             | 1,241             | 14,000                       | 6,000                               | 10,500                         | 10,500                           | (3,500)                               |
| 065 - CSA #31 Aromas Hills                 | 550               | 11,000                       | 2,500                               | 3,500                          | 3,500                            | (7,500)                               |
| 066 - CSA #32 Green Valley Acres           | 6,334             | 16,394                       | 7,894                               | 18,110                         | 18,110                           | 1,716                                 |
| 067 - CSA #33 Coast Ridge Subdivisn        | 599               | 11,000                       | 1,500                               | 2,500                          | 2,500                            | (8,500)                               |
| 068 - CSA #34 Rancho Rio Vista             | 9,694             | 9,250                        | 2,500                               | 2,000                          | 2,000                            | (7,250)                               |
| 069 - CSA #35 Paradise Park                | 7,432             | 20,137                       | 13,887                              | 18,902                         | 18,902                           | (1,235)                               |
| 070 - CSA #37 Colonial Oak Estates         | 461               | 11,000                       | 1,500                               | 10,000                         | 10,000                           | (1,000)                               |
| 071 - CSA #38 Paradise Lake Estates        | 425               | 11,000                       | 1,000                               | 9,500                          | 9,500                            | (1,500)                               |
| 072 - CSA #41 Gabilan Acres                | 17,659            | 36,793                       | 19,293                              | 25,925                         | 25,925                           | (10,868)                              |
| 073 - CSA #44 Corral De Tierra             | 2,690             | 13,622                       | 6,622                               | 16,707                         | 16,707                           | 3,085                                 |
| 074 - CSA #45 Oak Hills                    | 24,850            | 38,035                       | 35,035                              | 36,274                         | 36,274                           | (1,761)                               |
| 075 - CSA #45-Oak Hills - Open Space       | 59,260            | 57,200                       | 48,300                              | 43,306                         | 43,306                           | (13,894)                              |
| 076 - CSA #47 Carmel Views                 | 40,243            | 25,798                       | 175,507                             | 25,992                         | 25,992                           | 194                                   |
| 077 - CSA #50 Rioway Tract No. 2           | 221,277           | 397,610                      | 209,651                             | 406,108                        | 406,108                          | 8,498                                 |
| 078 - CSA #51 High Meadow                  | 10,190            | 31,737                       | 117,822                             | 25,966                         | 25,966                           | (5,771)                               |
| 079 - CSA #52 Cerro Del Oso                | 436               | 16,000                       | 6,000                               | 15,500                         | 15,500                           | (500)                                 |
| 080 - CSA #53 Arroyo Seco                  | 15,659            | 41,000                       | 37,000                              | 11,500                         | 11,500                           | (29,500)                              |
| 081 - CSA #54 Manzanita                    | 404               | 10,000                       | 1,500                               | 1,500                          | 1,500                            | (8,500)                               |
| 082 - CSA #55 Buena Vista Del Sol          | 404               | 11,000                       | 7,500                               | 13,500                         | 13,500                           | 2,500                                 |
| 083 - CSA #56 Del Mesa Carmel              | 565               | 16,000                       | 7,000                               | 16,000                         | 16,000                           | -                                     |
| 084 - CSA #57 Los Tulares                  | 291               | 10,000                       | 1,700                               | 3,700                          | 3,700                            | (6,300)                               |
| 085 - CSA #58 Vista Corado                 | 2,053             | 12,461                       | 10,961                              | 4,019                          | 4,019                            | (8,442)                               |
| 086 - CSA #62 Rancho Del Monte             | 9,223             | 26,000                       | 26,000                              | 13,500                         | 13,500                           | (12,500)                              |
| 087 - CSA #66 Oak Tree Views               | 15,876            | 23,802                       | 62,802                              | 11,834                         | 11,834                           | (11,968)                              |
| 088 - CSA #67 Corral De Tierra Oaks        | 7,893             | 162,317                      | 28,861                              | 230,015                        | 230,015                          | 67,698                                |
| 089 - CSA #68 Vierra Canyon                | 392               | 11,000                       | 2,250                               | 13,250                         | 13,250                           | 2,250                                 |
| 090 - CSA #69 Ralph Lane                   | -                 | 1,368                        | 1,368                               | -                              | -                                | (1,368)                               |
| 091 - CSA #72 Las Palmas Ranch             | 1,442             | 33,000                       | 19,500                              | 11,500                         | 11,500                           | (21,500)                              |
| 092 - CSA #74 Ambulance                    | 1,691,753         | 2,416,301                    | 2,346,163                           | 2,155,660                      | 2,155,660                        | (260,641)                             |
| 093 - CSA #75 Chualar Consolidated         | 89,739            | 94,725                       | 92,969                              | 110,008                        | 110,008                          | 15,283                                |
| 151 - Pajaro Co Sanitation District        | 1,406,559         | 918,412                      | 2,434,038                           | 1,086,600                      | 1,086,600                        | 168,188                               |
| 154 - Carmel Valley San Zone # 2 Dst       | -                 | 12,354                       | 1,500                               | -                              | -                                | (12,354)                              |
| 156 - Boronda Co Sanitation Dist           | 197,048           | 148,877                      | 158,219                             | 157,973                        | 157,973                          | 9,096                                 |
| 157 - San Jerardo CSD                      | 79,392            | 79,871                       | 268,652                             | 85,359                         | 85,359                           | -                                     |
| 175 - Castroville-Pajaro Housing Successor | 116,875           | 857,696                      | 832,660                             | 1,017,210                      | 1,017,210                        | -                                     |
| 176 - Boronda Housing Successor            | 1                 | 10,004                       | 10,004                              | 5,010                          | 5,010                            | -                                     |



| Source Classification                           | Actual<br>2016-17       | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|-------------------------------------------------|-------------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| 180 - East Garrison Community Facility District | 1,669,367               | 705,744                      | 901,500                             | 1,510,727                      | 1,510,727                        | 804,983                               |
| 181 - East Garrison Community Services District | 38,466                  | 925,000                      | 925,114                             | 1,234,120                      | 1,234,120                        | 309,120                               |
| 182 - East Garrison Developer Reimbursements    | 332,991                 | 368,328                      | 435,000                             | 300,000                        | 300,000                          | (68,328)                              |
| 251 - Public Improvement Corp Debt Service      | 19,060,754              | 19,062,969                   | 18,555,115                          | 16,241,844                     | 16,241,844                       | (2,821,125)                           |
| 306 - Boronda Co San Revenue Bonds              | 38,700                  | 38,450                       | 38,450                              | 38,150                         | 38,150                           | (300)                                 |
| 310 - Pajaro Co San Sewer Revenue               | 35,200                  | 34,750                       | 34,750                              | 35,250                         | 35,250                           | 500                                   |
| 312 - Chualar Co Water Ser A                    | 16,301                  | 16,642                       | 16,642                              | 15,941                         | 15,941                           | (701)                                 |
| 401 - Facilities Project Fund                   | 3,376,151               | 6,006,998                    | 3,846,084                           | 2,227,585                      | 2,227,585                        | (3,779,413)                           |
| 402 - Capital Projects Fund                     | 4,016,497               | 5,123,406                    | 2,737,768                           | 1,590,339                      | 1,590,339                        | (3,533,067)                           |
| 404 - Facility Master Plan Projects             | 24,969,024              | 120,244,714                  | 119,634,014                         | 99,714,833                     | 99,269,363                       | (20,975,351)                          |
| 405 - NGEN Radio Project                        | 3,002,756               | -                            | -                                   | 1,369,511                      | 1,369,511                        | 1,369,511                             |
| 406 - Redevelopment Obligation Retirement Fund  | 520                     | 2,801,000                    | 2,801,000                           | 6,851,000                      | 6,851,000                        | 4,050,000                             |
| 451 - Natividad Medical Center                  | 339,242,360             | 282,940,864                  | 344,287,781                         | 323,880,176                    | 323,644,440                      | 40,703,576                            |
| 452 - Parks Lake & Resort Operations            | 5,047,684               | 4,598,787                    | 5,889,595                           | 5,993,698                      | 5,989,559                        | 1,390,772                             |
| 475 - General Liability Fund                    | 8,953,263               | 12,626,824                   | 10,748,543                          | 14,559,716                     | 11,357,716                       | (1,269,108)                           |
| 476 - Worker's Comp Fund                        | 20,840,574              | 19,134,000                   | 21,017,864                          | 21,176,000                     | 21,176,000                       | 2,042,000                             |
| 477 - Benefit Programs Fund                     | 9,280,850               | 12,103,707                   | 10,788,248                          | 12,661,888                     | 12,661,888                       | 558,181                               |
| 478 - Resource Planning                         | 2,361,446               | 6,937,110                    | 10,777,422                          | 2,742,460                      | 2,742,460                        | (4,194,650)                           |
| <b>Grand Total</b>                              | <b>\$ 1,312,763,769</b> | <b>\$ 1,496,023,832</b>      | <b>\$ 1,544,867,330</b>             | <b>\$ 1,589,436,816</b>        | <b>\$ 1,510,413,930</b>          | <b>\$ 14,230,090</b>                  |

**County of Monterey**  
**Analysis of Expenditures by Object and Subobject**  
**All Funds**  
**Fiscal Year 2018-19**

| Source Classification                                  | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|--------------------------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>COUNTY</b>                                          |                       |                              |                                     |                                |                                  |                                       |
| <b>Salaries and Employee Benefits</b>                  |                       |                              |                                     |                                |                                  |                                       |
| 6111BL - Bilingual Pay                                 | -                     | 731,266                      | -                                   | 809,988                        | 796,368                          | 65,102                                |
| 6111PD - Pay Differential                              | -                     | 3,010,144                    | -                                   | 507,843                        | 507,843                          | (2,502,301)                           |
| 6111 - Regular Employees                               | 370,708,824           | 431,588,336                  | 389,507,423                         | 444,810,922                    | 430,580,741                      | (1,007,595)                           |
| 6111SP - Standby Pay                                   | -                     | 165,270                      | 30,168                              | 165,041                        | 165,041                          | (229)                                 |
| 6111SS - Salary Savings                                | -                     | (22,607,023)                 | -                                   | (16,230,583)                   | (16,277,584)                     | 6,329,439                             |
| 6111VB - Vacation Buy Back                             | -                     | 2,405,571                    | 372,000                             | 2,186,318                      | 2,003,669                        | (401,902)                             |
| 6111XX - Forecasted Supplemental Pays                  | -                     | 6,636,692                    | 135,378                             | 8,159,200                      | 8,075,112                        | 1,438,420                             |
| 6112 - Temporary Employees                             | 10,656,904            | 3,169,860                    | 19,010,341                          | 3,717,982                      | 3,397,180                        | 227,320                               |
| 6113 - Overtime                                        | 16,023,592            | 6,752,217                    | 10,099,429                          | 6,186,201                      | 6,186,201                        | (566,016)                             |
| 6121 - PERS                                            | 57,713,372            | 67,241,538                   | 61,825,214                          | 78,757,154                     | 76,155,692                       | 8,914,154                             |
| 6122 - Other Post-Employment Benefits                  | 5,196,169             | 3,154,644                    | 4,149,341                           | 3,436,414                      | 3,422,479                        | 267,835                               |
| 6131 - FICA                                            | 19,232,345            | 22,410,051                   | 21,880,626                          | 23,170,227                     | 22,407,233                       | (2,818)                               |
| 6132 - Medicare                                        | 5,693,812             | 6,369,699                    | 5,974,606                           | 6,582,102                      | 6,374,341                        | 4,642                                 |
| 6141 - Flex Co Paid Insurance-Pretax                   | 7,787,367             | 7,926,692                    | 8,370,728                           | 8,255,391                      | 7,959,616                        | 32,924                                |
| 6142 - Life Insurance                                  | 285,557               | 354,911                      | 326,928                             | 356,912                        | 343,460                          | (11,451)                              |
| 6143 - Long-Term Disability Insurance                  | 149,361               | 253,504                      | 197,421                             | 211,446                        | 200,470                          | (53,034)                              |
| 6144 - Short-Term Disability Insurance                 | 26,918                | 65,604                       | 73,939                              | 220,692                        | 209,376                          | 143,772                               |
| 6145 - Dental Insurance                                | 1,958,136             | 2,419,820                    | 2,221,422                           | 2,800,524                      | 2,700,969                        | 281,149                               |
| 6147 - Vision Insurance                                | 442,439               | 542,376                      | 492,270                             | 578,385                        | 557,645                          | 15,269                                |
| 6148 - Unemployment Insurance                          | 607,433               | 655,103                      | 585,184                             | 606,215                        | 605,753                          | (49,350)                              |
| 6161 - Workers Compensation Insurance                  | 16,853,338            | 18,479,069                   | 18,714,149                          | 20,395,699                     | 20,384,124                       | 1,905,055                             |
| 6171 - Employee Assistance Program                     | 79,711                | 180,700                      | 135,379                             | 122,572                        | 118,369                          | (62,331)                              |
| 6173 - Flex-Benefit Plan Contribution                  | 66,064,877            | 84,322,426                   | 75,694,251                          | 83,809,325                     | 80,746,998                       | (3,575,428)                           |
| 6174NF - Special Benefits Not Forecasted               | -                     | (8,314,652)                  | 51,332                              | (470,635)                      | (472,741)                        | 7,841,911                             |
| 6174 - Special Benefits                                | 1,879,291             | 1,064,569                    | (742,387)                           | 1,091,094                      | 1,050,539                        | (14,030)                              |
| 6175 - Wellness Plan                                   | 353,737               | 173,028                      | 159,554                             | 215,228                        | 215,228                          | 42,200                                |
| <b>Total Salaries and Employee Benefits</b>            | <b>\$ 581,713,184</b> | <b>\$ 639,151,415</b>        | <b>\$ 619,264,696</b>               | <b>\$ 680,451,657</b>          | <b>\$ 658,414,122</b>            | <b>\$ 19,262,707</b>                  |
| <b>Services and Supplies</b>                           |                       |                              |                                     |                                |                                  |                                       |
| 6211 - Agricultural Service & Supply                   | 223,033               | 378,703                      | 378,703                             | 537,015                        | 266,131                          | (112,572)                             |
| 6221 - Clothing and Personal Supplies                  | 201,090               | 197,205                      | 217,205                             | 183,855                        | 183,855                          | (13,350)                              |
| 6222 - Uniforms and Safety Equipment                   | 966,278               | 923,255                      | 778,848                             | 1,053,981                      | 828,981                          | (94,274)                              |
| 6231 - Communication Charges - External                | 1,825,181             | 1,346,359                    | 1,411,474                           | 1,763,884                      | 1,754,358                        | 407,999                               |
| 6232 - Communication Charges - Internal                | 28,946                | 152,744                      | 70,447                              | 85,782                         | 85,782                           | (66,962)                              |
| 6241 - Food                                            | 2,627,155             | 2,905,020                    | 2,974,048                           | 2,991,306                      | 2,988,306                        | 83,286                                |
| 6251 - Cleaning and Janitorial                         | 2,613,708             | 2,579,491                    | 2,703,236                           | 2,757,147                      | 2,755,025                        | 175,534                               |
| 6252 - Household Expenses                              | 652,550               | 166,417                      | 148,197                             | 155,208                        | 152,708                          | (13,709)                              |
| 6261 - Insurance - General Liability (Non-recoverable) | 797,629               | 762,444                      | 2,645,108                           | 6,045,225                      | 3,295,236                        | 2,532,792                             |
| 6262 - Insurance - General Liability (Recoverable)     | 7,903,601             | 8,871,482                    | 7,034,169                           | 5,662,250                      | 5,659,493                        | (3,211,989)                           |
| 6264 - Insurance - Malpractice                         | 855,728               | 199,103                      | 1,033,141                           | 1,042,476                      | 1,042,476                        | 843,373                               |
| 6266 - Insurance - Property                            | 1,608,333             | 1,827,448                    | 1,643,239                           | 2,000,791                      | 1,998,154                        | 170,706                               |
| 6267 - Insurance - Stop Loss                           | 3,622,598             | 4,198,785                    | 3,603,830                           | 4,333,535                      | 4,333,535                        | 134,750                               |
| 6268 - Insurance - Other                               | 824,047               | 734,013                      | 843,741                             | 1,052,869                      | 1,042,739                        | 308,726                               |
| 6301 - Grand Jury Related Expense                      | 26,872                | 35,000                       | 40,024                              | 35,000                         | 35,000                           | -                                     |
| 6302 - Trial Related Expense                           | 798,506               | 616,000                      | 1,351,354                           | 1,123,500                      | 623,500                          | 7,500                                 |
| 6311 - Buildings & Improvements Maintenance - External | 13,829,744            | 6,663,194                    | 10,663,295                          | 5,878,323                      | 5,827,207                        | (835,987)                             |
| 6312 - Buildings & Improvements Maintenance - Internal | 621,659               | 334,836                      | 429,977                             | 332,281                        | 332,281                          | (2,555)                               |
| 6321 - Equipment Maintenance                           | 4,638,526             | 12,206,507                   | 8,949,140                           | 12,773,571                     | 12,345,725                       | 139,218                               |
| 6331 - Dental Supplies                                 | 78                    | 519                          | 727                                 | 519                            | 519                              | -                                     |
| 6332 - Laboratory Supplies                             | 1,815,357             | 2,059,235                    | 1,804,327                           | 2,017,848                      | 2,017,848                        | (41,387)                              |
| 6333 - Medical Supplies                                | 21,002,207            | 23,395,806                   | 21,635,798                          | 22,053,920                     | 22,053,920                       | (1,341,886)                           |
| 6351 - Membership Fees                                 | 1,225,554             | 1,785,883                    | 1,674,963                           | 2,336,562                      | 2,330,062                        | 544,179                               |
| 6361 - Noncapital Equipment                            | 1,122,549             | 618,517                      | 549,227                             | 697,192                        | 697,192                          | 78,675                                |
| 6381 - Advertising                                     | 550,079               | 864,851                      | 889,087                             | 935,916                        | 935,916                          | 71,065                                |
| 6382 - Audio-Visual Service & Supply                   | 115,470               | 21,426                       | 13,613                              | 27,771                         | 27,771                           | 6,345                                 |
| 6383 - Miscellaneous Services                          | 1,519,686             | 1,187,733                    | 1,501,254                           | 1,442,763                      | 1,472,232                        | 284,499                               |
| 6384 - Miscellaneous Supplies                          | 404,584               | 1,329,691                    | 1,226,594                           | 1,231,775                      | 1,231,775                        | (97,916)                              |
| 6401 - Books/Periodicals and Other Subscriptions       | 1,544,289             | 941,980                      | 795,634                             | 962,582                        | 659,782                          | (282,198)                             |
| 6402 - Bottled Water                                   | 57,539                | 38,345                       | 38,694                              | 38,283                         | 33,283                           | (5,062)                               |
| 6403 - Office Machine Supply                           | (538)                 | 4,650                        | 3,400                               | 4,000                          | 4,000                            | (650)                                 |
| 6404 - Courier Services - External                     | 90,417                | 43,363                       | 45,442                              | 40,450                         | 40,250                           | (3,113)                               |
| 6405 - Courier Services - Internal                     | 390,598               | 383,362                      | 491,780                             | 447,726                        | 441,289                          | 57,927                                |
| 6406 - Mail Handling Charges                           | 211,654               | 210,576                      | 257,915                             | 190,704                        | 190,704                          | (19,872)                              |

| Source Classification                                        | Actual<br>2016-17     | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|--------------------------------------------------------------|-----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| 6407 - Minor Computer Hardware                               | 2,351,159             | 1,844,336                    | 1,792,504                           | 1,683,475                      | 1,622,125                        | (222,211)                             |
| 6408 - Minor Computer Software                               | 10,259,017            | 6,553,903                    | 6,163,980                           | 9,869,931                      | 8,619,984                        | 2,066,081                             |
| 6409 - Minor Equipment and Furnishings                       | 3,020,477             | 1,923,600                    | 2,332,866                           | 2,067,181                      | 2,020,481                        | 96,881                                |
| 6410 - Office Supplies                                       | 1,472,362             | 2,008,344                    | 1,886,282                           | 2,216,147                      | 2,199,749                        | 191,405                               |
| 6411 - Postage and Shipping                                  | 1,057,144             | 1,315,647                    | 1,166,755                           | 1,225,939                      | 1,225,339                        | (90,308)                              |
| 6412 - Printing, Graphics and Binding Charge - External      | 2,208,331             | 2,198,414                    | 1,740,279                           | 1,866,116                      | 1,853,146                        | (345,268)                             |
| 6413 - Printing, Graphics and Binding Charge - Internal      | 4,748                 | 7,500                        | 7,500                               | 7,500                          | 7,500                            | -                                     |
| 6414 - Other Office Expense                                  | 104,713               | 126,323                      | 324,014                             | 285,938                        | 223,914                          | 97,591                                |
| 6415 - Records Retention Charges                             | 513                   | 115,337                      | 234,543                             | 426,924                        | 422,469                          | 307,132                               |
| 6601 - Accounting & Auditing Charges                         | 617,854               | 959,549                      | 889,559                             | 1,038,009                      | 1,038,009                        | 78,460                                |
| 6602 - Data Processing Services - External                   | 2,103,211             | 3,077,177                    | 3,051,289                           | 2,532,762                      | 2,459,632                        | (617,545)                             |
| 6603 - Data Processing Services - Internal                   | 26,972,564            | 28,747,176                   | 28,432,950                          | 12,408,634                     | 12,283,885                       | (16,463,291)                          |
| 6604 - Hospital Charges                                      | 5,202,589             | 7,640,347                    | 5,019,000                           | 5,697,200                      | 5,697,200                        | (1,943,147)                           |
| 6605 - Laboratory Services                                   | 2,081,477             | 977,669                      | 773,198                             | 827,507                        | 795,680                          | (181,989)                             |
| 6606 - Legal Service - External                              | 4,145,389             | 3,775,116                    | 3,712,857                           | 4,141,370                      | 4,101,370                        | 326,254                               |
| 6607 - Legal Service - Internal                              | 1,694,472             | 1,812,000                    | 1,448,918                           | 1,855,000                      | 1,855,000                        | 43,000                                |
| 6608 - Other Medical Services                                | 67,443,687            | 65,593,313                   | 66,253,004                          | 71,286,730                     | 68,435,010                       | 2,841,697                             |
| 6609 - Other Personnel Services                              | 17,878,431            | 20,256,773                   | 19,430,867                          | 19,599,439                     | 19,257,046                       | (999,727)                             |
| 6610 - Outpatient Services                                   | 8,943,242             | 9,239,963                    | 9,624,241                           | 10,198,325                     | 10,133,247                       | 893,284                               |
| 6611 - Staff Training Services                               | 636,662               | 911,835                      | 965,670                             | 1,166,727                      | 1,099,727                        | 187,892                               |
| 6612 - Temporary Help Services                               | 3,266,048             | 5,817,972                    | 6,037,102                           | 4,406,372                      | 4,397,863                        | (1,420,109)                           |
| 6613 - Other Professional & Special Services                 | 43,349,121            | 57,898,323                   | 58,156,115                          | 87,566,036                     | 58,798,750                       | 900,427                               |
| 6614 - Contribution and Grants for Non-Governmental Agencies | 1,871,096             | 1,817,886                    | 1,805,096                           | 2,039,944                      | 1,929,944                        | 112,058                               |
| 6801 - Publications and Legal Notices                        | 100,403               | 158,410                      | 152,926                             | 163,040                        | 149,832                          | (8,578)                               |
| 6811 - Rents and Leases - Buildings                          | 12,969,868            | 11,722,782                   | 10,209,881                          | 10,463,276                     | 10,459,276                       | (1,263,506)                           |
| 6821 - Rents and Leases - Equipment                          | 4,903,476             | 4,748,277                    | 5,399,187                           | 5,879,682                      | 5,848,590                        | 1,100,313                             |
| 6831 - Criminal Justice System                               | 443,781               | 311,500                      | 467,613                             | 311,500                        | 311,500                          | -                                     |
| 6832 - Elections                                             | 177,712               | 257,901                      | 257,901                             | 174,000                        | 174,000                          | (83,901)                              |
| 6833 - Purchases For Resale                                  | 62,800                | 64,270                       | 62,270                              | 64,270                         | 64,270                           | -                                     |
| 6834 - Social Services                                       | 14,819,369            | 15,644,971                   | 15,955,379                          | 18,340,013                     | 15,660,693                       | 15,722                                |
| 6835 - Other Special Departmental Expenses                   | 9,464,909             | 8,864,621                    | 10,823,673                          | 13,577,577                     | 12,427,442                       | 3,562,821                             |
| 6861 - Conference/Lodging/Meals/Travel                       | 1,826,292             | 1,937,841                    | 1,753,394                           | 1,980,449                      | 1,744,196                        | (193,645)                             |
| 6862 - Employee Mileage Reimbursement                        | 215,128               | 255,423                      | 241,367                             | 232,190                        | 224,896                          | (30,527)                              |
| 6863 - Employee Moving Expense                               | 71,931                | 12,000                       | 10,000                              | 15,000                         | 15,000                           | 3,000                                 |
| 6864 - Fleet Service Charge                                  | 4,485,820             | 4,414,814                    | 4,862,484                           | 4,834,966                      | 4,812,191                        | 397,377                               |
| 6865 - Nonemployee Transportation & Travel                   | 163,096               | 139,872                      | 216,251                             | 179,067                        | 179,067                          | 39,195                                |
| 6866 - Vehicle Maintenance - External                        | 2,490,204             | 2,509,242                    | 2,538,083                           | 2,516,722                      | 2,516,722                        | 7,480                                 |
| 6867 - Vehicle Usage/Replacement                             | 2,597,819             | 2,604,900                    | 2,964,246                           | 3,388,554                      | 3,298,629                        | 693,729                               |
| 6881 - Utilities                                             | 9,430,182             | 10,915,944                   | 12,209,282                          | 11,854,376                     | 11,816,280                       | 900,336                               |
| <b>Total Services and Supplies</b>                           | <b>\$ 345,621,801</b> | <b>\$ 367,165,214</b>        | <b>\$ 367,220,157</b>               | <b>\$ 400,623,898</b>          | <b>\$ 357,866,689</b>            | <b>\$ (9,298,525)</b>                 |
| <b>Other Charges</b>                                         |                       |                              |                                     |                                |                                  |                                       |
| 7011 - Out of Home Care                                      | 25,130,359            | 27,932,972                   | 26,547,541                          | 25,881,903                     | 25,881,903                       | (2,051,069)                           |
| 7012 - Public Assistance Payments                            | 40,308,597            | 41,990,685                   | 41,795,444                          | 43,308,979                     | 43,308,979                       | 1,318,294                             |
| 7013 - Reimbursement to Other Governmental Agencies          | 3,097,826             | 1,989,282                    | 2,111,589                           | 2,325,288                      | 2,206,968                        | 217,686                               |
| 7014 - Other Support and Care                                | 7,703,831             | 7,165,035                    | 6,944,810                           | 8,177,573                      | 8,177,573                        | 1,012,538                             |
| 7041 - Bond Principal Payments                               | 9,544,200             | 13,793,856                   | 13,558,856                          | 12,259,486                     | 12,259,486                       | (1,534,370)                           |
| 7051 - Other Debt Retirement                                 | 825,616               | 67,000                       | 67,000                              | 70,000                         | 70,000                           | 3,000                                 |
| 7061 - Interest On Bonds                                     | 9,508,768             | 11,949,825                   | 10,955,251                          | 10,188,826                     | 10,188,826                       | (1,760,999)                           |
| 7071 - Interest On Other Long-Term Debt                      | 1,753,891             | 496,036                      | 515,488                             | 430,220                        | 430,220                          | (65,816)                              |
| 7082 - Other Interest                                        | 26,201                | 23,092                       | 23,094                              | 20,041                         | 20,041                           | (3,051)                               |
| 7091 - Claims, Judgments & Damages                           | 26,802,380            | 26,764,811                   | 27,250,269                          | 30,058,450                     | 26,856,450                       | 91,639                                |
| 7092 - Insurance Deductible                                  | 191,107               | 110,056                      | 73,836                              | 128,574                        | 128,574                          | 18,518                                |
| 7121 - Taxes and Assessments                                 | 235,640               | 284,847                      | 214,449                             | 211,528                        | 211,528                          | (73,319)                              |
| 7141 - Depreciation - Buildings                              |                       | 392,526                      | 392,526                             | 220,403                        | 220,403                          | (172,123)                             |
| 7181 - Bad Debts Expense                                     | 211,554               | -                            | -                                   | -                              | -                                | -                                     |
| 7201 - Contribution to Other Agencies                        | 63,585,820            | 18,750,955                   | 19,280,288                          | 23,422,748                     | 23,422,748                       | 4,671,793                             |
| 7301 - Cost Plan Charges                                     | (213,295)             | 1,692,991                    | 2,685,013                           | 47,984                         | 47,984                           | (1,645,007)                           |
| 7302 - Expenditure Transfers                                 | (19,213,605)          | (1,925,286)                  | (2,579,008)                         | (1,190,619)                    | (1,190,619)                      | 734,667                               |
| 7303 - Reimbursement Clearing                                | -                     | 225,000                      | 215,939                             | -                              | -                                | (225,000)                             |
| 7304 - Interfund Reimbursement                               | (23,535,593)          | (19,205,292)                 | (20,937,954)                        | (19,332,802)                   | (17,802,736)                     | 1,402,556                             |
| 7305 - Intrafund Reimbursement                               | (34,342,752)          | (30,278,277)                 | (26,117,144)                        | (15,513,481)                   | (14,632,665)                     | 15,645,612                            |
| <b>Total Other Charges</b>                                   | <b>\$ 111,620,545</b> | <b>\$ 102,220,114</b>        | <b>\$ 102,997,287</b>               | <b>\$ 120,715,101</b>          | <b>\$ 119,805,663</b>            | <b>\$ 17,585,549</b>                  |
| <b>Capital Assets</b>                                        |                       |                              |                                     |                                |                                  |                                       |
| 7512 - Land Improvements                                     | 1,005,222             | -                            | -                                   | -                              | -                                | -                                     |
| 7521 - Buildings and Improvements                            | 8,225,420             | 1,864,381                    | 19,109,507                          | 19,833,351                     | 19,833,351                       | 17,968,970                            |
| 7531 - Equipment                                             | 8,980,709             | 11,924,893                   | 21,885,974                          | 23,277,244                     | 18,252,244                       | 6,327,351                             |
| 7532 - Vehicles                                              | 3,838,804             | 3,382,653                    | 3,985,902                           | 3,805,519                      | 3,605,519                        | 222,866                               |
| 7541 - Infrastructure                                        | 3,639,272             | -                            | -                                   | -                              | -                                | -                                     |
| 7551 - Construction In Progress                              | 38,527,684            | 134,015,523                  | 127,668,469                         | 90,812,901                     | 90,812,901                       | (43,202,622)                          |
| 7561 - Capital Leases                                        | 17,240,417            | -                            | -                                   | -                              | -                                | -                                     |
| 7562 - Intangible Assets                                     | 7,814,064             | 4,601,646                    | 5,157,580                           | 1,965,776                      | 1,465,776                        | (3,135,870)                           |

| Source Classification                        | Actual<br>2016-17       | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|----------------------------------------------|-------------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Total Capital Assets</b>                  | <b>\$ 89,271,592</b>    | <b>\$ 155,789,096</b>        | <b>\$ 177,807,432</b>               | <b>\$ 139,694,791</b>          | <b>\$ 133,969,791</b>            | <b>\$ (21,819,305)</b>                |
| <b>Other Financing Uses</b>                  |                         |                              |                                     |                                |                                  |                                       |
| 7612 - Disbursement of Loans                 | -                       | 2,100,000                    | 2,100,000                           | 3,000,000                      | 3,000,000                        | 900,000                               |
| 7614 - Operating Transfers Out               | 184,536,547             | 226,073,168                  | 272,381,459                         | 236,206,010                    | 228,612,306                      | 2,539,138                             |
| <b>Total Other Financing Uses</b>            | <b>\$ 184,536,547</b>   | <b>\$ 228,173,168</b>        | <b>\$ 274,481,459</b>               | <b>\$ 239,206,010</b>          | <b>\$ 231,612,306</b>            | <b>\$ 3,439,138</b>                   |
| <b>Extraordinary Items</b>                   |                         |                              |                                     |                                |                                  |                                       |
| 7731 - Special Items                         | -                       | -                            | -                                   | 2,400,000                      | 2,400,000                        | 2,400,000                             |
| <b>Total Extraordinary Items</b>             | <b>\$ -</b>             | <b>\$ -</b>                  | <b>\$ -</b>                         | <b>\$ 2,400,000</b>            | <b>\$ 2,400,000</b>              | <b>\$ 2,400,000</b>                   |
| <b>Appropriation for Contingencies</b>       |                         |                              |                                     |                                |                                  |                                       |
| 7811 - Contingencies                         | -                       | 3,524,825                    | 3,096,299                           | 6,345,359                      | 6,345,359                        | 2,820,534                             |
| <b>Total Appropriation for Contingencies</b> | <b>\$ -</b>             | <b>\$ 3,524,825</b>          | <b>\$ 3,096,299</b>                 | <b>\$ 6,345,359</b>            | <b>\$ 6,345,359</b>              | <b>\$ 2,820,534</b>                   |
| <b>Grand Total</b>                           | <b>\$ 1,312,763,669</b> | <b>\$ 1,496,023,832</b>      | <b>\$ 1,544,867,330</b>             | <b>\$ 1,589,436,816</b>        | <b>\$ 1,510,413,930</b>          | <b>\$ 14,390,098</b>                  |

**County of Monterey  
Overtime  
Fiscal Year 2018-19**

| Source Classification              | Actual<br>2016-17    | Adopted<br>Budget<br>2017-18 | Current Year<br>Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change From<br>Adopted |
|------------------------------------|----------------------|------------------------------|-------------------------------------|--------------------------------|----------------------------------|---------------------------------------|
| <b>Summarization by Department</b> |                      |                              |                                     |                                |                                  |                                       |
| Agricultural Commissioner          | 27,275               | 62,396                       | 62,396                              | 62,396                         | 62,396                           | -                                     |
| Assessor-County Clerk-Recorder     | 571                  | 500                          | 500                                 | 500                            | 500                              | -                                     |
| Auditor-Controller                 | 33,624               | -                            | 22,680                              | -                              | -                                | -                                     |
| Board of Supervisors               | 2,454                | -                            | 943                                 | -                              | -                                | -                                     |
| Child Support Services             | 2,759                | -                            | 1,000                               | -                              | -                                | -                                     |
| Clerk of the Board                 | -                    | -                            | -                                   | -                              | -                                | -                                     |
| Cooperative Extension              | 32                   | -                            | -                                   | -                              | -                                | -                                     |
| County Administrative Office       | 5,975                | 17,852                       | 2,726                               | 5,000                          | 5,000                            | (12,852)                              |
| County Counsel                     | 108                  | -                            | 1,000                               | -                              | -                                | -                                     |
| District Attorney                  | 117,738              | 108,500                      | 119,618                             | 109,000                        | 109,000                          | 500                                   |
| Economic Development               | 47                   | -                            | (46)                                | -                              | -                                | -                                     |
| Elections                          | 9,873                | 10,000                       | 10,000                              | 10,000                         | 10,000                           | -                                     |
| Emergency Communications           | 534,947              | 600,000                      | 476,000                             | 490,280                        | 490,280                          | (109,720)                             |
| Health                             | 472,796              | 423,719                      | 546,576                             | 593,842                        | 593,842                          | 170,123                               |
| Human Resources                    | 23                   | -                            | 950                                 | -                              | -                                | -                                     |
| Information Technology             | 44,285               | -                            | -                                   | 50,000                         | 50,000                           | 50,000                                |
| Library                            | (167)                | -                            | -                                   | -                              | -                                | -                                     |
| Natividad Medical Center           | 6,118,668            | -                            | -                                   | -                              | -                                | -                                     |
| Parks                              | 70,609               | -                            | -                                   | -                              | -                                | -                                     |
| Probation                          | 103,074              | 288,878                      | 288,878                             | 292,360                        | 292,360                          | 3,482                                 |
| Public Defender                    | (362)                | 500                          | 500                                 | 500                            | 500                              | -                                     |
| Resource Management Agency         | 137,546              | 509,663                      | 353,260                             | 318,822                        | 318,822                          | (190,841)                             |
| Sheriff-Coroner                    | 7,519,431            | 3,938,101                    | 7,358,892                           | 3,938,101                      | 3,938,101                        | -                                     |
| Social Services                    | 822,286              | 792,108                      | 853,556                             | 315,400                        | 315,400                          | (476,708)                             |
| Treasurer-Tax Collector            | -                    | -                            | -                                   | -                              | -                                | -                                     |
| <b>Grand Total</b>                 | <b>\$ 16,023,592</b> | <b>\$ 6,752,217</b>          | <b>\$ 10,099,429</b>                | <b>\$ 6,186,201</b>            | <b>\$ 6,186,201</b>              | <b>\$ (566,016)</b>                   |



This page intentionally left blank.

# Analysis of Revenues by Object and Subobject

## Analysis of Revenues by Object and Subobject

|                                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Change     |
|-------------------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------|
| <b>Property Taxes</b>                           |                       |                           |                        |                             |                               |            |
| Property Tax - Prior Supplemental               | 79,635                | 77,052                    | 72,644                 | 72,783                      | 72,783                        | (4,269)    |
| Property Tax In-Lieu of VLF                     | 49,630,483            | 51,015,460                | 52,360,160             | 55,098,025                  | 55,098,025                    | 4,082,565  |
| Property Tax - Prior Unsecured                  | 39,936                | 38,214                    | 39,952                 | 40,011                      | 40,011                        | 1,797      |
| Property Tax - Current Secured                  | 92,668,401            | 100,351,782               | 99,038,249             | 109,276,386                 | 109,276,386                   | 8,924,604  |
| Property Tax - Current Unsecured                | 3,850,255             | 4,049,152                 | 3,995,692              | 4,075,532                   | 4,075,532                     | 26,380     |
| Other Property Taxes                            | 7,543,577             | 7,079,109                 | 7,080,685              | 6,656,289                   | 6,656,289                     | (422,820)  |
| Property Tax - Prior Secured                    | 868,303               | 1,242,275                 | 881,696                | 883,253                     | 883,253                       | (359,022)  |
| Property Tax - Current Supplemental             | 1,945,501             | 1,796,815                 | 1,941,185              | 2,126,074                   | 2,126,074                     | 329,259    |
| Sales and Use Taxes                             | 10,339,464            | 15,448,524                | 16,596,254             | 16,647,467                  | 16,495,590                    | 1,047,066  |
| Subtotal                                        | \$166,965,554         | \$181,098,383             | \$182,006,517          | \$194,875,820               | \$194,723,943                 | 13,625,560 |
| <b>Other Taxes</b>                              |                       |                           |                        |                             |                               |            |
| Cannabis Tax                                    | 3,081,782             | 346,922                   | 346,922                | 522,800                     | 374,676                       | 27,754     |
| Transient Occupancy Tax                         | 21,279,324            | 21,578,455                | 21,917,704             | 21,921,960                  | 21,921,960                    | 343,505    |
| Other Taxes                                     | 1,653,786             | 1,650,120                 | 1,654,000              | 1,654,120                   | 1,654,120                     | 4,000      |
| Real Property Transfer Tax                      | 3,184,566             | 2,815,240                 | 2,815,240              | 3,008,786                   | 3,008,786                     | 193,546    |
| Subtotal                                        | \$29,199,459          | \$26,390,737              | \$26,733,866           | \$27,107,666                | \$26,959,542                  | 568,805    |
| <b>Licenses</b>                                 |                       |                           |                        |                             |                               |            |
| Animal Licenses                                 | 161,126               | 192,000                   | 90,000                 | 170,000                     | 170,000                       | (22,000)   |
| Business Licenses                               | 4,155,137             | 4,361,459                 | 4,299,948              | 4,739,885                   | 4,739,885                     | 378,426    |
| Subtotal                                        | \$4,316,263           | \$4,553,459               | \$4,389,948            | \$4,909,885                 | \$4,909,885                   | 356,426    |
| <b>Permits</b>                                  |                       |                           |                        |                             |                               |            |
| Road Privileges and Permits                     | 647,335               | 906,803                   | 560,268                | 271,952                     | 271,952                       | (634,851)  |
| Construction Permits                            | 8,842,897             | 9,441,977                 | 10,382,453             | 10,670,152                  | 10,670,152                    | 1,228,175  |
| Zoning Permits                                  | 1,412,503             | 1,401,165                 | 1,410,606              | 1,549,284                   | 1,549,284                     | 148,119    |
| Subtotal                                        | \$10,902,735          | \$11,749,945              | \$12,353,327           | \$12,491,388                | \$12,491,388                  | 741,443    |
| <b>Franchises</b>                               |                       |                           |                        |                             |                               |            |
| Other Licenses and Permits                      | 423,388               | 416,160                   | 415,222                | 843,307                     | 843,307                       | 427,147    |
| Franchises                                      | 6,038,572             | 6,098,304                 | 5,825,782              | 5,847,601                   | 5,847,601                     | (250,703)  |
| Subtotal                                        | \$6,461,960           | \$6,514,464               | \$6,241,004            | \$6,690,908                 | \$6,690,908                   | 176,444    |
| <b>Fines</b>                                    |                       |                           |                        |                             |                               |            |
| Forfeitures and Penalties                       | 4,111,509             | 4,726,202                 | 4,871,832              | 4,596,801                   | 4,596,801                     | (129,401)  |
| Penalties and Costs on Delinquent Taxes         | 2,490,598             | 2,202,996                 | 2,200,475              | 2,490,886                   | 2,490,886                     | 287,890    |
| Other Court Fines                               | 1,011,294             | 2,668,013                 | 2,538,909              | 2,539,232                   | 2,539,232                     | (128,781)  |
| Vehicle Code Fines                              | 1,507,193             | 1,433,355                 | 1,417,571              | 1,334,257                   | 1,334,257                     | (99,098)   |
| Subtotal                                        | \$9,120,594           | \$11,030,566              | \$11,028,787           | \$10,961,176                | \$10,961,176                  | (69,390)   |
| <b>Revenue from Use of Money &amp; Property</b> |                       |                           |                        |                             |                               |            |
| Interest on Notes Receivable                    | 134,131               | 114,000                   | 149,000                | 125,000                     | 125,000                       | 11,000     |
| Investment Income                               | 6,216,741             | 2,998,808                 | 3,695,738              | 4,063,183                   | 4,063,183                     | 1,064,375  |
| Rents and Concessions                           | 19,594,015            | 33,778,457                | 35,189,097             | 37,834,345                  | 37,834,345                    | 4,055,888  |



## Analysis of Revenues by Object and Subobject

|                                                      | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Change       |
|------------------------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|--------------|
| Subtotal                                             | \$25,944,886          | \$36,891,265              | \$39,033,835           | \$42,022,528                | \$42,022,528                  | 5,131,263    |
| <b>State Aid - Taxes</b>                             |                       |                           |                        |                             |                               |              |
| State Highway Users Tax                              | 8,158,554             | 9,113,892                 | 11,363,985             | 13,490,448                  | 13,490,448                    | 4,376,556    |
| Vehicle License Fee                                  | 10,945,006            | 7,084,048                 | 6,748,087              | 6,855,069                   | 6,855,069                     | (228,979)    |
| Subtotal                                             | \$19,103,560          | \$16,197,940              | \$18,112,072           | \$20,345,517                | \$20,345,517                  | 4,147,577    |
| <b>State Aid - Grants, Programs, Contributions</b>   |                       |                           |                        |                             |                               |              |
| Citizens Option for Public Safety Funds              | 0                     | 250,000                   | 250,000                | 501,877                     | 501,877                       | 251,877      |
| State Aid - Construction Operating Grants            | 0                     | 725,486                   | 725,486                | 725,486                     | 725,486                       | 0            |
| State Aid - Public Assistance Programs               | 7,180,963             | 49,186,204                | 54,202,316             | 58,183,575                  | 58,183,074                    | 8,996,870    |
| State Aid - Construction Capital Grants              | 1,363,637             | 69,707,673                | 71,277,701             | 43,180,517                  | 43,180,517                    | (26,527,156) |
| Tobacco Program (Prop 99)                            | 179,226               | 782,982                   | 411,066                | 435,558                     | 435,558                       | (347,424)    |
| SB 90 Reimbursements                                 | (27,291)              | 0                         | 0                      | 0                           | 0                             | 0            |
| State Aid - Public Assistance Administration         | 36,354,696            | 37,483,262                | 35,591,431             | 36,897,937                  | 36,798,119                    | (685,143)    |
| California Children's Services                       | (38,185)              | 0                         | (23,598)               | 0                           | 0                             | 0            |
| Public Safety - Sales Tax                            | 57,201,508            | 55,205,649                | 55,095,309             | 58,304,861                  | 58,304,861                    | 3,099,212    |
| Realignment - Health                                 | 5,352,820             | 367,778                   | 33,085                 | 154,124                     | 154,124                       | (213,654)    |
| Other State Aid                                      | 9,905,451             | 18,091,820                | 14,014,795             | 17,827,758                  | 17,827,758                    | (264,062)    |
| Realignment - Social Services                        | 57,019,777            | 60,250,185                | 64,964,106             | 64,987,883                  | 64,987,883                    | 4,737,698    |
| State Aid - Mental Health                            | 21,448,974            | 18,500,000                | 22,000,000             | 21,000,000                  | 21,000,000                    | 2,500,000    |
| State Veterans' Affairs                              | 133,856               | 122,364                   | 130,293                | 133,722                     | 133,722                       | 11,358       |
| Homeowners Property Tax Relief                       | 487,589               | 488,399                   | 487,234                | 487,963                     | 487,963                       | (436)        |
| State Aid - Agriculture                              | 4,911,609             | 4,641,483                 | 4,641,483              | 5,029,160                   | 5,029,160                     | 387,677      |
| Realignment - Mental Health                          | 27,543,785            | 23,800,000                | 25,938,592             | 24,300,000                  | 24,300,000                    | 500,000      |
| State Aid - Health Programs                          | 4,059,582             | 3,218,136                 | 4,014,797              | 6,484,596                   | 6,484,596                     | 3,266,460    |
| Peace Officer Training (Post)                        | 2,628                 | 90,000                    | 90,000                 | 90,000                      | 90,000                        | 0            |
| Subtotal                                             | \$233,080,623         | \$342,911,421             | \$353,844,096          | \$338,725,017               | \$338,624,698                 | (4,286,723)  |
| <b>Federal Aid - Taxes</b>                           |                       |                           |                        |                             |                               |              |
| Federal - In-Lieu Taxes                              | 920,949               | 875,758                   | 875,758                | 920,949                     | 920,949                       | 45,191       |
| Subtotal                                             | \$920,949             | \$875,758                 | \$875,758              | \$920,949                   | \$920,949                     | 45,191       |
| <b>Federal Aid - Grants, Programs, Contributions</b> |                       |                           |                        |                             |                               |              |
| Federal Aid Other                                    | 215,172,737           | 80,656,946                | 74,056,178             | 83,631,357                  | 81,351,487                    | 694,541      |
| Federal Aid - Health Administration                  | 3,001,444             | 5,478,707                 | 5,000,000              | 5,656,305                   | 5,656,305                     | 177,598      |
| Federal Aid - Forest Reserve Revenue                 | 19,772                | 15,069                    | 15,069                 | 15,069                      | 15,069                        | 0            |
| Federal Aid - Disaster Relief                        | 35,322                | 0                         | 0                      | 0                           | 0                             | 0            |
| Federal Aid - Public Assistance Administration       | 51,037,427            | 64,491,690                | 62,946,750             | 64,934,237                  | 64,308,427                    | (183,263)    |
| Federal Aid - Public Assistance Programs             | 21,839,873            | 25,100,117                | 20,685,752             | 22,089,035                  | 22,089,035                    | (3,011,082)  |
| Federal Aid - Construction Capital Grants            | 3,149,974             | 11,110,785                | 23,490,428             | 9,042,560                   | 9,042,560                     | (2,068,225)  |
| Other In-Lieu Taxes                                  | 0                     | 253,750                   | 253,750                | 258,825                     | 258,825                       | 5,075        |
| Subtotal                                             | \$294,256,550         | \$187,107,064             | \$186,447,927          | \$185,627,388               | \$182,721,708                 | (4,385,356)  |
| <b>Aid from Other Government Agencies</b>            |                       |                           |                        |                             |                               |              |
| Aid from City/County                                 | 324,540               | 0                         | 164,000                | 164,000                     | 164,000                       | 164,000      |
| Aid - Other Governmental Agencies                    | 6,348,249             | 7,585,228                 | 5,514,431              | 6,322,383                   | 6,322,383                     | (1,262,845)  |

## Analysis of Revenues by Object and Subobject

|                                    | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Change       |
|------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|--------------|
| Aid from Special District/JPA      | 453                   | 0                         | 0                      | 0                           | 0                             | 0            |
| Subtotal                           | \$6,673,242           | \$7,585,228               | \$5,678,431            | \$6,486,383                 | \$6,486,383                   | (1,098,845)  |
| <b>Charges for Services</b>        |                       |                           |                        |                             |                               |              |
| Planning and Engineering Services  | 1,119,678             | 830,653                   | 905,094                | 1,242,103                   | 1,242,103                     | 411,450      |
| Sanitation Services                | 860,276               | 1,067,219                 | 1,067,219              | 1,191,800                   | 1,191,800                     | 124,581      |
| Recording Fees                     | 3,226,185             | 2,896,277                 | 2,899,291              | 2,787,291                   | 2,787,291                     | (108,986)    |
| Estate Fees                        | 61,510                | 60,000                    | 60,000                 | 140,000                     | 140,000                       | 80,000       |
| Assessment and Tax Collection Fees | 2,945,625             | 3,042,789                 | 3,022,890              | 3,244,158                   | 3,244,158                     | 201,369      |
| Institutional Care and Services    | 1,068,040             | 1,075,000                 | 991,525                | 830,000                     | 830,000                       | (245,000)    |
| Children's Services                | 625                   | 898                       | 954                    | 1,103                       | 1,103                         | 205          |
| Election Services                  | 2,320,189             | 400,000                   | 300,000                | 1,145,635                   | 1,145,635                     | 745,635      |
| Park and Recreation Services       | 3,039,573             | 2,685,391                 | 1,292,643              | 1,533,605                   | 1,533,605                     | (1,151,786)  |
| Civil Process Services             | 3,532,882             | 4,139,197                 | 3,669,137              | 4,212,101                   | 4,212,101                     | 72,904       |
| Communication Services             | 7,230,991             | 6,947,825                 | 6,780,362              | 6,682,471                   | 6,017,579                     | (930,246)    |
| Agricultural Services              | 2,220,019             | 2,055,446                 | 2,006,300              | 2,196,832                   | 2,196,832                     | 141,386      |
| Humane Services                    | 6,795                 | 2,000                     | 4,418                  | 6,000                       | 6,000                         | 4,000        |
| Legal Services                     | 363,364               | 343,786                   | 398,786                | 280,035                     | 280,035                       | (63,751)     |
| Health Fees                        | 297,632,993           | 272,311,127               | 267,824,916            | 287,005,666                 | 286,805,331                   | 14,494,204   |
| Auditing and Accounting Fees       | 1,084,731             | 1,287,196                 | 1,266,538              | 1,298,282                   | 1,298,282                     | 11,086       |
| Library Services                   | 155,139               | 145,000                   | 155,145                | 158,247                     | 158,247                       | 13,247       |
| Other Services                     | 43,996,123            | 66,289,542                | 67,048,690             | 58,967,764                  | 55,765,764                    | (10,523,778) |
| Special Assessments                | 988,220               | 1,992,622                 | 1,987,815              | 2,485,114                   | 2,485,114                     | 492,492      |
| Law Enforcement Services           | 2,898,879             | 3,328,590                 | 3,470,590              | 3,789,241                   | 3,736,111                     | 407,521      |
| Mental Health Fees                 | 2,496,171             | 1,708,400                 | 1,808,400              | 1,708,400                   | 1,708,400                     | 0            |
| Adoption Fees                      | 53,662                | 70,000                    | 35,000                 | 109,395                     | 109,395                       | 39,395       |
| Educational Services               | 80                    | 0                         | 0                      | 0                           | 0                             | 0            |
| Subtotal                           | \$377,301,748         | \$372,678,958             | \$366,995,713          | \$381,015,243               | \$376,894,886                 | 4,215,928    |
| <b>Miscellaneous Revenues</b>      |                       |                           |                        |                             |                               |              |
| Contributions                      | 3,670,688             | 512,674                   | 432,610                | 404,972                     | 404,972                       | (107,702)    |
| Other Reimbursement                | 1,396,475             | 2,989,775                 | 4,064,896              | 1,467,347                   | 1,467,347                     | (1,522,428)  |
| Miscellaneous Revenues             | 10,194,737            | 9,248,904                 | 10,635,079             | 8,677,232                   | 8,638,154                     | (610,750)    |
| Loan Repayment                     | (33,839)              | 194,100                   | 0                      | 0                           | 0                             | (194,100)    |
| Developer Reimbursements           | 343,685               | 368,328                   | 436,500                | 302,000                     | 302,000                       | (66,328)     |
| Other Taxable Sales                | 602,378               | 22,175                    | 22,709                 | 2,000                       | 2,000                         | (20,175)     |
| Tobacco Settlement                 | 3,679,414             | 3,506,261                 | 3,679,414              | 3,679,414                   | 3,679,414                     | 173,153      |
| Subtotal                           | \$19,853,538          | \$16,842,217              | \$19,271,208           | \$14,532,965                | \$14,493,887                  | (2,348,330)  |
| <b>Other Financing Sources</b>     |                       |                           |                        |                             |                               |              |
| Operating Transfers In             | 184,536,547           | 205,519,399               | 253,636,841            | 222,122,543                 | 216,767,910                   | 11,248,511   |
| Lease Proceeds                     | 17,240,417            | 0                         | 0                      | 0                           | 0                             | 0            |
| Sale of Capital Assets             | 208,049               | 65,691                    | 248,883                | 95,001                      | 95,001                        | 29,310       |
| Subtotal                           | \$201,985,013         | \$205,585,090             | \$253,885,724          | \$222,217,544               | \$216,862,911                 | 11,277,821   |
| Grand Total                        | \$1,406,086,674       | \$1,428,012,495           | \$1,486,898,213        | \$1,468,930,377             | \$1,456,110,309               | 28,097,814   |



This page intentionally left blank.

# Countywide Position Summary

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code                 | Classification Label                                | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|-------------------------------------|-----------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| <b>Board of Supervisors</b>         |                                                     |                        |                        |                            |        |
| 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   |
| <b>County Administrative Office</b> |                                                     |                        |                        |                            |        |
| 11A01                               | ADMINISTRATIVE OFFICER                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 12E03                               | ASSISTANT COUNTY ADMINISTRATIVE OFFICER             | 3.00                   | 3.00                   | 2.17                       | -0.83  |
| 12E16                               | WIB EXECUTIVE DIRECTOR                              | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 14A20                               | ASSOCIATE ADMINISTRATIVE ANALYST                    | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 14A23                               | PRINCIPAL ADMINISTRATIVE ANALYST                    | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 14A24                               | COUNTY BUDGET DIRECTOR                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14A25                               | EMERGENCY SERVICES MANAGER                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C30                               | MANAGEMENT ANALYST II                               | 2.00                   | 3.00                   | 3.00                       | 0.00   |
| 14C31                               | MANAGEMENT ANALYST III                              | 8.00                   | 9.00                   | 4.00                       | -5.00  |
| 14E20                               | BUYER II                                            | 3.00                   | 3.00                   | 2.00                       | -1.00  |
| 14G02                               | MANAGEMENT ANALYST I                                | 1.00                   | 2.00                   | 2.00                       | 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   |
| 20B93                               | FINANCE MANAGER II                                  | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 41G01                               | EMERGENCY SERVICES PLANNER                          | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 43J09                               | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 60G21                               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II           | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 60G33                               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III          | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 60I02                               | PROGRAM MANAGER II                                  | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 68A30                               | RANGE MASTER                                        | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 68B02                               | SPECIAL EVENTS MANAGER                              | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 68C02                               | RANGE AIDE                                          | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 70F23                               | STOREKEEPER                                         | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70F79                               | WAREHOUSE WORKER                                    | 0.00                   | 3.00                   | 3.00                       | 0.00   |
| 70F80                               | SENIOR STOREKEEPER                                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70F82                               | SUPERVISING WAREHOUSE WORKER                        | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 70M01                               | SHUTTLE DRIVER                                      | 0.00                   | 2.00                   | 2.00                       | 0.00   |
| 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                                        | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 72C83                               | FLEET SERVICE WRITER                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80A32                               | SENIOR SECRETARY                                    | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 80A97                               | EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80A99                               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL               | 3.00                   | 2.00                   | 2.00                       | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label        | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-----------------------------|------------------------|------------------------|----------------------------|--------|
| 80G21               | DATA ENTRY OPERATOR II      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J30               | ACCOUNTING TECHNICIAN       | 3.00                   | 4.00                   | 4.00                       | 0.00   |
| 99ZXX               | ALLOCATION ON LOAN XX       | 17.00                  | 17.00                  | 17.00                      | 0.00   |
| XXXXX               | ALLOCATION TO BE DETERMINED | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| Subtotal            |                             | 75.00                  | 89.00                  | 85.17                      | -3.83  |

**Human Resources**

|          |                                         |       |       |       |       |
|----------|-----------------------------------------|-------|-------|-------|-------|
| 11A07    | DIRECTOR OF HUMAN RESOURCES             | 1.00  | 1.00  | 1.00  | 0.00  |
| 12C37    | ASSISTANT DIRECTOR OF HUMAN RESOURCES   | 1.00  | 1.00  | 1.00  | 0.00  |
| 14B21    | ASSOCIATE PERSONNEL ANALYST             | 4.00  | 7.00  | 7.00  | 0.00  |
| 14B28    | SUPERVISING PERSONNEL ANALYST           | 1.00  | 1.00  | 1.00  | 0.00  |
| 14B32    | SENIOR PERSONNEL ANALYST                | 2.00  | 2.00  | 2.00  | 0.00  |
| 14B60    | RISK & BENEFITS SPECIALIST-CONFIDENTIAL | 1.00  | 1.00  | 1.00  | 0.00  |
| 14B61    | RISK & BENEFITS ANALYST                 | 3.00  | 3.00  | 0.00  | -3.00 |
| 14B62    | ASSOCIATE RISK & BENEFITS ANALYST       | 0.00  | 0.00  | 2.00  | 2.00  |
| 14B63    | SENIOR RISK & BENEFITS ANALYST          | 1.00  | 1.00  | 1.00  | 0.00  |
| 14C30    | MANAGEMENT ANALYST II                   | 0.00  | 1.00  | 0.00  | -1.00 |
| 14C31    | MANAGEMENT ANALYST III                  | 0.50  | 1.00  | 1.00  | 0.00  |
| 14C70    | ADMINISTRATIVE SERVICES ASSISTANT       | 1.00  | 1.00  | 0.00  | -1.00 |
| 14G02    | MANAGEMENT ANALYST I                    | 2.00  | 1.00  | 1.00  | 0.00  |
| 14H03    | PERSONNEL TECHNICIAN-CONFIDENTIAL       | 4.00  | 5.00  | 5.00  | 0.00  |
| 14M61    | HR PROGRAM MANAGER                      | 4.00  | 5.00  | 5.00  | 0.00  |
| 20B93    | FINANCE MANAGER II                      | 0.00  | 1.00  | 1.00  | 0.00  |
| 80A32    | SENIOR SECRETARY                        | 1.00  | 0.00  | 0.00  | 0.00  |
| 80A99    | ADMINISTRATIVE SECRETARY-CONFIDENTIAL   | 1.00  | 1.00  | 1.00  | 0.00  |
| 80E23    | SENIOR CLERK-CONFIDENTIAL               | 1.00  | 1.00  | 0.00  | -1.00 |
| 80J30    | ACCOUNTING TECHNICIAN                   | 0.00  | 1.00  | 1.00  | 0.00  |
| Subtotal |                                         | 28.50 | 35.00 | 31.00 | -4.00 |

**Economic Development**

|       |                                                     |       |       |      |        |
|-------|-----------------------------------------------------|-------|-------|------|--------|
| 11A31 | ECONOMIC DEVELOPMENT DIRECTOR                       | 1.00  | 1.00  | 0.00 | -1.00  |
| 12E16 | WIB EXECUTIVE DIRECTOR                              | 1.00  | 0.00  | 0.00 | 0.00   |
| 14C30 | MANAGEMENT ANALYST II                               | 4.00  | 2.00  | 1.00 | -1.00  |
| 14C31 | MANAGEMENT ANALYST III                              | 2.00  | 1.00  | 1.00 | 0.00   |
| 14C70 | ADMINISTRATIVE SERVICES ASSISTANT                   | 1.00  | 1.00  | 0.00 | -1.00  |
| 14G02 | MANAGEMENT ANALYST I                                | 1.00  | 0.00  | 0.00 | 0.00   |
| 14M22 | HOUSING PROGRAM MANAGER                             | 1.00  | 1.00  | 1.00 | 0.00   |
| 20B10 | ACCOUNTANT I                                        | 1.00  | 1.00  | 0.00 | -1.00  |
| 20B93 | FINANCE MANAGER II                                  | 1.00  | 0.00  | 0.00 | 0.00   |
| 41F30 | REDEVELOPMENT/HOUSING PROJECT ANALYST I             | 1.00  | 1.00  | 1.00 | 0.00   |
| 41F32 | REDEVELOPMENT/HOUSING PROJECT ANALYST III           | 2.00  | 2.00  | 1.00 | -1.00  |
| 43J09 | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00  | 0.00  | 0.00 | 0.00   |
| 60G21 | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II           | 18.00 | 16.00 | 0.00 | -16.00 |
| 60G33 | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III          | 5.00  | 4.00  | 0.00 | -4.00  |
| 60G43 | WIB EMPLOYMENT PROGRAMS SUPERVISOR                  | 3.00  | 3.00  | 0.00 | -3.00  |
| 60I02 | PROGRAM MANAGER II                                  | 1.00  | 1.00  | 0.00 | -1.00  |
| 80A32 | SENIOR SECRETARY                                    | 2.00  | 1.00  | 1.00 | 0.00   |
| 80E21 | OFFICE ASSISTANT II                                 | 1.00  | 1.00  | 0.00 | -1.00  |
| 80E22 | OFFICE ASSISTANT III                                | 2.00  | 1.00  | 0.00 | -1.00  |
| 80J30 | ACCOUNTING TECHNICIAN                               | 1.00  | 0.00  | 0.00 | 0.00   |

# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code            | Classification Label                         | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|--------------------------------|----------------------------------------------|------------------------|------------------------|----------------------------|--------|
|                                | Subtotal                                     | 50.00                  | 37.00                  | 6.00                       | -31.00 |
| <b>Civil Rights Office</b>     |                                              |                        |                        |                            |        |
| 14B25                          | EQUAL OPPORTUNITY OFFICER                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14B47                          | ASSOCIATE EQUAL OPPORTUNITY ANALYST          | 2.00                   | 2.00                   | 3.00                       | 1.00   |
| 14B49                          | SENIOR EQUAL OPPORTUNITY ANALYST             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C31                          | MANAGEMENT ANALYST III                       | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 80A99                          | ADMINISTRATIVE SECRETARY-CONFIDENTIAL        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
|                                | Subtotal                                     | 5.00                   | 5.00                   | 7.00                       | 2.00   |
| <b>Auditor-Controller</b>      |                                              |                        |                        |                            |        |
| 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                         | 8.00                   | 8.00                   | 4.00                       | -4.00  |
| 16C45                          | SOFTWARE PROGRAMMER ANALYST III              | 4.00                   | 4.00                   | 0.00                       | -4.00  |
| 16D25                          | DATABASE ADMINISTRATOR III                   | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 20B21                          | ACCOUNTANT AUDITOR II                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B22                          | ACCOUNTANT AUDITOR III                       | 8.00                   | 7.00                   | 6.00                       | -1.00  |
| 20B24                          | AUDITOR-CONTROLLER ANALYST I                 | 7.00                   | 7.00                   | 6.00                       | -1.00  |
| 20B25                          | AUDITOR-CONTROLLER ANALYST II                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B31                          | INTERNAL AUDITOR II                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B97                          | CHIEF DEPUTY AUDITOR-CONTROLLER              | 4.00                   | 4.00                   | 2.00                       | -2.00  |
| 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                  | 2.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J96                          | PAYROLL TECHNICIAN-CONFIDENTIAL              | 9.00                   | 9.00                   | 9.00                       | 0.00   |
| 80J97                          | SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL     | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80J98                          | SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL | 1.00                   | 1.00                   | 1.00                       | 0.00   |
|                                | Subtotal                                     | 58.00                  | 56.00                  | 43.00                      | -13.00 |
| <b>Treasurer-Tax Collector</b> |                                              |                        |                        |                            |        |
| 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                   | 3.00                   | 2.00                       | -1.00  |
| 14C45                          | TREASURY MANAGER                             | 1.00                   | 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   |
| 20B12                          | ACCOUNTANT III                               | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B41                          | TREASURY OFFICER II                          | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 20B93                          | FINANCE MANAGER II                           | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B95                          | FINANCE MANAGER I                            | 1.00                   | 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   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label  | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-----------------------|------------------------|------------------------|----------------------------|--------|
| 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                   | 7.00                   | 7.00                       | 0.00   |
|                     | Subtotal              | 46.00                  | 49.00                  | 48.00                      | -1.00  |

**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                        | 1.00  | 1.00  | 1.00  | 0.00  |
| 14H03 | PERSONNEL TECHNICIAN-CONFIDENTIAL           | 1.00  | 1.00  | 1.00  | 0.00  |
| 14K45 | AUDITOR APPRAISER MANAGER                   | 1.00  | 1.00  | 1.00  | 0.00  |
| 16C87 | BUSINESS TECHNOLOGY ANALYST II              | 1.00  | 1.00  | 1.00  | 0.00  |
| 16F40 | DEPARTMENTAL INFORMATION SYSTEMS MANAGER I  | 1.00  | 1.00  | 1.00  | 0.00  |
| 16F41 | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II | 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  |
| 28A21 | APPRAISER II                                | 15.00 | 13.00 | 12.00 | -1.00 |
| 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                     | 1.00  | 1.00  | 1.00  | 0.00  |
| 43F80 | SENIOR MAP DRAFTING TECHNICIAN              | 1.00  | 1.00  | 1.00  | 0.00  |
| 80A99 | ADMINISTRATIVE SECRETARY-CONFIDENTIAL       | 1.00  | 1.00  | 1.00  | 0.00  |
| 80E21 | OFFICE ASSISTANT II                         | 7.00  | 6.00  | 6.00  | 0.00  |
| 80E22 | OFFICE ASSISTANT III                        | 6.00  | 6.00  | 6.00  | 0.00  |
| 80E80 | PRINCIPAL OFFICE ASSISTANT                  | 1.00  | 1.00  | 1.00  | 0.00  |
| 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                                    | 70.00 | 67.00 | 66.00 | -1.00 |

**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 | 0.00 | -1.00 |
| 14B62 | ASSOCIATE RISK & BENEFITS ANALYST | 0.00 | 0.00 | 1.00 | 1.00  |
| 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             | 4.00 | 4.00 | 2.00 | -2.00 |



## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code             | Classification Label                                | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------------------|-----------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 14C31                           | MANAGEMENT ANALYST III                              | 0.00                   | 0.00                   | 1.00                       | 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                                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 39B21                           | DEPUTY COUNTY COUNSEL II                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 39B23                           | DEPUTY COUNTY COUNSEL IV                            | 15.00                  | 15.00                  | 15.00                      | 0.00   |
| 39B25                           | SENIOR DEPUTY COUNTY COUNSEL                        | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 74K50                           | SAFETY COORDINATOR/INVESTIGATOR                     | 2.00                   | 2.00                   | 2.00                       | 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                        | 10.00                  | 10.00                  | 10.00                      | 0.00   |
|                                 | Subtotal                                            | 54.00                  | 54.00                  | 53.00                      | -1.00  |
| <b>Clerk of the Board</b>       |                                                     |                        |                        |                            |        |
| 11A30                           | CLERK OF THE BOARD OF SUPERVISORS                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C31                           | MANAGEMENT ANALYST III                              | 1.00                   | 1.00                   | 0.50                       | -0.50  |
| 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                   | 4.50                       | -0.50  |
| <b>Elections</b>                |                                                     |                        |                        |                            |        |
| 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   |
| <b>Emergency Communications</b> |                                                     |                        |                        |                            |        |
| 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                              | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 14C70                           | ADMINISTRATIVE SERVICES ASSISTANT                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 43J09                           | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80A99                           | ADMINISTRATIVE SECRETARY-CONFIDENTIAL               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80S01                           | COMMUNICATIONS DISPATCHER I                         | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 80S21                           | COMMUNICATIONS DISPATCHER II                        | 50.00                  | 50.00                  | 50.00                      | 0.00   |
| 80S22                           | EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR           | 10.00                  | 10.00                  | 10.00                      | 0.00   |
| 80S26                           | EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
|                                 | Subtotal                                            | 75.00                  | 75.00                  | 75.00                      | 0.00   |
| <b>Information Technology</b>   |                                                     |                        |                        |                            |        |
| 12E18                           | DIRECTOR OF INFORMATION TECHNOLOGY                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14B32                           | SENIOR PERSONNEL ANALYST                            | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 14C30                           | MANAGEMENT ANALYST II                               | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C31                           | MANAGEMENT ANALYST III                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14H03                           | PERSONNEL TECHNICIAN-CONFIDENTIAL                   | 1.00                   | 0.00                   | 0.00                       | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                          | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-----------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 14K21               | DIVISION MANAGER                              | 4.00                   | 4.00                   | 3.00                       | -1.00  |
| 14K52               | CHIEF SECURITY AND PRIVACY OFFICER            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C23               | INFORMATION TECHNOLOGY SUPERVISOR             | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 16C43               | SOFTWARE PROGRAMMER ANALYST I                 | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C44               | SOFTWARE PROGRAMMER ANALYST II                | 0.00                   | 0.00                   | 2.00                       | 2.00   |
| 16C45               | SOFTWARE PROGRAMMER ANALYST III               | 13.00                  | 13.00                  | 17.00                      | 4.00   |
| 16C54               | SYSTEMS PROGRAMMER ANALYST II                 | 0.00                   | 0.00                   | 3.00                       | 3.00   |
| 16C55               | SYSTEMS PROGRAMMER ANALYST III                | 20.00                  | 20.00                  | 20.00                      | 0.00   |
| 16C89               | INFORMATION TECHNOLOGY BUSINESS MANAGER       | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 16C92               | ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16D25               | DATABASE ADMINISTRATOR III                    | 2.00                   | 2.00                   | 3.00                       | 1.00   |
| 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                   | 1.00                       | -1.00  |
| 20B93               | FINANCE MANAGER II                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 41N24               | NETWORK SYSTEMS ENGINEER II                   | 1.00                   | 1.00                   | 2.00                       | 1.00   |
| 41N25               | NETWORK SYSTEMS ENGINEER III                  | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 43A22               | ENGINEERING AIDE III                          | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 43G01               | INFORMATION TECHNOLOGY MANAGER                | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 43G03               | IT PROJECT MANAGEMENT ANALYST II              | 0.00                   | 0.00                   | 2.00                       | 2.00   |
| 43G04               | IT PROJECT MANAGEMENT ANALYST III             | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 43L18               | COMMUNICATIONS TECHNICIAN III                 | 7.00                   | 7.00                   | 7.00                       | 0.00   |
| 43L28               | TELECOMMUNICATIONS TECHNICIAN III             | 3.00                   | 3.00                   | 2.00                       | -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                   | 6.00                   | 3.00                       | -3.00  |
| 43N26               | DATA CENTER OPERATIONS TECHNICIAN III         | 5.00                   | 4.00                   | 0.00                       | -4.00  |
| 43N80               | DATA CENTER OPERATIONS SUPERVISOR             | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 43P40               | GRAPHICS EQUIPMENT OPERATOR II                | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 70F79               | WAREHOUSE WORKER                              | 3.00                   | 0.00                   | 0.00                       | 0.00   |
| 70F80               | SENIOR STOREKEEPER                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70F82               | SUPERVISING WAREHOUSE WORKER                  | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80A32               | SENIOR SECRETARY                              | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL         | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                           | 0.00                   | 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                   | 3.00                       | -1.00  |
| Subtotal            |                                               | 107.00                 | 101.00                 | 100.00                     | -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 |

# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                          | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-----------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 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                  | 21.00                      | -1.00  |
| 34A80               | DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN       | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 34G10               | INVESTIGATIVE AIDE                            | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 39C01               | LEGAL ASSISTANT                               | 3.00                   | 4.00                   | 4.00                       | 0.00   |
| 39D31               | DEPUTY DISTRICT ATTORNEY IV                   | 51.00                  | 52.00                  | 52.00                      | 0.00   |
| 39D32               | MANAGING DEPUTY DISTRICT ATTORNEY             | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 43G05               | DIGITAL FORENSIC INVESTIGATOR                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 60K02               | VICTIM ASSISTANCE ADVOCATE                    | 6.00                   | 7.00                   | 7.00                       | 0.00   |
| 60K03               | VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 80B11               | LEGAL TYPIST                                  | 7.00                   | 7.00                   | 7.00                       | 0.00   |
| 80B22               | LEGAL SECRETARY                               | 27.00                  | 27.00                  | 27.00                      | 0.00   |
| 80B24               | SUPERVISING LEGAL SECRETARY                   | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                           | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Subtotal            |                                               | 147.00                 | 151.00                 | 150.00                     | -1.00  |

## **Child Support Services**

|          |                                              |       |       |       |      |
|----------|----------------------------------------------|-------|-------|-------|------|
| 11A26    | DIRECTOR OF CHILD SUPPORT SERVICES           | 1.00  | 1.00  | 1.00  | 0.00 |
| 14B21    | ASSOCIATE PERSONNEL ANALYST                  | 1.00  | 1.00  | 1.00  | 0.00 |
| 14C30    | MANAGEMENT ANALYST II                        | 1.00  | 1.00  | 1.00  | 0.00 |
| 14C31    | MANAGEMENT ANALYST III                       | 2.00  | 1.00  | 1.00  | 0.00 |
| 14G02    | MANAGEMENT ANALYST I                         | 1.00  | 1.00  | 1.00  | 0.00 |
| 14H03    | PERSONNEL TECHNICIAN-CONFIDENTIAL            | 1.00  | 0.00  | 0.00  | 0.00 |
| 14K62    | DEPUTY DIRECTOR CHILD SUPPORT SERVICES       | 1.00  | 1.00  | 1.00  | 0.00 |
| 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                   | 7.00  | 7.00  | 7.00  | 0.00 |
| 25C23    | CHILD SUPPORT OFFICER II                     | 40.00 | 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         | 1.00  | 1.00  | 1.00  | 0.00 |
| 34G21    | CIVIL PROCESS SERVER                         | 2.00  | 2.00  | 2.00  | 0.00 |
| 34G22    | SENIOR CIVIL PROCESS SERVER                  | 1.00  | 1.00  | 1.00  | 0.00 |
| 39A47    | CHIEF CHILD SUPPORT ATTORNEY                 | 1.00  | 1.00  | 1.00  | 0.00 |
| 39D36    | CHILD SUPPORT ATTORNEY IV                    | 3.00  | 3.00  | 3.00  | 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                          | 3.00  | 3.00  | 3.00  | 0.00 |
| 80E21    | OFFICE ASSISTANT II                          | 2.00  | 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 |
| Subtotal |                                              | 98.00 | 96.00 | 96.00 | 0.00 |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code    | Classification Label                                     | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|------------------------|----------------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| <b>Public Defender</b> |                                                          |                        |                        |                            |        |
| 11A18                  | PUBLIC DEFENDER                                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 12C11                  | ASSISTANT PUBLIC DEFENDER                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14G02                  | MANAGEMENT ANALYST I                                     | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B10                  | ACCOUNTANT I                                             | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B95                  | FINANCE MANAGER I                                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 34D23                  | PUBLIC DEFENDER INVESTIGATOR II                          | 4.00                   | 4.00                   | 0.00                       | -4.00  |
| 34D40                  | PUBLIC DEFENDER INVESTIGATOR III                         | 2.00                   | 2.00                   | 6.00                       | 4.00   |
| 34D78                  | CHIEF PUBLIC DEFENDER INVESTIGATOR                       | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 34D80                  | SUPERVISING PUBLIC DEFENDER INVESTIGATOR                 | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 39P31                  | DEPUTY PUBLIC DEFENDER IV                                | 25.00                  | 27.00                  | 26.00                      | -1.00  |
| 39P35                  | CHIEF DEPUTY PUBLIC DEFENDER                             | 0.00                   | 0.00                   | 3.00                       | 3.00   |
| 80A99                  | ADMINISTRATIVE SECRETARY-CONFIDENTIAL                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80B22                  | LEGAL SECRETARY                                          | 6.50                   | 8.00                   | 9.00                       | 1.00   |
| 80B23                  | SENIOR LEGAL SECRETARY                                   | 2.00                   | 1.00                   | 1.00                       | 0.00   |
| 80B24                  | SUPERVISING LEGAL SECRETARY                              | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E21                  | OFFICE ASSISTANT II                                      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J21                  | ACCOUNT CLERK                                            | 0.50                   | 0.50                   | 0.50                       | 0.00   |
| Subtotal               |                                                          | 48.00                  | 52.50                  | 55.50                      | 3.00   |
| <b>Sheriff-Coroner</b> |                                                          |                        |                        |                            |        |
| 10B05                  | SHERIFF                                                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 12A10                  | CHIEF DEPUTY SHERIFF                                     | 3.00                   | 3.00                   | 2.00                       | -1.00  |
| 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                                   | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14H33                  | CRIMINAL INTELLIGENCE SPECIALIST                         | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 16F41                  | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B12                  | ACCOUNTANT III                                           | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B93                  | FINANCE MANAGER II                                       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 34E22                  | FORENSIC EVIDENCE TECHNICIAN                             | 2.00                   | 2.00                   | 2.00                       | 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                   | 1.00                       | -1.00  |
| 36A22                  | DEPUTY SHERIFF-OPERATIONS                                | 118.00                 | 118.00                 | 118.00                     | 0.00   |
| 36A23                  | SHERIFFS SERGEANT                                        | 20.00                  | 40.00                  | 39.00                      | -1.00  |
| 36A24                  | SHERIFFS INVESTIGATIVE SERGEANT                          | 4.00                   | 4.00                   | 3.00                       | -1.00  |
| 36A81                  | SHERIFFS CAPTAIN                                         | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 36A82                  | SHERIFFS COMMANDER                                       | 11.00                  | 11.00                  | 11.00                      | 0.00   |
| 36E21                  | DEPUTY SHERIFF-CORRECTIONS                               | 142.00                 | 144.00                 | 142.00                     | -2.00  |
| 36E23                  | CORRECTIONAL SERGEANT                                    | 20.00                  | 0.00                   | 0.00                       | 0.00   |
| 43J09                  | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR      | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 43J15                  | SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50S01                  | FORENSIC AUTOPSY TECHNICIAN                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 60G32                  | WORK FURLOUGH PROGRAM ASSISTANT                          | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 60S21                  | CRIME PREVENTION SPECIALIST                              | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 70F80                  | SENIOR STOREKEEPER                                       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70K92                  | SHERIFFS CORRECTIONAL COOK II                            | 6.00                   | 6.00                   | 6.00                       | 0.00   |

# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                  | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------|------------------------|------------------------|----------------------------|--------|
| 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 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 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                   | 1.00                       | -1.00  |
| 80I06               | SHERIFFS PROPERTY TECHNICIAN          | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80I07               | CORRECTIONS SPECIALIST                | 14.00                  | 14.00                  | 12.00                      | -2.00  |
| 80I08               | SENIOR CORRECTIONS SPECIALIST         | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 80I10               | CUSTODY AND CONTROL SPECIALIST        | 30.00                  | 30.00                  | 30.00                      | 0.00   |
| 80I15               | SHERIFFS RECORDS SPECIALIST I         | 4.00                   | 4.00                   | 2.00                       | -2.00  |
| 80I16               | SHERIFFS RECORDS SPECIALIST II        | 16.00                  | 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                   | 2.00                   | 1.00                       | -1.00  |
| 80J21               | ACCOUNT CLERK                         | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J22               | SENIOR ACCOUNT CLERK                  | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                 | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| Subtotal            |                                       | 456.00                 | 458.00                 | 444.00                     | -14.00 |

## **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  | 0.00  | 0.00  | 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                   | 1.00  | 1.00  | 1.00  | 0.00  |
| 16C87 | BUSINESS TECHNOLOGY ANALYST II                      | 1.00  | 1.00  | 1.00  | 0.00  |
| 16F40 | DEPARTMENTAL INFORMATION SYSTEMS MANAGER I          | 1.00  | 1.00  | 1.00  | 0.00  |
| 20B10 | ACCOUNTANT I                                        | 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 | 15.50 | -1.00 |
| 60F22 | PROBATION OFFICER II                                | 72.00 | 72.00 | 72.00 | 0.00  |
| 60F23 | PROBATION OFFICER III                               | 25.00 | 24.00 | 24.00 | 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 | 73.00 | 73.00 | 0.00  |
| 60F90 | SENIOR JUVENILE INSTITUTIONS OFFICER                | 14.00 | 13.00 | 13.00 | 0.00  |
| 60I02 | PROGRAM MANAGER II                                  | 0.00  | 1.00  | 1.00  | 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  |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                  | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------|------------------------|------------------------|----------------------------|--------|
| 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                      | 1.00                   | 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                  | 14.00                      | -1.00  |
| 80E22               | OFFICE ASSISTANT III                  | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 80E82               | SUPERVISING OFFICE ASSISTANT II       | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80J22               | SENIOR ACCOUNT CLERK                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J30               | ACCOUNTING TECHNICIAN                 | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 80W21               | WORD PROCESSOR                        | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| Subtotal            |                                       | 293.00                 | 290.00                 | 288.00                     | -2.00  |

**Agricultural Commissioner**

|          |                                                          |       |       |       |       |
|----------|----------------------------------------------------------|-------|-------|-------|-------|
| 11A02    | AGRICULTURAL COMMISSIONER                                | 1.00  | 1.00  | 1.00  | 0.00  |
| 12C01    | ASSISTANT AGRICULTURAL COMMISSIONER                      | 1.00  | 1.00  | 1.00  | 0.00  |
| 14B32    | SENIOR PERSONNEL ANALYST                                 | 1.00  | 1.00  | 1.00  | 0.00  |
| 14C31    | MANAGEMENT ANALYST III                                   | 3.00  | 3.00  | 2.00  | -1.00 |
| 14H03    | PERSONNEL TECHNICIAN-CONFIDENTIAL                        | 2.00  | 2.00  | 1.00  | -1.00 |
| 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                                      | 1.00  | 1.00  | 1.00  | 0.00  |
| 30M22    | PRODUCE INSPECTOR II                                     | 3.00  | 3.00  | 3.00  | 0.00  |
| 30N05    | AGRICULTURAL ASSISTANT II                                | 17.00 | 17.00 | 17.00 | 0.00  |
| 30N22    | AGRICULTURAL INSPECTOR/BIOLOGIST III                     | 30.00 | 30.00 | 30.00 | 0.00  |
| 30N50    | AGRICULTURAL PROGRAMS BIOLOGIST                          | 1.00  | 1.00  | 1.00  | 0.00  |
| 30N80    | DEPUTY AGRICULTURAL COMMISSIONER                         | 7.00  | 7.00  | 7.00  | 0.00  |
| 30N81    | CHIEF DEPUTY AGRICULTURAL COMMISSIONER                   | 3.00  | 3.00  | 3.00  | 0.00  |
| 43J15    | SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00  | 1.00  | 1.00  | 0.00  |
| 80A99    | ADMINISTRATIVE SECRETARY-CONFIDENTIAL                    | 1.00  | 1.00  | 1.00  | 0.00  |
| 80E22    | OFFICE ASSISTANT III                                     | 4.00  | 4.00  | 3.00  | -1.00 |
| 80G21    | DATA ENTRY OPERATOR II                                   | 2.00  | 2.00  | 1.00  | -1.00 |
| 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 | 83.00 | -4.00 |

**Resource Management Agency**

|       |                                                       |      |      |      |      |
|-------|-------------------------------------------------------|------|------|------|------|
| 11A19 | PUBLIC WORKS DIRECTOR                                 | 1.00 | 0.00 | 0.00 | 0.00 |
| 11A23 | DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT | 0.00 | 1.00 | 1.00 | 0.00 |
| 11A24 | DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES        | 0.00 | 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 | 0.00 | 0.00 | 0.00 |
| 11A29 | DIRECTOR OF PLANNING                                  | 1.00 | 0.00 | 0.00 | 0.00 |
| 11A32 | DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES            | 0.00 | 1.00 | 1.00 | 0.00 |
| 12C40 | DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY            | 1.00 | 0.00 | 0.00 | 0.00 |

# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                        | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 12C41               | ASSISTANT PUBLIC WORKS DIRECTOR             | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 14A10               | PROJECT MANAGER I                           | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14A11               | PROJECT MANAGER II                          | 3.00                   | 3.00                   | 5.00                       | 2.00   |
| 14A12               | PROJECT MANAGER III                         | 3.00                   | 2.00                   | 2.00                       | 0.00   |
| 14B21               | ASSOCIATE PERSONNEL ANALYST                 | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 14B32               | SENIOR PERSONNEL ANALYST                    | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 14C30               | MANAGEMENT ANALYST II                       | 5.00                   | 5.00                   | 7.00                       | 2.00   |
| 14C31               | MANAGEMENT ANALYST III                      | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 14C70               | ADMINISTRATIVE SERVICES ASSISTANT           | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C74               | REAL PROPERTY SPECIALIST                    | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 14G02               | MANAGEMENT ANALYST I                        | 4.00                   | 3.00                   | 3.00                       | 0.00   |
| 14H03               | PERSONNEL TECHNICIAN-CONFIDENTIAL           | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14K50               | CHIEF OF PLANNING                           | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 14K51               | RMA SERVICES MANAGER                        | 7.00                   | 6.00                   | 6.00                       | 0.00   |
| 14K63               | ARCHITECTURAL SERVICES MANAGER              | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 14N05               | ADMINISTRATIVE OPERATIONS MANAGER           | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C86               | BUSINESS TECHNOLOGY ANALYST I               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C87               | BUSINESS TECHNOLOGY ANALYST II              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16F41               | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16G24               | GIS ANALYST II                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B10               | ACCOUNTANT I                                | 0.00                   | 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                   | 0.00                   | 0.00                       | 0.00   |
| 20B95               | FINANCE MANAGER I                           | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 30D21               | BUILDING INSPECTOR II                       | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 30D22               | SENIOR BUILDING INSPECTOR                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 30D24               | BUILDING INSPECTOR SUPERVISOR               | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 30D25               | CHIEF OF BUILDING SERVICES                  | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 30D30               | DEPUTY BUILDING OFFICIAL                    | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 30D31               | CHIEF OF PUBLIC WORKS AND FACILITIES        | 0.00                   | 2.00                   | 2.00                       | 0.00   |
| 34P26               | CODE COMPLIANCE INSPECTOR II                | 3.00                   | 4.00                   | 4.00                       | 0.00   |
| 34P27               | SENIOR CODE COMPLIANCE INSPECTOR            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 34X21               | GUARD                                       | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 41A10               | ASSISTANT ENGINEER                          | 7.00                   | 7.00                   | 7.00                       | 0.00   |
| 41A20               | CIVIL ENGINEER                              | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 41A22               | SENIOR CIVIL ENGINEER                       | 2.00                   | 2.00                   | 3.00                       | 1.00   |
| 41A85               | TRAFFIC ENGINEER                            | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 41A87               | CHIEF OF SURVEYS                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 41B21               | BUILDING PLANS EXAMINER                     | 4.00                   | 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                   | 2.00                       | 1.00   |
| 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   |
| 41F23               | SUPERVISING PLANNER                         | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 41F85               | PARKS PLANNING MANAGER                      | 0.00                   | 1.00                   | 1.00                       | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                              | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 43A22               | ENGINEERING AIDE III                              | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 43A23               | ENGINEERING TECHNICIAN                            | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 43B03               | WATER RESOURCES TECHNICIAN                        | 3.00                   | 3.00                   | 2.00                       | -1.00  |
| 43C10               | PERMIT TECHNICIAN I                               | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 43C11               | PERMIT TECHNICIAN II                              | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 43C12               | PERMIT TECHNICIAN III                             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65C10               | PARKS MUSEUM ASSISTANT                            | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 65C23               | HISTORIC & CULTURAL AFFAIRS MANAGER               | 0.00                   | 1.00                   | 0.00                       | -1.00  |
| 68A30               | RANGE MASTER                                      | 0.00                   | 1.00                   | 0.00                       | -1.00  |
| 68A41               | COUNTY PARK RANGER II                             | 0.00                   | 4.00                   | 3.00                       | -1.00  |
| 68A42               | COUNTY PARK RANGER III                            | 0.00                   | 2.00                   | 2.00                       | 0.00   |
| 68A43               | COUNTY PARK RANGER SUPERVISOR                     | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 68C02               | RANGE AIDE                                        | 0.00                   | 1.00                   | 0.00                       | -1.00  |
| 68E01               | COUNTY PARK RANGER MANAGER                        | 0.00                   | 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                   | 4.00                   | 4.00                       | 0.00   |
| 70M01               | SHUTTLE DRIVER                                    | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 70N01               | OFFICE MAINTENANCE WORKER                         | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 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                   | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 72B31               | PARKS BUILDING & GROUNDS WORKER II                | 0.00                   | 7.00                   | 8.00                       | 1.00   |
| 72B32               | PARKS BUILDING & GROUNDS WORKER SUPERVISOR        | 0.00                   | 2.00                   | 2.00                       | 0.00   |
| 72B40               | PARKS UTILITIES & WATER SYSTEMS SPECIALIST        | 0.00                   | 2.00                   | 2.00                       | 0.00   |
| 72B41               | SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 74D12               | ROAD MAINTENANCE WORKER                           | 19.00                  | 19.00                  | 19.00                      | 0.00   |
| 74D13               | SENIOR ROAD MAINTENANCE WORKER                    | 8.00                   | 8.00                   | 8.00                       | 0.00   |
| 74D81               | ASSISTANT ROAD SUPERINTENDENT                     | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 74D83               | ROAD SUPERINTENDENT                               | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 74D84               | ROAD MAINTENANCE SUPERINTENDENT                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 74D85               | MAINTENANCE MANAGER                               | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 74E11               | BRIDGE MAINTENANCE WORKER                         | 5.00                   | 4.00                   | 4.00                       | 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                                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 74I11               | TRAFFIC MAINTENANCE WORKER                        | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 74I25               | TRAFFIC MAINTENANCE SUPERINTENDENT                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 74K50               | SAFETY COORDINATOR/INVESTIGATOR                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80A31               | SECRETARY                                         | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 80A32               | SENIOR SECRETARY                                  | 4.00                   | 4.00                   | 3.00                       | -1.00  |
| 80A33               | ADMINISTRATIVE SECRETARY                          | 2.00                   | 3.00                   | 3.00                       | 0.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL             | 1.00                   | 0.00                   | 0.00                       | 0.00   |



# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label               | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|------------------------------------|------------------------|------------------------|----------------------------|--------|
| 80E20               | OFFICE ASSISTANT I                 | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                | 15.00                  | 17.00                  | 17.00                      | 0.00   |
| 80E22               | OFFICE ASSISTANT III               | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E80               | PRINCIPAL OFFICE ASSISTANT         | 3.00                   | 3.00                   | 2.00                       | -1.00  |
| 80E81               | SUPERVISING OFFICE ASSISTANT I     | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 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   |
| 80J20               | ACCOUNTING CLERICAL SUPERVISOR     | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 80J22               | SENIOR ACCOUNT CLERK               | 4.00                   | 5.00                   | 5.00                       | 0.00   |
| 80J30               | ACCOUNTING TECHNICIAN              | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 80022               | MAILROOM CLERK                     | 1.50                   | 1.50                   | 1.50                       | 0.00   |
| 80023               | SENIOR MAILROOM CLERK              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Subtotal            |                                    | 254.50                 | 283.50                 | 280.50                     | -3.00  |

## **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  | 4.00  | 4.00  | 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                       | 10.00 | 12.00 | 9.00  | -3.00 |
| 14C31 | MANAGEMENT ANALYST III                      | 12.00 | 13.00 | 12.00 | -1.00 |
| 14C48 | PUBLIC HEALTH PROGRAM MANAGER II            | 4.00  | 4.00  | 4.00  | 0.00  |
| 14C80 | PUBLIC HEALTH PROGRAM MANAGER I             | 2.00  | 2.00  | 2.00  | 0.00  |
| 14G02 | MANAGEMENT ANALYST I                        | 8.00  | 7.00  | 6.00  | -1.00 |
| 14H03 | PERSONNEL TECHNICIAN-CONFIDENTIAL           | 4.00  | 4.00  | 4.00  | 0.00  |
| 14H66 | OUTPATIENT SERVICES DIRECTOR                | 1.00  | 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       | 12.00 | 12.00 | 13.00 | 1.00  |
| 14K44 | ASSISTANT BUREAU CHIEF                      | 1.00  | 1.00  | 1.00  | 0.00  |
| 14K61 | ENVIRONMENTAL HEALTH PROGRAM MANAGER        | 1.00  | 1.00  | 1.00  | 0.00  |
| 14N06 | OPERATIONS MANAGER                          | 3.00  | 3.00  | 3.00  | 0.00  |
| 14N10 | OUTPATIENT SERVICES MANAGER I               | 4.00  | 4.00  | 4.00  | 0.00  |
| 14N11 | OUTPATIENT SERVICES MANAGER II              | 4.00  | 4.00  | 4.00  | 0.00  |
| 16C87 | BUSINESS TECHNOLOGY ANALYST II              | 4.00  | 3.00  | 2.00  | -1.00 |
| 16C88 | BUSINESS TECHNOLOGY ANALYST III             | 1.00  | 1.00  | 1.00  | 0.00  |
| 16C93 | BUSINESS TECHNOLOGY ANALYST IV              | 2.00  | 2.00  | 2.00  | 0.00  |
| 16F41 | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II | 1.00  | 1.00  | 1.00  | 0.00  |
| 20B10 | ACCOUNTANT I                                | 3.00  | 3.00  | 3.00  | 0.00  |
| 20B11 | ACCOUNTANT II                               | 7.00  | 7.00  | 6.00  | -1.00 |
| 20B12 | ACCOUNTANT III                              | 5.00  | 4.00  | 4.00  | 0.00  |
| 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  | 3.00  | -4.00 |
| 25G30 | CA CHILDRENS SERVICES CASE WORKER III       | 1.00  | 1.00  | 0.00  | -1.00 |
| 30J01 | ENVIRONMENTAL HEALTH TECHNICIAN             | 1.00  | 1.00  | 1.00  | 0.00  |
| 30J21 | ENVIRONMENTAL HEALTH SPECIALIST II          | 20.00 | 21.00 | 19.00 | -2.00 |
| 30J31 | ENVIRONMENTAL HEALTH SPECIALIST III         | 12.00 | 12.00 | 12.00 | 0.00  |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                                     | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|----------------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 30J81               | RECYCLING/RESOURCE RECOVERY SPECIALIST                   | 0.00                   | 0.00                   | 2.00                       | 2.00   |
| 30J84               | ENVIRONMENTAL HEALTH SPECIALIST IV                       | 7.00                   | 7.00                   | 8.00                       | 1.00   |
| 34C01               | ANIMAL CONTROL OFFICER                                   | 3.00                   | 3.00                   | 2.00                       | -1.00  |
| 34C02               | SENIOR ANIMAL CONTROL OFFICER                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 34C11               | ANIMAL SERVICES SUPERVISOR                               | 1.00                   | 0.00                   | 0.00                       | 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                   | 0.00                       | -1.00  |
| 43J04               | DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST              | 10.00                  | 10.00                  | 9.00                       | -1.00  |
| 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 | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 50B12               | EMERGENCY MEDICAL SERVICES ANALYST                       | 2.00                   | 4.00                   | 4.00                       | 0.00   |
| 50C22               | PUBLIC HEALTH MICROBIOLOGIST II                          | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 50C23               | SENIOR PUBLIC HEALTH MICROBIOLOGIST                      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50C70               | ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50C80               | DIRECTOR PUBLIC HEALTH LABORATORY                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50C81               | PUBLIC HEALTH CHEMIST                                    | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 50E21               | LABORATORY HELPER                                        | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 50E23               | LABORATORY ASSISTANT                                     | 1.00                   | 3.00                   | 1.00                       | -2.00  |
| 50F20               | OCCUPATIONAL THERAPIST                                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50F23               | OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN   | 4.00                   | 4.00                   | 2.90                       | -1.10  |
| 50G23               | PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN       | 5.00                   | 5.00                   | 3.41                       | -1.59  |
| 50G25               | SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN         | 2.00                   | 2.00                   | 1.80                       | -0.20  |
| 50G31               | SUPERVISING THERAPIST-MED THER PROG                      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50J01               | CHRONIC DISEASE PREVENTION SPECIALIST I                  | 28.00                  | 28.00                  | 24.00                      | -4.00  |
| 50J11               | CHRONIC DISEASE PREVENTION SPECIALIST II                 | 16.00                  | 14.00                  | 10.00                      | -4.00  |
| 50J21               | CHRONIC DISEASE PREVENTION COORDINATOR                   | 10.50                  | 15.00                  | 10.00                      | -5.00  |
| 50K18               | HEALTH PROGRAM COORDINATOR                               | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 50K19               | HEALTH EDUCATION ASSISTANT                               | 6.00                   | 5.00                   | 4.00                       | -1.00  |
| 50K22               | HEALTH EDUCATOR                                          | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 50K23               | SENIOR HEALTH EDUCATOR                                   | 3.00                   | 2.00                   | 2.00                       | 0.00   |
| 50L22               | PUBLIC HEALTH NUTRITIONIST II                            | 5.50                   | 4.50                   | 0.50                       | -4.00  |
| 50L80               | SUPERVISING PUBLIC HEALTH NUTRITIONIST                   | 4.00                   | 4.00                   | 3.00                       | -1.00  |
| 50M21               | REGISTERED VETERINARY TECHNICIAN                         | 0.75                   | 0.50                   | 0.50                       | 0.00   |
| 50M80               | VETERINARIAN                                             | 0.00                   | 0.50                   | 0.50                       | 0.00   |
| 50N11               | PUBLIC HEALTH EPIDEMIOLOGIST II                          | 2.00                   | 4.00                   | 4.00                       | 0.00   |
| 50N22               | SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST                 | 0.00                   | 0.00                   | 0.00                       | 0.00   |
| 50U16               | BEHAVIORAL HEALTH AIDE                                   | 20.05                  | 22.05                  | 20.05                      | -2.00  |
| 50U42               | MEDICAL ASSISTANT                                        | 164.00                 | 180.00                 | 172.00                     | -8.00  |
| 52A21               | CLINIC NURSE                                             | 4.00                   | 4.00                   | 1.00                       | -3.00  |
| 52A22               | SENIOR CLINIC NURSE                                      | 10.00                  | 10.00                  | 13.00                      | 3.00   |
| 52A97               | NURSE PRACTITIONER II                                    | 9.00                   | 10.00                  | 12.00                      | 2.00   |
| 52A98               | NURSE PRACTITIONER III                                   | 5.00                   | 7.00                   | 5.00                       | -2.00  |
| 52E01               | PUBLIC HEALTH LICENSED VOCATIONAL NURSE                  | 11.00                  | 11.00                  | 1.00                       | -10.00 |
| 52E20               | DIRECTOR OF PUBLIC HEALTH NURSING                        | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 52E22               | PUBLIC HEALTH NURSE II                                   | 21.00                  | 23.00                  | 14.75                      | -8.25  |
| 52E23               | PUBLIC HEALTH NURSE III                                  | 5.00                   | 5.00                   | 3.00                       | -2.00  |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                        | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 52E80               | SUPERVISING PUBLIC HEALTH NURSE             | 7.00                   | 8.00                   | 5.75                       | -2.25  |
| 54B04               | GENERAL INTERNIST                           | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 54B12               | CONTRACT PHYSICIAN                          | 52.05                  | 52.05                  | 52.15                      | 0.10   |
| 54B13               | CLINIC SERVICES MEDICAL DIRECTOR            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 54B90               | CLINIC PHYSICIAN II                         | 6.00                   | 5.00                   | 5.00                       | 0.00   |
| 54C02               | PHYSICIAN ASSISTANT II                      | 10.50                  | 11.50                  | 11.50                      | 0.00   |
| 60A21               | CLINICAL PSYCHOLOGIST                       | 14.50                  | 14.50                  | 14.50                      | 0.00   |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II                | 199.30                 | 199.30                 | 197.30                     | -2.00  |
| 60B23               | BEHAVIORAL HEALTH UNIT SUPERVISOR           | 25.00                  | 28.00                  | 28.00                      | 0.00   |
| 60B25               | SENIOR PSYCHIATRIC SOCIAL WORKER            | 15.00                  | 17.00                  | 18.00                      | 1.00   |
| 60B26               | CRISIS INTERVENTION SPECIALIST II           | 4.00                   | 4.00                   | 0.00                       | -4.00  |
| 60C22               | SOCIAL WORKER III                           | 32.40                  | 32.40                  | 37.40                      | 5.00   |
| 60C24               | SOCIAL WORKER V                             | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 60I10               | DEPUTY DIRECTOR BEHAVIORAL HEALTH           | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 60L01               | PATIENT RIGHTS ADVOCATE                     | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 60P22               | COMMUNITY SERVICE AIDE III                  | 5.00                   | 5.00                   | 3.00                       | -2.00  |
| 60P23               | COMMUNITY SERVICE AIDE IV                   | 2.00                   | 2.00                   | 0.00                       | -2.00  |
| 60V11               | BEHAVIORAL HEALTH GROUP COUNSELOR II        | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 70B01               | ANIMAL CARE TECHNICIAN I                    | 0.50                   | 0.50                   | 0.00                       | -0.50  |
| 70B03               | ANIMAL CARE TECHNICIAN II                   | 3.00                   | 5.00                   | 2.00                       | -3.00  |
| 70B04               | SENIOR ANIMAL CARE TECHNICIAN               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 72A23               | BUILDING MAINTENANCE WORKER                 | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 80A31               | SECRETARY                                   | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 80A32               | SENIOR SECRETARY                            | 3.00                   | 3.00                   | 4.00                       | 1.00   |
| 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                         | 8.00                   | 6.00                   | 4.00                       | -2.00  |
| 80E22               | OFFICE ASSISTANT III                        | 23.00                  | 28.00                  | 13.00                      | -15.00 |
| 80E80               | PRINCIPAL OFFICE ASSISTANT                  | 7.00                   | 7.00                   | 5.00                       | -2.00  |
| 80E81               | SUPERVISING OFFICE ASSISTANT I              | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 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                   | 7.00                   | 6.00                       | -1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                       | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 80K20               | CLINIC OFFICE SUPERVISOR                    | 4.00                   | 4.00                   | 2.00                       | -2.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR                | 6.00                   | 6.00                   | 8.00                       | 2.00   |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II          | 52.00                  | 53.00                  | 61.00                      | 8.00   |
| 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           | 20.00                  | 19.00                  | 18.00                      | -1.00  |
| 80M04               | SUPERVISING PATIENT ACCOUNT REPRESENTATIVE  | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80U21               | TELEPHONE OPERATOR                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Subtotal            |                                             | 1,078.05               | 1,122.80               | 1,026.01                   | -97.79 |

**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 |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                                     | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|----------------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 14C30               | MANAGEMENT ANALYST II                                    | 17.00                  | 17.00                  | 16.00                      | -1.00  |
| 14C31               | MANAGEMENT ANALYST III                                   | 14.00                  | 14.00                  | 14.00                      | 0.00   |
| 14C70               | ADMINISTRATIVE SERVICES ASSISTANT                        | 8.00                   | 8.00                   | 9.00                       | 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                                         | 12.00                  | 12.00                  | 12.00                      | 0.00   |
| 14N05               | ADMINISTRATIVE OPERATIONS MANAGER                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C87               | BUSINESS TECHNOLOGY ANALYST II                           | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 16C88               | BUSINESS TECHNOLOGY ANALYST III                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C93               | BUSINESS TECHNOLOGY ANALYST IV                           | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 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                                            | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 20B12               | ACCOUNTANT III                                           | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 20B93               | FINANCE MANAGER II                                       | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 25E21               | ELIGIBILITY WORKER II                                    | 180.00                 | 170.00                 | 164.00                     | -6.00  |
| 25E22               | ELIGIBILITY WORKER III                                   | 107.00                 | 107.00                 | 107.00                     | 0.00   |
| 25E80               | ELIGIBILITY SUPERVISOR                                   | 39.00                  | 39.00                  | 38.00                      | -1.00  |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR             | 4.00                   | 4.00                   | 3.00                       | -1.00  |
| 43J09               | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR      | 7.00                   | 7.00                   | 6.00                       | -1.00  |
| 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                                        | 30.00                  | 31.00                  | 31.00                      | 0.00   |
| 60C24               | SOCIAL WORKER V                                          | 82.00                  | 86.00                  | 77.00                      | -9.00  |
| 60C81               | SOCIAL WORK SUPERVISOR II                                | 24.00                  | 25.00                  | 24.00                      | -1.00  |
| 60D10               | SOCIAL SERVICES AIDE I                                   | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 60D11               | SOCIAL SERVICES AIDE II                                  | 66.00                  | 65.00                  | 64.00                      | -1.00  |
| 60G21               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II                | 0.00                   | 0.00                   | 9.00                       | 9.00   |
| 60G33               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III               | 0.00                   | 0.00                   | 4.00                       | 4.00   |
| 60G43               | WIB EMPLOYMENT PROGRAMS SUPERVISOR                       | 0.00                   | 0.00                   | 2.00                       | 2.00   |
| 60H11               | EMPLOYMENT & TRAINING WORKER II                          | 7.00                   | 6.00                   | 2.00                       | -4.00  |
| 60H21               | EMPLOYMENT & TRAINING WORKER III                         | 38.00                  | 35.00                  | 35.00                      | 0.00   |
| 60H31               | EMPLOYMENT & TRAINING SUPERVISOR                         | 8.00                   | 8.00                   | 7.00                       | -1.00  |
| 60H32               | SUPERVISING STAFF TRAINER                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 60I01               | DEPUTY DIRECTOR SOCIAL SERVICES                          | 4.00                   | 4.00                   | 5.00                       | 1.00   |
| 60I02               | PROGRAM MANAGER II                                       | 13.00                  | 13.00                  | 13.00                      | 0.00   |
| 60U11               | MILITARY & VETERANS REPRESENTATIVE II                    | 1.00                   | 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                                                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 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                   | 2.00                   | 2.00                       | 0.00   |
| 80A31               | SECRETARY                                                | 11.00                  | 11.00                  | 11.00                      | 0.00   |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code                  | Classification Label                        | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|--------------------------------------|---------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 80A32                                | SENIOR SECRETARY                            | 4.00                   | 4.00                   | 5.00                       | 1.00   |
| 80A99                                | ADMINISTRATIVE SECRETARY-CONFIDENTIAL       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E21                                | OFFICE ASSISTANT II                         | 87.00                  | 88.00                  | 87.00                      | -1.00  |
| 80E22                                | OFFICE ASSISTANT III                        | 33.00                  | 36.00                  | 36.00                      | 0.00   |
| 80E80                                | PRINCIPAL OFFICE ASSISTANT                  | 16.00                  | 17.00                  | 17.00                      | 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                       | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| Subtotal                             |                                             | 887.00                 | 882.00                 | 875.00                     | -7.00  |
| <b>Library</b>                       |                                             |                        |                        |                            |        |
| 11A05                                | LIBRARY DIRECTOR                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 12C04                                | ASSISTANT LIBRARY DIRECTOR                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C71                                | ADMINISTRATIVE SERVICES OFFICER             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 43J04                                | DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65A31                                | LIBRARIAN I                                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65A33                                | LIBRARIAN II                                | 12.00                  | 12.00                  | 12.00                      | 0.00   |
| 65A40                                | LIBRARIAN III                               | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 65A85                                | MANAGING LIBRARIAN                          | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80C01                                | LIBRARY ASSISTANT I                         | 11.00                  | 11.00                  | 9.00                       | -2.00  |
| 80C21                                | LIBRARY ASSISTANT II                        | 22.00                  | 22.00                  | 22.00                      | 0.00   |
| 80C22                                | LIBRARY ASSISTANT III                       | 11.00                  | 11.00                  | 10.00                      | -1.00  |
| 80J21                                | ACCOUNT CLERK                               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J22                                | SENIOR ACCOUNT CLERK                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Subtotal                             |                                             | 68.00                  | 68.00                  | 65.00                      | -3.00  |
| <b>Cooperative Extension Service</b> |                                             |                        |                        |                            |        |
| 14C70                                | ADMINISTRATIVE SERVICES ASSISTANT           | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 30N02                                | LABORATORY RESEARCH ASSOCIATE               | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80A31                                | SECRETARY                                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J30                                | ACCOUNTING TECHNICIAN                       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Subtotal                             |                                             | 4.00                   | 3.00                   | 3.00                       | 0.00   |
| <b>Parks</b>                         |                                             |                        |                        |                            |        |
| 11A11                                | DIRECTOR OF PARKS AND RECREATION            | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 14C30                                | MANAGEMENT ANALYST II                       | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 14N05                                | ADMINISTRATIVE OPERATIONS MANAGER           | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 20B10                                | ACCOUNTANT I                                | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 20B95                                | FINANCE MANAGER I                           | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 41F85                                | PARKS PLANNING MANAGER                      | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 65C10                                | PARKS MUSEUM ASSISTANT                      | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 65C23                                | HISTORIC & CULTURAL AFFAIRS MANAGER         | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 68A30                                | RANGE MASTER                                | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 68A41                                | COUNTY PARK RANGER II                       | 4.00                   | 0.00                   | 0.00                       | 0.00   |
| 68A42                                | COUNTY PARK RANGER III                      | 2.00                   | 0.00                   | 0.00                       | 0.00   |
| 68A43                                | COUNTY PARK RANGER SUPERVISOR               | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 68B02                                | SPECIAL EVENTS MANAGER                      | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 68C02                                | RANGE AIDE                                  | 1.00                   | 0.00                   | 0.00                       | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                              | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 68E01               | COUNTY PARK RANGER MANAGER                        | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 72B31               | PARKS BUILDING & GROUNDS WORKER II                | 7.00                   | 0.00                   | 0.00                       | 0.00   |
| 72B32               | PARKS BUILDING & GROUNDS WORKER SUPERVISOR        | 2.00                   | 0.00                   | 0.00                       | 0.00   |
| 72B40               | PARKS UTILITIES & WATER SYSTEMS SPECIALIST        | 2.00                   | 0.00                   | 0.00                       | 0.00   |
| 72B41               | SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80A31               | SECRETARY                                         | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                               | 2.00                   | 0.00                   | 0.00                       | 0.00   |
| 80E22               | OFFICE ASSISTANT III                              | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80J21               | ACCOUNT CLERK                                     | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| Subtotal            |                                                   | 36.00                  | 0.00                   | 0.00                       | 0.00   |

**Natividad Medical Center**

|       |                                               |      |      |      |       |
|-------|-----------------------------------------------|------|------|------|-------|
| 11A25 | HOSPITAL CHIEF EXECUTIVE OFFICER              | 1.00 | 1.00 | 1.00 | 0.00  |
| 12C28 | HOSPITAL CHIEF NURSING OFFICER                | 1.00 | 1.00 | 1.00 | 0.00  |
| 12C29 | HOSPITAL ASSISTANT ADMINISTRATOR              | 3.00 | 4.00 | 4.00 | 0.00  |
| 14A10 | PROJECT MANAGER I                             | 1.00 | 1.00 | 1.00 | 0.00  |
| 14A12 | PROJECT MANAGER III                           | 1.00 | 1.00 | 1.00 | 0.00  |
| 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                   | 2.00 | 4.00 | 4.00 | 0.00  |
| 14B28 | SUPERVISING PERSONNEL ANALYST                 | 1.00 | 1.00 | 1.00 | 0.00  |
| 14B66 | DEPARTMENTAL HR MANAGER                       | 0.00 | 0.00 | 1.00 | 1.00  |
| 14B32 | SENIOR PERSONNEL ANALYST                      | 1.00 | 1.00 | 0.00 | -1.00 |
| 14C30 | MANAGEMENT ANALYST II                         | 3.00 | 3.00 | 5.00 | 2.00  |
| 14C31 | MANAGEMENT ANALYST III                        | 6.00 | 7.00 | 7.00 | 0.00  |
| 14C52 | PATIENT FINANCIAL SERVICES DIRECTOR           | 2.00 | 2.00 | 2.00 | 0.00  |
| 14C60 | HOSPITAL CHIEF FINANCIAL OFFICER              | 1.00 | 1.00 | 1.00 | 0.00  |
| 14C70 | ADMINISTRATIVE SERVICES ASSISTANT             | 2.00 | 2.00 | 2.00 | 0.00  |
| 14E01 | BUYER I                                       | 1.00 | 1.00 | 1.00 | 0.00  |
| 14E20 | BUYER II                                      | 3.00 | 4.00 | 4.00 | 0.00  |
| 14E90 | DIRECTOR OF MATERIAL MANAGEMENT               | 1.00 | 1.00 | 1.00 | 0.00  |
| 14G02 | MANAGEMENT ANALYST I                          | 5.00 | 5.00 | 4.00 | -1.00 |
| 14H03 | PERSONNEL TECHNICIAN-CONFIDENTIAL             | 5.00 | 4.00 | 5.00 | 1.00  |
| 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          | 1.00 | 1.00 | 1.50 | 0.50  |
| 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  |
| 14M02 | HOSPITAL INTERPRETER SERVICES MANAGER         | 0.00 | 1.00 | 1.00 | 0.00  |
| 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 | 0.00 | 0.00 | 0.00  |
| 14N10 | OUTPATIENT SERVICES MANAGER I                 | 1.00 | 0.00 | 0.00 | 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                | 3.00 | 3.00 | 3.00 | 0.00  |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                            | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 16C61               | HOSPITAL SOFTWARE ANALYST II                    | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 16C62               | HOSPITAL SOFTWARE ANALYST III                   | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 16E50               | HOSPITAL SECURITY & DATABASE ADMINISTRATOR      | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B12               | ACCOUNTANT III                                  | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B91               | CHIEF HOSPITAL ACCOUNTANT                       | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B92               | HOSPITAL CONTROLLER                             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B95               | FINANCE MANAGER I                               | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 41K01               | HOSPITAL NETWORK & SYSTEMS ENGINEER             | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 43G01               | INFORMATION TECHNOLOGY MANAGER                  | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 43G03               | IT PROJECT MANAGEMENT ANALYST II                | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 43G04               | IT PROJECT MANAGEMENT ANALYST III               | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR    | 0.00                   | 0.80                   | 0.80                       | 0.00   |
| 43M40               | HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 50A21               | PHARMACIST I                                    | 11.20                  | 11.20                  | 12.20                      | 1.00   |
| 50A23               | PHARMACY DIRECTOR                               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50A25               | CLINICAL PHARMACY COORDINATOR                   | 1.00                   | 1.00                   | 2.00                       | 1.00   |
| 50D11               | MEDICAL LABORATORY TECHNICIAN                   | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 50D12               | CLINICAL LABORATORY ASSISTANT                   | 15.30                  | 16.70                  | 17.90                      | 1.20   |
| 50D13               | SENIOR CLINICAL LABORATORY ASSISTANT            | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 50D21               | CLINICAL LABORATORY SCIENTIST                   | 13.20                  | 15.00                  | 15.00                      | 0.00   |
| 50D22               | SENIOR CLINICAL LABORATORY SCIENTIST            | 9.00                   | 9.00                   | 9.00                       | 0.00   |
| 50D23               | SUPERVISING CLINICAL LABORATORY SCIENTIST       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50D80               | CLINICAL LABORATORY MANAGER                     | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50F10               | SUPERVISING THERAPIST                           | 1.00                   | 1.00                   | 2.00                       | 1.00   |
| 50F20               | OCCUPATIONAL THERAPIST                          | 8.80                   | 8.80                   | 9.60                       | 0.80   |
| 50G11               | PHYSICAL THERAPIST                              | 12.00                  | 11.00                  | 11.00                      | 0.00   |
| 50G41               | SPEECH PATHOLOGIST                              | 6.00                   | 6.00                   | 5.00                       | -1.00  |
| 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                   | 17.30                  | 17.30                  | 17.30                      | 0.00   |
| 50P22               | SENIOR CARDIOPULMONARY TECHNICIAN               | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 50P24               | SUPERVISING CARDIOPULMONARY TECHNICIAN          | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 50P80               | DIRECTOR OF CARDIOPULMONARY SERVICES            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50R21               | RADIOLOGIC TECHNICIAN                           | 24.60                  | 26.30                  | 26.30                      | 0.00   |
| 50R22               | SENIOR RADIOLOGIC TECHNICIAN                    | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 50R25               | DIAGNOSTIC IMAGING SUPERVISOR                   | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 50R31               | SONOGRAPHER                                     | 7.60                   | 8.60                   | 8.60                       | 0.00   |
| 50R32               | SENIOR SONOGRAPHER                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50R41               | NUCLEAR MEDICINE TECHNOLOGIST                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50T03               | HEALTH INFORMATION MANAGEMENT CODER II          | 5.00                   | 5.00                   | 6.00                       | 1.00   |
| 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                    | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 50U18               | PHARMACY TECHNICIAN                             | 9.80                   | 9.80                   | 10.80                      | 1.00   |
| 50U19               | PHYSICAL THERAPIST HELPER                       | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 50U20               | NURSING ASSISTANT                               | 87.00                  | 87.30                  | 86.60                      | -0.70  |
| 50U22               | HEALTH CARE TECHNICIAN                          | 3.10                   | 4.70                   | 4.70                       | 0.00   |
| 50U23               | OBSTETRICAL TECHNICIAN                          | 6.30                   | 6.30                   | 6.30                       | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                                 | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|------------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 50U25               | ORTHOPEDIC TECHNICIAN                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50U26               | SENIOR OBSTETRICAL TECHNICIAN                        | 0.90                   | 0.90                   | 0.90                       | 0.00   |
| 50U27               | SURGICAL TECHNICIAN                                  | 12.60                  | 12.60                  | 12.60                      | 0.00   |
| 50U28               | SENIOR PHARMACY TECHNICIAN                           | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 50U30               | DIETITIAN AIDE                                       | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 50U43               | CENTRAL STERILE TECHNICIAN                           | 5.80                   | 5.80                   | 5.80                       | 0.00   |
| 50U44               | SENIOR CENTRAL STERILE TECHNICIAN                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50U51               | TELEMETRY TECHNICIAN                                 | 4.50                   | 4.50                   | 4.70                       | 0.20   |
| 50Y21               | DIETITIAN                                            | 4.80                   | 5.80                   | 5.80                       | 0.00   |
| 50Y31               | SUPERVISING DIETITIAN                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 52A02               | LICENSED VOCATIONAL NURSE                            | 4.20                   | 7.30                   | 7.80                       | 0.50   |
| 52A16               | SUPERVISING NURSE I                                  | 12.50                  | 13.50                  | 14.50                      | 1.00   |
| 52A17               | SUPERVISING NURSE II                                 | 1.90                   | 1.90                   | 1.90                       | 0.00   |
| 52A19               | STAFF NURSE II                                       | 308.45                 | 313.55                 | 321.15                     | 7.60   |
| 52A20               | STAFF NURSE III                                      | 28.80                  | 28.80                  | 29.80                      | 1.00   |
| 52A21               | CLINIC NURSE                                         | 5.00                   | 4.00                   | 4.00                       | 0.00   |
| 52A22               | SENIOR CLINIC NURSE                                  | 2.00                   | 6.60                   | 6.60                       | 0.00   |
| 52A31               | INFECTION CONTROL NURSE                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 52A33               | CASE MANAGEMENT NURSE                                | 12.00                  | 13.00                  | 13.00                      | 0.00   |
| 52A34               | UTILIZATION MANAGEMENT COORDINATOR                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 52A40               | HOSPITAL NURSE AUDITOR                               | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 52A50               | HOSPITAL QUALITY ASSURANCE NURSE                     | 5.90                   | 7.90                   | 7.90                       | 0.00   |
| 52A60               | CLINICAL NURSE SPECIALIST                            | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 52A83               | SUPERVISING CLINIC NURSE                             | 1.00                   | 1.90                   | 2.00                       | 0.10   |
| 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   |
| 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                                | 1.00                   | 3.00                   | 3.40                       | 0.40   |
| 52A98               | NURSE PRACTITIONER III                               | 10.00                  | 11.00                  | 11.00                      | 0.00   |
| 54A03               | RESIDENT PHYSICIAN III                               | 33.00                  | 33.00                  | 33.00                      | 0.00   |
| 54B10               | CHIEF OB/GYN SURGEON                                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 54B12               | CONTRACT PHYSICIAN                                   | 40.00                  | 40.00                  | 44.00                      | 4.00   |
| 54B15               | NEUROSURGEON                                         | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 54B16               | TRAUMA SURGEON                                       | 0.00                   | 0.00                   | 3.00                       | 3.00   |
| 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                   | 0.00                       | -1.00  |
| 54B92               | ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 54C02               | PHYSICIAN ASSISTANT II                               | 0.80                   | 0.00                   | 0.00                       | 0.00   |
| 54C03               | PHYSICIAN ASSISTANT                                  | 0.00                   | 0.80                   | 0.80                       | 0.00   |
| 60B01               | PSYCHIATRIC SOCIAL WORKER I                          | 0.00                   | 0.50                   | 0.50                       | 0.00   |
| 60C24               | SOCIAL WORKER V                                      | 5.00                   | 5.00                   | 6.00                       | 1.00   |
| 60C81               | SOCIAL WORK SUPERVISOR II                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65A22               | MEDICAL LIBRARIAN                                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70A10               | HOSPITAL ENVIRONMENTAL SERVICES AIDE                 | 52.00                  | 57.80                  | 57.80                      | 0.00   |



# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                             | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change  |
|---------------------|--------------------------------------------------|------------------------|------------------------|----------------------------|---------|
| 70A12               | HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE      | 1.00                   | 3.00                   | 3.00                       | 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    |
| 70F21               | COURIER                                          | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 70F23               | STOREKEEPER                                      | 8.00                   | 8.00                   | 9.00                       | 1.00    |
| 70F81               | SUPERVISING STOREKEEPER                          | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 70K21               | FOOD SERVICE WORKER II                           | 15.00                  | 17.00                  | 17.00                      | 0.00    |
| 70K23               | COOK                                             | 3.50                   | 3.50                   | 3.50                       | 0.00    |
| 70K25               | SENIOR COOK                                      | 2.00                   | 2.00                   | 2.00                       | 0.00    |
| 70K80               | HEAD COOK                                        | 1.00                   | 2.00                   | 2.00                       | 0.00    |
| 70K84               | HOSPITAL DIRECTOR OF FOOD SERVICES               | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 70M02               | PATIENT TRANSPORTER                              | 0.00                   | 5.00                   | 6.00                       | 1.00    |
| 70N01               | OFFICE MAINTENANCE WORKER                        | 1.00                   | 1.00                   | 0.00                       | -1.00   |
| 72A23               | BUILDING MAINTENANCE WORKER                      | 0.00                   | 0.00                   | 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                           | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 72C19               | HOSPITAL MAINTENANCE MECHANIC                    | 9.00                   | 9.00                   | 9.00                       | 0.00    |
| 80A32               | SENIOR SECRETARY                                 | 5.00                   | 5.00                   | 5.00                       | 0.00    |
| 80A33               | ADMINISTRATIVE SECRETARY                         | 3.00                   | 3.00                   | 4.00                       | 1.00    |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL            | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 80E21               | OFFICE ASSISTANT II                              | 12.30                  | 11.80                  | 9.80                       | -2.00   |
| 80E22               | OFFICE ASSISTANT III                             | 13.50                  | 15.55                  | 17.30                      | 1.75    |
| 80E80               | PRINCIPAL OFFICE ASSISTANT                       | 7.00                   | 9.00                   | 12.25                      | 3.25    |
| 80E81               | SUPERVISING OFFICE ASSISTANT I                   | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 80E82               | SUPERVISING OFFICE ASSISTANT II                  | 2.00                   | 2.00                   | 2.00                       | 0.00    |
| 80G21               | DATA ENTRY OPERATOR II                           | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 80J19               | CASHIER                                          | 1.50                   | 1.50                   | 1.50                       | 0.00    |
| 80J20               | ACCOUNTING CLERICAL SUPERVISOR                   | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 80J22               | SENIOR ACCOUNT CLERK                             | 4.00                   | 4.00                   | 4.00                       | 0.00    |
| 80J30               | ACCOUNTING TECHNICIAN                            | 2.00                   | 2.00                   | 2.00                       | 0.00    |
| 80K21               | MEDICAL UNIT CLERK                               | 22.80                  | 23.30                  | 24.50                      | 1.20    |
| 80K23               | MEDICAL INTERPRETER                              | 3.50                   | 3.50                   | 4.50                       | 1.00    |
| 80K25               | CLINIC OPERATIONS SUPERVISOR                     | 0.00                   | 1.00                   | 1.00                       | 0.00    |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II               | 40.00                  | 43.00                  | 43.00                      | 0.00    |
| 80L03               | SENIOR PATIENT SERVICES REPRESENTATIVE           | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| 80L04               | SUPERVISING PATIENT SERVICES REPRESENTATIVE      | 2.00                   | 3.00                   | 3.00                       | 0.00    |
| 80M02               | PATIENT ACCOUNT REPRESENTATIVE II                | 26.50                  | 30.50                  | 31.30                      | 0.80    |
| 80M03               | SENIOR PATIENT ACCOUNT REPRESENTATIVE            | 3.00                   | 3.00                   | 3.00                       | 0.00    |
| 80M05               | PATIENT ACCOUNT MANAGER                          | 0.00                   | 0.00                   | 2.00                       | 2.00    |
| 80U11               | HOSPITAL COMMUNICATIONS OPERATOR II              | 6.00                   | 6.80                   | 6.80                       | 0.00    |
| 80U14               | HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR     | 1.00                   | 1.00                   | 1.00                       | 0.00    |
| Subtotal            |                                                  | 1,151.65               | 1,218.10               | 1,254.70                   | 36.60   |
| Grand Total         |                                                  | 5,213.70               | 5,316.90               | 5,171.38                   | -145.52 |



This page intentionally left blank.

# Board of Supervisors

## Department Overview:

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 Luis A. Alejo, encompasses the urban east, west, north, and downtown areas of the City of Salinas. District Two, an area spanning from Boronda north through Castroville and Pajaro to the Santa Cruz County line, is represented by Supervisor John M. Phillips. Supervisor Simón 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 Mary Adams 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.

## Program and Functions:

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 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 through the Clerk of the Board and the County Administrative Office. 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.

## Contributions to Monterey County's Strategic Initiatives:

The Board of Supervisors develops and adopts the Strategic Initiatives setting forth policies, key objectives and performance measures for Economic Development, Administration, Health and Human Services, Infrastructure, and Public Safety.



Operating Budget: \$4,012,324  
Positions (FTEs): 20.00

Board of Supervisors

Luis A. Alejo  
District 1

Jane Parker  
District 4

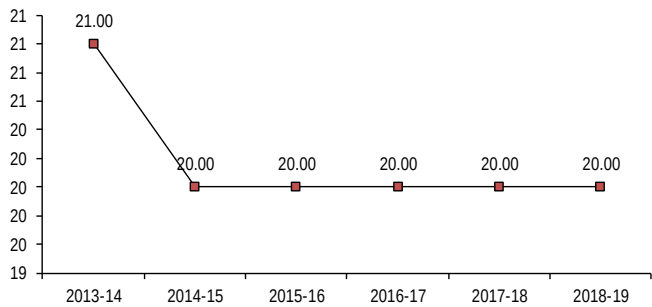
John M. Phillips  
District 2

Mary L. Adams  
District 5

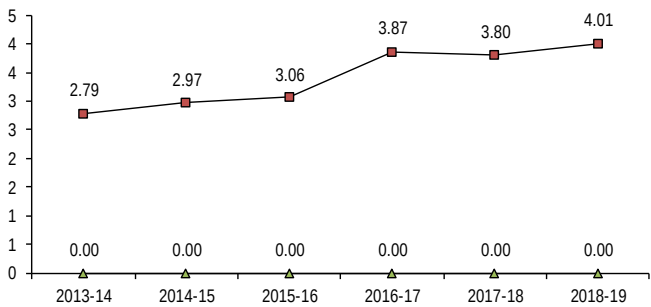
Simón Salinas  
District 3

Board General

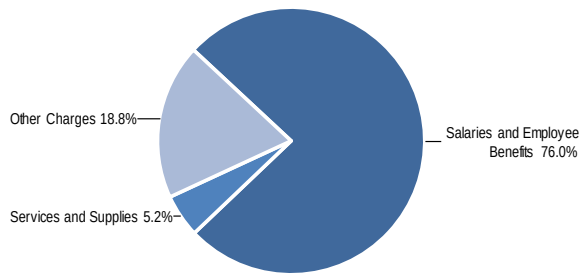
Staffing Trends



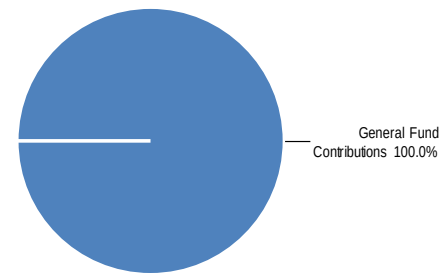
Expenditure/Revenue History (in millions)



## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,969,860             | 2,988,881                 | 2,990,955              | 3,082,183                   | 3,048,050                     | 59,169                             |
| Services and Supplies          | 264,929               | 260,365                   | 258,219                | 199,763                     | 208,694                       | (51,671)                           |
| Other Charges                  | 631,441               | 631,378                   | 547,708                | 755,580                     | 755,580                       | 124,202                            |
| Subtotal                       | \$3,866,229           | \$3,880,624               | \$3,796,882            | \$4,037,526                 | \$4,012,324                   | 131,700                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$3,866,229           | \$3,880,624               | \$3,796,882            | \$4,037,526                 | \$4,012,324                   | 131,700                            |
| Total Source of Funds      | \$3,866,229           | \$3,880,624               | \$3,796,882            | \$4,037,526                 | \$4,012,324                   | 131,700                            |

## Summary of Recommendation

The County Administrative Office (CAO) prepares the budget for the Board of Supervisors, working with district staff to identify funding requirements. The FY 2018-19 Recommended Budget includes appropriations for each Board district to meet salary and benefits requirements at a level consistent with negotiated salary, benefits, and earned step increases. Appropriations also provide for fixed, non-discretionary expenditures and day-to-day business-related costs necessary to meet district and County representation requirements.

Recommended appropriations total \$4,012,324, an increase of \$131,700 (3%) above the FY 2017-18 Adopted Budget. The growth is attributed to the increasing costs of negotiated salaries, employee pension contributions, health insurance, and cost plan charges.

## Budget Impacts

The Recommended Budget maintains status quo staffing and operations.

## Operational Accomplishments

The Board of Supervisors adopted Strategic Initiatives setting forth policies, key objectives and performance measures for Economic Development, Administration, Health and Human Services, Infrastructure, and Public Safety:

Economic Development- "Enhancing the well-being and prosperity of Monterey County Residents"

Strategic Initiative: Through collaboration, strengthen economic development to ensure a diversified and healthy economy.

Administration- "Efficient and Effective Government Operations"

Strategic Initiative: 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- "Health and Wellness for Monterey County Residents"

Strategic Initiative: 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- "Meeting our Facilities, Water, Technology and Transportation Needs"

Strategic Initiative: Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development results.

Public Safety- "Creating Safe Communities"

Strategic Initiative: Reduce violent crimes and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.

## Operational 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<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Board General (BOA001) | 683,416               | 690,788                   | 614,368                | 817,508                        | 826,863                          | 136,075                               | 001          | 8012                |
| District 1 (BOA001)    | 705,828               | 634,974                   | 649,426                | 631,147                        | 640,000                          | 5,026                                 | 001          | 8013                |
| District 2 (BOA001)    | 586,535               | 621,983                   | 606,552                | 626,421                        | 625,461                          | 3,478                                 | 001          | 8014                |
| District 3 (BOA001)    | 612,534               | 630,325                   | 627,990                | 647,110                        | 640,000                          | 9,675                                 | 001          | 8015                |
| District 4 (BOA001)    | 597,296               | 641,203                   | 644,959                | 653,522                        | 640,000                          | (1,203)                               | 001          | 8016                |
| District 5 (BOA001)    | 680,620               | 661,351                   | 653,587                | 661,818                        | 640,000                          | (21,351)                              | 001          | 8017                |
| Subtotal               | \$3,866,229           | \$3,880,624               | \$3,796,882            | \$4,037,526                    | \$4,012,324                      | 131,700                               |              |                     |

## Budget Units

|               | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|---------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Board General | 683,416               | 690,788                   | 614,368                | 817,508                        | 826,863                          | 136,075                               |
| District 1    | 705,828               | 634,974                   | 649,426                | 631,147                        | 640,000                          | 5,026                                 |
| District 2    | 586,535               | 621,983                   | 606,552                | 626,421                        | 625,461                          | 3,478                                 |
| District 3    | 612,534               | 630,325                   | 627,990                | 647,110                        | 640,000                          | 9,675                                 |
| District 4    | 597,296               | 641,203                   | 644,959                | 653,522                        | 640,000                          | (1,203)                               |
| District 5    | 680,620               | 661,351                   | 653,587                | 661,818                        | 640,000                          | (21,351)                              |
| Subtotal      | \$3,866,229           | \$3,880,624               | \$3,796,882            | \$4,037,526                    | \$4,012,324                      | 131,700                               |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                       | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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 Request

| Dept        | Request Code       | Request Name                             | Request Type               | Requested<br>Amount | Requested<br>FTEs | Rec.<br>Amount | Rec.<br>FTEs |
|-------------|--------------------|------------------------------------------|----------------------------|---------------------|-------------------|----------------|--------------|
| 1000        | 1000-8012-001-AUG6 | Status Quo RJC Contract                  | Status Quo Other           | 20,000              | 0.00              | 20,000         | 0.00         |
| 1000        | 1000-8012-001-AUG7 | Status Quo Comcate                       | Status Quo Other           | 12,500              | 0.00              | 0              | 0.00         |
| 1000        | 1000-8013-001-AUG1 | Status Quo Filled 0.35 FTE BOS ADM ASST. | Status Quo Filled Position | 30,863              | 0.35              | 30,863         | 0.35         |
| 1000        | 1000-8014-001-AUG2 | Status Quo Filled 0.35 FTE BOS ADM ASST. | Status Quo Filled Position | 36,329              | 0.35              | 36,329         | 0.35         |
| 1000        | 1000-8015-001-AUG3 | Status Quo Filled 0.35 FTE BOS ADM ASST. | Status Quo Filled Position | 36,329              | 0.35              | 36,329         | 0.35         |
| 1000        | 1000-8016-001-AUG4 | Status Quo Filled 0.35 FTE BOS ADM ASST. | Status Quo Filled Position | 36,329              | 0.35              | 36,329         | 0.35         |
| 1000        | 1000-8017-001-AUG5 | Status Quo Filled 0.35 FTE BOS ADM ASST. | Status Quo Filled Position | 36,329              | 0.35              | 36,329         | 0.35         |
| Grand Total |                    |                                          |                            | 208,679             | 1.75              | 196,179        | 1.75         |

# County Administrative Office

## Departmental Overview:

The County Administrative Office (CAO) serves as the chief policy and fiscal 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 challenges. The CAO promotes responsible resource allocation, protects the financial integrity of the County and provides independent analysis on policies. 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.

## Programs and Functions:

The CAO has five major divisions within its organization: Administration and Finance, Budget and Analysis, Internal Services, Intergovernmental and Legislative Affairs (IGLA), and Office of Community Engagement & Strategic Advocacy (OCESA). The Administration and Finance Division includes the County Administrative Officer, administrative staff and finance staff. Budget and Analysis provides countywide financial management and policy analysis. The Internal Services Division includes Contracts/Purchasing, Fleet Administration, Records Retention and Vehicle Asset Management Program (VAMP). The IGLA Division includes the IGLA, Office of Emergency Services (OES), and Workforce Development Board (WDB). The OCESA includes all CAO outreach programs to foster community engagement and involvement.

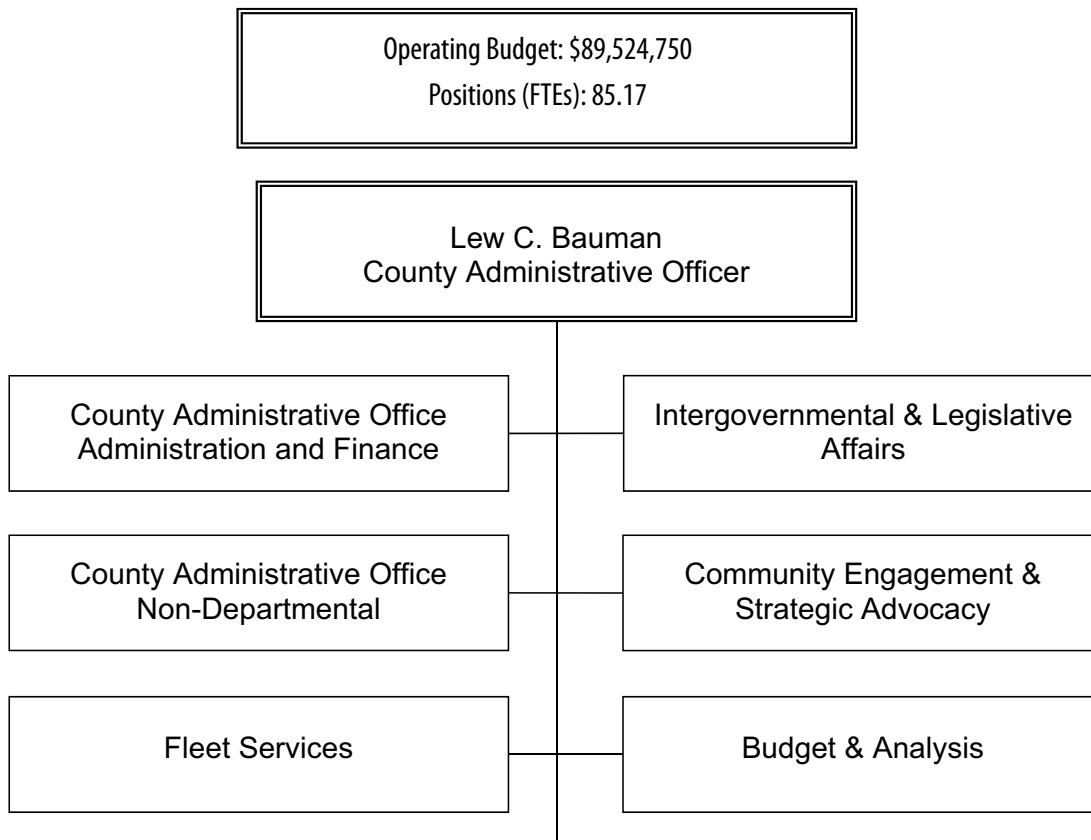
In addition, the CAO performs countywide (non-departmental) functions including: annual debt service, contributions to fire agencies, Laguna Seca Track operations, contributions to other funds within the County and to external agencies, appropriation for contingencies, memberships in governmental organizations (e.g., California State Association of Counties), required support for trial courts, fleet operations, and appropriations of realignment monies for health and social services programs.

The CAO continues to engage in leadership and change management with the focus to provide continuous improvement in the quality, efficiency and effectiveness of County operations.

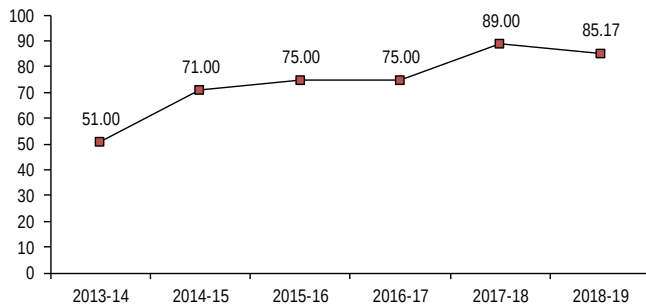
## The Office's Contributions to Monterey County's Strategic Initiatives:

The CAO addresses each of the Strategic Initiative Policy Areas (Economic Development, Administration, Health & Human Services, Infrastructure and Public Safety) by achieving a balanced budget each year that sustains core County services, improving efficiency and effectiveness of County programs, providing leadership for an array of countywide initiatives and projects, and being recognized for responsiveness, strong customer orientation, accountability and transparency.

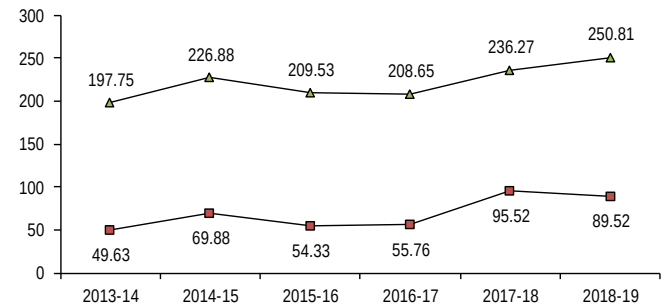




#### Staffing Trends



#### Expenditure/Revenue History (in millions)

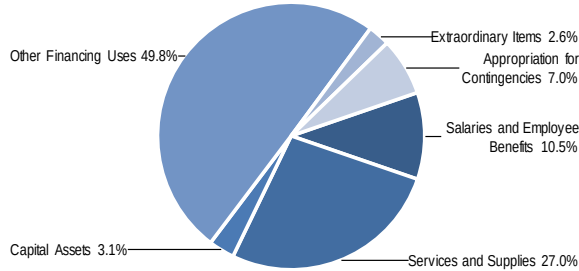


The County Administrative Office (CAO) functions as the chief policy and fiscal advisor to the County Administrative Officer and the Board of Supervisors for countywide priorities and issues.

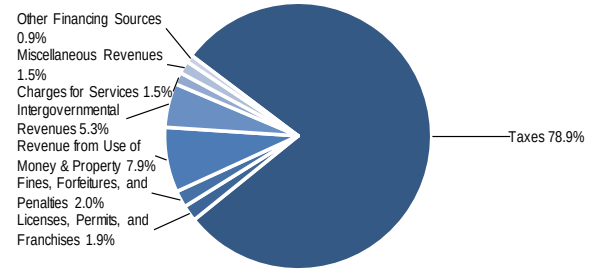
| Key Performance Measures                                                                            | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-----------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Ratings of General Obligation Bonds (Fitch and S&P). Target = AAA                                   | AA             | AA             | AA+              |
| General Fund annual operating surplus: actual revenue minus actual expenditures. Target = >\$0      | \$9,370,837    | (\$5,128,629)  | N/A              |
| Percent of general fund budget reserved for unanticipated emergencies (contingencies). Target = 1%. | 0.9%           | 0.7%           | 0.5%             |
| Percent of Department Performance Measure Targets Met. Target = 100%                                | N/A            | 44%            | N/A              |
| Total utility costs for Monterey County facilities except NMC.                                      | \$4,049,942    | \$3,985,572    | \$2,625,581      |



## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                    | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|---------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits  | 7,075,413             | 9,543,503                 | 9,235,849              | 10,502,330                  | 9,584,762                     | 41,259                             |
| Services and Supplies           | 5,196,932             | 20,624,473                | 19,599,958             | 24,651,006                  | 24,567,566                    | 3,943,093                          |
| Other Charges                   | 993,546               | 3,745,299                 | 5,731,693              | (1,629,871)                 | (1,629,871)                   | (5,375,170)                        |
| Capital Assets                  | 2,122,813             | 2,850,653                 | 3,416,221              | 2,850,653                   | 2,850,653                     | 0                                  |
| Other Financing Uses            | 40,374,168            | 54,573,041                | 54,439,541             | 49,098,075                  | 45,406,281                    | (9,166,760)                        |
| Extraordinary Items             | 0                     | 0                         | 0                      | 2,400,000                   | 2,400,000                     | 2,400,000                          |
| Appropriation for Contingencies | 0                     | 3,524,825                 | 3,096,299              | 6,345,359                   | 6,345,359                     | 2,820,534                          |
| Subtotal                        | \$55,762,872          | \$94,861,794              | \$95,519,561           | \$94,217,552                | \$89,524,750                  | (5,337,044)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 185,015,280           | 192,180,839               | 190,403,762            | 197,972,430                 | 197,972,430                   | 5,791,591                          |
| Licenses, Permits, and Franchises    | 5,104,107             | 5,125,006                 | 4,852,484              | 4,852,484                   | 4,852,484                     | (272,522)                          |
| Fines, Forfeitures, and Penalties    | 5,363,571             | 4,789,308                 | 4,789,308              | 5,087,219                   | 5,087,219                     | 297,911                            |
| Revenue from Use of Money & Property | 2,510,197             | 15,200,422                | 15,200,422             | 19,725,194                  | 19,725,194                    | 4,524,772                          |
| Intergovernmental Revenues           | 5,467,997             | 13,851,046                | 12,768,599             | 13,404,891                  | 13,404,891                    | (446,155)                          |
| Charges for Services                 | 1,123,744             | 1,397,605                 | 3,295,496              | 3,664,090                   | 3,664,090                     | 2,266,485                          |
| Miscellaneous Revenues               | 3,888,291             | 3,605,562                 | 4,050,639              | 3,840,104                   | 3,840,104                     | 234,542                            |
| Other Financing Sources              | 173,677               | 727,498                   | 909,025                | 2,266,372                   | 2,266,372                     | 1,538,874                          |
| Subtotal                             | \$208,646,864         | \$236,877,286             | \$236,269,735          | \$250,812,784               | \$250,812,784                 | 13,935,498                         |
| Cancellation of Reserve              | 9,934,306             | 36,841,934                | 36,841,934             | 12,623,871                  | 12,623,871                    | (24,218,063)                       |
| Fund Balance                         | (2,455)               | 185,140                   | 305,926                | (1,000,000)                 | (1,000,000)                   | (1,185,140)                        |
| General Fund Contributions           | (\$152,881,537)       | (\$142,200,632)           | (\$141,056,100)        | (\$155,595,232)             | (\$160,288,034)               | (18,087,402)                       |
| Total Source of Funds                | \$65,697,178          | \$131,703,728             | \$132,361,495          | \$106,841,423               | \$102,148,621                 | (29,555,107)                       |

## Summary of Recommendation

The Recommended Budget for the County Administrative Office is \$89,524,750, including \$11,699,035 for departmental operations and \$77,825,715 for non-departmental (countywide) functions. The Recommended Budget decreases expenditures by \$5,337,044 over the current year adopted budget, reflecting the winding down of County matching obligations for the jail expansion and juvenile hall projects financed by capital reserves and expiration of local funding for storm repairs financed from the strategic reserve. The CAO also reduced non-core operations to help balance the countywide budget and to sustain core County services. Partially

offsetting the various reductions are increases for Laguna Seca track operations, financed by track revenues, and increased funding to align next year's appropriation for contingencies to the level specified by policy.

Like many departments, the CAO was unable to continue current staffing levels due to the fiscal pressures described in the Executive Summary. To balance its initial baseline budget to available funding, the CAO is discontinuing the filled management analyst position supporting the Go Green program and a filled Buyer position authorized as a back-fill for the Enterprise Resource Planning (ERP) upgrade.

In assessing baseline budgets, it became apparent that the County lacked sufficient revenue to sustain current service levels and priority programs. Accordingly, the CAO asked some departments to make deeper reductions beyond original baseline targets for redirection to core services. The CAO included itself in these additional reductions. The additional CAO reductions include discontinuing the Assistant County Administrative Officer for Community Engagement and Strategic Advocacy effective September 1, 2018, the vacant management analyst position supporting the performance measurement program and a filled management analyst supporting legislative advocacy. The management analyst for community engagement currently reporting to the Assistant County Administrative Officer will transfer to the Director of the Civil Rights Office to continue staff support of important community programs.

Recommended staffing for the CAO totals 86 positions. Three positions were added in the current year, including the cannabis program manager and two park positions (range master and range aide) transferred from the Resource Management Agency, while the recommended budget proposes a reduction of the six positions discussed earlier, for a net reduction of three positions compared to the current year adopted budget.

---

### **Budget Impacts**

The recommended budget reduces staffing levels by six positions, including: the filled management analyst supporting the "Go Green" program as well as a filled Buyer position authorized as a back-fill for the limited-term ERP upgrade. The CAO also discontinued funding for the filled Assistant County Administrative Officer for Community Engagement and Strategic Advocacy, a filled management analyst in Intergovernmental and Legislative Affairs, and the vacant management analyst supporting the performance measurement program. In addition, the recommended budget transfers a management analyst from the CAO to the Civil Rights Office.

The CAO will be assessing options to continue services performed by displaced staff, either through reengineering current operations and/or by other departments taking on some of the responsibilities. Once this assessment is completed, the CAO will have a better idea whether these services can be continued, either in-full or in-part.

---

### **Department Operational Accomplishments**

Published the Budget End of Year Report, a mid-year report recommending budget solutions to unfunded needs, County Financial Forecast, and the FY 2017-18 Recommended Budget entirely by in-house resources.

Facilitated budget workshops with department heads and the Board of Supervisors.

Continued to work on improving outcomes and increasing efficiency in county operations and publishing results in the Annual Board of Supervisors and Managing for Results Report.

Began a study to identify and analyze mandates by department.

Continued work to create a single repository for non-codified policies titled Board Policy Manual.

Implemented the FY 2016-17 legislative platform, facilitating grant awards totaling \$12.5 million.

Provided high quality, responsive media relations including crisis communications in support of County departments, and increased community awareness of County services and issues using traditional and social media methods.

Facilitated the adoption and execution of a joint powers agreement to become a founding member of Monterey Bay Community Power.

Led sustainability efforts to reduce the environmental impact of County operations.

Continued implementation of the Monterey County Cannabis Program which includes the collaborative effort of ten County departments.

The Monterey County Gang Violence Prevention Initiative worked with local jurisdictions to support violence prevention strategies by providing technical assistance for strategic planning, program development, grant seeking and fund development.

Continued developing the Governing for Racial Equity initiative and participating in trainings provided by the Government Alliance on Race and Equity (GARE) along with County representatives representing Supervisorial District 4, the County Administrative Office, the Civil Rights Office, Health Department, Child Support Services, Human Resources, Social Services, Economic Development and First 5 Monterey County.

Continued participation in the Four Cities for Peace, North Monterey County Community Alliance, Castroville Neighborhood Watch Group, Community Alliance for Safety and Peace, Seaside Youth Violence Prevention Task Force as well as various affinity groups and community-based organizations addressing youth and gang violence.

The Workforce Development Board began leading a regional initiative on Healthcare apprenticeships.

Due to the severe winter storms, the Office of Emergency Services activated its Emergency Operations Center seven times during 2017 and managed a lifeline airlift of supplies to the Big Sur area that was effectively isolated from outside contact by the failure of major roads and the Pfeiffer Bridge collapse.

The OES in coordination with and the Resource Management Agency led the effort to develop a Disaster Cost Recovery plan to assist in maximizing financial recovery for the County.

---

### **Department Operational Goals**

Provide quality and informative budget products such as the Budget End of Year Report, County Financial Forecast, budget workshop materials, and the Recommended Budget to effectively communicate the condition of County finances, fiscal perspectives, and recommendations to assist policy makers in managing countywide resources.

Continuously manage ten diverse countywide programs and special projects, as assigned, and enhance the County's emergency response capabilities by increasing community engagement, increasing community preparedness, and expanding training.

**Pending Issues**

There are no pending issues.

**Policy Considerations**

There are no policy considerations.

**Appropriation Expenditure Detail**

|                                                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-----------------------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Contributions - Proposition 172<br>(CA0007)                     | 2,847,754             | 2,860,749                 | 2,860,749              | 2,976,816                      | 2,976,816                        | 116,067                               | 001          | 8028                |
| Contributions-Other Agencies<br>(CA0007)                        | 454,610               | 1,025,609                 | 1,025,609              | 684,031                        | 684,031                          | (341,578)                             | 001          | 8029                |
| Trial Courts (CA0008)                                           | 7,983,302             | 7,846,286                 | 7,846,286              | 7,846,286                      | 7,846,286                        | 0                                     | 001          | 8031                |
| Contingencies (CA0020)                                          | 0                     | 3,524,825                 | 3,096,299              | 6,345,359                      | 6,345,359                        | 2,820,534                             | 001          | 8034                |
| County Memberships (CA0013)                                     | 197,874               | 639,776                   | 889,776                | 889,776                        | 889,776                          | 250,000                               | 001          | 8035                |
| Medical Care Services (CA0016)                                  | 3,900,648             | 3,900,648                 | 3,900,648              | 3,900,648                      | 3,900,648                        | 0                                     | 001          | 8037                |
| Other Financing Uses (CA0017)                                   | 37,091,524            | 47,939,724                | 47,939,724             | 31,363,669                     | 27,671,875                       | (20,267,849)                          | 001          | 8038                |
| Other General Expenditures<br>(CA0014)                          | 4,966                 | 67,500                    | 67,500                 | 77,500                         | 77,500                           | 10,000                                | 001          | 8039                |
| Administration & Finance (CA0001)                               | (701,800)             | (669,263)                 | (1,338,993)            | (2,486,339)                    | (2,481,409)                      | (1,812,146)                           | 001          | 8045                |
| Budget & Analysis (CA0001)                                      | 1,086,385             | 1,123,767                 | 1,089,587              | 1,097,658                      | 1,095,552                        | (28,215)                              | 001          | 8046                |
| Contracts/Purchasing (CA0002)                                   | (23,264)              | 74,915                    | 39,729                 | 85,954                         | (5,336)                          | (80,251)                              | 001          | 8047                |
| Intergovernmental & Legislative<br>Affairs (CA0004)             | 1,402,467             | 1,434,048                 | 1,366,083              | 1,431,107                      | 990,893                          | (443,155)                             | 001          | 8054                |
| Office of Emergency Services<br>(CA0005)                        | 1,111,836             | 1,018,766                 | 917,985                | 909,913                        | 908,760                          | (110,006)                             | 001          | 8056                |
| Homeland Security Grant (CA0023)                                | 398,202               | 550,000                   | 550,000                | 517,020                        | 517,020                          | (32,980)                              | 024          | 8412                |
| Office of Community Engagement &<br>Strategic Advocacy (CA0024) | 634,381               | 445,848                   | 834,622                | 888,773                        | 492,767                          | 46,919                                | 001          | 8440                |
| Laguna Seca Track (CA0029)                                      | 0                     | 13,554,496                | 13,554,496             | 24,079,985                     | 24,007,772                       | 10,453,276                            | 001          | 8441                |
| Fleet Administration (CA0025)                                   | (128,878)             | (261,414)                 | (346,732)              | 2,125,648                      | 2,122,925                        | 2,384,339                             | 001          | 8451                |
| Shuttle (CA0025)                                                | 0                     | 244,470                   | 229,244                | 231,626                        | 231,454                          | (13,016)                              | 001          | 8452                |
| Vehicle Asset Management Program<br>(CA0026)                    | (497,134)             | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8453                |
| Auxiliary Services (CA0027)                                     | 0                     | 130,000                   | 156,207                | 160,979                        | 160,979                          | 30,979                                | 001          | 8472                |
| Records Retention (CA0028)                                      | 0                     | 0                         | 558                    | 15,589                         | 15,528                           | 15,528                                | 001          | 8474                |
| Workforce Development Board<br>(CA0030)                         | 0                     | 8,635,501                 | 8,092,531              | 8,327,901                      | 8,327,901                        | (307,600)                             | 021          | 8478                |
| Vehicle Replacement Planning<br>(CA0032)                        | 0                     | 775,543                   | 2,747,653              | 2,747,653                      | 2,747,653                        | 1,972,110                             | 478          | 8483                |
| Subtotal                                                        | \$55,762,872          | \$94,861,794              | \$95,519,561           | \$94,217,552                   | \$89,524,750                     | (5,337,044)                           |              |                     |

**Budget Units**

|                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|---------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Contributions - Proposition 172 | 2,847,754             | 2,860,749                 | 2,860,749              | 2,976,816                      | 2,976,816                        | 116,067                               |
| Contributions-Other Agencies    | 454,610               | 1,025,609                 | 1,025,609              | 684,031                        | 684,031                          | (341,578)                             |
| Trial Courts                    | 7,983,302             | 7,846,286                 | 7,846,286              | 7,846,286                      | 7,846,286                        | 0                                     |
| Contingencies                   | 0                     | 3,524,825                 | 3,096,299              | 6,345,359                      | 6,345,359                        | 2,820,534                             |
| County Memberships              | 197,874               | 639,776                   | 889,776                | 889,776                        | 889,776                          | 250,000                               |
| Medical Care Services           | 3,900,648             | 3,900,648                 | 3,900,648              | 3,900,648                      | 3,900,648                        | 0                                     |
| Other Financing Uses            | 37,091,524            | 47,939,724                | 47,939,724             | 31,363,669                     | 27,671,875                       | (20,267,849)                          |
| Other General Expenditures      | 4,966                 | 67,500                    | 67,500                 | 77,500                         | 77,500                           | 10,000                                |
| Non-Program Revenue             | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |

## Budget Units

|                                                        | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Administration & Finance                               | (701,800)             | (669,263)                 | (1,338,993)            | (2,486,339)                    | (2,481,409)                      | (1,812,146)                           |
| Budget & Analysis                                      | 1,086,385             | 1,123,767                 | 1,089,587              | 1,097,658                      | 1,095,552                        | (28,215)                              |
| Contracts/Purchasing                                   | (23,264)              | 74,915                    | 39,729                 | 85,954                         | (5,336)                          | (80,251)                              |
| Intergovernmental & Legislative Affairs                | 1,402,467             | 1,434,048                 | 1,366,083              | 1,431,107                      | 990,893                          | (443,155)                             |
| Office of Emergency Services                           | 1,111,836             | 1,018,766                 | 917,985                | 909,913                        | 908,760                          | (110,006)                             |
| Homeland Security Grant                                | 398,202               | 550,000                   | 550,000                | 517,020                        | 517,020                          | (32,980)                              |
| Office of Community Engagement &<br>Strategic Advocacy | 634,381               | 445,848                   | 834,622                | 888,773                        | 492,767                          | 46,919                                |
| Fleet Administration                                   | (128,878)             | (261,414)                 | (346,732)              | 2,125,648                      | 2,122,925                        | 2,384,339                             |
| Shuttle                                                | 0                     | 244,470                   | 229,244                | 231,626                        | 231,454                          | (13,016)                              |
| Vehicle Asset Management Program                       | (497,134)             | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Workforce Development Board                            | 0                     | 8,635,501                 | 8,092,531              | 8,327,901                      | 8,327,901                        | (307,600)                             |
| Auxiliary Services                                     | 0                     | 130,000                   | 156,207                | 160,979                        | 160,979                          | 30,979                                |
| Laguna Seca Track                                      | 0                     | 13,554,496                | 13,554,496             | 24,079,985                     | 24,007,772                       | 10,453,276                            |
| Records Retention                                      | 0                     | 0                         | 558                    | 15,589                         | 15,528                           | 15,528                                |
| Vehicle Replacement Planning                           | 0                     | 775,543                   | 2,747,653              | 2,747,653                      | 2,747,653                        | 1,972,110                             |
| Subtotal                                               | \$55,762,872          | \$94,861,794              | \$95,519,561           | \$94,217,552                   | \$89,524,750                     | (5,337,044)                           |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                                | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A01                  | ADMINISTRATIVE OFFICER                              | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 12E03                  | ASSISTANT COUNTY ADMINISTRATIVE OFFICER             | 3.00                      | 3.00                      | 2.17                             | -0.83  |
| 12E16                  | WIB EXECUTIVE DIRECTOR                              | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 14A20                  | ASSOCIATE ADMINISTRATIVE ANALYST                    | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14A23                  | PRINCIPAL ADMINISTRATIVE ANALYST                    | 5.00                      | 5.00                      | 5.00                             | 0.00   |
| 14A24                  | COUNTY BUDGET DIRECTOR                              | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14A25                  | EMERGENCY SERVICES MANAGER                          | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C30                  | MANAGEMENT ANALYST II                               | 2.00                      | 3.00                      | 3.00                             | 0.00   |
| 14C31                  | MANAGEMENT ANALYST III                              | 8.00                      | 9.00                      | 4.00                             | -5.00  |
| 14E20                  | BUYER II                                            | 3.00                      | 3.00                      | 2.00                             | -1.00  |
| 14G02                  | MANAGEMENT ANALYST I                                | 1.00                      | 2.00                      | 2.00                             | 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   |
| 20B93                  | FINANCE MANAGER II                                  | 1.00                      | 2.00                      | 2.00                             | 0.00   |
| 41G01                  | EMERGENCY SERVICES PLANNER                          | 3.00                      | 3.00                      | 3.00                             | 0.00   |
| 43J09                  | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 60G21                  | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II           | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 60G33                  | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III          | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 60I02                  | PROGRAM MANAGER II                                  | 0.00                      | 0.00                      | 1.00                             | 1.00   |
| 68A30                  | RANGE MASTER                                        | 0.00                      | 0.00                      | 1.00                             | 1.00   |
| 68B02                  | SPECIAL EVENTS MANAGER                              | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 68C02                  | RANGE AIDE                                          | 0.00                      | 0.00                      | 1.00                             | 1.00   |
| 70F23                  | STOREKEEPER                                         | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 70F79                  | WAREHOUSE WORKER                                    | 0.00                      | 3.00                      | 3.00                             | 0.00   |
| 70F80                  | SENIOR STOREKEEPER                                  | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 70F82                  | SUPERVISING WAREHOUSE WORKER                        | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 70M01                  | SHUTTLE DRIVER                                      | 0.00                      | 2.00                      | 2.00                             | 0.00   |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

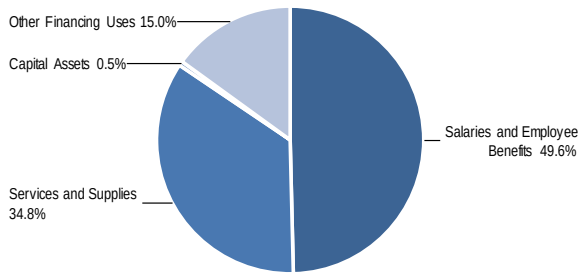
| Classification Code | Classification Label                          | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-----------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 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                                  | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 72C83               | FLEET SERVICE WRITER                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80A32               | SENIOR SECRETARY                              | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 80A97               | EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL         | 3.00                   | 2.00                   | 2.00                       | 0.00   |
| 80G21               | DATA ENTRY OPERATOR II                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J30               | ACCOUNTING TECHNICIAN                         | 3.00                   | 4.00                   | 4.00                       | 0.00   |
| 99ZXX               | ALLOCATION ON LOAN XX                         | 17.00                  | 17.00                  | 17.00                      | 0.00   |
| XXXXX               | ALLOCATION TO BE DETERMINED                   | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| Total               |                                               | 75.00                  | 89.00                  | 85.17                      | -3.83  |

## Augmentation Request

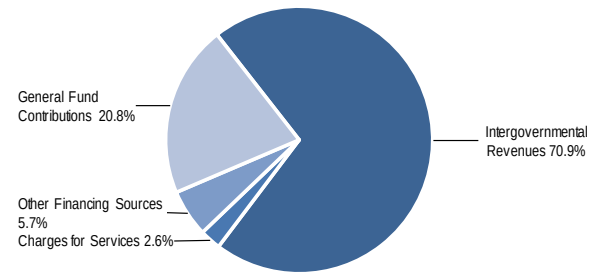
| Dept        | Request Code       | Request Name                                                | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|--------------------|-------------------------------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 1050        | 1050-8054-001-AUG3 | Status Quo Vacant Management Analyst - Performance Measures | Status Quo Filled Position | 147,507          | 1.00           | 0           | 0.00      |
| 1052        | 1050-8054-001-AUG4 | Status Quo Vacant Management Analyst - Legislative Advocacy | Status Quo Filled Position | 147,507          | 1.00           | 0           | 0.00      |
| 1050        | 1050-8047-001-AUG2 | Status Quo Filled Buyer II                                  | Status Quo Filled Position | 89,823           | 1.00           | 0           | 0.00      |
| 1050        | 1050-8054-001-AUG1 | Status Quo Filled Management Analyst - Go Green             | Status Quo Filled Position | 147,507          | 1.00           | 0           | 0.00      |
| Grand Total |                    |                                                             |                            | 532,344          | 4.00           | 0           | 0.00      |

# CAO Departmental

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 7,075,413             | 9,543,503                 | 9,235,247              | 10,500,818                  | 9,583,250                     | 39,747                             |
| Services and Supplies          | 4,335,882             | 5,662,353                 | 5,324,968              | 6,738,883                   | 6,727,656                     | 1,065,303                          |
| Other Charges                  | (10,638,505)          | (6,136,999)               | (6,692,382)            | (7,614,871)                 | (7,614,871)                   | (1,477,872)                        |
| Capital Assets                 | 2,111,202             | 103,000                   | 142,000                | 103,000                     | 103,000                       | 0                                  |
| Other Financing Uses           | 0                     | 2,874,781                 | 2,874,781              | 2,900,000                   | 2,900,000                     | 25,219                             |
| Subtotal                       | \$2,883,992           | \$12,046,638              | \$10,884,614           | \$12,627,830                | \$11,699,035                  | (347,603)                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 11,500                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 213,252               | 8,308,480                 | 8,033,498              | 8,291,512                   | 8,291,512                     | (16,968)                           |
| Charges for Services                 | 128,947               | 138,968                   | 139,526                | 300,000                     | 300,000                       | 161,032                            |
| Miscellaneous Revenues               | 23,764                | 0                         | 19,400                 | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 173,677               | 661,807                   | 670,532                | 669,755                     | 669,755                       | 7,948                              |
| Subtotal                             | \$551,140             | \$9,109,255               | \$8,862,956            | \$9,261,267                 | \$9,261,267                   | 152,012                            |
| Fund Balance                         | 0                     | (120,786)                 | 0                      | 0                           | 0                             | 120,786                            |
| General Fund Contributions           | \$2,332,853           | \$3,058,169               | \$2,021,658            | \$3,366,563                 | \$2,437,768                   | (620,401)                          |
| Total Source of Funds                | \$2,883,992           | \$12,046,638              | \$10,884,614           | \$12,627,830                | \$11,699,035                  | (347,603)                          |

## Division Description

The CAO departmental operations include: Administration and Finance; Budget and Analysis; Intergovernmental & Legislative Affairs; the Office of Community Engagement and Strategic Advocacy; and Internal Services (Contracts/Purchasing, Fleet Administration, Records Retention, Shuttle, and Vehicle Asset Management Program).

The responsibilities and programs for each respective unit are discussed in unit narratives following this section.

## Summary of Recommendation

The FY 2018-19 Recommended Budget for the CAO's departmental operations is \$11,699,035, a reduction of \$347,603 from the current year adopted budget. The CAO is experiencing

increased costs associated with countywide increases in wages, pensions, and insurance program allocations. Re-balancing the budget for these higher costs required a reduction of two positions, including the filled management analyst working on sustainability efforts to reduce the County's environmental impacts and a Buyer position previously authorized as a back-fill for staff working on the ERP upgrade. The CAO also made three additional position reductions to help balance the countywide general fund budget to prevent degradation of core services. The additional position reductions include the Assistant County Administrative officer for Community Engagement and Strategic Advocacy, a filled management analyst in Intergovernmental and Legislative Affairs, and the vacant management analyst supporting the performance measurement program. In addition, the management analyst reporting to the Office of Community Engagement and Strategic Advocacy transfers to the Civil Right's Office next fiscal year.

## Appropriation Expenditure Detail

|                                                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-----------------------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Administration & Finance (CA0001)                               | (701,800)             | (669,263)                 | (1,338,993)            | (2,486,339)                    | (2,481,409)                      | (1,812,146)                           | 001          | 8045                |
| Budget & Analysis (CA0001)                                      | 1,086,385             | 1,123,767                 | 1,089,587              | 1,097,658                      | 1,095,552                        | (28,215)                              | 001          | 8046                |
| Contracts/Purchasing (CA0002)                                   | (23,264)              | 74,915                    | 39,729                 | 85,954                         | (5,336)                          | (80,251)                              | 001          | 8047                |
| Intergovernmental & Legislative<br>Affairs (CA0004)             | 1,402,467             | 1,434,048                 | 1,366,083              | 1,431,107                      | 990,893                          | (443,155)                             | 001          | 8054                |
| Office of Emergency Services<br>(CA0005)                        | 1,111,836             | 1,018,766                 | 917,985                | 909,913                        | 908,760                          | (110,006)                             | 001          | 8056                |
| Office of Community Engagement &<br>Strategic Advocacy (CA0024) | 634,381               | 445,848                   | 834,622                | 888,773                        | 492,767                          | 46,919                                | 001          | 8440                |
| Fleet Administration (CA0025)                                   | (128,878)             | (261,414)                 | (346,732)              | 2,125,648                      | 2,122,925                        | 2,384,339                             | 001          | 8451                |
| Shuttle (CA0025)                                                | 0                     | 244,470                   | 229,244                | 231,626                        | 231,454                          | (13,016)                              | 001          | 8452                |
| Vehicle Asset Management Program<br>(CA0026)                    | (497,134)             | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8453                |
| Records Retention (CA0028)                                      | 0                     | 0                         | 558                    | 15,589                         | 15,528                           | 15,528                                | 001          | 8474                |
| Workforce Development Board<br>(CA0030)                         | 0                     | 8,635,501                 | 8,092,531              | 8,327,901                      | 8,327,901                        | (307,600)                             | 021          | 8478                |
| Subtotal                                                        | \$2,883,992           | \$12,046,638              | \$10,884,614           | \$12,627,830                   | \$11,699,035                     | (347,603)                             |              |                     |

## Administration & Finance

(Budget Unit 8045— Fund 001— Appropriation Unit CA0001)

### Use of Funds

Intentionally Left Blank

### Source of Funds

Intentionally Left Blank

### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,302,412             | 1,354,425                 | 1,364,655              | 1,645,745                   | 1,652,725                     | 298,300                            |
| Services and Supplies          | 153,821               | 141,148                   | 130,925                | 100,030                     | 97,980                        | (43,168)                           |
| Other Charges                  | (2,158,033)           | (2,164,836)               | (2,834,573)            | (4,232,114)                 | (4,232,114)                   | (2,067,278)                        |
| Subtotal                       | (\$701,800)           | (\$669,263)               | (\$1,338,993)          | (\$2,486,339)               | (\$2,481,409)                 | (1,812,146)                        |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Miscellaneous Revenues     | 1,007                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$1,007               | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$702,807)           | (\$669,263)               | (\$1,338,993)          | (\$2,486,339)               | (\$2,481,409)                 | (1,812,146)                        |
| Total Source of Funds      | (\$701,800)           | (\$669,263)               | (\$1,338,993)          | (\$2,486,339)               | (\$2,481,409)                 | (1,812,146)                        |

### Unit Description

The Administration and Finance unit consists of countywide executive management and the staff for fiscal/financial support to all divisions within the CAO, the Board of Supervisors (BOS) and Clerk of the Board. The daily departmental support includes payroll, accounts payable, accounts receivable, purchase requisitions, expense reimbursements, cost accounting and related interactions with the Auditor-Controller's Office and other County departments, such as the Board of Supervisors' district offices, the Clerk of the Board, and the Civil Rights Office in the development of their annual budget requests and budget maintenance throughout the fiscal year.

### Recommended 2018-19 Positions

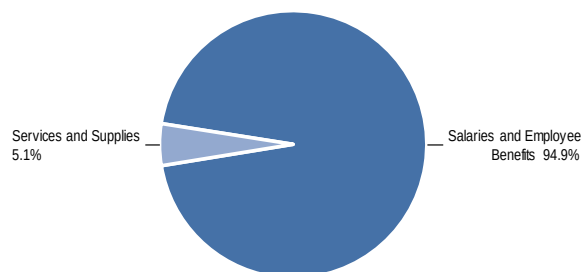
| Classification Code | Classification Label                          | FTE   |
|---------------------|-----------------------------------------------|-------|
| 11A01               | ADMINISTRATIVE OFFICER                        | 1.00  |
| 12E03               | ASSISTANT COUNTY ADMINISTRATIVE OFFICER       | 1.00  |
| 20B93               | FINANCE MANAGER II                            | 1.00  |
| 68A30               | RANGE MASTER                                  | 1.00  |
| 68B02               | SPECIAL EVENTS MANAGER                        | 1.00  |
| 68C02               | RANGE AIDE                                    | 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               |                                               | 28.00 |



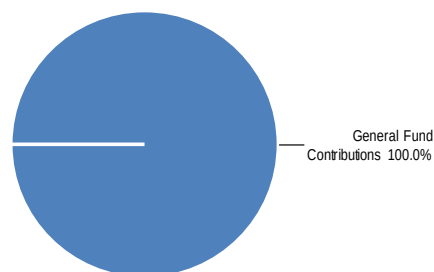
## Budget & Analysis

(Budget Unit 8046— Fund 001— Appropriation Unit CA0001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,055,894             | 1,016,757                 | 1,020,031              | 1,040,180                   | 1,040,180                     | 23,423                             |
| Services and Supplies          | 63,221                | 107,010                   | 69,556                 | 57,478                      | 55,372                        | (51,638)                           |
| Other Charges                  | (32,730)              | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$1,086,385           | \$1,123,767               | \$1,089,587            | \$1,097,658                 | \$1,095,552                   | (28,215)                           |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$1,086,385           | \$1,123,767               | \$1,089,587            | \$1,097,658                 | \$1,095,552                   | (28,215)                           |
| Total Source of Funds      | \$1,086,385           | \$1,123,767               | \$1,089,587            | \$1,097,658                 | \$1,095,552                   | (28,215)                           |

### Unit Description

The Budget and Analysis Division develops and presents the County's annual Recommended Budget, aligning recommendations with the adopted goals, policies, and priorities of the BOS. The Division also prepares the annual Three-Year Financial Forecast, Budget End of Year Report; and other financial analysis products such as reports providing analysis and recommendations for solving mid-year unfunded needs. Other responsibilities include: analyzing weekly Board meeting agenda items to ensure transparency and that recommendations are consistent with Board policy; working with County departments to monitor performance in meeting countywide goals and priorities; 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 Board's Budget Committee and Capital Improvement Committee.

### Recommended 2018-19 Positions

| Classification Code | Classification Label             | FTE  |
|---------------------|----------------------------------|------|
| 14A23               | PRINCIPAL ADMINISTRATIVE ANALYST | 5.00 |
| 14A24               | COUNTY BUDGET DIRECTOR           | 1.00 |
| Total               |                                  | 6.00 |

## Contracts/Purchasing

(Budget Unit 8047— Fund 001— Appropriation Unit CA0002)

### Use of Funds

Intentionally Left Blank

### Source of Funds

Intentionally Left Blank

### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 864,518               | 1,027,831                 | 1,057,144              | 1,076,048                   | 986,225                       | (41,606)                           |
| Services and Supplies          | 151,329               | 112,055                   | 100,675                | 62,834                      | 61,367                        | (50,688)                           |
| Other Charges                  | (1,039,111)           | (1,064,971)               | (1,118,090)            | (1,052,928)                 | (1,052,928)                   | 12,043                             |
| Subtotal                       | (\$23,264)            | \$74,915                  | \$39,729               | \$85,954                    | (\$5,336)                     | (80,251)                           |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 11,500                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$11,500              | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions           | (\$34,764)            | \$74,915                  | \$39,729               | \$85,954                    | (\$5,336)                     | (80,251)                           |
| Total Source of Funds                | (\$23,264)            | \$74,915                  | \$39,729               | \$85,954                    | (\$5,336)                     | (80,251)                           |

### Unit Description

The Contracts/Purchasing unit provides County departments with professional and knowledgeable assistance in the procurement of goods and services and assistance with management of contract-related issues. The unit's services include: developing and coordinating competitive bid processes, including Request for Proposals and Request for Qualifications; administering contract documentation; maintaining contract data; and acting as the Purchasing Agent representative for the Board. Contracts/Purchasing manages the County's procurement card and surplus property programs, utilizing best practices in the administration of

both these programs to ensure County resources are maximized to the fullest extent possible.

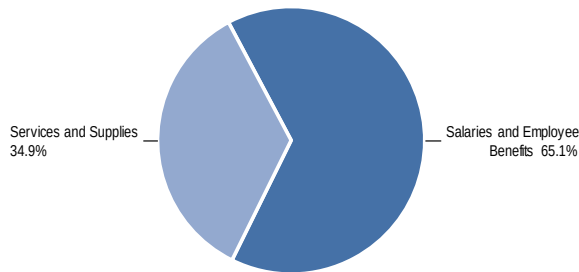
### Recommended 2018-19 Positions

| Classification<br>Code | Classification Label           | FTE  |
|------------------------|--------------------------------|------|
| 14C30                  | MANAGEMENT ANALYST II          | 1.00 |
| 14C31                  | MANAGEMENT ANALYST III         | 2.00 |
| 14E20                  | BUYER II                       | 2.00 |
| 14G02                  | MANAGEMENT ANALYST I           | 1.00 |
| 14N35                  | CONTRACTS & PURCHASING OFFICER | 1.00 |
| Total                  |                                | 7.00 |

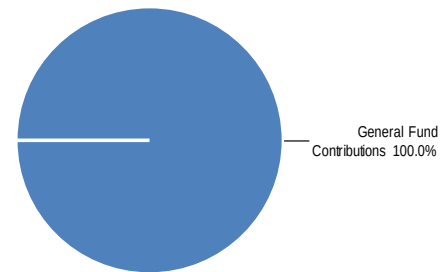
## Intergovernmental & Legislative Affairs

(Budget Unit 8054— Fund 001— Appropriation Unit CA0004)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 971,823               | 1,085,637                 | 1,042,510              | 1,131,365                   | 692,646                       | (392,991)                          |
| Services and Supplies          | 444,946               | 422,542                   | 397,704                | 372,879                     | 371,384                       | (51,158)                           |
| Other Charges                  | (14,303)              | (74,131)                  | (74,131)               | (73,137)                    | (73,137)                      | 994                                |
| Subtotal                       | \$1,402,467           | \$1,434,048               | \$1,366,083            | \$1,431,107                 | \$990,893                     | (443,155)                          |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Miscellaneous Revenues     | 0                     | 0                         | 400                    | 0                           | 0                             | 0                                  |
| Subtotal                   | \$0                   | \$0                       | \$400                  | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$1,402,467           | \$1,434,048               | \$1,365,683            | \$1,431,107                 | \$990,893                     | (443,155)                          |
| Total Source of Funds      | \$1,402,467           | \$1,434,048               | \$1,366,083            | \$1,431,107                 | \$990,893                     | (443,155)                          |

### Unit Description

The Intergovernmental and Legislative Affairs (IGLA) Division's responsibilities include: the Board's 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 Legislative Committee, Alternative Energy and Environmental Committee, and Ad Hoc Parks Committee, and represents the CAO at the Ad Hoc Water Committee. The Assistant CAO for IGLA is the liaison to the Resource Management Agency, Agricultural Commissioner and Cooperative Extension offices, and provides direct management oversight to the Office of Emergency

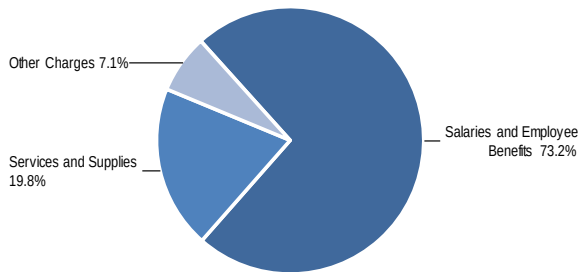
Services, Emergency Communications, Economic Development and the Workforce Development Board. The Division also works on an array of special projects and inter-agency efforts as directed by the Board or CAO.

### Recommended 2018-19 Positions

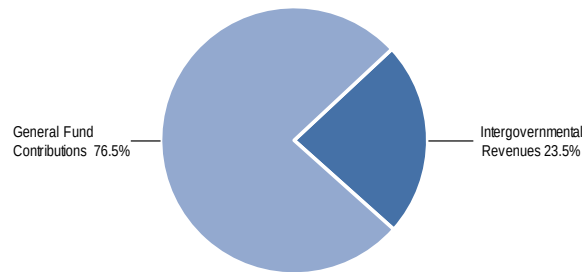
| Classification Code | Classification Label                    | FTE  |
|---------------------|-----------------------------------------|------|
| 12E03               | ASSISTANT COUNTY ADMINISTRATIVE OFFICER | 1.00 |
| 14C31               | MANAGEMENT ANALYST III                  | 1.00 |
| 60I02               | PROGRAM MANAGER II                      | 1.00 |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL   | 1.00 |
| Total               |                                         | 4.00 |

**Office of Emergency Services**  
(Budget Unit 8056— Fund 001— Appropriation Unit CA0005)

**Use of Funds**



**Source of Funds**



**Use of Funds**

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 639,914               | 661,031                   | 665,187                | 664,834                     | 664,834                       | 3,803                              |
| Services and Supplies          | 412,506               | 296,764                   | 208,507                | 180,687                     | 179,534                       | (117,230)                          |
| Other Charges                  | 46,247                | 60,971                    | 44,291                 | 64,392                      | 64,392                        | 3,421                              |
| Capital Assets                 | 13,169                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$1,111,836           | \$1,018,766               | \$917,985              | \$909,913                   | \$908,760                     | (110,006)                          |

**Source of Funds**

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 213,252               | 214,000                   | 214,000                | 214,000                     | 214,000                       | 0                                  |
| Miscellaneous Revenues     | 0                     | 0                         | 19,000                 | 0                           | 0                             | 0                                  |
| Subtotal                   | \$213,252             | \$214,000                 | \$233,000              | \$214,000                   | \$214,000                     | 0                                  |
| General Fund Contributions | \$898,584             | \$804,766                 | \$684,985              | \$695,913                   | \$694,760                     | (110,006)                          |
| Total Source of Funds      | \$1,111,836           | \$1,018,766               | \$917,985              | \$909,913                   | \$908,760                     | (110,006)                          |

**Unit Description**

The Office of Emergency Services (OES) ensures 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, governmental leadership, private and non-profit agencies are fully prepared to engage in response, recovery, and mitigation operations. To accomplish this, the OES develops and maintains a 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 Emergency Operations Center (EOC), which is activated during emergency conditions.

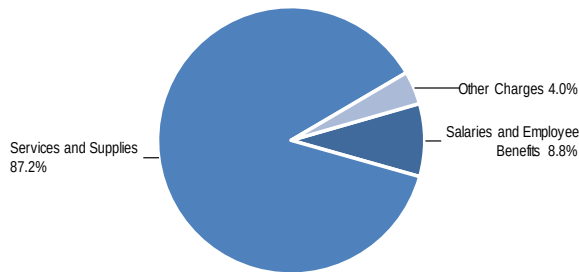
**Recommended 2018-19 Positions**

| Classification Code | Classification Label       | FTE  |
|---------------------|----------------------------|------|
| 14A25               | EMERGENCY SERVICES MANAGER | 1.00 |
| 41G01               | EMERGENCY SERVICES PLANNER | 3.00 |
| 80A32               | SENIOR SECRETARY           | 1.00 |
| Total               |                            | 5.00 |

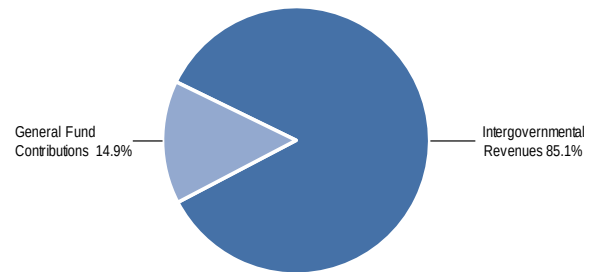
## Office of Community Engagement & Strategic Advocacy

(Budget Unit 8440— Fund 001— Appropriation Unit CA0024)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 487,746               | 424,510                   | 436,352                | 439,414                     | 43,408                        | (381,102)                          |
| Services and Supplies          | 32,865                | 21,338                    | 120,604                | 429,580                     | 429,580                       | 408,242                            |
| Other Charges                  | 113,770               | 0                         | 277,666                | 19,779                      | 19,779                        | 19,779                             |
| Subtotal                       | \$634,381             | \$445,848                 | \$834,622              | \$888,773                   | \$492,767                     | 46,919                             |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 0                     | 0                         | 388,774                | 419,366                     | 419,366                       | 419,366                            |
| Miscellaneous Revenues     | 20,000                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$20,000              | \$0                       | \$388,774              | \$419,366                   | \$419,366                     | 419,366                            |
| General Fund Contributions | \$614,381             | \$445,848                 | \$445,848              | \$469,407                   | \$73,401                      | (372,447)                          |
| Total Source of Funds      | \$634,381             | \$445,848                 | \$834,622              | \$888,773                   | \$492,767                     | 46,919                             |

### Unit Description

The Office of Community Engagement & Strategic Advocacy (OCESA) is a County Administrative Office Division which provides management capacity and community support to key County departments. The OCESA is responsible for the Monterey County Gang Violence Prevention (MCGVP) Initiative. The MCGVP is a strategic priority adopted by the BOS in May 2013. The MCGVP 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 re-entry 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 Division has functional

areas responsibilities for public safety, public health, social and child support services, human resources, elections and library services. The Division functions as staff for the Health and Human Services Committee (HHS) and the Human Resources Committee (HHC).

The recommended budget discontinues funding for the Assistant CAO for this division effective September 1, 2018 and transfers the management analyst position assigned to this function to the Civil Rights Office to continue current responsibilities.

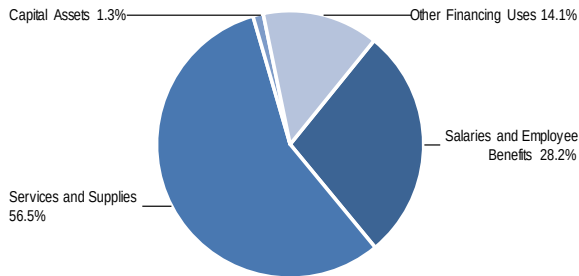
### Recommended 2018-19 Positions

| Classification Code | Classification Label                    | FTE  |
|---------------------|-----------------------------------------|------|
| 12E03               | ASSISTANT COUNTY ADMINISTRATIVE OFFICER | 0.17 |
| Total               |                                         | 0.17 |

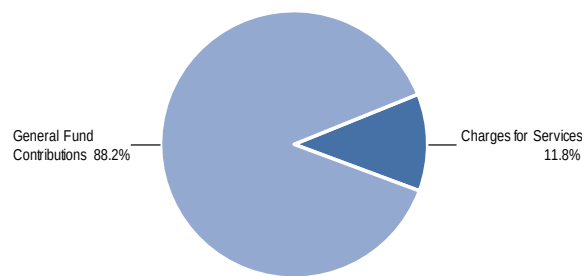
## Fleet Administration

(Budget Unit 8451— Fund 001— Appropriation Unit CA0025)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,753,105             | 1,928,572                 | 1,945,444              | 2,002,035                   | 2,002,035                     | 73,463                             |
| Services and Supplies          | 3,074,563             | 3,019,658                 | 3,010,981              | 4,016,733                   | 4,014,010                     | 994,352                            |
| Other Charges                  | (4,956,546)           | (5,299,644)               | (5,393,157)            | (4,983,120)                 | (4,983,120)                   | 316,524                            |
| Capital Assets                 | 0                     | 90,000                    | 90,000                 | 90,000                      | 90,000                        | 0                                  |
| Other Financing Uses           | 0                     | 0                         | 0                      | 1,000,000                   | 1,000,000                     | 1,000,000                          |
| Subtotal                       | (\$128,878)           | (\$261,414)               | (\$346,732)            | \$2,125,648                 | \$2,122,925                   | 2,384,339                          |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 103,947               | 88,968                    | 88,968                 | 250,000                     | 250,000                       | 161,032                            |
| Other Financing Sources    | 31,511                | 0                         | 8,725                  | 0                           | 0                             | 0                                  |
| Subtotal                   | \$135,458             | \$88,968                  | \$97,693               | \$250,000                   | \$250,000                     | 161,032                            |
| General Fund Contributions | (\$264,336)           | (\$350,382)               | (\$444,425)            | \$1,875,648                 | \$1,872,925                   | 2,223,307                          |
| Total Source of Funds      | (\$128,878)           | (\$261,414)               | (\$346,732)            | \$2,125,648                 | \$2,122,925                   | 2,384,339                          |

### Unit Description

Fleet Administration services and tracks the repair and maintenance actions for over 1,600 pieces of equipment ranging from passenger cars to heavy equipment. Fleet additionally has an automated vehicle rental program (Invers), operates multiple fueling sites, manages a vehicle replacement program and a shuttle service. Included in this budget is an operating transfer-out of \$1.0 million to reimburse the vehicle replacement program (Fund 478) for a prior year loan to replenish patrol vehicles for the Sheriff's Office.

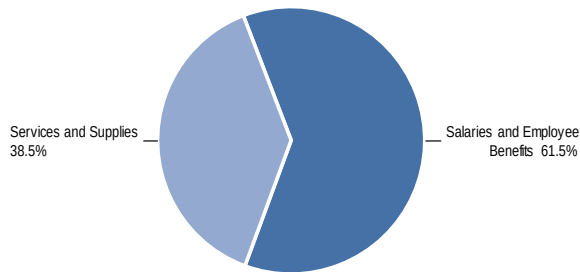
### Recommended 2018-19 Positions

| Classification Code | Classification Label   | FTE   |
|---------------------|------------------------|-------|
| 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 |

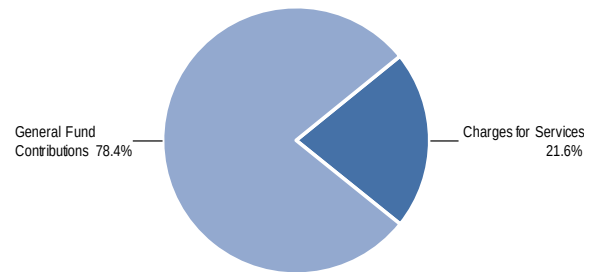
## Shuttle

(Budget Unit 8452— Fund 001— Appropriation Unit CA0025)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 169,809                   | 149,440                | 142,253                     | 142,253                       | (27,556)                           |
| Services and Supplies          | 0                     | 74,661                    | 79,804                 | 89,373                      | 89,201                        | 14,540                             |
| Subtotal                       | \$0                   | \$244,470                 | \$229,244              | \$231,626                   | \$231,454                     | (13,016)                           |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 25,000                | 50,000                    | 50,000                 | 50,000                      | 50,000                        | 0                                  |
| Subtotal                   | \$25,000              | \$50,000                  | \$50,000               | \$50,000                    | \$50,000                      | 0                                  |
| General Fund Contributions | (\$25,000)            | \$194,470                 | \$179,244              | \$181,626                   | \$181,454                     | (13,016)                           |
| Total Source of Funds      | \$0                   | \$244,470                 | \$229,244              | \$231,626                   | \$231,454                     | (13,016)                           |

### 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.

### Recommended 2018-19 Positions

| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 70M01               | SHUTTLE DRIVER       | 2.00 |
| Total               |                      | 2.00 |

**Vehicle Asset Management Program**  
(Budget Unit 8453— Fund 001— Appropriation Unit CA0026)

**Use of Funds**

Intentionally Left Blank

**Source of Funds**

Intentionally Left Blank

**Use of Funds**

| <b>Expenditures</b>   | <b>Prior Year<br/>2016-17</b> | <b>Adopted Budget<br/>2017-18</b> | <b>CY Estimate<br/>2017-18</b> | <b>Requested Budget<br/>2018-19</b> | <b>Recommended Budget<br/>2018-19</b> | <b>Recommended Change<br/>from Adopted</b> |
|-----------------------|-------------------------------|-----------------------------------|--------------------------------|-------------------------------------|---------------------------------------|--------------------------------------------|
| Services and Supplies | 2,631                         | 0                                 | 0                              | 0                                   | 0                                     | 0                                          |
| Other Charges         | (2,597,799)                   | 0                                 | 0                              | 0                                   | 0                                     | 0                                          |
| Capital Assets        | 2,098,033                     | 0                                 | 0                              | 0                                   | 0                                     | 0                                          |
| Subtotal              | (\$497,134)                   | \$0                               | \$0                            | \$0                                 | \$0                                   | 0                                          |

**Source of Funds**

| <b>Revenues</b>            | <b>Prior Year<br/>2016-17</b> | <b>Adopted Budget<br/>2017-18</b> | <b>CY Estimate<br/>2017-18</b> | <b>Requested Budget<br/>2018-19</b> | <b>Recommended Budget<br/>2018-19</b> | <b>Recommended Change<br/>from Adopted</b> |
|----------------------------|-------------------------------|-----------------------------------|--------------------------------|-------------------------------------|---------------------------------------|--------------------------------------------|
| Miscellaneous Revenues     | 2,757                         | 0                                 | 0                              | 0                                   | 0                                     | 0                                          |
| Other Financing Sources    | 142,166                       | 0                                 | 0                              | 0                                   | 0                                     | 0                                          |
| Subtotal                   | \$144,923                     | \$0                               | \$0                            | \$0                                 | \$0                                   | 0                                          |
| General Fund Contributions | (\$642,057)                   | \$0                               | \$0                            | \$0                                 | \$0                                   | 0                                          |
| Total Source of Funds      | (\$497,134)                   | \$0                               | \$0                            | \$0                                 | \$0                                   | 0                                          |

**Unit Description**

Under the Vehicle Asset Management Program (VAMP), participating departments are charged a monthly future

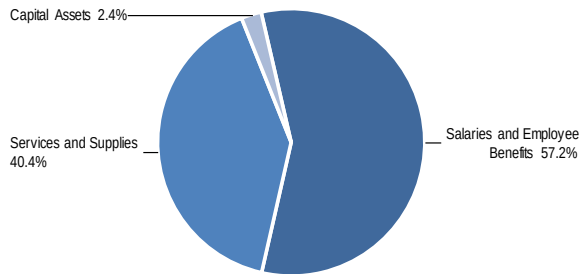
replacement fee during the useful life of the vehicle. These funds are then used to replace the vehicle after it has been fully depreciated, typically after six to eight years.



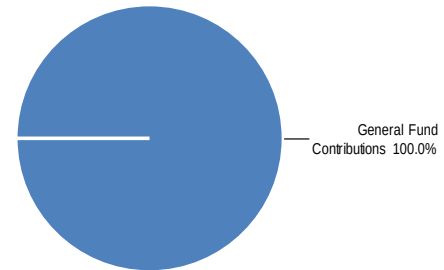
## Records Retention

(Budget Unit 8474— Fund 001— Appropriation Unit CA0028)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 308,969                   | 272,458                | 304,267                     | 304,267                       | (4,702)                            |
| Services and Supplies          | 0                     | 199,495                   | 197,564                | 215,020                     | 214,959                       | 15,464                             |
| Other Charges                  | 0                     | (521,464)                 | (521,464)              | (516,698)                   | (516,698)                     | 4,766                              |
| Capital Assets                 | 0                     | 13,000                    | 52,000                 | 13,000                      | 13,000                        | 0                                  |
| Subtotal                       | \$0                   | \$0                       | \$558                  | \$15,589                    | \$15,528                      | 15,528                             |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 0                     | 0                         | 558                    | 0                           | 0                             | 0                                  |
| Subtotal                   | \$0                   | \$0                       | \$558                  | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$0                   | \$0                       | \$0                    | \$15,589                    | \$15,528                      | 15,528                             |
| Total Source of Funds      | \$0                   | \$0                       | \$558                  | \$15,589                    | \$15,528                      | 15,528                             |

### Unit Description

The Records Retention unit 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 which must be retained for audit, legal, fiscal or administrative needs.

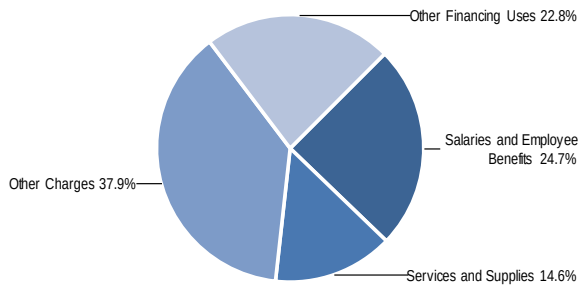
### Recommended 2018-19 Positions

| Classification Code | Classification Label         | FTE  |
|---------------------|------------------------------|------|
| 70F79               | WAREHOUSE WORKER             | 3.00 |
| 70F82               | SUPERVISING WAREHOUSE WORKER | 1.00 |
| Total               |                              | 4.00 |

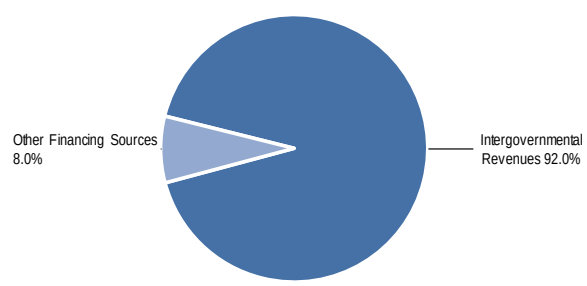
# Workforce Development Board

(Budget Unit 8478— Fund 021— Appropriation Unit CA0030)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 1,565,962                 | 1,282,026              | 2,054,677                   | 2,054,677                     | 488,715                            |
| Services and Supplies          | 0                     | 1,267,682                 | 1,008,648              | 1,214,269                   | 1,214,269                     | (53,413)                           |
| Other Charges                  | 0                     | 2,927,076                 | 2,927,076              | 3,158,955                   | 3,158,955                     | 231,879                            |
| Other Financing Uses           | 0                     | 2,874,781                 | 2,874,781              | 1,900,000                   | 1,900,000                     | (974,781)                          |
| Subtotal                       | \$0                   | \$8,635,501               | \$8,092,531            | \$8,327,901                 | \$8,327,901                   | (307,600)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 0                     | 8,094,480                 | 7,430,724              | 7,658,146                   | 7,658,146                     | (436,334)                          |
| Other Financing Sources    | 0                     | 661,807                   | 661,807                | 669,755                     | 669,755                       | 7,948                              |
| Subtotal                   | \$0                   | \$8,756,287               | \$8,092,531            | \$8,327,901                 | \$8,327,901                   | (428,386)                          |
| Fund Balance               | 0                     | (120,786)                 | 0                      | 0                           | 0                             | 120,786                            |
| Total Source of Funds      | \$0                   | \$8,635,501               | \$8,092,531            | \$8,327,901                 | \$8,327,901                   | (307,600)                          |

## Unit Description

The Monterey County Workforce Development Board (WDB) was established through the Workforce Investment Act (WIA) in 1998 and superseded by the Workforce Innovation and Opportunity Act (WIOA) on July 22, 2014. The WDB includes business and community leaders that represent one of the five Monterey County Board of Supervisors' districts, representing a strong alignment of business, labor, education, economic development, community based and youth-serving organizations, and mandated partners such as the California Employment Development Department Wagner-Peyser program, and California Department Vocational Rehabilitation Services.

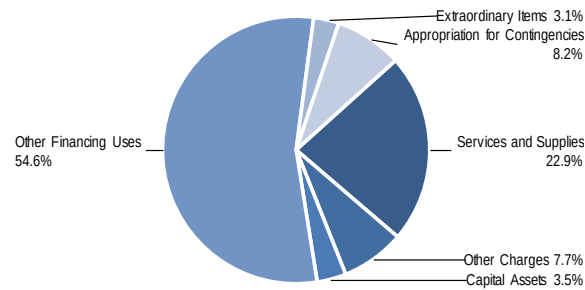
The WDB oversees three Career Centers located in Salinas, Marina and Greenfield to ensure the residents have the skills, training, and education to achieve career goals and where employers can hire, train and retain qualified employees.

## Recommended 2018-19 Positions

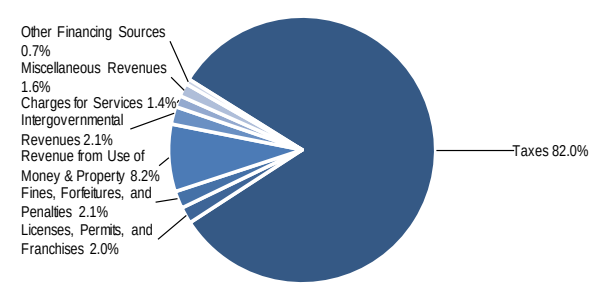
| Classification Code | Classification Label                                | FTE   |
|---------------------|-----------------------------------------------------|-------|
| 12E16               | WIB EXECUTIVE DIRECTOR                              | 1.00  |
| 14C30               | MANAGEMENT ANALYST II                               | 1.00  |
| 14C31               | MANAGEMENT ANALYST III                              | 1.00  |
| 14G02               | MANAGEMENT ANALYST I                                | 1.00  |
| 20B93               | FINANCE MANAGER II                                  | 1.00  |
| 43J09               | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00  |
| 60G21               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II           | 1.00  |
| 60G33               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III          | 1.00  |
| 80A32               | SENIOR SECRETARY                                    | 1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                               | 1.00  |
| Total               |                                                     | 10.00 |

# CAO Non-Departmental

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                    | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|---------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits  | 0                     | 0                         | 602                    | 1,512                       | 1,512                         | 1,512                              |
| Services and Supplies           | 861,051               | 14,962,120                | 14,274,990             | 17,912,123                  | 17,839,910                    | 2,877,790                          |
| Other Charges                   | 11,632,051            | 9,882,298                 | 12,424,075             | 5,985,000                   | 5,985,000                     | (3,897,298)                        |
| Capital Assets                  | 11,611                | 2,747,653                 | 3,274,221              | 2,747,653                   | 2,747,653                     | 0                                  |
| Other Financing Uses            | 40,374,168            | 51,698,260                | 51,564,760             | 46,198,075                  | 42,506,281                    | (9,191,979)                        |
| Extraordinary Items             | 0                     | 0                         | 0                      | 2,400,000                   | 2,400,000                     | 2,400,000                          |
| Appropriation for Contingencies | 0                     | 3,524,825                 | 3,096,299              | 6,345,359                   | 6,345,359                     | 2,820,534                          |
| Subtotal                        | \$52,878,880          | \$82,815,156              | \$84,634,947           | \$81,589,722                | \$77,825,715                  | (4,989,441)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 185,015,280           | 192,180,839               | 190,403,762            | 197,972,430                 | 197,972,430                   | 5,791,591                          |
| Licenses, Permits, and Franchises    | 5,104,107             | 5,125,006                 | 4,852,484              | 4,852,484                   | 4,852,484                     | (272,522)                          |
| Fines, Forfeitures, and Penalties    | 5,363,571             | 4,789,308                 | 4,789,308              | 5,087,219                   | 5,087,219                     | 297,911                            |
| Revenue from Use of Money & Property | 2,498,697             | 15,200,422                | 15,200,422             | 19,725,194                  | 19,725,194                    | 4,524,772                          |
| Intergovernmental Revenues           | 5,254,745             | 5,542,566                 | 4,735,101              | 5,113,379                   | 5,113,379                     | (429,187)                          |
| Charges for Services                 | 994,797               | 1,258,637                 | 3,155,970              | 3,364,090                   | 3,364,090                     | 2,105,453                          |
| Miscellaneous Revenues               | 3,864,527             | 3,605,562                 | 4,031,239              | 3,840,104                   | 3,840,104                     | 234,542                            |
| Other Financing Sources              | 0                     | 65,691                    | 238,493                | 1,596,617                   | 1,596,617                     | 1,530,926                          |
| Subtotal                             | \$208,095,724         | \$227,768,031             | \$227,406,779          | \$241,551,517               | \$241,551,517                 | 13,783,486                         |
| Cancellation of Reserve              | 9,934,306             | 36,841,934                | 36,841,934             | 12,623,871                  | 12,623,871                    | (24,218,063)                       |
| Fund Balance                         | (2,455)               | 305,926                   | 305,926                | (1,000,000)                 | (1,000,000)                   | (1,305,926)                        |
| General Fund Contributions           | (\$155,214,389)       | (\$145,258,801)           | (\$143,077,758)        | (\$158,961,795)             | (\$162,725,802)               | (17,467,001)                       |
| Total Source of Funds                | \$62,813,186          | \$119,657,090             | \$121,476,881          | \$94,213,593                | \$90,449,586                  | (29,207,504)                       |

## Division Description

The County Administrative Office (CAO) non-departmental operations consist of annual debt service, contributions to fire agencies, Laguna Seca Track operations, contributions to other funds within the County and to external agencies, appropriation for contingencies, memberships in governmental organizations (e.g., California State Association of Counties), required support for trial courts, fleet operations, and appropriation of realignment monies for health and social services programs.

## Summary of Recommendation

The FY 2018-19 Recommended Budget for the CAO's non-departmental operations is \$77,825,715, a decrease of \$4,989,441 from the current year adopted budget. The reduction reflects the winding down of County obligations to meet matching requirements for the jail expansion and juvenile hall projects financed by capital reserves and expiration of local funding for storm repairs financed from the strategic reserve. Partially offsetting these reductions are increases for Laguna Seca track

operations, financed by track revenues, and increased funding to align next year's appropriation for contingencies to the level required by policy.

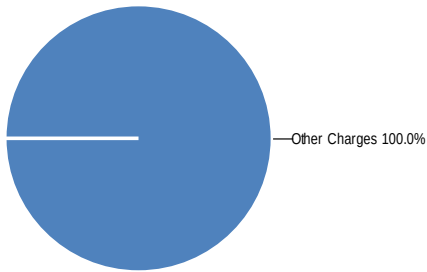
## Appropriation Expenditure Detail

|                                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|---------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Contributions - Proposition 172<br>(CA0007) | 2,847,754             | 2,860,749                 | 2,860,749              | 2,976,816                      | 2,976,816                        | 116,067                               | 001          | 8028                |
| Contributions-Other Agencies<br>(CA0007)    | 454,610               | 1,025,609                 | 1,025,609              | 684,031                        | 684,031                          | (341,578)                             | 001          | 8029                |
| Trial Courts (CA0008)                       | 7,983,302             | 7,846,286                 | 7,846,286              | 7,846,286                      | 7,846,286                        | 0                                     | 001          | 8031                |
| Contingencies (CA0020)                      | 0                     | 3,524,825                 | 3,096,299              | 6,345,359                      | 6,345,359                        | 2,820,534                             | 001          | 8034                |
| County Memberships (CA0013)                 | 197,874               | 639,776                   | 889,776                | 889,776                        | 889,776                          | 250,000                               | 001          | 8035                |
| Medical Care Services (CA0016)              | 3,900,648             | 3,900,648                 | 3,900,648              | 3,900,648                      | 3,900,648                        | 0                                     | 001          | 8037                |
| Other Financing Uses (CA0017)               | 37,091,524            | 47,939,724                | 47,939,724             | 31,363,669                     | 27,671,875                       | (20,267,849)                          | 001          | 8038                |
| Other General Expenditures<br>(CA0014)      | 4,966                 | 67,500                    | 67,500                 | 77,500                         | 77,500                           | 10,000                                | 001          | 8039                |
| Homeland Security Grant (CA0023)            | 398,202               | 550,000                   | 550,000                | 517,020                        | 517,020                          | (32,980)                              | 024          | 8412                |
| Laguna Seca Track (CA0029)                  | 0                     | 13,554,496                | 13,554,496             | 24,079,985                     | 24,007,772                       | 10,453,276                            | 001          | 8441                |
| Auxiliary Services (CA0027)                 | 0                     | 130,000                   | 156,207                | 160,979                        | 160,979                          | 30,979                                | 001          | 8472                |
| Vehicle Replacement Planning<br>(CA0032)    | 0                     | 775,543                   | 2,747,653              | 2,747,653                      | 2,747,653                        | 1,972,110                             | 478          | 8483                |
| Subtotal                                    | \$52,878,880          | \$82,815,156              | \$84,634,947           | \$81,589,722                   | \$77,825,715                     | (4,989,441)                           |              |                     |

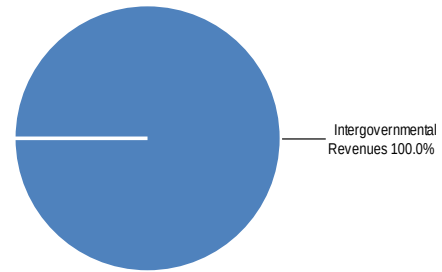
## Contributions - Proposition 172

(Budget Unit 8028— Fund 001— Appropriation Unit CA0007)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures  | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|---------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Charges | 2,847,754             | 2,860,749                 | 2,860,749              | 2,976,816                   | 2,976,816                     | 116,067                            |
| Subtotal      | \$2,847,754           | \$2,860,749               | \$2,860,749            | \$2,976,816                 | \$2,976,816                   | 116,067                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 2,976,816             | 2,860,749                 | 2,860,749              | 2,976,816                   | 2,976,816                     | 116,067                            |
| Subtotal                   | \$2,976,816           | \$2,860,749               | \$2,860,749            | \$2,976,816                 | \$2,976,816                   | 116,067                            |
| General Fund Contributions | (\$129,062)           | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| Total Source of Funds      | \$2,847,754           | \$2,860,749               | \$2,860,749            | \$2,976,816                 | \$2,976,816                   | 116,067                            |

### Unit Description

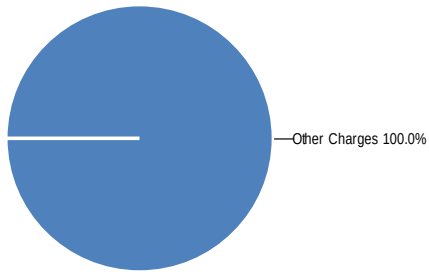
This unit accounts for the County's Public Safety Sales Tax (Proposition 172) revenues that the County contributes to fire protection service providers in the unincorporated areas. In FY 2011-12, the CAO and the Association of Fire Fighters and

Volunteer Fire Companies agreed to a disbursement model for Proposition 172 revenues. Beginning 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 be \$2,976,816 in FY 2018-19.

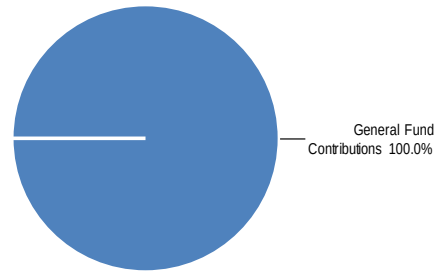
## Contributions-Other Agencies

(Budget Unit 8029— Fund 001— Appropriation Unit CA0007)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 70,000                | 0                         | 104,205                | 0                           | 0                             | 0                                  |
| Other Charges         | 384,610               | 1,025,609                 | 921,404                | 684,031                     | 684,031                       | (341,578)                          |
| Subtotal              | \$454,610             | \$1,025,609               | \$1,025,609            | \$684,031                   | \$684,031                     | (341,578)                          |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$454,610             | \$1,025,609               | \$1,025,609            | \$684,031                   | \$684,031                     | (341,578)                          |
| Total Source of Funds      | \$454,610             | \$1,025,609               | \$1,025,609            | \$684,031                   | \$684,031                     | (341,578)                          |

### Unit Description

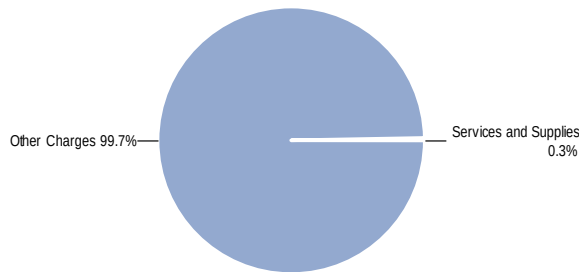
This unit tracks contributions made to other agencies, including: Monterey Bay Unified Air Pollution Control District; Association

of Monterey Bay Area Governments; Pajaro River Watershed Flood Prevention Authority; Pajaro/Sunny Mesa Community Services District; Local Agency Formation Commission; Prunedale Senior Center; and Court Appointed Special Advocates.

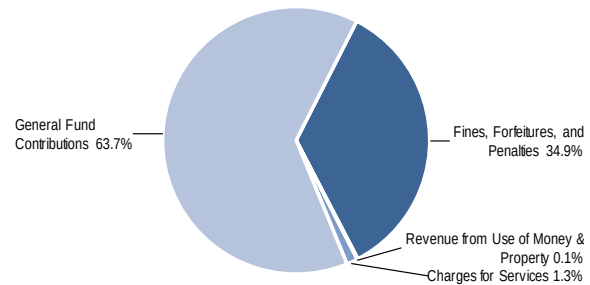
## Trial Courts

(Budget Unit 8031— Fund 001— Appropriation Unit CA0008)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 22,344                | 22,800                    | 22,800                 | 22,800                      | 22,800                        | 0                                  |
| Other Charges         | 7,960,958             | 7,823,486                 | 7,823,486              | 7,823,486                   | 7,823,486                     | 0                                  |
| Subtotal              | \$7,983,302           | \$7,846,286               | \$7,846,286            | \$7,846,286                 | \$7,846,286                   | 0                                  |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 3,011,053             | 2,734,701                 | 2,734,701              | 2,734,701                   | 2,734,701                     | 0                                  |
| Revenue from Use of Money & Property | 5,979                 | 8,300                     | 8,300                  | 8,300                       | 8,300                         | 0                                  |
| Charges for Services                 | 110,028               | 103,285                   | 103,285                | 103,285                     | 103,285                       | 0                                  |
| Miscellaneous Revenues               | 60                    | 0                         | 2,524                  | 0                           | 0                             | 0                                  |
| Subtotal                             | \$3,127,119           | \$2,846,286               | \$2,848,810            | \$2,846,286                 | \$2,846,286                   | 0                                  |
| General Fund Contributions           | \$4,856,183           | \$5,000,000               | \$4,997,476            | \$5,000,000                 | \$5,000,000                   | 0                                  |
| Total Source of Funds                | \$7,983,302           | \$7,846,286               | \$7,846,286            | \$7,846,286                 | \$7,846,286                   | 0                                  |

### Unit Description

The Trial Courts 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 Courts Funding Act of 2002 (the Act). AB 233 authorized the transfer of responsibility for Trial Courts 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 Courts operations and the amount of certain designated fines and forfeiture revenues distributed to the State in the base year (FY 1994-95). Additionally, AB 233 required the County to share with the State any increase in revenues on 50-50 basis that occurred beyond the revenue base set forth in the Act. The FY 2018-19 recommended expenditures and revenues are \$7,846,286 and \$2,846,286 respectively, requiring \$5.0 million General Fund Contributions.

The Trial Courts budget provides for local Trial Courts activities that affect County expenditures and revenues, including: Trial

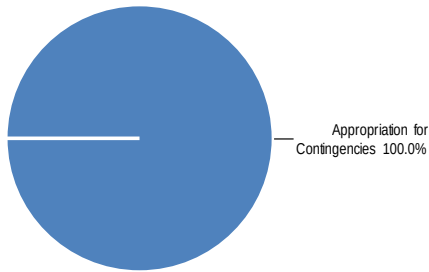
Courts MOE payments; County Facility Payments (CFPs); 50-50 revenue share with the State; revenue collection related costs for specified fines and fees; judicial benefits and other court collection costs, as agreed to between the County, the Superior Court of Monterey County, and the Administration Office 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 (CCCCP) 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.

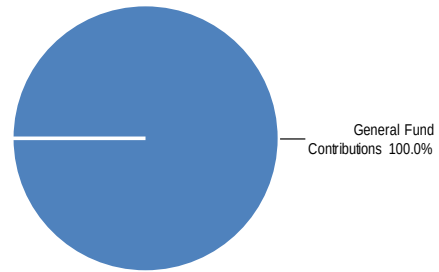
## Contingencies

(Budget Unit 8034— Fund 001— Appropriation Unit CA0020)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                    | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|---------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Appropriation for Contingencies | 0                     | 3,524,825                 | 3,096,299              | 6,345,359                   | 6,345,359                     | 2,820,534                          |
| Subtotal                        | \$0                   | \$3,524,825               | \$3,096,299            | \$6,345,359                 | \$6,345,359                   | 2,820,534                          |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$0                   | \$3,524,825               | \$3,096,299            | \$6,345,359                 | \$6,345,359                   | 2,820,534                          |
| Total Source of Funds      | \$0                   | \$3,524,825               | \$3,096,299            | \$6,345,359                 | \$6,345,359                   | 2,820,534                          |

### 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

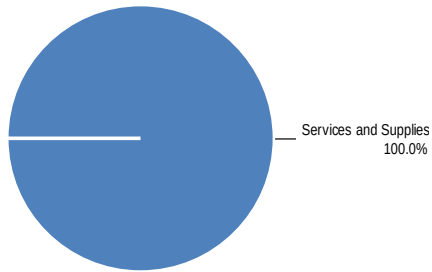
County's financial policies specify an annual appropriation for contingencies equivalent to 1% of total General Fund estimated revenues. In the event of an emergency and/or unexpected revenue decline, the appropriation for contingencies may be used at the discretion of and by action of the BOS. These funds are utilized only after all other budget sources have been examined.



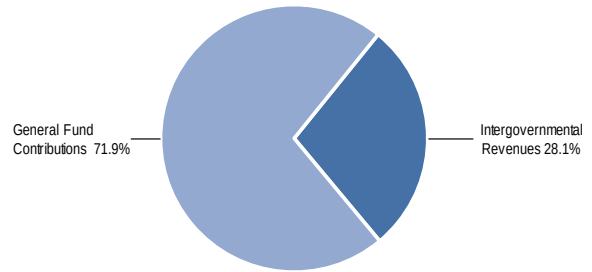
## County Memberships

(Budget Unit 8035— Fund 001— Appropriation Unit CA0013)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 197,874               | 639,776                   | 219,776                | 889,776                     | 889,776                       | 250,000                            |
| Other Charges         | 0                     | 0                         | 670,000                | 0                           | 0                             | 0                                  |
| Subtotal              | \$197,874             | \$639,776                 | \$889,776              | \$889,776                   | \$889,776                     | 250,000                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 0                     | 0                         | 0                      | 250,000                     | 250,000                       | 250,000                            |
| Miscellaneous Revenues     | 0                     | 0                         | 250,000                | 0                           | 0                             | 0                                  |
| Subtotal                   | \$0                   | \$0                       | \$250,000              | \$250,000                   | \$250,000                     | 250,000                            |
| General Fund Contributions | \$197,874             | \$639,776                 | \$639,776              | \$639,776                   | \$639,776                     | 0                                  |
| Total Source of Funds      | \$197,874             | \$639,776                 | \$889,776              | \$889,776                   | \$889,776                     | 250,000                            |

### Unit Description

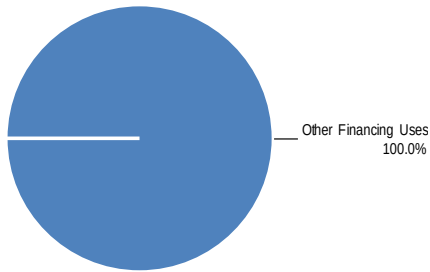
This unit provides payment for annual memberships to California State Association of Counties (CSAC), National Association of Counties (NACO), Fort Ord Reuse Authority (FORA), and California Coastal Trail Association (CCTA). These organizations provide information on issues of interest to the County and provide

an opportunity for the County to network with other boards and administrative staff. Additionally, this unit includes limited-term funding for the Salinas Valley Ground Water Sustainability Agency. This two-year commitment includes \$670,000 in annual contributions, partially offset by \$250,000 in revenue from local organizations.

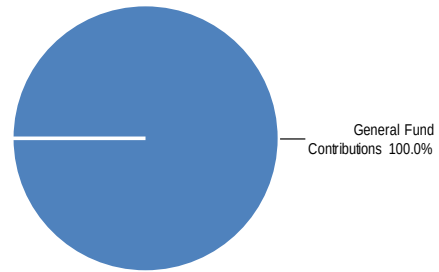
## Medical Care Services

(Budget Unit 8037— Fund 001— Appropriation Unit CA0016)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 3,900,648             | 3,900,648                 | 3,900,648              | 3,900,648                   | 3,900,648                     | 0                                  |
| Subtotal             | \$3,900,648           | \$3,900,648               | \$3,900,648            | \$3,900,648                 | \$3,900,648                   | 0                                  |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$3,900,648           | \$3,900,648               | \$3,900,648            | \$3,900,648                 | \$3,900,648                   | 0                                  |
| Total Source of Funds      | \$3,900,648           | \$3,900,648               | \$3,900,648            | \$3,900,648                 | \$3,900,648                   | 0                                  |

### 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 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 Fee (VLF) for the Health

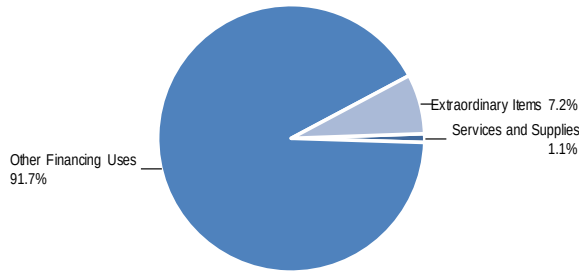
Department and the Department of Social Services; the County's portion of the Sales Tax Revenue match for health services; and the Sales Tax Revenue match for Mental Health Services. However, changes in statutes eliminated the requirement for counties to deposit VLF into the General Fund; therefore, they are deposited directly into their respective trust fund accounts.

The Recommended Budget allocates the Public Health Realignment funds as follows: \$532,678 Behavioral Health Mental Health Services and \$3.4 million Health Department's Maintenance of Effort.

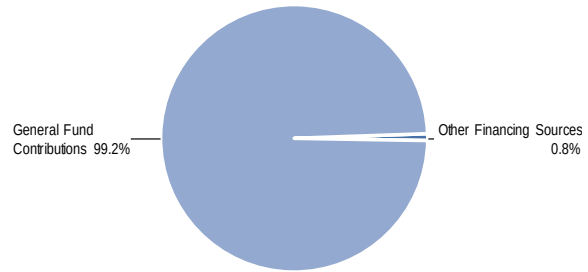
## Other Financing Uses

(Budget Unit 8038— Fund 001— Appropriation Unit CA0017)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 182,677               | 26,798                    | 160,298                | 350,000                     | 350,000                       | 323,202                            |
| Other Charges         | 435,327               | 115,314                   | 115,314                | (5,530,136)                 | (5,530,136)                   | (5,645,450)                        |
| Other Financing Uses  | 36,473,520            | 47,797,612                | 47,664,112             | 34,143,805                  | 30,452,011                    | (17,345,601)                       |
| Extraordinary Items   | 0                     | 0                         | 0                      | 2,400,000                   | 2,400,000                     | 2,400,000                          |
| Subtotal              | \$37,091,524          | \$47,939,724              | \$47,939,724           | \$31,363,669                | \$27,671,875                  | (20,267,849)                       |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Sources    | 0                     | 0                         | 0                      | 225,000                     | 225,000                       | 225,000                            |
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$225,000                   | \$225,000                     | 225,000                            |
| General Fund Contributions | \$37,091,524          | \$47,939,724              | \$47,939,724           | \$31,138,669                | \$27,446,875                  | (20,492,849)                       |
| Total Source of Funds      | \$37,091,524          | \$47,939,724              | \$47,939,724           | \$31,363,669                | \$27,671,875                  | (20,267,849)                       |

### Unit Description

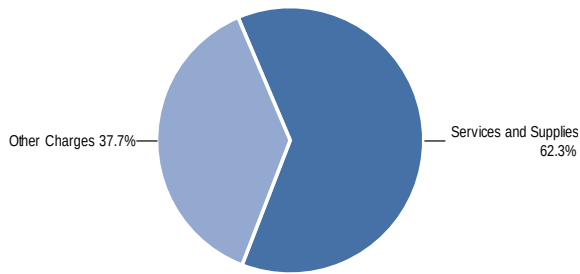
This unit is mainly utilized to make payments and contributions from the General Fund to other County Funds for debt service, capital projects and general subsidies. Funding may also be included for issues requiring additional review, analysis, County services and issues that are exempt from the Brown Act such as real estate/property negotiations.

The FY 2018-19 Recommended Budget for Other Financing Uses totals \$27.7 million, a reduction of \$20.3 million from the current year adopted budget. The reduction primarily reflects the winding down of County obligations to meet matching requirements for the jail expansion and juvenile hall projects financed by capital reserves and expiration of local funding for storm repairs. Additionally, this unit includes a transfer of \$1.0 million for the East/West Wing construction project, \$2.4 million for the second year of the Pajaro settlement, and an annual transfer of \$5.3 million to the Road Fund.

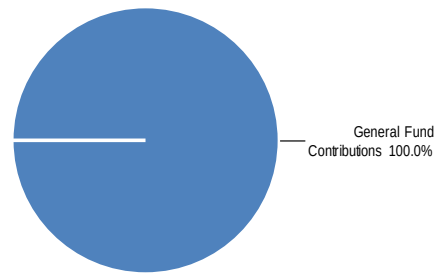
## Other General Expenditures

(Budget Unit 8039— Fund 001— Appropriation Unit CA0014)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 4,966                 | 38,250                    | 38,250                 | 48,250                      | 48,250                        | 10,000                             |
| Other Charges         | 0                     | 29,250                    | 29,250                 | 29,250                      | 29,250                        | 0                                  |
| Subtotal              | \$4,966               | \$67,500                  | \$67,500               | \$77,500                    | \$77,500                      | 10,000                             |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$4,966               | \$67,500                  | \$67,500               | \$77,500                    | \$77,500                      | 10,000                             |
| Total Source of Funds      | \$4,966               | \$67,500                  | \$67,500               | \$77,500                    | \$77,500                      | 10,000                             |

### Unit Description

This unit provides for general purpose expenses that are not allocated to an existing department or program. The amount appropriated in FY 2018-19 is \$77,500.

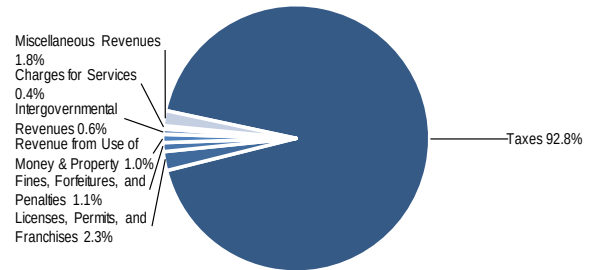
## Non-Program Revenue

(Budget Unit 8041— Fund 001— Appropriation Unit CA0019)

### Use of Funds

Intentionally Left Blank

### Source of Funds



### Use of Funds

| Expenditures | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal     | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 185,015,280           | 192,180,839               | 190,403,762            | 197,972,430                 | 197,972,430                   | 5,791,591                          |
| Licenses, Permits, and Franchises    | 5,104,107             | 5,125,006                 | 4,852,484              | 4,852,484                   | 4,852,484                     | (272,522)                          |
| Fines, Forfeitures, and Penalties    | 2,352,518             | 2,054,607                 | 2,054,607              | 2,352,518                   | 2,352,518                     | 297,911                            |
| Revenue from Use of Money & Property | 2,490,156             | 1,615,226                 | 1,615,226              | 2,099,794                   | 2,099,794                     | 484,568                            |
| Intergovernmental Revenues           | 1,881,475             | 2,131,817                 | 1,324,352              | 1,369,543                   | 1,369,543                     | (762,274)                          |
| Charges for Services                 | 884,769               | 751,426                   | 849,451                | 884,769                     | 884,769                       | 133,343                            |
| Miscellaneous Revenues               | 3,862,828             | 3,605,562                 | 3,778,715              | 3,840,104                   | 3,840,104                     | 234,542                            |
| Subtotal                             | \$201,591,133         | \$207,464,483             | \$204,878,597          | \$213,371,642               | \$213,371,642                 | 5,907,159                          |
| General Fund Contributions           | (\$201,591,133)       | (\$207,464,483)           | (\$204,878,597)        | (\$213,371,642)             | (\$213,371,642)               | (5,907,159)                        |
| Total Source of Funds                | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

### Unit Description

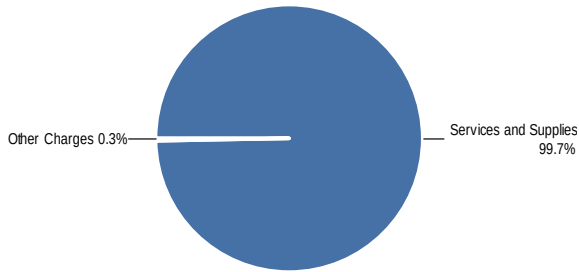
This unit includes all non-program revenues that are not directly associated with operating departments. Non-program revenues are discretionary funds. Primary sources of non-program revenues

include property taxes, sales taxes, Transient Occupancy Tax, interest earnings, property transfer tax, utility franchises, tobacco settlement monies, cannabis tax revenue, open space subventions, discretionary State and Federal aid, and property tax administrative cost recoveries.

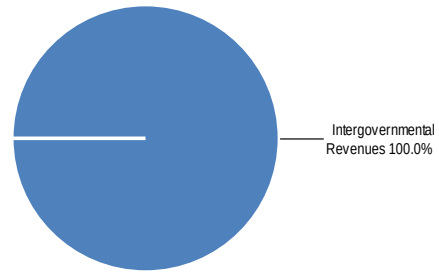
## Homeland Security Grant

(Budget Unit 8412— Fund 024— Appropriation Unit CA0023)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 383,189               | 550,000                   | 479,593                | 515,467                     | 515,467                       | (34,533)                           |
| Other Charges         | 3,402                 | 0                         | 2,763                  | 1,553                       | 1,553                         | 1,553                              |
| Capital Assets        | 11,611                | 0                         | 67,644                 | 0                           | 0                             | 0                                  |
| Subtotal              | \$398,202             | \$550,000                 | \$550,000              | \$517,020                   | \$517,020                     | (32,980)                           |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 2,563                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 396,454               | 550,000                   | 550,000                | 517,020                     | 517,020                       | (32,980)                           |
| Miscellaneous Revenues               | 1,639                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$400,656             | \$550,000                 | \$550,000              | \$517,020                   | \$517,020                     | (32,980)                           |
| Fund Balance                         | (2,455)               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$398,201             | \$550,000                 | \$550,000              | \$517,020                   | \$517,020                     | (32,980)                           |

### Unit Description

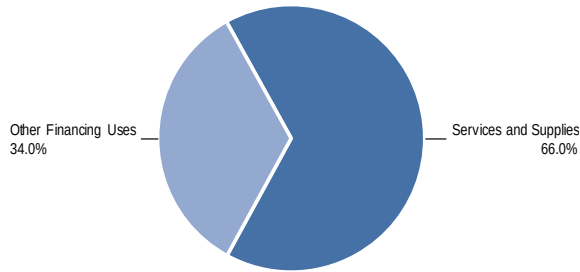
The Homeland Security Grant unit was created in FY 2012-13 to separate the grant funds from operational expenditures of the

Office of Emergency Services (OES). The separation of funds facilitates improved tracking and auditing. The OES administers funds for authorized training, projects, and purchases for participating agencies.

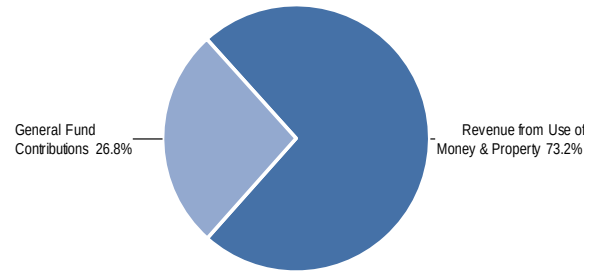
## Laguna Seca Track

(Budget Unit 8441— Fund 001— Appropriation Unit CA0029)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 0                         | 602                    | 1,512                       | 1,512                         | 1,512                              |
| Services and Supplies          | 0                     | 13,554,496                | 13,112,785             | 15,924,851                  | 15,852,638                    | 2,298,142                          |
| Other Charges                  | 0                     | 0                         | 1,109                  | 0                           | 0                             | 0                                  |
| Capital Assets                 | 0                     | 0                         | 440,000                | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 0                     | 0                         | 0                      | 8,153,622                   | 8,153,622                     | 8,153,622                          |
| Subtotal                       | \$0                   | \$13,554,496              | \$13,554,496           | \$24,079,985                | \$24,007,772                  | 10,453,276                         |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 0                     | 13,554,496                | 13,554,496             | 17,585,100                  | 17,585,100                    | 4,030,604                          |
| Subtotal                             | \$0                   | \$13,554,496              | \$13,554,496           | \$17,585,100                | \$17,585,100                  | 4,030,604                          |
| General Fund Contributions           | \$0                   | \$0                       | \$0                    | \$6,494,885                 | \$6,422,672                   | 6,422,672                          |
| Total Source of Funds                | \$0                   | \$13,554,496              | \$13,554,496           | \$24,079,985                | \$24,007,772                  | 10,453,276                         |

### Unit Description

In 1974, under President Nixon's Legacy of Parks program, Monterey County acquired 542 acres from the Federal government (formerly Fort Ord land) to create the Laguna Sea Recreation Area. A rifle range, archery range and a motocross track were constructed to enhance facility use. The Laguna Seca Track Rental Program was established on the existing raceway. In 1981, Laguna Seca Recreation Area celebrated the grand opening of an added

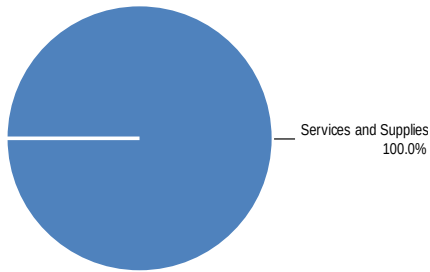
campground, lake and picnic areas. The County and the Sports Car Racing Association of the Monterey Peninsula (SCRAMP), operate under a management agreement and have had the joint duty of operating and maintaining the raceway and park facilities, utility systems and maintenance program.

For FY 2018-19, this unit includes a transfer to capital funds of \$8.2 million for various projects including a new start-finish bridge and other infrastructure projects.

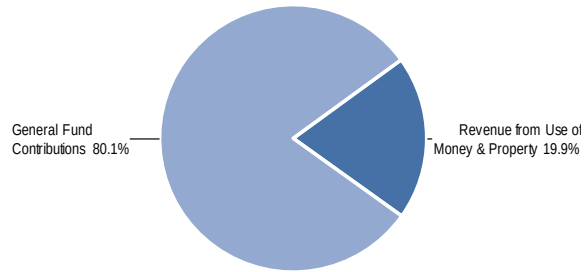
## Auxiliary Services

(Budget Unit 8472— Fund 001— Appropriation Unit CA0027)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 0                     | 130,000                   | 137,283                | 160,979                     | 160,979                       | 30,979                             |
| Capital Assets        | 0                     | 0                         | 18,924                 | 0                           | 0                             | 0                                  |
| Subtotal              | \$0                   | \$130,000                 | \$156,207              | \$160,979                   | \$160,979                     | 30,979                             |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 0                     | 22,400                    | 22,400                 | 32,000                      | 32,000                        | 9,600                              |
| Subtotal                             | \$0                   | \$22,400                  | \$22,400               | \$32,000                    | \$32,000                      | 9,600                              |
| General Fund Contributions           | \$0                   | \$107,600                 | \$133,807              | \$128,979                   | \$128,979                     | 21,379                             |
| Total Source of Funds                | \$0                   | \$130,000                 | \$156,207              | \$160,979                   | \$160,979                     | 30,979                             |

### Unit Description

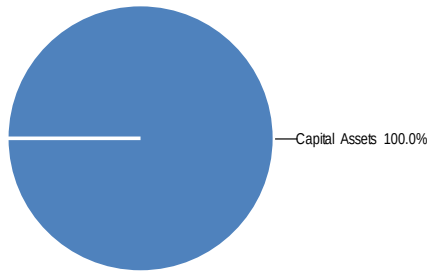
The Auxiliary Service unit provides contracted services for the cafeteria and daycare at the Schilling Place complex.



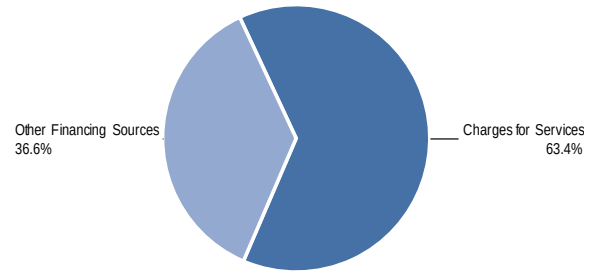
## Vehicle Replacement Planning

(Budget Unit 8483— Fund 478— Appropriation Unit CA0032)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Charges  | 0                     | (1,972,110)               | 0                      | 0                           | 0                             | 1,972,110                          |
| Capital Assets | 0                     | 2,747,653                 | 2,747,653              | 2,747,653                   | 2,747,653                     | 0                                  |
| Subtotal       | \$0                   | \$775,543                 | \$2,747,653            | \$2,747,653                 | \$2,747,653                   | 1,972,110                          |

### Source of Funds

| Revenues                | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services    | 0                     | 403,926                   | 2,203,234              | 2,376,036                   | 2,376,036                     | 1,972,110                          |
| Other Financing Sources | 0                     | 65,691                    | 238,493                | 1,371,617                   | 1,371,617                     | 1,305,926                          |
| Subtotal                | \$0                   | \$469,617                 | \$2,441,727            | \$3,747,653                 | \$3,747,653                   | 3,278,036                          |
| Fund Balance            | 0                     | 305,926                   | 305,926                | (1,000,000)                 | (1,000,000)                   | (1,305,926)                        |
| Total Source of Funds   | \$0                   | \$775,543                 | \$2,747,653            | \$2,747,653                 | \$2,747,653                   | 1,972,110                          |

### 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. For FY 2018-19, this unit also includes a \$1.0 million transfer-in from Fleet Administration (Budget Unit 8451) as reimbursement for a prior year loan to replenish patrol vehicles for the Sheriff's Office.



This page intentionally left blank.

# Human Resources

## Departmental Overview:

The Human Resources (HR) Department's primary duties include handling the employment process, classification and compensation, managing the employee benefits programs, maintaining employee records, coordinating employee training, labor relations, employee counseling on rights and personnel matters and conducting human resources strategic planning.

## Programs and Functions:

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 programs.

The Employee and Labor Relations Division researches, negotiates, implements and enforces labor agreements, trains supervisors and managers, and represents the County in the meet and confer process, grievances, and in disciplinary matters.

The HR Services Division utilizes a variety of methods and strategies to attract, recruit, and employ a talented and diverse workforce that delivers essential services to the public. This division also provides and monitors a competitive and fair compensation system and maintains a standardized and equitable classification system.

The Learning and Organizational Development Division provides professional development through quality, cost-effective training that values diversity and growth opportunities for employees and enhances knowledge and skills for excellence in meeting the needs of the community.

The Employee Benefits Division offers a full range of benefit programs and services to eligible employees, retirees and their dependents.

The HR Information Systems Division supports all County departments through the implementation of secure and effective processes and technologies in areas such as data management, reporting and analysis, workforce management, recruiting, compensation, benefits administration, and compliance.

## Department's Contributions to Monterey County's Strategic Initiatives:

### *ECONOMIC DEVELOPMENT*

Ensure County employees receive a competitive salary and benefits package to thrive, live, and grow in our community.

### *ADMINISTRATION*

Attract, employ, develop, and retain a diverse and talented workforce to serve our community.

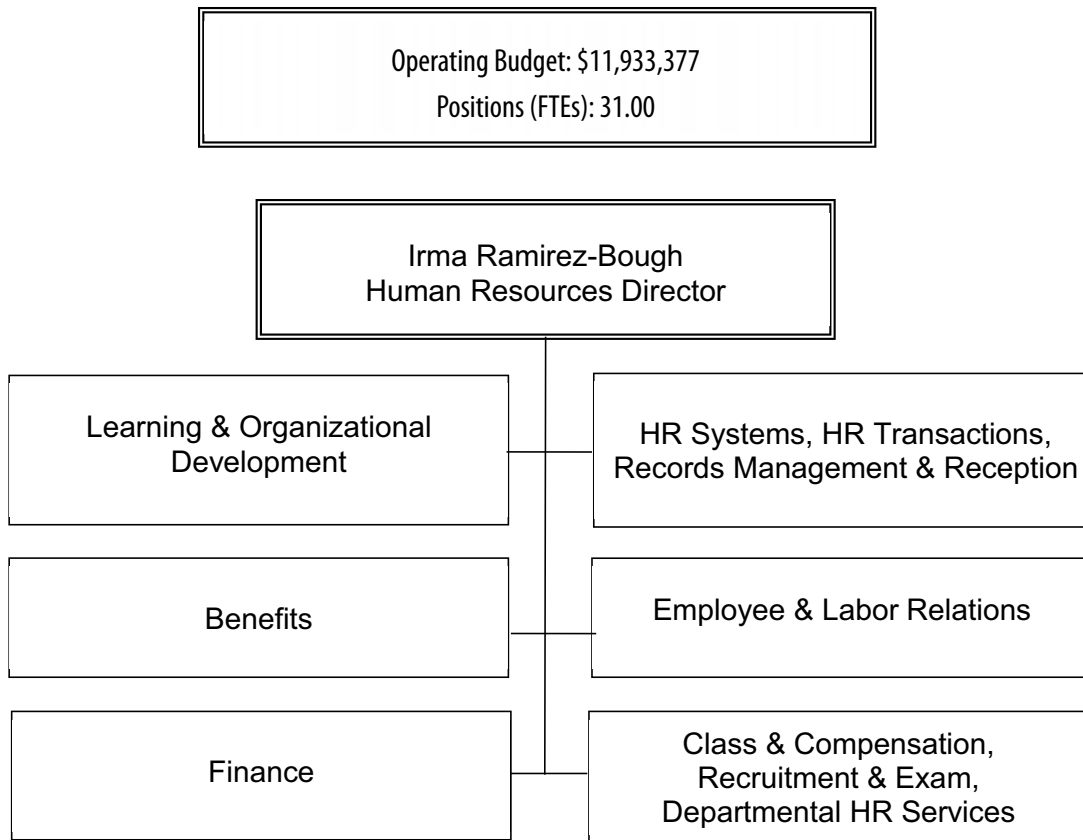
### *HEALTH AND HUMAN SERVICES*

Collaborate with our healthcare professionals in support of creating and developing programs that promote healthy work environments and lifestyles.

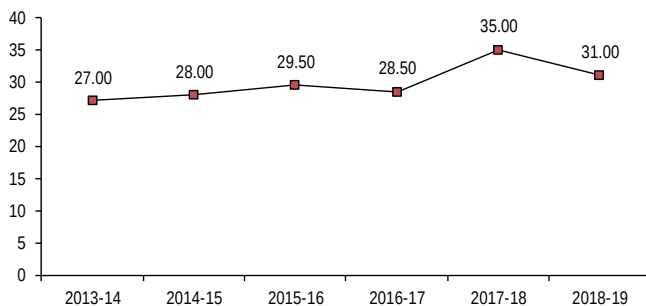
### *PUBLIC SAFETY*

Provide a work atmosphere that is safe, healthy, and secure.

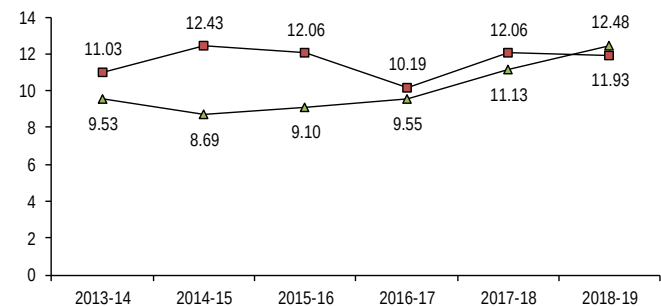




#### Staffing Trends



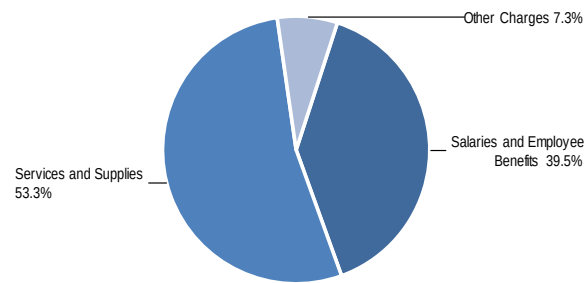
#### Expenditure/Revenue History (in millions)



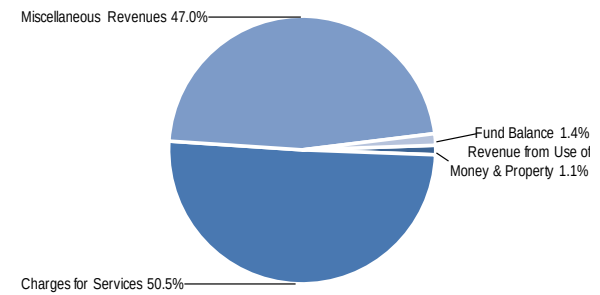
The Human Resources Department develops and delivers human resources services and programs designed to support the strategic initiatives of the County.

| Key Performance Measures                                                                                                         | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|----------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Number of applications received.                                                                                                 | 20,258         | 20,450         | 7,249            |
| Number of recruitments conducted.                                                                                                | 296            | 333            | 108              |
| Number of new hires.                                                                                                             | 449            | 459            | 217              |
| Number of promotions.                                                                                                            | 511            | 563            | 346              |
| Number of separations.                                                                                                           | 428            | 469            | 294              |
| Percentage of supervisory staff (Unit F) who have successfully completed Key Practices for Successful Supervision. Target = 100% | 55%            | 67%            | 71%              |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 6,021,278             | 4,931,290                 | 4,598,060              | 6,149,998                   | 4,709,485                     | (221,805)                          |
| Services and Supplies          | 1,540,079             | 5,875,933                 | 5,846,172              | 6,786,186                   | 6,356,159                     | 480,226                            |
| Other Charges                  | 2,628,821             | 3,185,717                 | 1,611,576              | 867,733                     | 867,733                       | (2,317,984)                        |
| Capital Assets                 | 0                     | 0                         | 0                      | 500,000                     | 0                             | 0                                  |
| Subtotal                       | \$10,190,178          | \$13,992,940              | \$12,055,808           | \$14,303,917                | \$11,933,377                  | (2,059,563)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 189,582               | 61,560                    | 162,796                | 144,000                     | 144,000                       | 82,440                             |
| Charges for Services                 | 4,182,363             | 5,368,009                 | 5,747,484              | 6,392,818                   | 6,392,818                     | 1,024,809                          |
| Miscellaneous Revenues               | 5,175,956             | 5,308,200                 | 5,221,109              | 5,947,372                   | 5,947,372                     | 639,172                            |
| Subtotal                             | \$9,547,901           | \$10,737,769              | \$11,131,389           | \$12,484,190                | \$12,484,190                  | 1,746,421                          |
| Fund Balance                         | (266,879)             | 1,365,938                 | (343,141)              | 177,698                     | 177,698                       | (1,188,240)                        |
| General Fund Contributions           | \$909,156             | \$1,889,233               | \$1,267,560            | \$1,642,029                 | (\$728,511)                   | (2,617,744)                        |
| Total Source of Funds                | \$10,190,178          | \$13,992,940              | \$12,055,808           | \$14,303,917                | \$11,933,377                  | (2,059,563)                        |

## Summary of Recommendation

The Recommended Budget for the Human Resources (HR) Department is \$11,933,377, financed by \$12,484,190 in revenue, \$177,698 in fund balance, and a positive contribution to the general fund of \$728,511. The Recommended Budget represents an appropriation decrease of \$2,059,563 due to an increase in the Countywide Cost Allocation Plan (COWCAP) credit.

The Recommended Budget reflects revenue of \$12,484,190 for the Benefits internal service fund (ISF 477), an increase of \$1,746,421 compared to FY 2017-18 Adopted Budget. However, costs for benefits administration and claims exceed revenues, resulting in the use of \$177,698 in fund balance.

The Recommended Budget includes 31 position, a net decrease of four positions from the FY 2017-18 Adopted Budget. The elimination of these positions was necessary to close the funding gap created by increasing cost pressures such as pay raises, healthcare premiums, and CalPERS contributions.

## Budget Impacts

HR moved staff out of the Learning and Organizational Development Division to strengthen other core HR functions

because of the decrease in four positions. Besides the cuts in staffing, there were reductions in funding for training and professional development. The Department does not expect to have salary savings it has relied on in the past to cover the costs of unexpected expenses.

The Recommended Budget does not include any of the Department's requested augmentations, which included requests for personnel analysts and technicians to assist in reducing the workload. The Recommended Budget does not provide funding for a new Learning Management System (LMS) or a countywide classification and compensation study.

## Department Operational Accomplishments

Completed initial drafts for policy areas aligned with the Board Policy Manual.

A team of HR professionals and County Counsel staff developed a draft Employee Relations Manual.

Presented quarterly Key Practices for Successful Supervision Workshops in collaboration with Employee Relations Manager.

Developed an online progressive discipline course with California State University, Monterey Bay's Masters of Science in Instructional Science in Technology program.

Worked closely with key stakeholders (Department Head Training Advisory Committee, HR Professionals, Management Council and Training Partners) to develop a competency model infrastructure aimed at staff development and succession planning for all position levels.

Coordinated and facilitated the fourth cohort of the Environmental Health Leadership Academy.

Worked with select departments to customize training services to address internal needs.

Partnered with Management Council to develop a Mentoring Program (e.g. job shadow day) aimed at growth within the management classifications.

Developed an online coaching course for managers and supervisors for succession planning strategies.

Changed short-term disability insurance from self-insured to fully-insured.

### Department Operational Goals

Establish turnaround time for recruitment and classification processes.

Complete negotiations for 16 represented bargaining units.

Provide departmental training on application of Memorandum of Understanding (MOU) revisions.

Continue to provide tools and resources to County departments to ensure consistent and proactive approach to performance management and progressive discipline.

Develop and implement specialized and elective training programs for managers, supervisors, and employees tied to the knowledge, skills and abilities (KSAs) outlined in the County's competency model.

Work closely with key stakeholders (Department Head Advisory Committee, Information Technology Department Director, Learning Management System Coordinators and Department Learning Management System Coordinators) to deploy a LMS.

Partner with departments and key stakeholders (County Administrative Officer, Department Head Leadership Committee and Management Council) to continue creating and promoting an organizational environment that values succession through development and growth opportunities for staff at all levels within the organization.

Implement a Customer Service Ticketing System that enables a guarantee resolution to customer issues or concerns within agreed upon days of request.

Develop a short-term disability buy-up option to increase benefit for management employees similar to State Disability Insurance (SDI) model.

Conduct a classification and compensation study aimed at streamlining the County's classification structure to ensure job specifications properly represent the necessary requirements and address the changing needs of the workforce.

### Pending Issues

The Human Resources Department continues trying to secure funding for a new LMS and a countywide Classification and Compensation Systems update.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

|                                                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|---------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Employee & Labor Relations<br>(HRD001)            | 467,704               | 693,910                   | 557,993                | 999,107                        | 688,696                          | (5,214)                               | 001          | 8401                |
| Human Resources Services<br>(HRD001)              | 1,438,817             | 1,782,508                 | 1,763,931              | 2,497,499                      | 1,769,744                        | (12,764)                              | 001          | 8402                |
| Learning & Organizational<br>Development (HRD001) | 671,553               | 791,239                   | 702,775                | 885,798                        | 59,548                           | (731,691)                             | 001          | 8403                |
| Employee Benefits (HRD001)                        | 673,187               | 745,093                   | 799,006                | 1,056,032                      | 781,222                          | 36,129                                | 001          | 8404                |
| Dental (HRD002)                                   | 4,588,119             | 5,273,443                 | 4,259,928              | 5,286,101                      | 5,286,101                        | 12,658                                | 477          | 8413                |
| Vision (HRD002)                                   | 939,873               | 1,020,723                 | 874,863                | 1,024,658                      | 1,024,658                        | 3,935                                 | 477          | 8414                |
| EAP (HRD002)                                      | 84,561                | 98,556                    | 96,348                 | 98,922                         | 98,922                           | 366                                   | 477          | 8415                |
| Disability (HRD002)                               | 189,262               | 207,356                   | 203,451                | 372,671                        | 372,671                          | 165,315                               | 477          | 8416                |
| Unemployment (HRD002)                             | 338,792               | 712,756                   | 564,120                | 614,254                        | 614,254                          | (98,502)                              | 477          | 8417                |
| Misc Benefits (HRD002)                            | 518,552               | 489,162                   | 483,303                | 598,816                        | 598,816                          | 109,654                               | 477          | 8418                |
| OPEB (HRD002)                                     | 2,621,691             | 4,301,711                 | 4,306,235              | 4,666,466                      | 4,666,466                        | 364,755                               | 477          | 8419                |
| Human Resources Administration<br>(HRD001)        | (2,341,932)           | (2,123,517)               | (2,556,145)            | (4,763,041)                    | (4,631,836)                      | (2,508,319)                           | 001          | 8445                |
| HR Information System (HRD001)                    | 0                     | 0                         | 0                      | 966,634                        | 604,115                          | 604,115                               | 001          | 8496                |

## Appropriation Expenditure Detail

|          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|----------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Subtotal | \$10,190,178          | \$13,992,940              | \$12,055,808           | \$14,303,917                   | \$11,933,377                     | (2,059,563)                           |              |                     |

## Budget Units

|                                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Employee & Labor Relations               | 467,704               | 693,910                   | 557,993                | 999,107                        | 688,696                          | (5,214)                               |
| Human Resources Services                 | 1,438,817             | 1,782,508                 | 1,763,931              | 2,497,499                      | 1,769,744                        | (12,764)                              |
| Learning & Organizational<br>Development | 671,553               | 791,239                   | 702,775                | 885,798                        | 59,548                           | (731,691)                             |
| Employee Benefits                        | 673,187               | 745,093                   | 799,006                | 1,056,032                      | 781,222                          | 36,129                                |
| Dental                                   | 4,588,119             | 5,273,443                 | 4,259,928              | 5,286,101                      | 5,286,101                        | 12,658                                |
| Vision                                   | 939,873               | 1,020,723                 | 874,863                | 1,024,658                      | 1,024,658                        | 3,935                                 |
| EAP                                      | 84,561                | 98,556                    | 96,348                 | 98,922                         | 98,922                           | 366                                   |
| Disability                               | 189,262               | 207,356                   | 203,451                | 372,671                        | 372,671                          | 165,315                               |
| Unemployment                             | 338,792               | 712,756                   | 564,120                | 614,254                        | 614,254                          | (98,502)                              |
| Misc Benefits                            | 518,552               | 489,162                   | 483,303                | 598,816                        | 598,816                          | 109,654                               |
| OPEB                                     | 2,621,691             | 4,301,711                 | 4,306,235              | 4,666,466                      | 4,666,466                        | 364,755                               |
| Human Resources Administration           | (2,341,932)           | (2,123,517)               | (2,556,145)            | (4,763,041)                    | (4,631,836)                      | (2,508,319)                           |
| HR Information System                    | 0                     | 0                         | 0                      | 966,634                        | 604,115                          | 604,115                               |
| Subtotal                                 | \$10,190,178          | \$13,992,940              | \$12,055,808           | \$14,303,917                   | \$11,933,377                     | (2,059,563)                           |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                    | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A07                  | DIRECTOR OF HUMAN RESOURCES             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 12C37                  | ASSISTANT DIRECTOR OF HUMAN RESOURCES   | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14B21                  | ASSOCIATE PERSONNEL ANALYST             | 4.00                      | 7.00                      | 7.00                             | 0.00   |
| 14B28                  | SUPERVISING PERSONNEL ANALYST           | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14B32                  | SENIOR PERSONNEL ANALYST                | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 14B60                  | RISK & BENEFITS SPECIALIST-CONFIDENTIAL | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14B61                  | RISK & BENEFITS ANALYST                 | 3.00                      | 3.00                      | 0.00                             | -3.00  |
| 14B62                  | ASSOCIATE RISK & BENEFITS ANALYST       | 0.00                      | 0.00                      | 2.00                             | 2.00   |
| 14B63                  | SENIOR RISK & BENEFITS ANALYST          | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C30                  | MANAGEMENT ANALYST II                   | 0.00                      | 1.00                      | 0.00                             | -1.00  |
| 14C31                  | MANAGEMENT ANALYST III                  | 0.50                      | 1.00                      | 1.00                             | 0.00   |
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT       | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 14G02                  | MANAGEMENT ANALYST I                    | 2.00                      | 1.00                      | 1.00                             | 0.00   |
| 14H03                  | PERSONNEL TECHNICIAN-CONFIDENTIAL       | 4.00                      | 5.00                      | 5.00                             | 0.00   |
| 14M61                  | HR PROGRAM MANAGER                      | 4.00                      | 5.00                      | 5.00                             | 0.00   |
| 20B93                  | FINANCE MANAGER II                      | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 80A32                  | SENIOR SECRETARY                        | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 80A99                  | ADMINISTRATIVE SECRETARY-CONFIDENTIAL   | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 80E23                  | SENIOR CLERK-CONFIDENTIAL               | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 80J30                  | ACCOUNTING TECHNICIAN                   | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| Total                  |                                         | 28.50                     | 35.00                     | 31.00                            | -4.00  |

Human Resources

## Augmentation Request

| Dept               | Request Code        | Request Name                                | Request Type                                | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs   |
|--------------------|---------------------|---------------------------------------------|---------------------------------------------|------------------|----------------|-------------|-------------|
| 1060               | 1060-8401-001-AUG12 | New Associate Personnel Analyst Position    | Request New Position                        | 142,598          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8401-001-AUG13 | New Associate Personnel Analyst Position    | Request New Position                        | 142,598          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8401-001-AUG14 | New Personnel Tech-Confidential Position    | Request New Position                        | 102,545          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG1  | Status Quo Filled Senior Clerk-Confidential | Status Quo Filled Position                  | 79,547           | 1.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG10 | New Personnel Tech-Confidential Position    | Request New Position                        | 102,545          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG11 | Labor Law Posters                           | Status Quo Other                            | 6,500            | 0.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG17 | Classification and Compensation Study       | New Program/Service w/ General Fund Funding | 332,400          | 0.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG6  | New Associate Personnel Analyst Position    | Request New Position                        | 142,598          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG7  | New Associate Personnel Analyst Position    | Request New Position                        | 142,598          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG8  | New Personnel Tech-Confidential Position    | Request New Position                        | 102,545          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8402-001-AUG9  | New Personnel Tech-Confidential Position    | Request New Position                        | 102,545          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8403-001-AUG2  | Status Quo Filled Admin Services Assistant  | Status Quo Filled Position                  | 112,383          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8403-001-AUG3  | Status Quo Filled Management Analyst II     | Status Quo Filled Position                  | 120,434          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8404-001-AUG4  | New Associate Risk & Benefits Analyst       | Request New Position                        | 142,598          | 1.00           | 0           | 0.00        |
| 1060               | 1060-8496-001-AUG16 | New Learning Management System              | Capital Improvements                        | 500,000          | 0.00           | 0           | 0.00        |
| <b>Grand Total</b> |                     |                                             |                                             | <b>2,274,434</b> | <b>12.00</b>   | <b>0</b>    | <b>0.00</b> |



# Human Resources Departmental

## Use of Funds

Intentionally Left Blank

## Source of Funds

Intentionally Left Blank

## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 3,391,020             | 4,931,290                 | 4,588,536              | 6,140,242                   | 4,699,729                     | (231,561)                          |
| Services and Supplies          | 491,286               | 358,765                   | 340,649                | 630,700                     | 200,673                       | (158,092)                          |
| Other Charges                  | (2,972,977)           | (3,400,822)               | (3,661,625)            | (5,628,913)                 | (5,628,913)                   | (2,228,091)                        |
| Capital Assets                 | 0                     | 0                         | 0                      | 500,000                     | 0                             | 0                                  |
| Subtotal                       | \$909,328             | \$1,889,233               | \$1,267,560            | \$1,642,029                 | (\$728,511)                   | (2,617,744)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 15                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues     | 157                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$172                 | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$909,156             | \$1,889,233               | \$1,267,560            | \$1,642,029                 | (\$728,511)                   | (2,617,744)                        |
| Total Source of Funds      | \$909,328             | \$1,889,233               | \$1,267,560            | \$1,642,029                 | (\$728,511)                   | (2,617,744)                        |

## Division Description

The Human Resources (HR) departmental section includes Administration, Employee and Labor Relations, Human Resources Services, Learning and Organizational Development, Employee Benefits, and HR Information Systems. Responsibilities and programs for each of these divisions are detailed in their budget unit description.

units reflects \$4,900,402 in expenditures and \$5,628,913 in reimbursements from the Countywide Cost Allocation Plan (COWCAP) and the Benefits ISF, creating a net positive contribution to the general fund of \$728,511.

The removal of reimbursements for positions related to the Enterprise Resource Planning (ERP) upgrade project combined with increased costs of salaries and benefits resulted in a funding gap for the continuation of four positions.

## Summary of Recommendation

The Recommended Budget for the Human Resources departmental

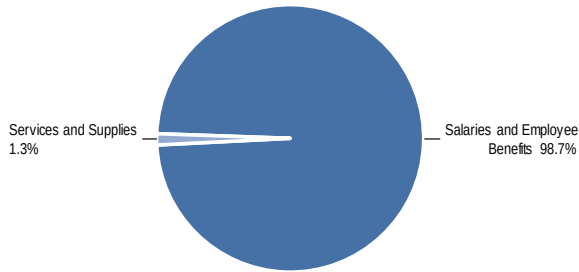
## Appropriation Expenditure Detail

|                                                | Prior Year<br>2016-17 | Adopted<br>Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------------------------------|-----------------------|------------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Employee & Labor Relations (HRD001)            | 467,704               | 693,910                      | 557,993                | 999,107                        | 688,696                          | (5,214)                               | 001          | 8401                |
| Human Resources Services (HRD001)              | 1,438,817             | 1,782,508                    | 1,763,931              | 2,497,499                      | 1,769,744                        | (12,764)                              | 001          | 8402                |
| Learning & Organizational Development (HRD001) | 671,553               | 791,239                      | 702,775                | 885,798                        | 59,548                           | (731,691)                             | 001          | 8403                |
| Employee Benefits (HRD001)                     | 673,187               | 745,093                      | 799,006                | 1,056,032                      | 781,222                          | 36,129                                | 001          | 8404                |
| Human Resources Administration (HRD001)        | (2,341,932)           | (2,123,517)                  | (2,556,145)            | (4,763,041)                    | (4,631,836)                      | (2,508,319)                           | 001          | 8445                |
| HR Information System (HRD001)                 | 0                     | 0                            | 0                      | 966,634                        | 604,115                          | 604,115                               | 001          | 8496                |
| Subtotal                                       | \$909,328             | \$1,889,233                  | \$1,267,560            | \$1,642,029                    | (\$728,511)                      | (2,617,744)                           |              |                     |

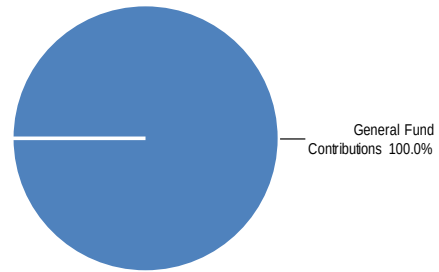
## Employee & Labor Relations

(Budget Unit 8401— Fund 001— Appropriation Unit HRD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 389,346               | 683,525                   | 541,506                | 948,708                     | 679,411                       | (4,114)                            |
| Services and Supplies          | 78,348                | 10,385                    | 16,487                 | 50,399                      | 9,285                         | (1,100)                            |
| Other Charges                  | 10                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$467,704             | \$693,910                 | \$557,993              | \$999,107                   | \$688,696                     | (5,214)                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$467,704             | \$693,910                 | \$557,993              | \$999,107                   | \$688,696                     | (5,214)                            |
| Total Source of Funds      | \$467,704             | \$693,910                 | \$557,993              | \$999,107                   | \$688,696                     | (5,214)                            |

### Unit Description

To promote a high-quality workforce, the Employee and Labor Relations Division is responsible for fostering a positive employer/employee work environment by promoting collaborative relationships between employees, management, and employee organizations. Employee and Labor Relations is responsible for administering 13 labor agreements for 17 bargaining units, resolving contract disputes, interpreting statutes and policies, and providing guidance, training and recommendations pertaining to performance management and progressive discipline.

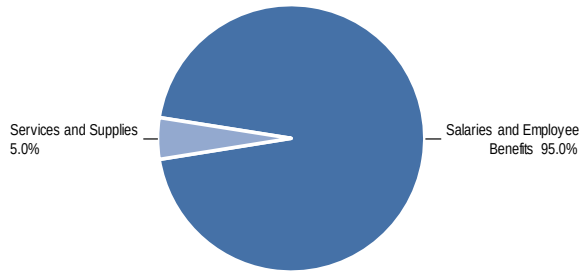
### Recommended 2018-19 Positions

| Classification Code | Classification Label     | FTE  |
|---------------------|--------------------------|------|
| 14B32               | SENIOR PERSONNEL ANALYST | 1.00 |
| 14G02               | MANAGEMENT ANALYST I     | 1.00 |
| 14M61               | HR PROGRAM MANAGER       | 2.00 |
| Total               |                          | 4.00 |

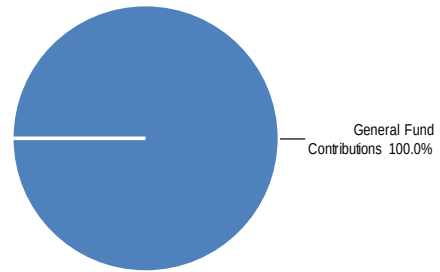
## Human Resources Services

(Budget Unit 8402— Fund 001— Appropriation Unit HRD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,154,513             | 1,888,366                 | 1,835,409              | 2,060,578                   | 1,680,930                     | (207,436)                          |
| Services and Supplies          | 305,867               | 138,219                   | 172,599                | 436,921                     | 88,814                        | (49,405)                           |
| Other Charges                  | (21,562)              | (244,077)                 | (244,077)              | 0                           | 0                             | 244,077                            |
| Subtotal                       | \$1,438,817           | \$1,782,508               | \$1,763,931            | \$2,497,499                 | \$1,769,744                   | (12,764)                           |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 15                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues     | 157                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$172                 | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$1,438,645           | \$1,782,508               | \$1,763,931            | \$2,497,499                 | \$1,769,744                   | (12,764)                           |
| Total Source of Funds      | \$1,438,817           | \$1,782,508               | \$1,763,931            | \$2,497,499                 | \$1,769,744                   | (12,764)                           |

### Unit Description

The Human Resources Services Division provides innovative, responsive, fair and consistent recruitment selection services to County departments, employees, and job applicants to ensure the County employs a qualified and diverse workforce that delivers essential services to the community. This Division provides and monitors a competitive and fair compensation system and maintains a standardized and equitable classification system which defines the scope and nature of job assignments, provides ongoing updates of classification specifications, identifies job expectations, and supports career development options which enables the County to employ and retain qualified employees.

### Recommended 2018-19 Positions

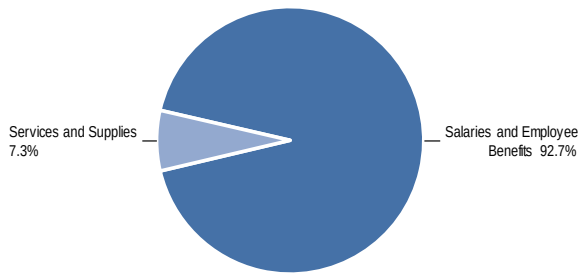
| Classification Code | Classification Label              | FTE   |
|---------------------|-----------------------------------|-------|
| 14B21               | ASSOCIATE PERSONNEL ANALYST       | 5.00  |
| 14B28               | SUPERVISING PERSONNEL ANALYST     | 1.00  |
| 14B32               | SENIOR PERSONNEL ANALYST          | 1.00  |
| 14H03               | PERSONNEL TECHNICIAN-CONFIDENTIAL | 4.00  |
| 14M61               | HR PROGRAM MANAGER                | 1.00  |
| Total               |                                   | 12.00 |

Human Resources

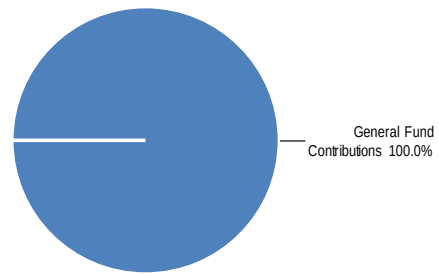
## Learning & Organizational Development

(Budget Unit 8403— Fund 001— Appropriation Unit HRD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 614,140               | 744,363                   | 643,529                | 846,836                     | 55,206                        | (689,157)                          |
| Services and Supplies          | 57,412                | 46,876                    | 59,246                 | 38,962                      | 4,342                         | (42,534)                           |
| Subtotal                       | \$671,553             | \$791,239                 | \$702,775              | \$885,798                   | \$59,548                      | (731,691)                          |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$671,553             | \$791,239                 | \$702,775              | \$885,798                   | \$59,548                      | (731,691)                          |
| Total Source of Funds      | \$671,553             | \$791,239                 | \$702,775              | \$885,798                   | \$59,548                      | (731,691)                          |

### Unit Description

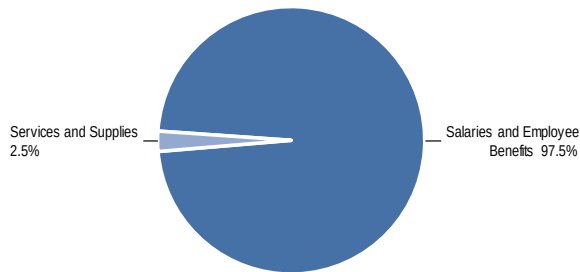
The Learning and Organizational Development (LOD) Division is responsible for customized learning solutions to support succession planning, career development, and maximization of

resources. The LOD is suspended due the shift in staffing necessary to balance the FY 2018-19 Recommended Budget. Under salary and employee benefits, this unit has budgeted obligatory expenditures such as workers' compensation and unemployment insurance.

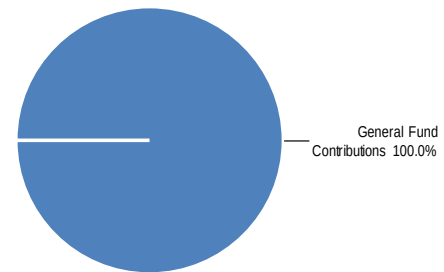
## Employee Benefits

(Budget Unit 8404— Fund 001— Appropriation Unit HRD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 683,624               | 785,576                   | 819,346                | 1,032,046                   | 762,062                       | (23,514)                           |
| Services and Supplies          | 37,988                | 20,916                    | 41,059                 | 23,986                      | 19,160                        | (1,756)                            |
| Other Charges                  | (48,425)              | (61,399)                  | (61,399)               | 0                           | 0                             | 61,399                             |
| Subtotal                       | \$673,187             | \$745,093                 | \$799,006              | \$1,056,032                 | \$781,222                     | 36,129                             |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$673,187             | \$745,093                 | \$799,006              | \$1,056,032                 | \$781,222                     | 36,129                             |
| Total Source of Funds      | \$673,187             | \$745,093                 | \$799,006              | \$1,056,032                 | \$781,222                     | 36,129                             |

### Unit Description

The Employee Benefits Division administers the County's comprehensive benefit programs, provides benefits education, and helps resolve benefits-related problems for employees, retirees, and family members.

### Recommended 2018-19 Positions

| Classification Code | Classification Label                    | FTE  |
|---------------------|-----------------------------------------|------|
| 14B60               | RISK & BENEFITS SPECIALIST-CONFIDENTIAL | 1.00 |
| 14B62               | ASSOCIATE RISK & BENEFITS ANALYST       | 2.00 |
| 14B63               | SENIOR RISK & BENEFITS ANALYST          | 1.00 |
| 14M61               | HR PROGRAM MANAGER                      | 1.00 |
| Total               |                                         | 5.00 |

**Human Resources Administration**  
(Budget Unit 8445— Fund 001— Appropriation Unit HRD001)

**Use of Funds**

Intentionally Left Blank

**Source of Funds**

Intentionally Left Blank

**Use of Funds**

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 549,397               | 829,460                   | 748,746                | 837,849                     | 975,997                       | 146,537                            |
| Services and Supplies          | 11,671                | 142,369                   | 51,258                 | 28,023                      | 21,080                        | (121,289)                          |
| Other Charges                  | (2,903,000)           | (3,095,346)               | (3,356,149)            | (5,628,913)                 | (5,628,913)                   | (2,533,567)                        |
| Subtotal                       | (\$2,341,932)         | (\$2,123,517)             | (\$2,556,145)          | (\$4,763,041)               | (\$4,631,836)                 | (2,508,319)                        |

**Source of Funds**

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$2,341,932)         | (\$2,123,517)             | (\$2,556,145)          | (\$4,763,041)               | (\$4,631,836)                 | (2,508,319)                        |
| Total Source of Funds      | (\$2,341,932)         | (\$2,123,517)             | (\$2,556,145)          | (\$4,763,041)               | (\$4,631,836)                 | (2,508,319)                        |

**Unit Description**

The Human Resources (HR) 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 programs. Other responsibilities include ensuring compliance with legal mandates, minimizing liability related to personnel functions, and maintaining of policies and procedures. The division provides staff support to the Board of Supervisors' Human Resources Committee.

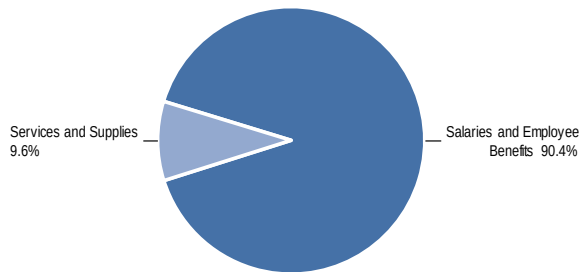
**Recommended 2018-19 Positions**

| Classification Code | Classification Label                  | FTE  |
|---------------------|---------------------------------------|------|
| 11A07               | DIRECTOR OF HUMAN RESOURCES           | 1.00 |
| 12C37               | ASSISTANT DIRECTOR OF HUMAN RESOURCES | 1.00 |
| 14C31               | MANAGEMENT ANALYST III                | 1.00 |
| 20B93               | FINANCE MANAGER II                    | 1.00 |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL | 1.00 |
| 80J30               | ACCOUNTING TECHNICIAN                 | 1.00 |
| Total               |                                       | 6.00 |

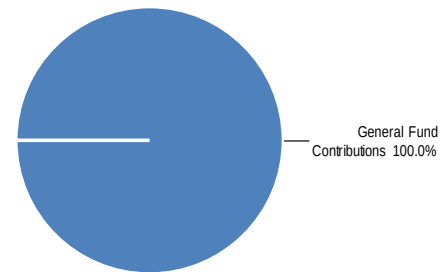
# HR Information System

(Budget Unit 8496— Fund 001— Appropriation Unit HRD001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 0                         | 0                      | 414,225                     | 546,123                       | 546,123                            |
| Services and Supplies          | 0                     | 0                         | 0                      | 52,409                      | 57,992                        | 57,992                             |
| Capital Assets                 | 0                     | 0                         | 0                      | 500,000                     | 0                             | 0                                  |
| Subtotal                       | \$0                   | \$0                       | \$0                    | \$966,634                   | \$604,115                     | 604,115                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$0                   | \$0                       | \$0                    | \$966,634                   | \$604,115                     | 604,115                            |
| Total Source of Funds      | \$0                   | \$0                       | \$0                    | \$966,634                   | \$604,115                     | 604,115                            |

## Unit Description

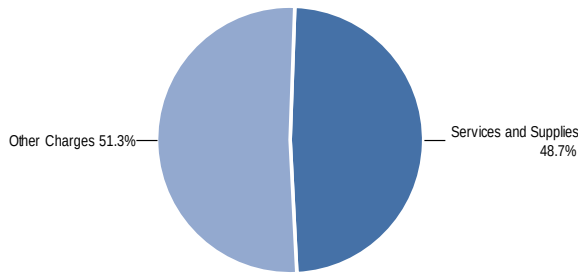
The Human Resources (HR) Information Systems Division provides the Human Resources Department, its customer base, partner departments, and employees with employee, position, and salary data maintenance and quality assurance. This includes supporting the HR business applications and providing analytical reporting services throughout the Employee Lifecycle: 1) Recruitment and Social Media Outreach; 2) Applicant Onboarding; 3) Learning and Development; 4) Performance Management; and 5) Employee Separation.

## Recommended 2018-19 Positions

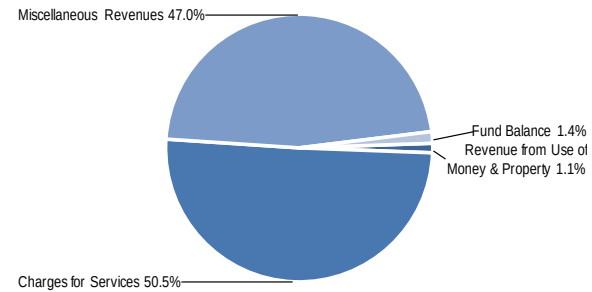
| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 14B21               | ASSOCIATE PERSONNEL ANALYST       | 2.00 |
| 14H03               | PERSONNEL TECHNICIAN-CONFIDENTIAL | 1.00 |
| 14M61               | HR PROGRAM MANAGER                | 1.00 |
| Total               |                                   | 4.00 |

# Human Resources Non-Departmental

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,630,259             | 0                         | 9,524                  | 9,756                       | 9,756                         | 9,756                              |
| Services and Supplies          | 1,048,793             | 5,517,168                 | 5,505,523              | 6,155,486                   | 6,155,486                     | 638,318                            |
| Other Charges                  | 5,601,798             | 6,586,539                 | 5,273,201              | 6,496,646                   | 6,496,646                     | (89,893)                           |
| Subtotal                       | \$9,280,850           | \$12,103,707              | \$10,788,248           | \$12,661,888                | \$12,661,888                  | 558,181                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 189,582               | 61,560                    | 162,796                | 144,000                     | 144,000                       | 82,440                             |
| Charges for Services                 | 4,182,348             | 5,368,009                 | 5,747,484              | 6,392,818                   | 6,392,818                     | 1,024,809                          |
| Miscellaneous Revenues               | 5,175,798             | 5,308,200                 | 5,221,109              | 5,947,372                   | 5,947,372                     | 639,172                            |
| Subtotal                             | \$9,547,729           | \$10,737,769              | \$11,131,389           | \$12,484,190                | \$12,484,190                  | 1,746,421                          |
| Fund Balance                         | (266,879)             | 1,365,938                 | (343,141)              | 177,698                     | 177,698                       | (1,188,240)                        |
| Total Source of Funds                | \$9,280,850           | \$12,103,707              | \$10,788,248           | \$12,661,888                | \$12,661,888                  | 558,181                            |

## Division Description

The Human Resources non-departmental section consists of the Benefits ISF under the management and control of the Department. The ISF includes separate budget units for Dental, Vision, Employee Assistance Program, Disability, Unemployment, Miscellaneous Benefits, and Other Post-Employment Benefits.

departmental units is \$12,661,888, financed by \$12,484,190 in revenues and the use of \$177,698 in fund balance. The Recommended Budget reflects an increase of \$558,181 in appropriations compared to the FY 2017-18 Adopted Budget due to a combination of increased costs of the County's benefits and an increase in the OPEB contribution. The charges to departments are based on utilization per employee and plan design. Costs for benefit administration and claims are estimated to exceed revenue from County and employee premiums, leading to the use of \$177,698 in fund balance.

## Summary of Recommendation

The Recommended Budget for the Human Resources non-

## Appropriation Expenditure Detail

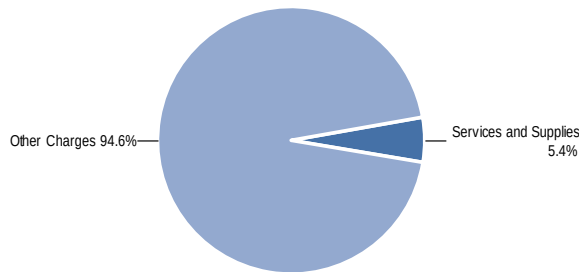
|                        | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted | Fund Code | Budget Unit Code |
|------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|-----------|------------------|
| Dental (HRD002)        | 4,588,119             | 5,273,443                 | 4,259,928              | 5,286,101                   | 5,286,101                     | 12,658                             | 477       | 8413             |
| Vision (HRD002)        | 939,873               | 1,020,723                 | 874,863                | 1,024,658                   | 1,024,658                     | 3,935                              | 477       | 8414             |
| EAP (HRD002)           | 84,561                | 98,556                    | 96,348                 | 98,922                      | 98,922                        | 366                                | 477       | 8415             |
| Disability (HRD002)    | 189,262               | 207,356                   | 203,451                | 372,671                     | 372,671                       | 165,315                            | 477       | 8416             |
| Unemployment (HRD002)  | 338,792               | 712,756                   | 564,120                | 614,254                     | 614,254                       | (98,502)                           | 477       | 8417             |
| Misc Benefits (HRD002) | 518,552               | 489,162                   | 483,303                | 598,816                     | 598,816                       | 109,654                            | 477       | 8418             |
| OPEB (HRD002)          | 2,621,691             | 4,301,711                 | 4,306,235              | 4,666,466                   | 4,666,466                     | 364,755                            | 477       | 8419             |
| Subtotal               | \$9,280,850           | \$12,103,707              | \$10,788,248           | \$12,661,888                | \$12,661,888                  | 558,181                            |           |                  |



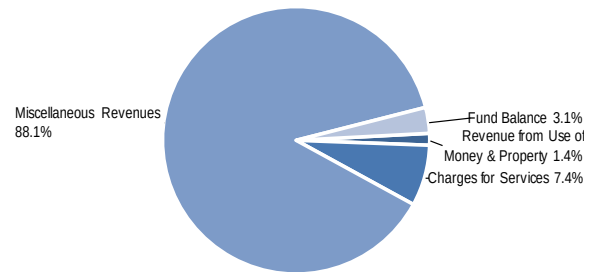
## Dental

(Budget Unit 8413— Fund 477— Appropriation Unit HRD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 115                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Services and Supplies          | 200,285               | 273,443                   | 280,313                | 286,101                     | 286,101                       | 12,658                             |
| Other Charges                  | 4,387,719             | 5,000,000                 | 3,979,615              | 5,000,000                   | 5,000,000                     | 0                                  |
| Subtotal                       | \$4,588,119           | \$5,273,443               | \$4,259,928            | \$5,286,101                 | \$5,286,101                   | 12,658                             |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 97,011                | 32,600                    | 85,820                 | 75,000                      | 75,000                        | 42,400                             |
| Charges for Services                 | 296,608               | 0                         | 312,260                | 390,167                     | 390,167                       | 390,167                            |
| Miscellaneous Revenues               | 4,176,654             | 4,275,000                 | 4,205,481              | 4,655,905                   | 4,655,905                     | 380,905                            |
| Subtotal                             | \$4,570,273           | \$4,307,600               | \$4,603,561            | \$5,121,072                 | \$5,121,072                   | 813,472                            |
| Fund Balance                         | 17,846                | 965,843                   | (343,633)              | 165,029                     | 165,029                       | (800,814)                          |
| Total Source of Funds                | \$4,588,119           | \$5,273,443               | \$4,259,928            | \$5,286,101                 | \$5,286,101                   | 12,658                             |

### Unit Description

This unit is a component of the Benefits Internal Service Fund (ISF) 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

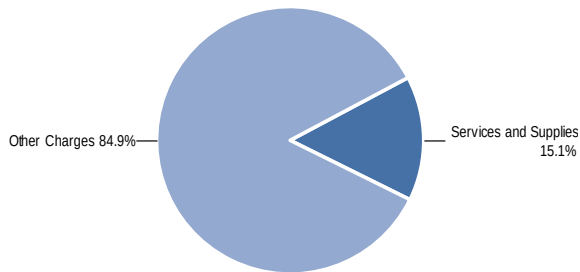
change from year-to-year due to changes in the number of employees and the cost of benefits.

The estimated ending fund balance for this unit at the end of fiscal year 2018-19 is \$7,926,789. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

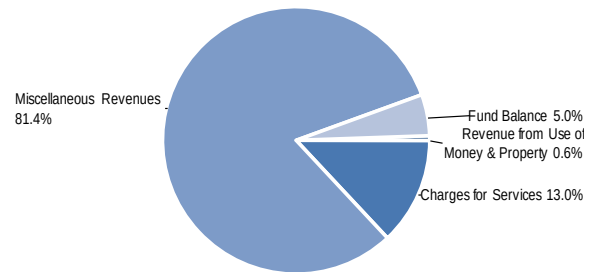
## Vision

(Budget Unit 8414— Fund 477— Appropriation Unit HRD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 18                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Services and Supplies          | 79,672                | 150,723                   | 150,262                | 154,658                     | 154,658                       | 3,935                              |
| Other Charges                  | 860,183               | 870,000                   | 724,601                | 870,000                     | 870,000                       | 0                                  |
| Subtotal                       | \$939,873             | \$1,020,723               | \$874,863              | \$1,024,658                 | \$1,024,658                   | 3,935                              |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 7,753                 | 2,800                     | 6,250                  | 6,000                       | 6,000                         | 3,200                              |
| Charges for Services                 | 61,897                | 0                         | 65,567                 | 133,119                     | 133,119                       | 133,119                            |
| Miscellaneous Revenues               | 747,200               | 770,000                   | 753,525                | 834,409                     | 834,409                       | 64,409                             |
| Subtotal                             | \$816,850             | \$772,800                 | \$825,342              | \$973,528                   | \$973,528                     | 200,728                            |
| Fund Balance                         | 123,024               | 247,923                   | 49,521                 | 51,130                      | 51,130                        | (196,793)                          |
| Total Source of Funds                | \$939,874             | \$1,020,723               | \$874,863              | \$1,024,658                 | \$1,024,658                   | 3,935                              |

### Unit Description

This unit is a component of the Benefits Internal Service Fund (ISF) 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 utilization and benefits design. A given department's allocation may change

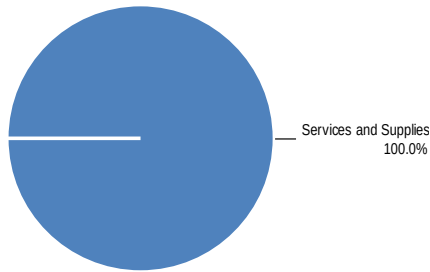
from year-to-year due to changes in number of employees and cost of benefits.

The estimated ending fund balance for this unit at the end of fiscal year 2018-19 is \$495,774. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

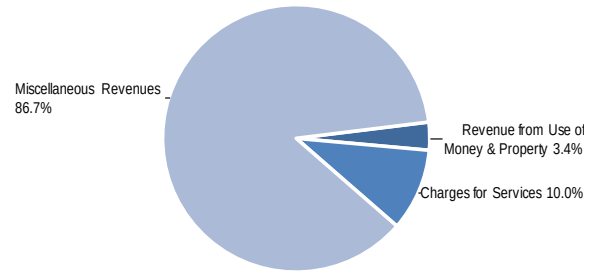
## EAP

(Budget Unit 8415— Fund 477— Appropriation Unit HRD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 84,561                | 98,556                    | 96,348                 | 98,922                      | 98,922                        | 366                                |
| Subtotal              | \$84,561              | \$98,556                  | \$96,348               | \$98,922                    | \$98,922                      | 366                                |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 4,001                 | 1,360                     | 4,075                  | 3,500                       | 3,500                         | 2,140                              |
| Charges for Services                 | 0                     | 0                         | 0                      | 10,350                      | 10,350                        | 10,350                             |
| Miscellaneous Revenues               | 85,135                | 88,200                    | 87,180                 | 89,941                      | 89,941                        | 1,741                              |
| Subtotal                             | \$89,137              | \$89,560                  | \$91,255               | \$103,791                   | \$103,791                     | 14,231                             |
| Fund Balance                         | (4,576)               | 8,996                     | 5,093                  | (4,869)                     | (4,869)                       | (13,865)                           |
| Total Source of Funds                | \$84,561              | \$98,556                  | \$96,348               | \$98,922                    | \$98,922                      | 366                                |

### Unit Description

This unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenditures related to the County's Employee Assistance Program. Contributions are calculated on a cost recovery basis through charges apportioned to County departments based on a flat fee per employee. A given

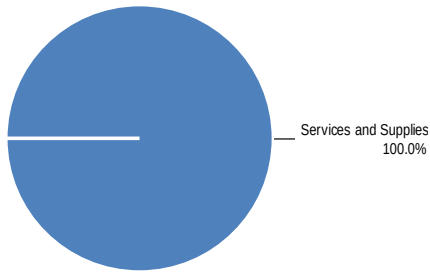
department's allocation may change from year-to-year due to any changes in number of employees and cost of benefits.

The estimated ending fund balance for this unit at the end of fiscal year 2018-19 is \$329,971. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

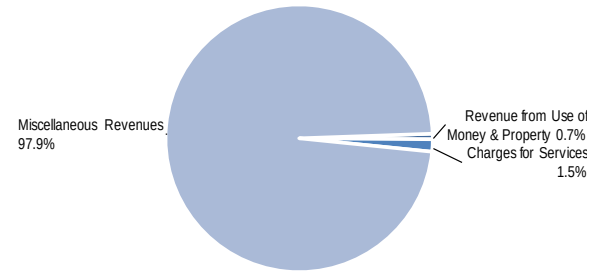
## Disability

(Budget Unit 8416— Fund 477— Appropriation Unit HRD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 189,262               | 207,356                   | 203,451                | 372,671                     | 372,671                       | 165,315                            |
| Subtotal              | \$189,262             | \$207,356                 | \$203,451              | \$372,671                   | \$372,671                     | 165,315                            |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 2,201                 | 670                       | 2,852                  | 2,500                       | 2,500                         | 1,830                              |
| Charges for Services                 | 27,632                | 27,400                    | 29,048                 | 5,554                       | 5,554                         | (21,846)                           |
| Miscellaneous Revenues               | 166,809               | 175,000                   | 174,923                | 367,117                     | 367,117                       | 192,117                            |
| Subtotal                             | \$196,642             | \$203,070                 | \$206,823              | \$375,171                   | \$375,171                     | 172,101                            |
| Fund Balance                         | (7,380)               | 4,286                     | (3,372)                | (2,500)                     | (2,500)                       | (6,786)                            |
| Total Source of Funds                | \$189,262             | \$207,356                 | \$203,451              | \$372,671                   | \$372,671                     | 165,315                            |

### Unit Description

This unit is a component of the Benefits Internal Service Fund (ISF) 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 a flat fee per eligible employee. A

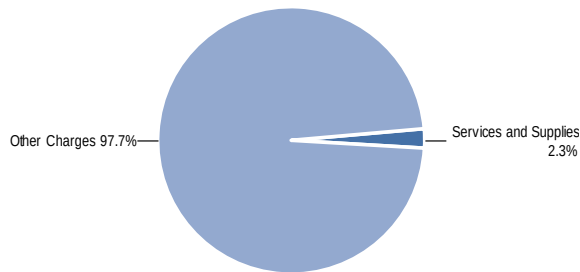
given department's allocation may change from year-to-year due to any changes in number of eligible employees and cost of benefits.

The estimated ending fund balance for this unit at the end of fiscal year 2018-19 is \$200,238. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

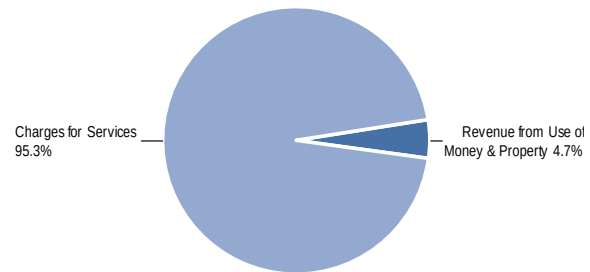
## Unemployment

(Budget Unit 8417— Fund 477— Appropriation Unit HRD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 3,835                 | 15,156                    | 14,074                 | 14,254                      | 14,254                        | (902)                              |
| Other Charges         | 334,957               | 697,600                   | 550,046                | 600,000                     | 600,000                       | (97,600)                           |
| Subtotal              | \$338,792             | \$712,756                 | \$564,120              | \$614,254                   | \$614,254                     | (98,502)                           |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 30,658                | 10,140                    | 34,486                 | 30,000                      | 30,000                        | 19,860                             |
| Charges for Services                 | 612,426               | 612,559                   | 612,559                | 614,992                     | 614,992                       | 2,433                              |
| Subtotal                             | \$643,083             | \$622,699                 | \$647,045              | \$644,992                   | \$644,992                     | 22,293                             |
| Fund Balance                         | (304,292)             | 90,057                    | (82,925)               | (30,738)                    | (30,738)                      | (120,795)                          |
| Total Source of Funds                | \$338,791             | \$712,756                 | \$564,120              | \$614,254                   | \$614,254                     | (98,502)                           |

### Unit Description

This unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenditures related to the County's Unemployment Insurance. Contributions are calculated on a cost recovery basis through charges apportioned to County utilization and benefits design. A given department's allocation may change

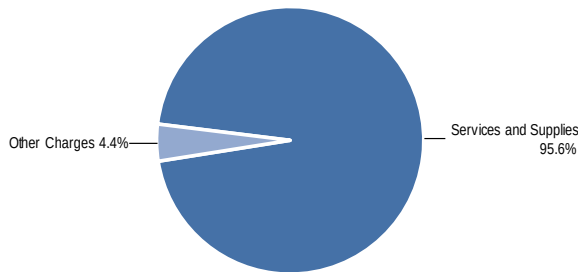
from year-to-year due to any changes in number of employees and cost of benefits.

The estimated ending fund balance for this unit at the end of fiscal year 2018-19 is \$2,983,251. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

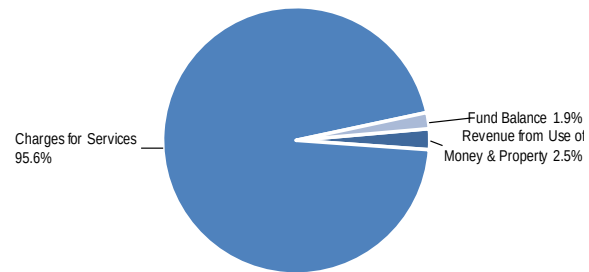
## Misc Benefits

(Budget Unit 8418— Fund 477— Appropriation Unit HRD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 10,126                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Services and Supplies          | 489,487               | 470,223                   | 464,364                | 572,170                     | 572,170                       | 101,947                            |
| Other Charges                  | 18,939                | 18,939                    | 18,939                 | 26,646                      | 26,646                        | 7,707                              |
| Subtotal                       | \$518,552             | \$489,162                 | \$483,303              | \$598,816                   | \$598,816                     | 109,654                            |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 35,231                | 12,190                    | 22,462                 | 15,000                      | 15,000                        | 2,810                              |
| Charges for Services                 | 563,786               | 437,050                   | 437,050                | 572,170                     | 572,170                       | 135,120                            |
| Subtotal                             | \$599,017             | \$449,240                 | \$459,512              | \$587,170                   | \$587,170                     | 137,930                            |
| Fund Balance                         | (80,465)              | 39,922                    | 23,791                 | 11,646                      | 11,646                        | (28,276)                           |
| Total Source of Funds                | \$518,552             | \$489,162                 | \$483,303              | \$598,816                   | \$598,816                     | 109,654                            |

### Unit Description

This unit is a component of the Benefits Internal Service Fund (ISF) that contains other miscellaneous benefit programs such as the Flexible Spending Account, Dependent Care Assistance Program, Voluntary Benefit Options, and health insurance administration fees. Contributions are calculated on a cost recovery basis through charges apportioned to County utilization and benefits design. A

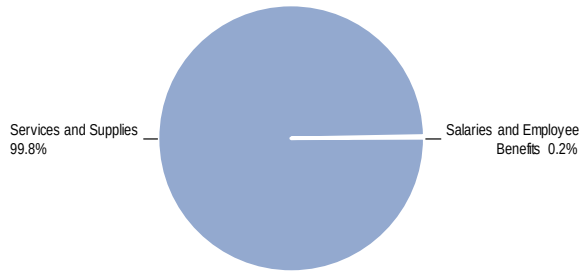
given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any changes in the cost of the benefits and their administration.

The estimated ending fund balance for this unit at the end of fiscal year 2018-19 is \$887,571. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

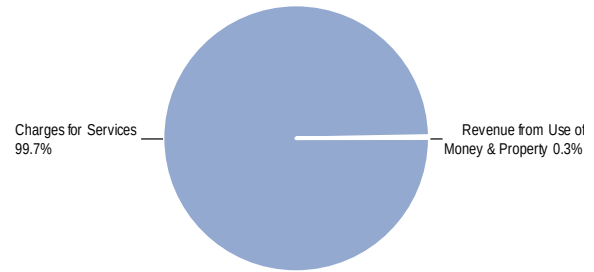
## OPEB

(Budget Unit 8419— Fund 477— Appropriation Unit HRD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,620,000             | 0                         | 9,524                  | 9,756                       | 9,756                         | 9,756                              |
| Services and Supplies          | 1,691                 | 4,301,711                 | 4,296,711              | 4,656,710                   | 4,656,710                     | 354,999                            |
| Subtotal                       | \$2,621,691           | \$4,301,711               | \$4,306,235            | \$4,666,466                 | \$4,666,466                   | 364,755                            |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 12,727                | 1,800                     | 6,851                  | 12,000                      | 12,000                        | 10,200                             |
| Charges for Services                 | 2,620,000             | 4,291,000                 | 4,291,000              | 4,666,466                   | 4,666,466                     | 375,466                            |
| Subtotal                             | \$2,632,727           | \$4,292,800               | \$4,297,851            | \$4,678,466                 | \$4,678,466                   | 385,666                            |
| Fund Balance                         | (11,036)              | 8,911                     | 8,384                  | (12,000)                    | (12,000)                      | (20,911)                           |
| Total Source of Funds                | \$2,621,691           | \$4,301,711               | \$4,306,235            | \$4,666,466                 | \$4,666,466                   | 364,755                            |

### Unit Description

This unit is a component of the Benefits Internal Service Fund (ISF). The County's Other Post-Employment Benefits are 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 amount is

charged to County departments based on employee count and transmitted to the California Employers' Retirement Benefit Trust for investment purposes.

The estimated ending fund balance for this unit at the end of fiscal year 2018-19 is \$309,366. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.



This page intentionally left blank.



# Economic Development

## Departmental Overview:

The Monterey County Economic Development Department's (EDD) key objective is to support workforce strategies that create better paying jobs, promote affordable housing projects, reduce poverty and increase revenue opportunities throughout the County for all residents. In addition, the Department staffs the Board's Economic Opportunity Committee (EOC), Urban County Community Development Block Grant (CDBG) Committee and the Housing Advisory (HAC) Committee.

## Programs and Functions:

The Economic Development Department has three divisions:

**Economic Development:** Staff works with the EOC in expanding the vitality of the key "pillar" economic industries: Agriculture, Tourism, Higher Education, Military, and Marine Research.

**Business Retention and Expansion (BRE) Program:** Staff manages the BRE Program, business attraction programs, the Revolving Loan Fund (RLF) Program, and special projects assigned by the Board of Supervisors.

**Housing Division:** Staff manages the County's Inclusionary Housing Program, Affordable Housing Program, Post-Redevelopment Successor Agency projects, and the Urban County CDBG Program.

## Department's Contributions to Monterey County's Strategic Initiatives:

### ECONOMIC DEVELOPMENT

Promote economic and community development efforts that support affordable housing opportunities, provide small business assistance, and develop new job opportunities that lead to employment, and generate continuous growth, prosperity and inclusion.

### ADMINISTRATION

Manage the Urban County's CDBG Program and the Small Business RLF Program, which promotes community development and economic vitality through new projects and creation of sustainable business development.

### HEALTH AND HUMAN SERVICES

Improve quality of life through community development efforts, supporting affordable housing opportunities and employment opportunities that raise standards of living.

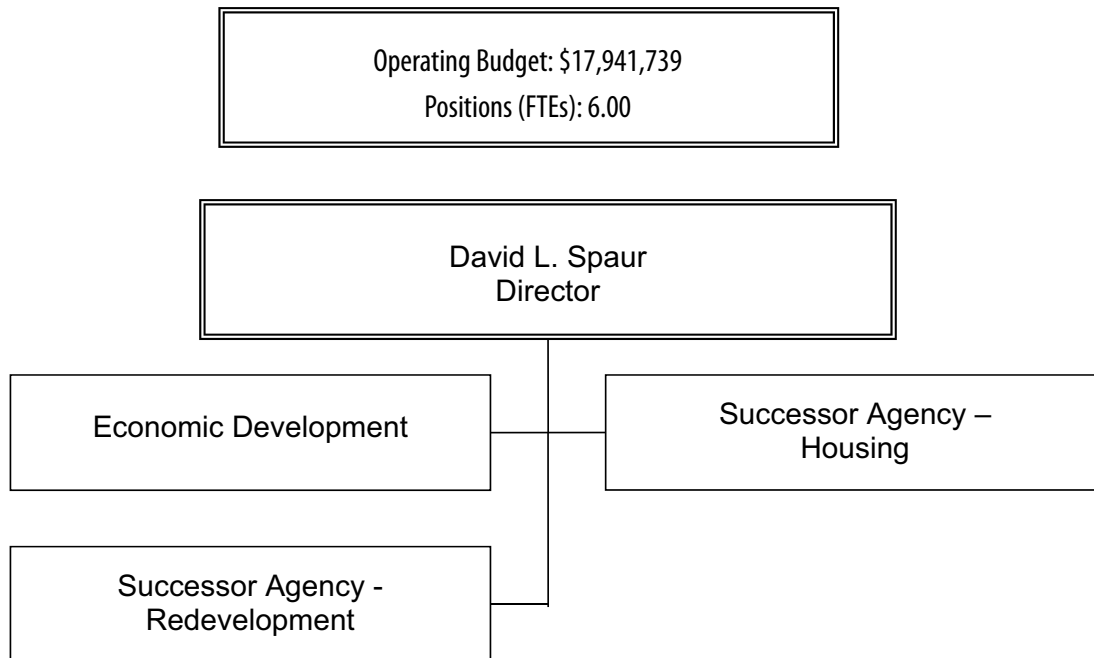
### INFRASTRUCTURE

Partner with nonprofit builders for construction of affordable housing, which provides new facilities and systems that promotes economic revitalization.

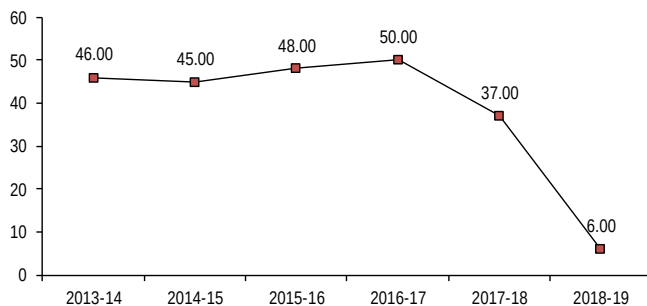
### PUBLIC SAFETY

Promote public safety through community development, better paying jobs, and affordable housing, creating safer communities to live and economic opportunities to improve the quality of life.

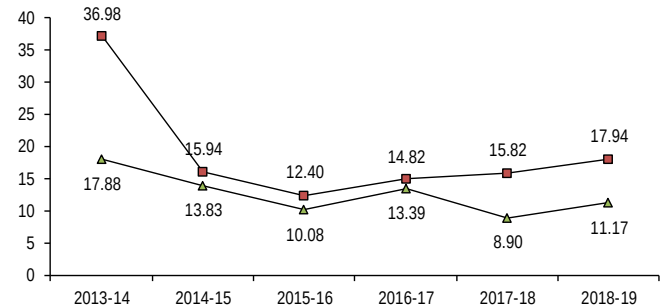




#### Staffing Trends



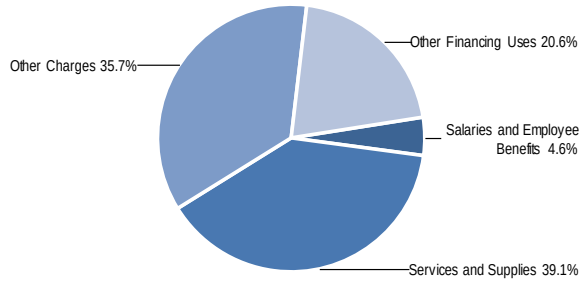
#### Expenditure/Revenue History (in millions)



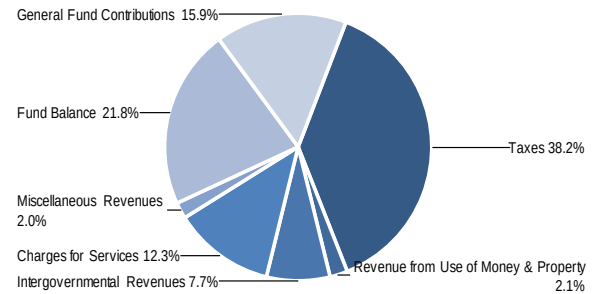
Major areas of focus and Key Performance indicators include internal as well as external infrastructure development, in the Major Program areas: Economic Development and Housing. The Department's primary areas of performance include the following Performance Measures:

| Key Performance Measures                                                                                                                      | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Percent of Strategic Initiatives alignment and implementation completed. Target = 100%                                                        | 100%           | 100%           | 80%              |
| Percent of Business Retention & Expansion interviews completed. Target = 100%                                                                 | 50%            | 80%            | 40%              |
| Percent of Inclusionary Housing Units Monitored (First Time Homebuyer, Neighborhood Stabilization Program, Home Rehabilitation). Target = 80% | 64%            | 70%            | 70%              |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,270,469             | 3,911,990                 | 3,826,825              | 1,360,103                   | 825,463                       | (3,086,527)                        |
| Services and Supplies          | 4,811,344             | 6,296,574                 | 7,370,917              | 7,066,270                   | 7,010,700                     | 714,126                            |
| Other Charges                  | 3,217,627             | 2,834,053                 | 2,253,934              | 6,404,849                   | 6,404,849                     | 3,570,796                          |
| Capital Assets                 | 1,524,198             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 0                     | 2,370,000                 | 2,370,000              | 3,700,727                   | 3,700,727                     | 1,330,727                          |
| Subtotal                       | \$14,823,637          | \$15,412,617              | \$15,821,676           | \$18,531,949                | \$17,941,739                  | 2,529,122                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 1,036,577             | 2,500,000                 | 2,500,000              | 6,851,000                   | 6,851,000                     | 4,351,000                          |
| Revenue from Use of Money & Property | 404,434               | 355,208                   | 404,036                | 384,518                     | 384,518                       | 29,310                             |
| Intergovernmental Revenues           | 8,042,888             | 1,156,760                 | 1,156,760              | 1,376,025                   | 1,376,025                     | 219,265                            |
| Charges for Services                 | 856,572               | 1,704,500                 | 1,709,000              | 2,207,500                   | 2,207,500                     | 503,000                            |
| Miscellaneous Revenues               | 1,847,890             | 562,428                   | 486,500                | 352,000                     | 352,000                       | (210,428)                          |
| Other Financing Sources              | 1,199,387             | 3,152,968                 | 2,645,787              | 0                           | 0                             | (3,152,968)                        |
| Subtotal                             | \$13,387,750          | \$9,431,864               | \$8,902,083            | \$11,171,043                | \$11,171,043                  | 1,739,179                          |
| Fund Balance                         | (1,888,846)           | 1,902,486                 | 2,708,123              | 3,914,207                   | 3,914,207                     | 2,011,721                          |
| General Fund Contributions           | \$3,324,734           | \$4,078,267               | \$4,211,470            | \$3,446,699                 | \$2,856,489                   | (1,221,778)                        |
| Total Source of Funds                | \$14,823,638          | \$15,412,617              | \$15,821,676           | \$18,531,949                | \$17,941,739                  | 2,529,122                          |

## Summary of Recommendation

The Recommended Budget for the Economic Development Department totals \$17,941,739 in appropriations, financed by \$11,171,043 in revenue, \$3,914,207 in fund balance, and \$2,856,489 in general fund contributions. Recommended fund balance is for re-use of affordable housing and community loan program proceeds to reinvest in the community.

In October 2017, 28 positions in the Office of Employment Training (OET) were reorganized under the Department of Social Services. This action reduced the Department of Economic Development's authorized positions from 37.0 to 9.0. Due to the County's budget challenges, the Recommended Budget further reorganizes the Department by placing remaining staff in the County Administrative Office (CAO) to achieve efficiencies. This reorganization reduces staffing by an additional three positions, including the Director, an Administrative Services Assistant (a senior secretary position is retained), and a Redevelopment/

Housing Analyst. These recommended actions save the County an estimated \$465,807, which is redirected to vital public safety functions to prevent loss of sworn officers. Under the new organizational structure, the remaining six staff are placed under the direction of the Assistant County Administrative Officer for Intergovernmental and Legislative Affairs. The Recommended Budget includes requested authorization to implement the proposed reorganization under the CAO effective July 1, 2018. In the meantime, the Department of Economic Development continues to be reflected as a separate department.

The Recommended Budget increases total appropriations by \$2,529,122 over the FY 2017-18 Adopted Budget. The higher appropriations reflects a planned \$4.6 million increase for Phase 3 of the East Garrison Affordable Housing Project. This increased expenditure is partially offset by a \$3,086,527 reduction in salary and benefit costs for the previously discussed reorganizations and staffing reduction.

---

## Budget Impacts

The Recommended Budget discontinues three positions, including the Economic Development Department Director, a Redevelopment/Housing Analyst, and an Administrative Services Assistant. The discontinued Redevelopment/Housing Analyst focuses on economic development activities such as business retention, expanding "pillar" industries and special projects (e.g., winery corridor) that do not leverage outside revenue sources.

Three additional augmentations were requested but not included in the Recommended Budget. They include an additional \$12,790 for the Monterey County Business Council to bring their contribution to \$100,000 as was done the past two fiscal years, \$25,000 for the Salinas Valley Welcome Center, and \$15,000 for a new program to attract business and tourism to the County at the State Fair.

---

## Department Operational Accomplishments

Implemented a new Hartnell College training program "Industrial Refrigeration: Fundamentals & Introduction to Systems," to meet the demand for a new workforce with updated industry skills.

Executed agreements with the Monterey County Convention and Visitors Bureau, Film Commission, Arts Council, and Business Council to implement economic development efforts and increase County revenue through destination marketing, business growth, and job creation.

Executed an agreement with the Salinas Valley Visitors and Tourism Bureau to increase tourism in the Salinas Valley. Conducted business surveys with four small-businesses from King City's downtown.

Worked with Chualar businesses and the Resource Management Agency (RMA) to expand businesses using off-street parking, modeled after the Castroville Downtown Community Plan.

Worked with winery owner and the United States Department of Agriculture - Rural Development on the review and business proposal for a new gateway wine center located in the Santa Lucia Highlands that will include wine tasting, sales, events and a restaurant.

Worked with Office of Emergency Services on an Economic Resilience Plan, which is the ability of a region or community to anticipate, withstand, and recover from shocks such as natural disasters, closure of large employers, and the decline of an important industry or workforce changes to its economy.

Staffed the Board's Economic Opportunity Committee (EOC), Housing and Advisory Committee (HAC), and Urban/County Community Development Block Grant (CDBG) Committee.

Began drafting a Comprehensive Economic Development Strategy (CEDS), qualifying the County for economic development grants. Completion is estimated for fall 2018.

Expanded the Department's website business and research resources in support of economic pillar industry groups.

Executed an Agreement with Sur Transportation, LLC, to provide emergency shuttle services, to retain employees and operations of local businesses, along Highway 1 - Big Sur Coastline.

Executed an Agreement with the Monterey Bay Housing Trust to support the creation and retention of affordable housing.

Continued to work on East Garrison inclusionary housing programs to provide low, moderate and workforce housing for County residents.

Implemented the conditions of approval required by the inclusionary housing ordinance, including drafting inclusionary housing developer agreements and responded to requests for information related to the number of units required by ordinance.

Completed the monitoring of 152 owner-occupied affordable homes from the County's Inclusionary Housing, First Time Home Buyer, Neighborhood Stabilization (NSP), and Home Rehabilitation Loan programs.

Monitored 2,500 rental-housing units and completed 48 monitoring cases this year.

Completed seven refinances and five sales of qualified homes and collected one foreclosure that will exit the affordable housing program.

Completed one new HOME Program-funded purchase for a family who qualified.

Managed CDBG funds from the U.S. Department of Housing and Urban Development (HUD) as an Urban County Entitlement Jurisdiction. Partnered with the cities of Gonzales, Greenfield and Sand City to meet the population requirements necessary to maintain the Urban County designation. Funded 10 non-profit organizations totaling \$1,168,660 including Bridge House by Interim, Inc., Cayetano Tot Lot in Pajaro, and Americans with Disability Act (ADA) improvements for San Lorenzo County and Centennial Parks.

Received a clean report from the Economic Development Agency (EDA) on management of the small business Revolving Loan Fund (RLF). Received four loan applications this year with two in process, for a total of 10 current loans in the County's RLF portfolio managed by Cal Coastal Rural Development Corporation.

---

## Department Operational Goals

Promote both affordable and market rate housing projects in the unincorporated areas of the County as well as the cities to attract new business.

Oversee the Inclusionary Housing Program, including new housing projects, refinancing, resale and monitoring of existing units. Work in partnership with RMA to provide input on new housing projects.

Provide loans to existing and start-up small businesses, supporting the creation of new jobs in the region.

Continue to manage CDBG funds from HUD as an Urban County Entitlement Jurisdiction.

---

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                                                       | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-------------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Development Set-Aside (DE0019)                        | 1,875,396             | 1,975,396                 | 1,975,396              | 2,025,244                      | 1,987,454                        | 12,058                                | 001          | 8043                |
| Revolving Loan Program (DE0020)                       | 43,602                | 900,250                   | 900,250                | 1,050,700                      | 1,050,700                        | 150,450                               | 011          | 8044                |
| Community Development Reuse<br>(DE0003)               | 225,976               | 3,000                     | 3,000                  | 606,000                        | 606,000                          | 603,000                               | 013          | 8199                |
| Community Development Grant<br>(DE0003)               | 857,603               | 1,168,660                 | 1,166,760              | 1,542,283                      | 1,542,283                        | 373,623                               | 013          | 8200                |
| Boronda Housing Set Aside<br>(DE0013)                 | 1                     | 10,004                    | 10,004                 | 5,010                          | 5,010                            | (4,994)                               | 176          | 8202                |
| Castroville/Pajaro Housing Set Aside<br>(DE0012)      | 116,875               | 857,696                   | 832,660                | 1,017,210                      | 1,017,210                        | 159,514                               | 175          | 8203                |
| Inclusionary Housing (DE0002)                         | 35,012                | 741,700                   | 741,200                | 968,200                        | 968,200                          | 226,500                               | 009          | 8208                |
| Economic Development<br>Administration (DE0001)       | 1,449,657             | 2,102,871                 | 2,236,074              | 1,421,455                      | 869,035                          | (1,233,836)                           | 001          | 8221                |
| E Garrison Public Financing<br>Authority (DE0021)     | 1,669,367             | 705,744                   | 901,500                | 1,510,727                      | 1,510,727                        | 804,983                               | 180          | 8406                |
| Fort Ord Project (DE0024)                             | 0                     | 550,000                   | 550,000                | 0                              | 0                                | (550,000)                             | 406          | 8422                |
| East Garrison Project (DE0025)                        | 520                   | 2,251,000                 | 2,251,000              | 6,851,000                      | 6,851,000                        | 4,600,000                             | 406          | 8423                |
| WDB-OET (DE0026)                                      | 8,178,173             | 2,852,968                 | 2,893,718              | 0                              | 0                                | (2,852,968)                           | 007          | 8427                |
| East Garrison Community Services<br>District (DE0027) | 38,466                | 925,000                   | 925,114                | 1,234,120                      | 1,234,120                        | 309,120                               | 181          | 8428                |
| East Garrison Development<br>Reimbursement (DE0028)   | 332,991               | 368,328                   | 435,000                | 300,000                        | 300,000                          | (68,328)                              | 182          | 8431                |
| Subtotal                                              | \$14,823,637          | \$15,412,617              | \$15,821,676           | \$18,531,949                   | \$17,941,739                     | 2,529,122                             |              |                     |

## Budget Units

|                                      | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Development Set-Aside                | 1,875,396             | 1,975,396                 | 1,975,396              | 2,025,244                      | 1,987,454                        | 12,058                                |
| Revolving Loan Program               | 43,602                | 900,250                   | 900,250                | 1,050,700                      | 1,050,700                        | 150,450                               |
| Community Development Reuse          | 225,976               | 3,000                     | 3,000                  | 606,000                        | 606,000                          | 603,000                               |
| Community Development Grant          | 857,603               | 1,168,660                 | 1,166,760              | 1,542,283                      | 1,542,283                        | 373,623                               |
| Boronda Housing Set Aside            | 1                     | 10,004                    | 10,004                 | 5,010                          | 5,010                            | (4,994)                               |
| Castroville/Pajaro Housing Set Aside | 116,875               | 857,696                   | 832,660                | 1,017,210                      | 1,017,210                        | 159,514                               |
| East Garrison Housing Set Aside      | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Fort Ord Housing Set Aside           | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Inclusionary Housing                 | 35,012                | 741,700                   | 741,200                | 968,200                        | 968,200                          | 226,500                               |
| Boronda Capital Fund                 | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Castroville/Pajaro Capital Fund      | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| East Garrison Capital Fund           | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Fort Ord Capital Fund                | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Boronda Debt Service                 | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Castroville/Pajaro Debt Service      | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| East Garrison Debt Service           | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Fort Ord Debt Service                | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Economic Development Administration  | 1,449,657             | 2,102,871                 | 2,236,074              | 1,421,455                      | 869,035                          | (1,233,836)                           |
| Workforce Investment Board           | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |

Economic Development

## Budget Units

|                                              | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|----------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Economic Development                         | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Economic Development Grant                   | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Boronda Project                              | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Castroville/Pajaro Project                   | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Fort Ord Project                             | 0                     | 550,000                   | 550,000                | 0                              | 0                                | (550,000)                             |
| East Garrison Project                        | 520                   | 2,251,000                 | 2,251,000              | 6,851,000                      | 6,851,000                        | 4,600,000                             |
| E Garrison Public Financing Authority        | 1,669,367             | 705,744                   | 901,500                | 1,510,727                      | 1,510,727                        | 804,983                               |
| East Garrison Community Services<br>District | 38,466                | 925,000                   | 925,114                | 1,234,120                      | 1,234,120                        | 309,120                               |
| East Garrison Development<br>Reimbursement   | 332,991               | 368,328                   | 435,000                | 300,000                        | 300,000                          | (68,328)                              |
| WDB-OET                                      | 8,178,173             | 2,852,968                 | 2,893,718              | 0                              | 0                                | (2,852,968)                           |
| Cluster Loans                                | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Subtotal                                     | \$14,823,637          | \$15,412,617              | \$15,821,676           | \$18,531,949                   | \$17,941,739                     | 2,529,122                             |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                                | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A31                  | ECONOMIC DEVELOPMENT DIRECTOR                       | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 12E16                  | WIB EXECUTIVE DIRECTOR                              | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14C30                  | MANAGEMENT ANALYST II                               | 4.00                      | 2.00                      | 1.00                             | -1.00  |
| 14C31                  | MANAGEMENT ANALYST III                              | 2.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT                   | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 14G02                  | MANAGEMENT ANALYST I                                | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14M22                  | HOUSING PROGRAM MANAGER                             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B10                  | ACCOUNTANT I                                        | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 20B93                  | FINANCE MANAGER II                                  | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 41F30                  | REDEVELOPMENT/HOUSING PROJECT ANALYST I             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 41F32                  | REDEVELOPMENT/HOUSING PROJECT ANALYST III           | 2.00                      | 2.00                      | 1.00                             | -1.00  |
| 43J09                  | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 60G21                  | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II           | 18.00                     | 16.00                     | 0.00                             | -16.00 |
| 60G33                  | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III          | 5.00                      | 4.00                      | 0.00                             | -4.00  |
| 60G43                  | WIB EMPLOYMENT PROGRAMS SUPERVISOR                  | 3.00                      | 3.00                      | 0.00                             | -3.00  |
| 60I02                  | PROGRAM MANAGER II                                  | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 80A32                  | SENIOR SECRETARY                                    | 2.00                      | 1.00                      | 1.00                             | 0.00   |
| 80E21                  | OFFICE ASSISTANT II                                 | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 80E22                  | OFFICE ASSISTANT III                                | 2.00                      | 1.00                      | 0.00                             | -1.00  |
| 80J30                  | ACCOUNTING TECHNICIAN                               | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| Total                  |                                                     | 50.00                     | 37.00                     | 6.00                             | -31.00 |

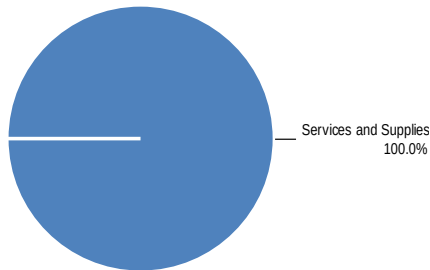
## Augmentation Request

| Dept        | Request Code       | Request Name                               | Request Type                                   | Requested<br>Amount | Requested<br>FTEs | Rec.<br>Amount | Rec.<br>FTEs |
|-------------|--------------------|--------------------------------------------|------------------------------------------------|---------------------|-------------------|----------------|--------------|
| 1070        | 1070-8043-001-AUG3 | Staus Quo Monterey County Business Council | Status Quo Other                               | 12,790              | 0.00              | 0              | 0.00         |
| 1070        | 1070-8043-001-AUG4 | Status Quo Salinas Valley Welcome Center   | Status Quo Other                               | 25,000              | 0.00              | 0              | 0.00         |
| 1070        | 1070-8221-001-AUG1 | Status Quo Filled RHA III                  | Status Quo Filled Position                     | 147,506             | 1.00              | 147,506        | 1.00         |
| 1070        | 1070-8221-001-AUG2 | New Program State Fair                     | New Program/Service w/ General Fund<br>Funding | 15,000              | 0.00              | 0              | 0.00         |
| Grand Total |                    |                                            |                                                | 200,296             | 1.00              | 147,506        | 1.00         |

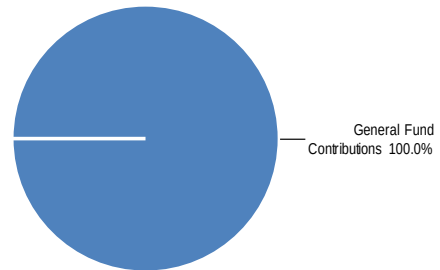
# Development Set-Aside

(Budget Unit 8043— Fund 001— Appropriation Unit DE0019)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 1,875,396             | 1,975,396                 | 1,975,396              | 2,025,244                   | 1,987,454                     | 12,058                             |
| Subtotal              | \$1,875,396           | \$1,975,396               | \$1,975,396            | \$2,025,244                 | \$1,987,454                   | 12,058                             |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$1,875,396           | \$1,975,396               | \$1,975,396            | \$2,025,244                 | \$1,987,454                   | 12,058                             |
| Total Source of Funds      | \$1,875,396           | \$1,975,396               | \$1,975,396            | \$2,025,244                 | \$1,987,454                   | 12,058                             |

## Unit Description

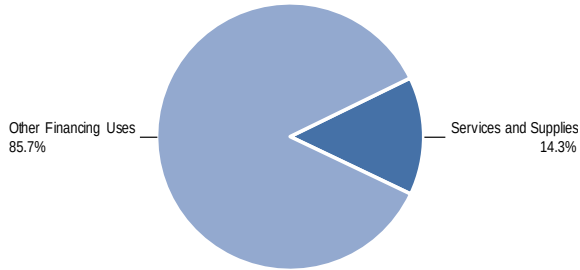
The Development Set-Aside (DSA) unit provides funding for economic development, tourism development, and cultural arts programs in Monterey County that strengthen and broaden the County's economic base. The Board of Supervisors designated the Arts Council of Monterey County (ACMC), the Monterey County 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 work plans, budgets and performance reports.

ACMC provides cultural arts programs throughout the County. The MCCVB implements a destination-marketing program to attract new and repeat visitors to Monterey County. The MCFC markets the County as an ideal location for filming commercials, made-for-TV movies, feature films, and still catalogs. MCBC facilitates implementation of the Competitive Clusters Program, accelerating regional development of small business and the creation and retention of jobs through the joint efforts of the MCBC and Monterey Bay Procurement Technical Assistance Center (PTAC).

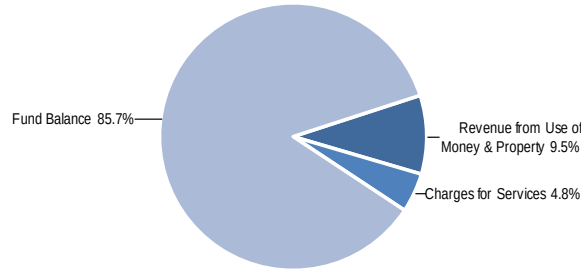
# Revolving Loan Program

(Budget Unit 8044— Fund 011— Appropriation Unit DE0020)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 43,602                | 150,000                   | 150,000                | 150,000                     | 150,000                       | 0                                  |
| Other Charges         | 0                     | 250                       | 250                    | 700                         | 700                           | 450                                |
| Other Financing Uses  | 0                     | 750,000                   | 750,000                | 900,000                     | 900,000                       | 150,000                            |
| Subtotal              | \$43,602              | \$900,250                 | \$900,250              | \$1,050,700                 | \$1,050,700                   | 150,450                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 39,920                | 100,400                   | 100,240                | 100,200                     | 100,200                       | (200)                              |
| Charges for Services                 | 0                     | 50,000                    | 50,000                 | 50,000                      | 50,000                        | 0                                  |
| Miscellaneous Revenues               | 1,813                 | 125,000                   | 0                      | 0                           | 0                             | (125,000)                          |
| Subtotal                             | \$41,732              | \$275,400                 | \$150,240              | \$150,200                   | \$150,200                     | (125,200)                          |
| Fund Balance                         | 1,869                 | 624,850                   | 750,010                | 900,500                     | 900,500                       | 275,650                            |
| Total Source of Funds                | \$43,601              | \$900,250                 | \$900,250              | \$1,050,700                 | \$1,050,700                   | 150,450                            |

## 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 RLF Program, which supports the expansion, retention, and attraction of small business, commerce, industry and agriculture in Monterey County.

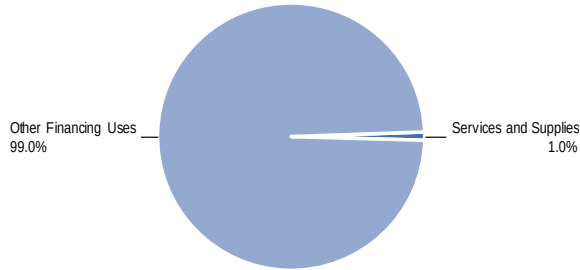
The RLF is intended to help diversify and strengthen the economic base of the local area by assisting businesses that are unable to secure suitable private financing for start-up and expansion costs. RLF loans range in size from \$10,000 to \$250,000 and have created or helped retain more than 1,000 jobs since 1990.



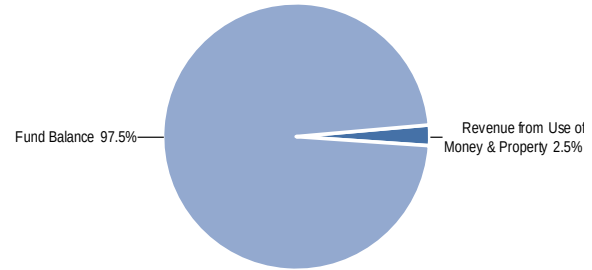
# Community Development Reuse

(Budget Unit 8199— Fund 013— Appropriation Unit DE0003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 14,422                | 3,000                     | 3,000                  | 6,000                       | 6,000                         | 3,000                              |
| Other Charges         | 211,554               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses  | 0                     | 0                         | 0                      | 600,000                     | 600,000                       | 600,000                            |
| Subtotal              | \$225,976             | \$3,000                   | \$3,000                | \$606,000                   | \$606,000                     | 603,000                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 64,216                | 13,000                    | 10,000                 | 15,000                      | 15,000                        | 2,000                              |
| Miscellaneous Revenues               | (619)                 | 30,000                    | 0                      | 0                           | 0                             | (30,000)                           |
| Subtotal                             | \$63,598              | \$43,000                  | \$10,000               | \$15,000                    | \$15,000                      | (28,000)                           |
| Fund Balance                         | 162,378               | (40,000)                  | (7,000)                | 591,000                     | 591,000                       | 631,000                            |
| Total Source of Funds                | \$225,976             | \$3,000                   | \$3,000                | \$606,000                   | \$606,000                     | 603,000                            |

## Unit Description

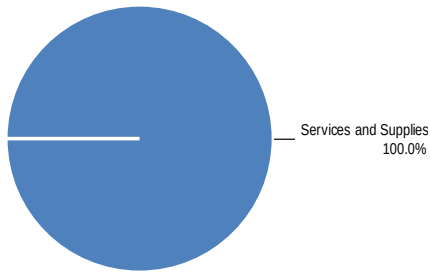
This unit provides for the reuse of payments on loans that were originally funded by State CDBG and HOME Investment Partnership Program funds.

Grant funds are loaned to low and very low-income households for first-time homebuyer down payment assistance activities and to nonprofits for affordable housing projects. All program income must be spent on eligible activities in accordance with State regulations and adopted Program Income Reuse Plans and Guidelines.

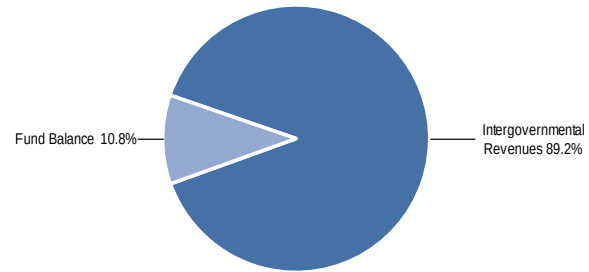
# Community Development Grant

(Budget Unit 8200— Fund 013— Appropriation Unit DE0003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 857,603               | 1,168,660                 | 1,166,760              | 1,542,283                   | 1,542,283                     | 373,623                            |
| Subtotal              | \$857,603             | \$1,168,660               | \$1,166,760            | \$1,542,283                 | \$1,542,283                   | 373,623                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 0                     | 0                         | 10,000                 | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 1,135,371             | 1,156,760                 | 1,156,760              | 1,376,025                   | 1,376,025                     | 219,265                            |
| Miscellaneous Revenues               | 0                     | 11,900                    | 0                      | 0                           | 0                             | (11,900)                           |
| Subtotal                             | \$1,135,371           | \$1,168,660               | \$1,166,760            | \$1,376,025                 | \$1,376,025                   | 207,365                            |
| Fund Balance                         | (277,768)             | 0                         | 0                      | 166,258                     | 166,258                       | 166,258                            |
| Total Source of Funds                | \$857,603             | \$1,168,660               | \$1,166,760            | \$1,542,283                 | \$1,542,283                   | 373,623                            |

## Unit Description

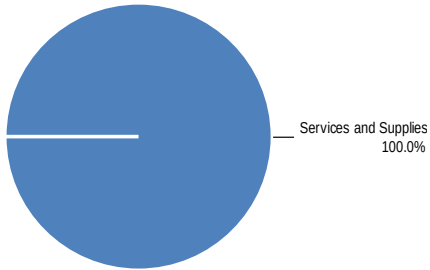
The Community Development Grant Unit provides for community and economic development projects funded through federal CDBG, State HOME, and other grant programs and funding

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.

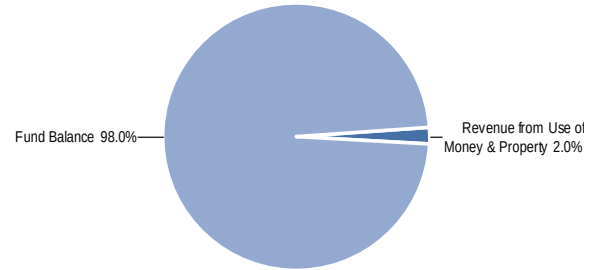
# Boronda Housing Set-Aside

(Budget Unit 8202— Fund 176— Appropriation Unit DE0013)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 1                     | 10,004                    | 10,004                 | 5,010                       | 5,010                         | (4,994)                            |
| Subtotal              | \$1                   | \$10,004                  | \$10,004               | \$5,010                     | \$5,010                       | (4,994)                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 136                   | 100                       | 100                    | 100                         | 100                           | 0                                  |
| Subtotal                             | \$136                 | \$100                     | \$100                  | \$100                       | \$100                         | 0                                  |
| Fund Balance                         | (135)                 | 9,904                     | 9,904                  | 4,910                       | 4,910                         | (4,994)                            |
| Total Source of Funds                | \$1                   | \$10,004                  | \$10,004               | \$5,010                     | \$5,010                       | (4,994)                            |

## Unit Description

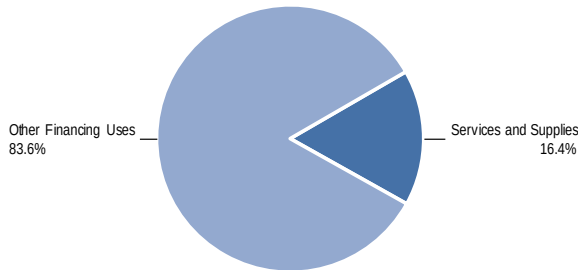
The Boronda Housing Set-Aside provided Redevelopment funding for the provision of affordable housing to low and moderate-income families within the Boronda Redevelopment Project Area. In accordance with State law, all funds deposited into the Housing Set-Aside Fund were used to increase the supply or 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.

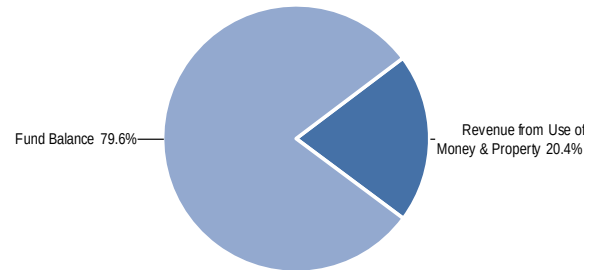
# Castroville/Pajaro Housing Set-Aside

(Budget Unit 8203— Fund 175— Appropriation Unit DE0012)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 116,875               | 157,696                   | 132,660                | 167,210                     | 167,210                       | 9,514                              |
| Other Financing Uses  | 0                     | 700,000                   | 700,000                | 850,000                     | 850,000                       | 150,000                            |
| Subtotal              | \$116,875             | \$857,696                 | \$832,660              | \$1,017,210                 | \$1,017,210                   | 159,514                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 224,204               | 208,000                   | 227,000                | 208,000                     | 208,000                       | 0                                  |
| Charges for Services                 | 12,000                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues               | 4,254                 | 7,200                     | 0                      | 0                           | 0                             | (7,200)                            |
| Subtotal                             | \$240,458             | \$215,200                 | \$227,000              | \$208,000                   | \$208,000                     | (7,200)                            |
| Fund Balance                         | (123,583)             | 642,496                   | 605,660                | 809,210                     | 809,210                       | 166,714                            |
| Total Source of Funds                | \$116,875             | \$857,696                 | \$832,660              | \$1,017,210                 | \$1,017,210                   | 159,514                            |

## Unit Description

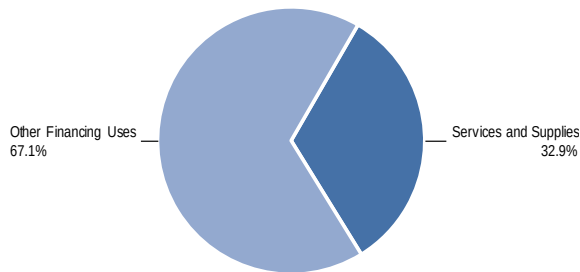
The Castroville/Pajaro Housing Set-Aside Unit was established to facilitate the provision of affordable housing to very low, low and moderate-income families within the Castroville/Pajaro Redevelopment Project Area. In accordance with Redevelopment Law, all funds deposited into the Housing Set-Aside Fund were to

be used to increase the supply or improve the condition of very low, low, and moderate-income housing.

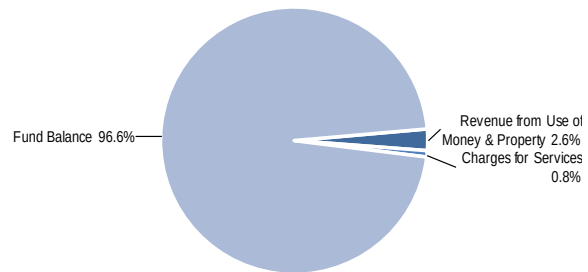
# Inclusionary Housing

(Budget Unit 8208— Fund 009— Appropriation Unit DE0002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 35,012                | 91,700                    | 91,200                 | 318,200                     | 318,200                       | 226,500                            |
| Other Financing Uses  | 0                     | 650,000                   | 650,000                | 650,000                     | 650,000                       | 0                                  |
| Subtotal              | \$35,012              | \$741,700                 | \$741,200              | \$968,200                   | \$968,200                     | 226,500                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 48,602                | 12,000                    | 28,000                 | 25,000                      | 25,000                        | 13,000                             |
| Charges for Services                 | 170,545               | 4,500                     | 9,000                  | 7,500                       | 7,500                         | 3,000                              |
| Miscellaneous Revenues               | 0                     | 20,000                    | 0                      | 0                           | 0                             | (20,000)                           |
| Subtotal                             | \$219,148             | \$36,500                  | \$37,000               | \$32,500                    | \$32,500                      | (4,000)                            |
| Fund Balance                         | (184,136)             | 705,200                   | 704,200                | 935,700                     | 935,700                       | 230,500                            |
| Total Source of Funds                | \$35,012              | \$741,700                 | \$741,200              | \$968,200                   | \$968,200                     | 226,500                            |

## Unit Description

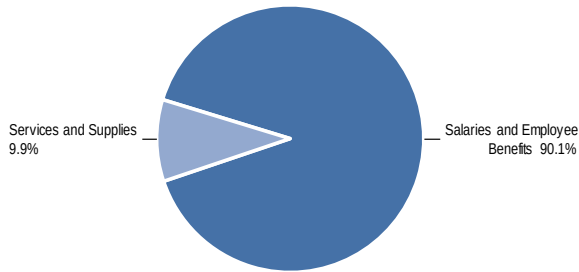
The Inclusionary Housing Program was established through an Ordinance adopted by the Board of Supervisors in FY 1979-80. The Ordinance has been amended several times, most recently in 2011. The purpose of the Inclusionary Housing Fund is to facilitate development of housing for low and moderate income 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.

Revenue 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.

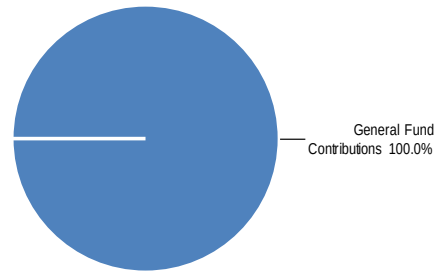
# Economic Development Administration

(Budget Unit 8221— Fund 001— Appropriation Unit DE0001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,114,319             | 1,303,511                 | 1,342,575              | 1,360,103                   | 825,463                       | (478,048)                          |
| Services and Supplies          | 254,033               | 870,801                   | 863,395                | 108,323                     | 90,543                        | (780,258)                          |
| Other Charges                  | 81,305                | (71,441)                  | 30,104                 | (46,971)                    | (46,971)                      | 24,470                             |
| Subtotal                       | \$1,449,657           | \$2,102,871               | \$2,236,074            | \$1,421,455                 | \$869,035                     | (1,233,836)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 301                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues     | 19                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$319                 | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$1,449,338           | \$2,102,871               | \$2,236,074            | \$1,421,455                 | \$869,035                     | (1,233,836)                        |
| Total Source of Funds      | \$1,449,657           | \$2,102,871               | \$2,236,074            | \$1,421,455                 | \$869,035                     | (1,233,836)                        |

## Unit Description

This unit contains the staff and administrative costs of the Economic Development Division and Housing Divisions. Staff within this unit are responsible for the County's affordable and inclusionary housing programs, community development, economic development, grants, DSA funding, and small business loans. Other responsibilities include staffing the EOC, EOC Administrative Subcommittee, HAC and Urban/County CDBG Committee.

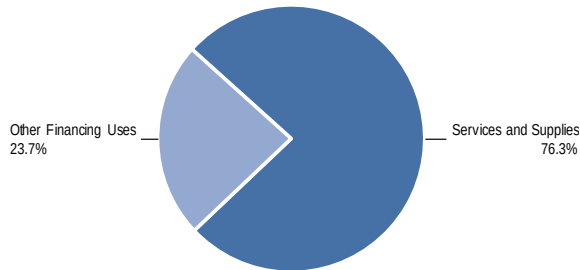
## Recommended 2018-19 Positions

| Classification Code | Classification Label                      | FTE  |
|---------------------|-------------------------------------------|------|
| 14C30               | MANAGEMENT ANALYST II                     | 1.00 |
| 14C31               | MANAGEMENT ANALYST III                    | 1.00 |
| 14M22               | HOUSING PROGRAM MANAGER                   | 1.00 |
| 41F30               | REDEVELOPMENT/HOUSING PROJECT ANALYST I   | 1.00 |
| 41F32               | REDEVELOPMENT/HOUSING PROJECT ANALYST III | 1.00 |
| 80A32               | SENIOR SECRETARY                          | 1.00 |
| Total               |                                           | 6.00 |

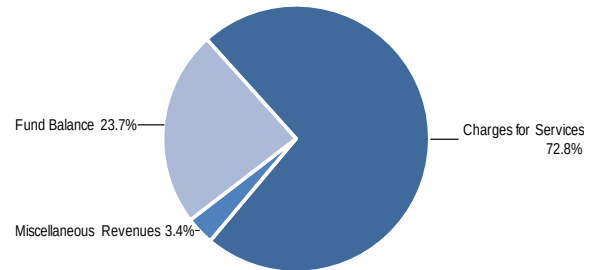
# E Garrison Public Financing Authority

(Budget Unit 8406— Fund 180— Appropriation Unit DE0021)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 145,169               | 51,500                    | 901,500                | 1,152,000                   | 1,152,000                     | 1,100,500                          |
| Other Charges         | 0                     | 654,244                   | 0                      | 0                           | 0                             | (654,244)                          |
| Capital Assets        | 1,524,198             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses  | 0                     | 0                         | 0                      | 358,727                     | 358,727                       | 358,727                            |
| Subtotal              | \$1,669,367           | \$705,744                 | \$901,500              | \$1,510,727                 | \$1,510,727                   | 804,983                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 12,339                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services                 | 15,385                | 850,000                   | 850,000                | 1,100,000                   | 1,100,000                     | 250,000                            |
| Miscellaneous Revenues               | 1,525,226             | 0                         | 51,500                 | 52,000                      | 52,000                        | 52,000                             |
| Subtotal                             | \$1,552,950           | \$850,000                 | \$901,500              | \$1,152,000                 | \$1,152,000                   | 302,000                            |
| Fund Balance                         | 116,416               | (144,256)                 | 0                      | 358,727                     | 358,727                       | 502,983                            |
| Total Source of Funds                | \$1,669,366           | \$705,744                 | \$901,500              | \$1,510,727                 | \$1,510,727                   | 804,983                            |

## 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: payment of principal and interest, including scheduled sinking fund payments on bonds; payment of administrative expenses, as defined in the rate and method of apportionment for the fiscal year; creation or replenishment of reserve funds; curing delinquencies in the payment of principal or interest on indebtedness of CFD No. 2006-1; and construction or acquisition of authorized facilities.

# Fort Ord Project

(Budget Unit 8422— Fund 406— Appropriation Unit DE0024)

## Use of Funds

Intentionally Left Blank

## Source of Funds

Intentionally Left Blank

## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 0                     | 550,000                   | 550,000                | 0                           | 0                             | (550,000)                          |
| Subtotal              | \$0                   | \$550,000                 | \$550,000              | \$0                         | \$0                           | (550,000)                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 0                     | 250,000                   | 250,000                | 0                           | 0                             | (250,000)                          |
| Revenue from Use of Money & Property | (2,905)               | 3,200                     | 3,200                  | 0                           | 0                             | (3,200)                            |
| Other Financing Sources              | 0                     | 300,000                   | 300,000                | 0                           | 0                             | (300,000)                          |
| Subtotal                             | (\$2,905)             | \$553,200                 | \$553,200              | \$0                         | \$0                           | (553,200)                          |
| Fund Balance                         | 2,905                 | (3,200)                   | (3,200)                | 0                           | 0                             | 3,200                              |
| Total Source of Funds                | \$0                   | \$550,000                 | \$550,000              | \$0                         | \$0                           | (550,000)                          |

## Unit Description

With redevelopment agencies dissolved in 2012, the County took required actions to become the Successor Agency and Housing Successor Agency. An Oversight Board was created and Recognized Obligation Payment Schedules (ROPS) were prepared and submitted to the State Department of Finance (DOF) as required by State law. Due Diligence Reviews were completed for the Housing Set-Aside Funds and the Capital Funds of the former

Redevelopment Agency to determine the fund balances that are available to be distributed to the taxing entities.

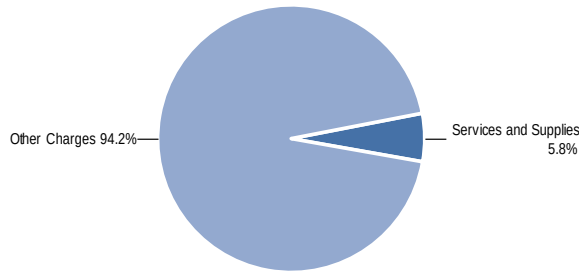
The Fort Ord Redevelopment Agency Project Area which excluded East Garrison no longer receives tax increments as a result of the dissolution of the redevelopment agencies. These funds were the sole funding source for all projects within the Fort Ord Project area.



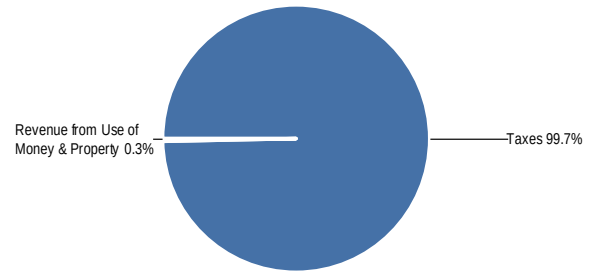
# East Garrison Project

(Budget Unit 8423— Fund 406— Appropriation Unit DE0025)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 0                     | 0                         | 20,000                 | 400,000                     | 400,000                       | 400,000                            |
| Other Charges         | 520                   | 2,251,000                 | 2,231,000              | 6,451,000                   | 6,451,000                     | 4,200,000                          |
| Subtotal              | \$520                 | \$2,251,000               | \$2,251,000            | \$6,851,000                 | \$6,851,000                   | 4,600,000                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 1,036,577             | 2,250,000                 | 2,250,000              | 6,851,000                   | 6,851,000                     | 4,601,000                          |
| Revenue from Use of Money & Property | 12,411                | 9,868                     | 9,868                  | 22,218                      | 22,218                        | 12,350                             |
| Subtotal                             | \$1,048,988           | \$2,259,868               | \$2,259,868            | \$6,873,218                 | \$6,873,218                   | 4,613,350                          |
| Fund Balance                         | (1,048,468)           | (8,868)                   | (8,868)                | (22,218)                    | (22,218)                      | (13,350)                           |
| Total Source of Funds                | \$520                 | \$2,251,000               | \$2,251,000            | \$6,851,000                 | \$6,851,000                   | 4,600,000                          |

## 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.

The State DOF has accepted the East Garrison DDA as an enforceable obligation under the Redevelopment Agency 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.

# Office of Employment Training

(Budget Unit 8427— Fund 007— Appropriation Unit DE0026)

## Use of Funds

Intentionally Left Blank

## Source of Funds

Intentionally Left Blank

## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 4,156,150             | 2,608,479                 | 2,484,250              | 0                           | 0                             | (2,608,479)                        |
| Services and Supplies          | 1,097,886             | 244,489                   | 417,002                | 0                           | 0                             | (244,489)                          |
| Other Charges                  | 2,924,138             | 0                         | (7,534)                | 0                           | 0                             | 0                                  |
| Subtotal                       | \$8,178,173           | \$2,852,968               | \$2,893,718            | \$0                         | \$0                           | (2,852,968)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | (1,292)               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 6,907,517             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues               | 815                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 1,199,387             | 2,852,968                 | 2,345,787              | 0                           | 0                             | (2,852,968)                        |
| Subtotal                             | \$8,106,427           | \$2,852,968               | \$2,345,787            | \$0                         | \$0                           | (2,852,968)                        |
| Fund Balance                         | 71,745                | 0                         | 547,931                | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$8,178,172           | \$2,852,968               | \$2,893,718            | \$0                         | \$0                           | (2,852,968)                        |

## Unit Description

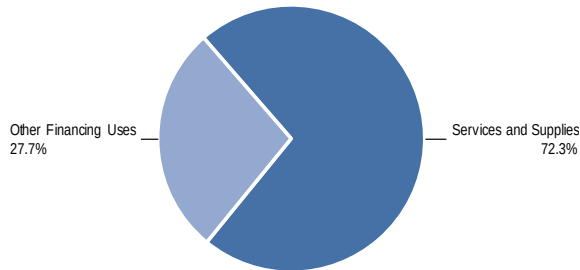
This unit is for the Office of Employment Training (OET) operations and staff. OET staff provides a comprehensive

workforce development system to better serve its Adult Dislocated Worker and Youth participants, and assists job seekers to succeed in the labor market. In October 2017, OET was moved to the Department of Social Services.

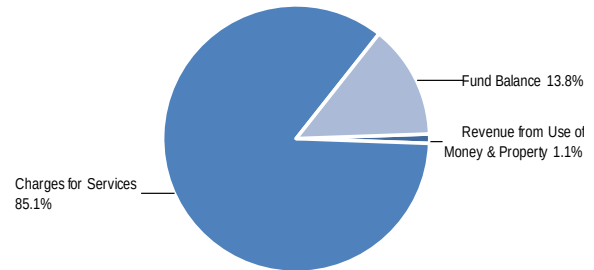
# East Garrison Community Services District

(Budget Unit 8428— Fund 181— Appropriation Unit DE0027)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 38,356                | 690,000                   | 690,000                | 892,000                     | 892,000                       | 202,000                            |
| Other Charges         | 111                   | 0                         | 114                    | 120                         | 120                           | 120                                |
| Other Financing Uses  | 0                     | 235,000                   | 235,000                | 342,000                     | 342,000                       | 107,000                            |
| Subtotal              | \$38,466              | \$925,000                 | \$925,114              | \$1,234,120                 | \$1,234,120                   | 309,120                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 9,621                 | 8,640                     | 15,628                 | 14,000                      | 14,000                        | 5,360                              |
| Charges for Services                 | 658,341               | 800,000                   | 800,000                | 1,050,000                   | 1,050,000                     | 250,000                            |
| Subtotal                             | \$667,962             | \$808,640                 | \$815,628              | \$1,064,000                 | \$1,064,000                   | 255,360                            |
| Fund Balance                         | (629,496)             | 116,360                   | 109,486                | 170,120                     | 170,120                       | 53,760                             |
| Total Source of Funds                | \$38,466              | \$925,000                 | \$925,114              | \$1,234,120                 | \$1,234,120                   | 309,120                            |

## Unit Description

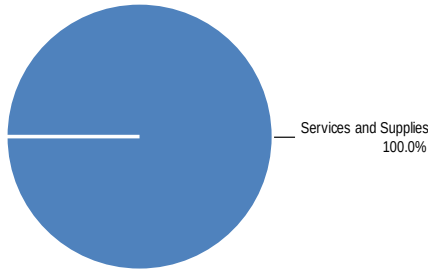
This unit includes activities related to the collection and disbursement of funds for designated services provided in the East Garrison project. County and District services to be provided

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).

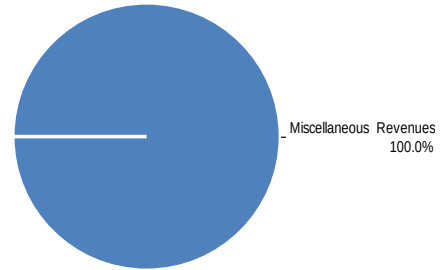
# East Garrison Development Reimbursement

(Budget Unit 8431— Fund 182— Appropriation Unit DE0028)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 332,991               | 333,328                   | 400,000                | 300,000                     | 300,000                       | (33,328)                           |
| Other Financing Uses  | 0                     | 35,000                    | 35,000                 | 0                           | 0                             | (35,000)                           |
| Subtotal              | \$332,991             | \$368,328                 | \$435,000              | \$300,000                   | \$300,000                     | (68,328)                           |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | (919)                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues               | 316,382               | 368,328                   | 435,000                | 300,000                     | 300,000                       | (68,328)                           |
| Subtotal                             | \$315,463             | \$368,328                 | \$435,000              | \$300,000                   | \$300,000                     | (68,328)                           |
| Fund Balance                         | 17,528                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$332,991             | \$368,328                 | \$435,000              | \$300,000                   | \$300,000                     | (68,328)                           |

## Unit Description

This unit was created in FY 2013-14 for monitoring and accurately allocating County Administration costs, including County Counsel,

Economic Development, and support and oversight, including financial support from RMA. These activities are paid from the developer's deposits and reimbursements, and are expected to be cost neutral to the County.

# Civil Rights Office

## Departmental Overview:

The Civil Rights Office, previously named the Equal Opportunity Office, helps the County respect civil rights, provide equal opportunity for all, and pursue equity in all operations by developing a culture of diversity and inclusion. Tasks are to train, advise, and enforce. The office provides training for Civil Rights laws and policies for all County employees and another in equity and inclusion. Advising functions include support to County departments on diversity and inclusivity challenges, racial equity plans, and equitable staff recruitment. The Civil Rights Office enforces the County's policies regarding nondiscrimination, sexual harassment, language access and effective communication, and reasonable accommodations for persons with disabilities. The Civil Rights Office staffs the Equal Opportunity Advisory Committee, the Equal Opportunity Commission, and the Commission on Disabilities.

In 2017, the office took on additional duties in the creation and implementation of a plan to comply with Title VI of the Civil Rights Act. New developments include revision of the County's Civil Rights policies, which strengthened the no tolerance policy around sexual harassment, expanded nondiscrimination protections to the public, and created more effective service delivery for non-English speaking members of the community.

The recommended budget includes the addition of a position from the Office of Community Engagement and Strategic Advocacy (OSES) that was consolidated to increase budget efficiencies. Duties transferred to the Civil Rights Office include implementing the Countywide Action Plan for Building Safe and Thriving Communities, the Governing for Racial Equity Strategy, and oversight of the Health and Human Services Committee.

## Department's Contribution to Monterey County's Strategic Initiatives:

### ADMINISTRATION

Administration of the County's Equal Opportunity Plan and Title VI Implementation Plan. Implement the County's initial Government Alliance on Race and Equity (GARE) plan and the Countywide Action Plan for Building Safe and Thriving Communities.

### HEALTH AND HUMAN SERVICES

Provide training that seeks to improve and maintain work satisfaction at a high level by creating a more respectful and inclusive workplace culture. The equity and inclusion training helps participants both understand and gain tools to address implicit bias and institutional racism.

### INFRASTRUCTURE

Supports departments tasked with planning and developing physical infrastructure by focusing on fairness and equitable access to infrastructure utilizing the Government Alliance on Race and Equity framework. Oversees compliance with the Americans with Disabilities Act, ensuring County buildings and services are accessible to people with disabilities.

### PUBLIC SAFETY

Support the County's public safety branches to achieve their goal, while interacting with the public, of creating a safe environment for people to achieve their potential, allowing businesses and communities to thrive and grow.



train

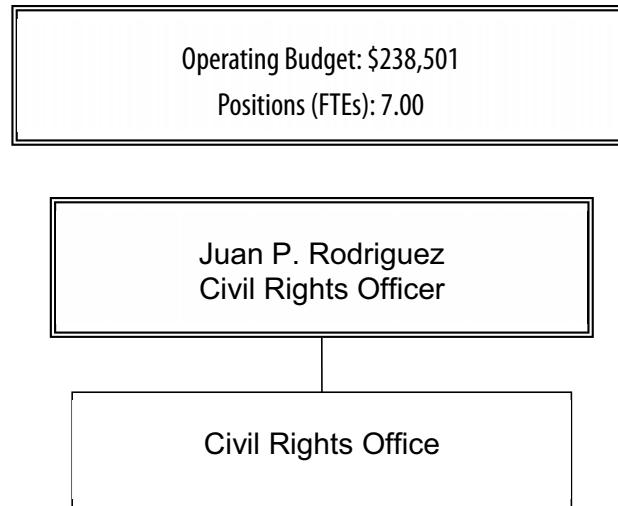


advise

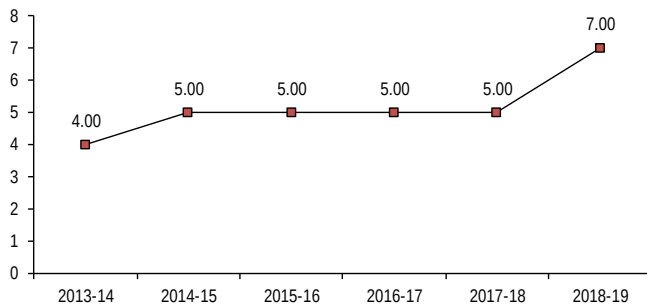


enforce

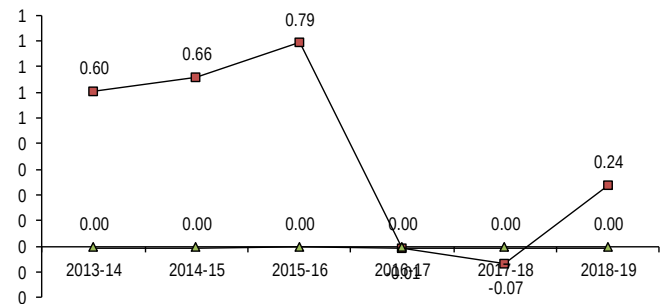




#### Staffing Trends



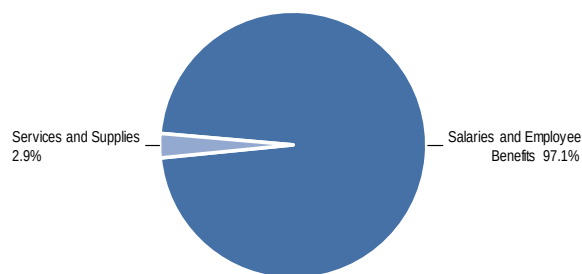
#### Expenditure/Revenue History (in millions)



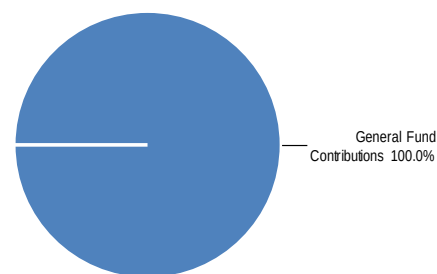
The Civil Rights Office helps the County respect civil rights, provide equal opportunity for all, and pursue equity in all operations by developing culture of diversity and inclusion.

| Key Performance Measures                                                                                                                | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Percent of County non-management employees completing the Prevention of Sexual Harassment training requirement. Target = 85%            | 83%            | 73%            | 27%              |
| Percent of County managers/supervisors completing the Prevention of Sexual Harassment training requirement. Target = 85%                | 87%            | 72%            | 53%              |
| Average cycle of time for processing and completing complaints of discrimination submitted to the Civil Rights Office. Target = 90 days | N/A            | 33%            | 10%              |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 604,239               | 788,998                   | 877,169                | 900,378                     | 1,048,309                     | 259,311                            |
| Services and Supplies          | 154,821               | 157,096                   | 156,857                | 107,772                     | 31,780                        | (125,316)                          |
| Other Charges                  | (767,560)             | (767,560)                 | (1,099,132)            | (841,588)                   | (841,588)                     | (74,028)                           |
| Subtotal                       | (\$8,499)             | \$178,534                 | (\$65,106)             | \$166,562                   | \$238,501                     | 59,967                             |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$8,499)             | \$178,534                 | (\$65,106)             | \$166,562                   | \$238,501                     | 59,967                             |
| Total Source of Funds      | (\$8,499)             | \$178,534                 | (\$65,106)             | \$166,562                   | \$238,501                     | 59,967                             |

## Summary of Recommendation

The Recommended Budget for the Civil Rights Office is funded by \$238,501 representing an increase of \$59,967 from the FY 2017-18 Adopted Budget. The increase reflects negotiated wage increase, higher employee benefit costs, and the addition of two positions (discussed below). These increases were partially offset by Countywide Cost Allocation (COWCAP) recoveries.

The Recommended Budget includes the addition of an Associate Analyst for Title VI implementation and a Management Analyst III transferred from the Office of Community Engagement and Strategic Advocacy into Civil Rights.

## Budget Impacts

The Recommended Budget increases service levels within the Civil Rights Office with the addition of the Associate Analyst for Title VI implementation.

Though an augmentation of \$75,000 was requested to preserve basic services, it is not funded in the Recommended Budget due to funding restraints. The augmentation request would maintain data analysis services for the Equal Opportunity Plan and Pay Equity Report, allow the office to continue one additional year of offering the state-mandated sexual harassment training online, maintain organizational memberships that provide professional development and key online networking opportunities, continue relationships with vendors to provide sign language interpretation, and continue a case management software contract that offers better complaint analysis data to more efficiently deploy training and prevention resources.

## Department Operational Accomplishments

Worked with departmental learning and development network coordinators to increase communications with departments regarding mandatory training. On track to exceed the annual goal completion of the Prevention of Sexual Harassment training for managers.

Began implementing classroom training on the Prevention of Sexual Harassment and offered 24 in-person training sessions.

Began offering Equal Opportunity, Nondiscrimination, and Diversity training, then following Board direction, developed a new training: Implicit Bias Training.

Conducted a self-audit of the Office's technology needs. As a result, the Office purchased a case management software system to streamline the efficiency of the workflow of complaints and aid in tracking complaint data, updated out of date computer systems, and digitized training check-in and training instructor evaluations.

## Department Operational Goals

Develop protocols and outreach tools to effectively transition to the Civil Rights Office.

Update the departmental annual Equal Opportunity Plan process to include Title VI implementation, increased accountability, technical support, and transparency.

Integrate Governing for Racial Equity principles into the new Implicit Bias training and begin offering the course to County employees.

Provide timely, unbiased, and informed support and investigations to employees and the public.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                              | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Civil Rights Office (EQU001) | (8,499)               | 178,534                   | (65,106)               | 166,562                        | 238,501                          | 59,967                                | 001          | 8066                |
| Subtotal                     | (\$8,499)             | \$178,534                 | (\$65,106)             | \$166,562                      | \$238,501                        | 59,967                                |              |                     |

## Budget Units

|                     | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|---------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Civil Rights Office | (8,499)               | 178,534                   | (65,106)               | 166,562                        | 238,501                          | 59,967                                |
| Subtotal            | (\$8,499)             | \$178,534                 | (\$65,106)             | \$166,562                      | \$238,501                        | 59,967                                |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                  | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|---------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 14B25                  | EQUAL OPPORTUNITY OFFICER             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14B47                  | ASSOCIATE EQUAL OPPORTUNITY ANALYST   | 2.00                      | 2.00                      | 3.00                             | 1.00   |
| 14B49                  | SENIOR EQUAL OPPORTUNITY ANALYST      | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C31                  | MANAGEMENT ANALYST III                | 0.00                      | 0.00                      | 1.00                             | 1.00   |
| 80A99                  | ADMINISTRATIVE SECRETARY-CONFIDENTIAL | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| Total                  |                                       | 5.00                      | 5.00                      | 7.00                             | 2.00   |

## Augmentation Request

| Dept        | Request Code        | Request Name               | Request Type     | Requested<br>Amount | Requested<br>FTEs | Rec.<br>Amount | Rec.<br>FTEs |
|-------------|---------------------|----------------------------|------------------|---------------------|-------------------|----------------|--------------|
| 1080        | 1080-8066-001-AUG 2 | Status Quo County Training | Status Quo Other | 75,000              | 0.00              | 0              | 0.00         |
| Grand Total |                     |                            |                  | 75,000              | 0.00              | 0              | 0.00         |



# Auditor-Controller

## Departmental Overview:

The Office of the Auditor-Controller is an elected position in the Executive Branch of the Monterey County Government. The mandated duties of the position are performed under legal authority set forth in the California Government Code, the Revenue and Taxation Code, and the Monterey County Code, and in accordance with uniform Generally Accepted Accounting Principles (GAAP) and other authoritative bodies on a State and national level. 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.

## Programs and Functions:

The Office of the Auditor-Controller consists of five divisions: Auditor-Controller (Administration), Disbursements, General Accounting, Internal Audit, and Systems Management. The Administration Division is responsible for strategic planning, policy guidance and facilitating office environments. The Disbursements Division oversees Accounts Payable, Payroll and Property Tax. The General Accounting Division provides support and financial oversight via the County's official system of record, adhering to policies, procedures and processes in accordance with GAAP, County policies and State and federal guidelines. The Internal Audit Division is responsible for executing audit programs for County departments, special districts, and other agencies. The Systems Management Division maintains the official financial system record for the County.

In addition, the Auditor-Controller performs several (non-departmental) functions such as Public Improvement Corporation (PIC) Debt Service and annual audits.

## Department's Contributions to Monterey County's Strategic Initiatives:

### ADMINISTRATION

The Office of the Auditor-Controller promotes an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency which includes budget control and control over the official system of record. This commitment is reflected in this Office's Strategic Plan and the Government Finance Officers Association (GFOA) Award winning Comprehensive Annual Financial Report (CAFR).

Auditor-Controller  
Serving  
Monterey  
County



Property Tax Calculations  
& Disbursements



Payroll & Accounts Payable



Accounting Services



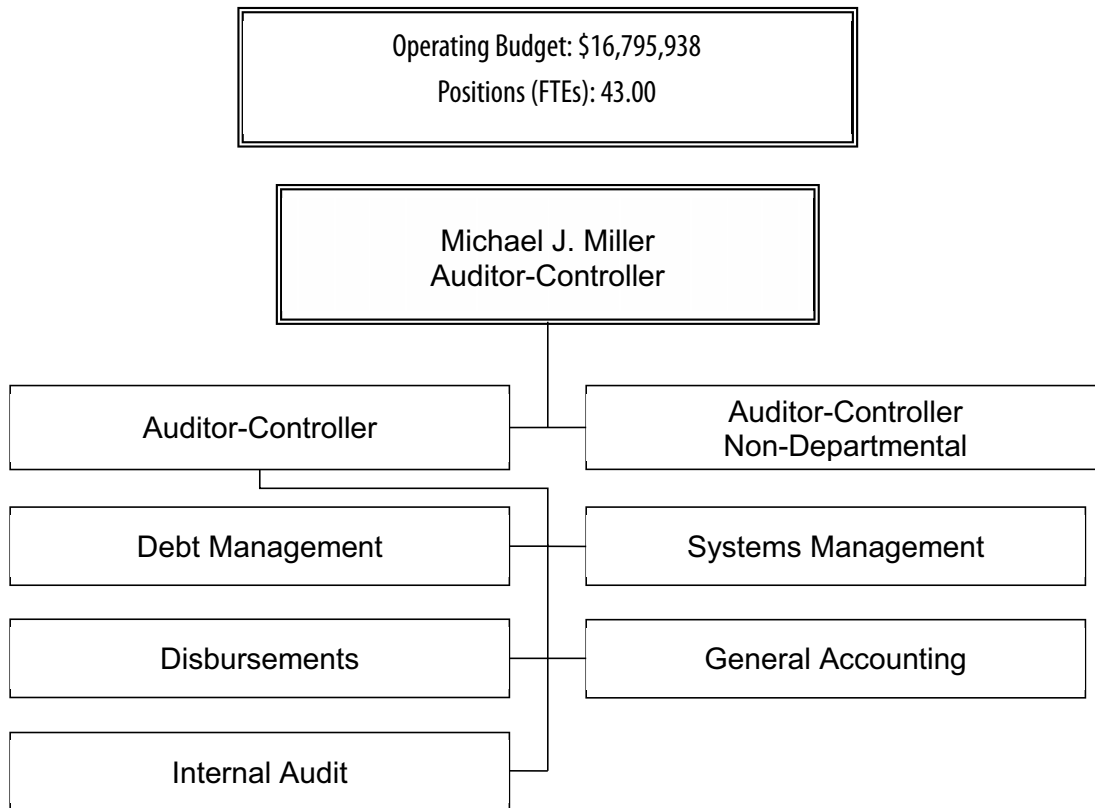
Certificate  
Achievement  
Financial Reporting

Audit Services

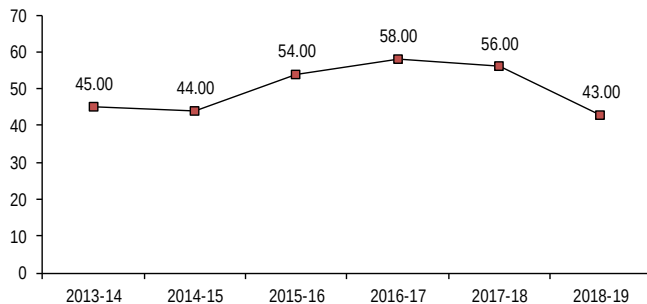


Debt Services

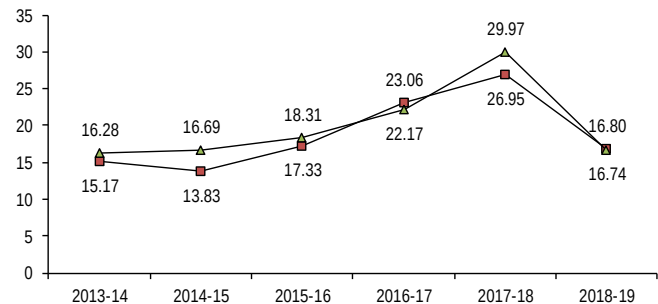




#### Staffing Trends



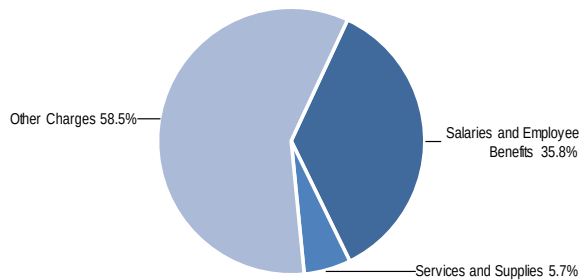
#### Expenditure/Revenue History (in millions)



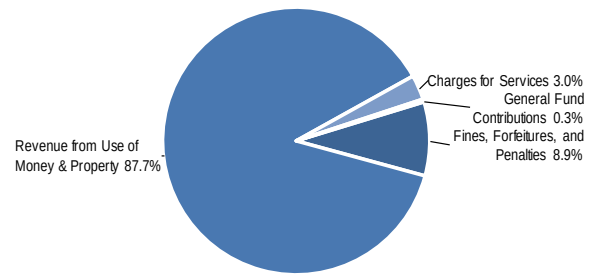
The Office of the Auditor-Controller performs local, State and federally mandated duties, promotes an organization that practices efficient and effective resource management, and is recognized for accountability and transparency.

| Key Performance Measures                                                                                        | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-----------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Claims paid by electronic payments. Target = 884.                                                               | 542            | 472            | 403              |
| Percentage of Direct Deposits to banks. Target = 100%.                                                          | 93%            | 93%            | 95%              |
| Standardize pay practices. Target = reduce the number of pay, leave, deduction and benefit events based on MOU. | 109,344        | 104,152        | 105,573          |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 7,185,561             | 7,760,935                 | 7,619,968              | 7,862,459                   | 6,015,867                     | (1,745,068)                        |
| Services and Supplies          | 5,842,615             | 4,039,287                 | 4,535,310              | 2,044,175                   | 953,031                       | (3,086,256)                        |
| Other Charges                  | 3,134,674             | 11,873,252                | 12,300,293             | 7,416,158                   | 9,827,040                     | (2,046,212)                        |
| Capital Assets                 | 6,897,765             | 2,940,677                 | 2,491,958              | 0                           | 0                             | (2,940,677)                        |
| Other Financing Uses           | 0                     | 70,069                    | 0                      | 0                           | 0                             | (70,069)                           |
| Subtotal                       | \$23,060,616          | \$26,684,220              | \$26,947,529           | \$17,322,792                | \$16,795,938                  | (9,888,282)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>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 | 7,890,527             | 17,562,969                | 17,055,115             | 14,741,844                  | 14,741,844                    | (2,821,125)                        |
| Charges for Services                 | 3,102,345             | 13,011,664                | 11,419,256             | 500,847                     | 500,847                       | (12,510,817)                       |
| Miscellaneous Revenues               | 54                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 11,176,246            | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$22,169,172          | \$32,074,633              | \$29,974,371           | \$16,742,691                | \$16,742,691                  | (15,331,942)                       |
| Fund Balance                         | (253,434)             | (6,371,318)               | (2,913,208)            | (5,193)                     | (5,193)                       | 6,366,125                          |
| General Fund Contributions           | \$1,144,878           | \$980,905                 | (\$113,634)            | \$585,294                   | \$58,440                      | (922,465)                          |
| Total Source of Funds                | \$23,060,616          | \$26,684,220              | \$26,947,529           | \$17,322,792                | \$16,795,938                  | (9,888,282)                        |

## Summary of Recommendation

The FY 2018-19 Recommended Budget for the Office of the Auditor-Controller is \$16,795,938, financed by \$16,742,691 in revenue and a general fund contribution of (GFC) \$58,440. Expenditures decreased by \$9,888,282 mainly due to the completion of the ERP upgrade project, transfer of ERP staff to the Information Technology Department (ITD), and increase in the cost plan credit. Revenue decreases by \$15,331,942 to reflect completion of the ERP Project and related departmental charges.

The Recommend Budget includes \$866,832 in augmentations to maintain six filled positions. A total of five positions were transferred to ITD for ongoing ERP system maintenance and eight positions were discontinued due to countywide funding constraints, leaving the Department with a total of 43 positions.

## Budget Impacts

The Department submitted augmentations for a vacant Auditor-Controller Analyst I, a filled Chief Deputy Auditor Controller-Internal Audit and three filled ERP Analysts which are not included

in the Recommended Budget. Loss of these positions will reduce ability to maintain the official System of Record of the County, increase workload for remaining staff in the General Accounting Division and decrease the capability to provide internal audit services to the County.

Augmentations for seven new positions are also not included in the Recommended Budget. The new positions would provide assistance in the Property Tax Division, Internal Audit Division, General Accounting Division and help support cannabis activities. Not adding these position may impact succession planning, internal audit functions, CAFR and COWCAP production, and support for new cannabis activities.

## Department Operational Accomplishments

In May of 2018, completed test development, user testing and implementation of ERP version 3.10 which includes Advantage Financial and Advantage Human Resource Management (HRM). User training sessions were conducted providing user friendly procedure manuals and post-implementation follow through.

The CAFR for the fiscal year ending June 30, 2016 was awarded the Certificate of Achievement for Excellence in Financial Reporting by the GFOA for the 12th consecutive year.

In January 2018, the CAFR for FY 2016-17 was compiled and received an unmodified opinion from independent auditors.

Annual Audit and Single Audit were conducted in FY 2016-17 via Monterey County's System of Record, ERP, by an independent auditing firm pursuant to the California Government Code.

Prepared and compiled the COWCAP for use in FY 2018-19. Conducted informational presentations to finance managers and Board of Supervisors regarding the necessity, benefits, and application of COWCAP.

Prepared the FY 2017-18 Adopted Budget book, and published it on the Auditor-Controller website in January 2018.

Assisted with the refunding of 2007 Refunding and Public Facilities Financing Certificates of Participation.

In February 2018, completed the SB 90 State Mandate claim review and filing process for FY 2016-17 for reimbursement of costs incurred by local agencies for State-mandated services.

Met with department timekeepers and finance managers to disseminate information regarding HRM Advantage Payroll and pay-related changes that impact employees, budgets and timekeeper processes upon implementation of ERP version 3.10.

Property Tax apportionment factors were calculated and information compiled to complete the Tax Rate Book for FY 2017-18, which was published on the Auditor-Controller's website.

In September 2017, secured property tax roll was published on the Auditor-Controller's website.

In December 2017, a Chief Deputy Auditor-Controller for Internal Audit was acquired.

---

### **Department Operational Goals**

Coordinate efficiencies and build on policies and procedures developed for ERP v3.10 by meeting with Contracts/Purchasing staff quarterly. Work with department super-users to further utilize electronic funds transfers payment capability.

By December 31, 2018, update the Auditor-Controller's Payroll Guide to incorporate ERP v3.10 business process changes.

Meet quarterly with department timekeepers and finance managers to disseminate information regarding Memorandum of Understanding (MOU), Fair Labor Standards Act (FLSA) changes, and training on travel reimbursements through payroll to comply with the Monterey County Travel and Business Expense Reimbursement Policy.

By September 2018, have all special assessments loaded and balanced, tax rates approved by the Board of Supervisors, and FY

2018-19 information updated in property tax system to run the secured extension process for creating the secured property tax roll.

By December 31, 2018, calculate FY 2018-19 apportionment factors and compile information to complete the Tax Rate Book for FY 2018-19 and publish on Auditor-Controller's website.

By December 31, 2018, work with ITD to update and migrate the Auditor-Controller's website. Planned developments include posting, or links to additional information for taxpayers such as: school general obligation bonds, Redevelopment Property Tax Trust Fund (RPTTF) payment reports, Single Audit Reports, uncashed and stale dated check reports.

Prepare the CAFR for FY 2017-18 and receive an unmodified opinion by December 31, 2018. Apply for and receive the Annual Award on Financial Reporting Excellence from GFOA.

By December 31, 2018, assist with completion of the FY 2017-18 Annual Audit and Single Audit conducted by an independent auditing firm.

Prepare the State Financial Transactions report for the County and Special Districts for FY 2017-18 by January 31, 2019.

Prepare and compile the COWCAP for use in FY 2019-20, by January 31, 2019.

Prepare the FY 2018-19 Adopted Budget book, and publish a copy on the Auditor-Controller's website by December 1, 2018.

Meet on a semi-annual basis with department finance managers to continue education efforts and disseminate information regarding the accounting and financial reporting procedures and changes in the accounting standards.

---

### **Pending Issues**

Pending completion of the State Controller's review and approval of the preliminary COWCAP in June 2018, the adopted budget may be impacted.

---

### **Policy Considerations**

Due to budget constraints and the elimination of Internal Auditor positions, the Board and Auditor-Controller internal audits have since been outsourced to private firms.

The Recommended Budget does not include a filled Chief Deputy Auditor Controller-Internal Audit position, an Account Auditor III position and three new requested positions for the Internal Audit Division. The staffing reduction reduces the Office's ability to provide independent, objective assurance and consulting services designed to add value and improve Monterey County's operations. The Office is required to adhere to the professional, technical, and ethical standards promulgated by the Institute of Internal Auditors, American Institute of Certified Public Accountants and Government Accounting Office.

## Appropriation Expenditure Detail

|                                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| PIC Debt Service (AUD005)                | 19,060,754            | 19,062,969                | 18,555,115             | 16,241,844                     | 16,241,844                       | (2,821,125)                           | 251          | 8007                |
| Annual Audits (AUD002)                   | 138,795               | 261,832                   | 219,431                | 211,201                        | 211,201                          | (50,631)                              | 001          | 8010                |
| Auditor Controller (AUD001)              | (3,197,494)           | (3,241,699)               | (4,280,761)            | (4,925,482)                    | (4,936,861)                      | (1,695,162)                           | 001          | 8011                |
| Debt Management (AUD001)                 | 154,285               | 2,734                     | 4,006                  | 0                              | 0                                | (2,734)                               | 001          | 8371                |
| Disbursements (AUD001)                   | 2,373,243             | 2,518,370                 | 2,635,934              | 3,088,265                      | 2,871,537                        | 353,167                               | 001          | 8372                |
| Systems Management (AUD001)              | 839,654               | (2,896)                   | (23,703)               | 47,407                         | 712,827                          | 715,723                               | 001          | 8373                |
| General Accounting (AUD001)              | 1,222,070             | 1,593,517                 | 1,582,960              | 1,922,673                      | 1,577,884                        | (15,633)                              | 001          | 8374                |
| Internal Audit (AUD001)                  | 107,862               | 327,826                   | 224,778                | 742,077                        | 122,699                          | (205,127)                             | 001          | 8375                |
| Enterprise Resource Planning<br>(AUD008) | 2,361,446             | 6,161,567                 | 8,029,769              | (5,193)                        | (5,193)                          | (6,166,760)                           | 478          | 8479                |
| Subtotal                                 | \$23,060,616          | \$26,684,220              | \$26,947,529           | \$17,322,792                   | \$16,795,938                     | (9,888,282)                           |              |                     |

## Budget Units

|                              | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Annual Audits                | 138,795               | 261,832                   | 219,431                | 211,201                        | 211,201                          | (50,631)                              |
| Auditor Controller           | (3,197,494)           | (3,241,699)               | (4,280,761)            | (4,925,482)                    | (4,936,861)                      | (1,695,162)                           |
| PIC Debt Service             | 19,060,754            | 19,062,969                | 18,555,115             | 16,241,844                     | 16,241,844                       | (2,821,125)                           |
| Debt Management              | 154,285               | 2,734                     | 4,006                  | 0                              | 0                                | (2,734)                               |
| Disbursements                | 2,373,243             | 2,518,370                 | 2,635,934              | 3,088,265                      | 2,871,537                        | 353,167                               |
| Systems Management           | 839,654               | (2,896)                   | (23,703)               | 47,407                         | 712,827                          | 715,723                               |
| General Accounting           | 1,222,070             | 1,593,517                 | 1,582,960              | 1,922,673                      | 1,577,884                        | (15,633)                              |
| Internal Audit               | 107,862               | 327,826                   | 224,778                | 742,077                        | 122,699                          | (205,127)                             |
| Enterprise Resource Planning | 2,361,446             | 6,161,567                 | 8,029,769              | (5,193)                        | (5,193)                          | (6,166,760)                           |
| Subtotal                     | \$23,060,616          | \$26,684,220              | \$26,947,529           | \$17,322,792                   | \$16,795,938                     | (9,888,282)                           |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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              | 8.00                      | 8.00                      | 4.00                             | -4.00  |
| 16C45                  | SOFTWARE PROGRAMMER ANALYST III   | 4.00                      | 4.00                      | 0.00                             | -4.00  |
| 16D25                  | DATABASE ADMINISTRATOR III        | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 20B21                  | ACCOUNTANT AUDITOR II             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B22                  | ACCOUNTANT AUDITOR III            | 8.00                      | 7.00                      | 6.00                             | -1.00  |
| 20B24                  | AUDITOR-CONTROLLER ANALYST I      | 7.00                      | 7.00                      | 6.00                             | -1.00  |
| 20B25                  | AUDITOR-CONTROLLER ANALYST II     | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B31                  | INTERNAL AUDITOR II               | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B97                  | CHIEF DEPUTY AUDITOR-CONTROLLER   | 4.00                      | 4.00                      | 2.00                             | -2.00  |
| 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       | 2.00                      | 1.00                      | 1.00                             | 0.00   |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

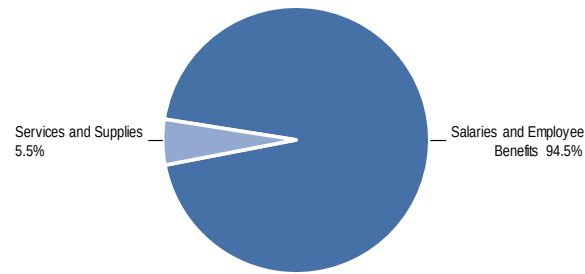
| Classification Code | Classification Label                         | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|----------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 80J96               | PAYROLL TECHNICIAN-CONFIDENTIAL              | 9.00                   | 9.00                   | 9.00                       | 0.00   |
| 80J97               | SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL     | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80J98               | SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Total               |                                              | 58.00                  | 56.00                  | 43.00                      | -13.00 |

## Augmentation Request

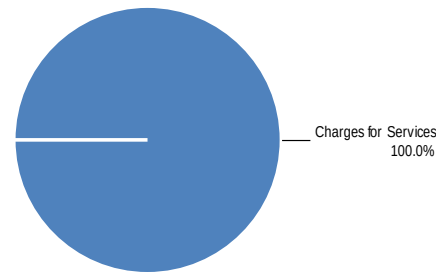
| Dept        | Request Code         | Request Name                                      | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|----------------------|---------------------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 1110        | 1110-8372-001-AUG10  | Status Quo Filled Payroll Tech-Conf               | Status Quo Filled Position | 97,468           | 1.00           | 97,468      | 1.00      |
| 1110        | 1110-8372-001-AUG19  | Status Quo Filled Payroll Tech-Conf               | Status Quo Filled Position | 97,468           | 1.00           | 97,468      | 1.00      |
| 1110        | 1110-8372-001-AUG2   | New Position Auditor Controller Analyst I         | Request New Position       | 122,191          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8372-001-AUG3   | New Position Accountant Auditor II                | Request New Position       | 90,495           | 1.00           | 0           | 0.00      |
| 1110        | 1110-8373-001-AUG11  | Status Quo Vacant Chief Deputy Auditor-Controller | Status Quo Vacant Position | 159,526          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8373-001-AUG12  | Status Quo Filled ERP Business Analyst            | Status Quo Filled Position | 167,974          | 1.00           | 167,974     | 1.00      |
| 1110        | 1110-8373-001-AUG13  | Status Quo Filled ERP Business Analyst            | Status Quo Filled Position | 167,974          | 1.00           | 167,974     | 1.00      |
| 1110        | 1110-8373-001-AUG14  | Status Quo Filled ERP Business Analyst            | Status Quo Filled Position | 167,974          | 1.00           | 167,974     | 1.00      |
| 1110        | 1110-8373-001-AUG15  | Status Quo Filled ERP Business Analyst            | Status Quo Filled Position | 167,974          | 1.00           | 167,974     | 1.00      |
| 1110        | 1110-8373-001-AUG16  | Status Quo Filled ERP Business Analyst            | Status Quo Filled Position | 167,974          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8373-001-AUG17  | Status Quo Filled ERP Business Analyst            | Status Quo Filled Position | 167,974          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8373-001-AUG18  | Status Quo Filled ERP Business Analyst            | Status Quo Filled Position | 167,974          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8374-001-AUG009 | Status Quo Vacant Accountant Auditor III          | Status Quo Vacant Position | 110,107          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8374-001-AUG4   | New Position Auditor Controller Analyst I         | Request New Position       | 122,191          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8374-001-AUG5   | New Position Accountant Auditor III               | Request New Position       | 110,107          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8375-001-AUG1   | New Position Internal Auditor III                 | Request New Position       | 110,107          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8375-001-AUG6   | Status Quo Vacant Auditor Controller Analyst I    | Status Quo Vacant Position | 122,191          | 1.00           | 0           | 0.00      |
| 1110        | 1110-8375-001-AUG7   | New Position Internal Auditor II                  | Request New Position       | 90,495           | 1.00           | 0           | 0.00      |
| 1110        | 1110-8375-001-AUG8   | New Position Auditor Controller Analyst I         | Request New Position       | 122,191          | 1.00           | 0           | 0.00      |
| Grand Total |                      |                                                   |                            | 2,530,355        | 19.00          | 866,832     | 6.00      |

# Auditor-Controller Departmental

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 7,185,561             | 7,760,935                 | 7,619,968              | 7,862,459                   | 6,015,867                     | (1,745,068)                        |
| Services and Supplies          | 2,553,738             | 2,201,137                 | 2,237,502              | 1,441,546                   | 350,402                       | (1,850,735)                        |
| Other Charges                  | (8,239,678)           | (8,834,289)               | (9,714,256)            | (8,429,065)                 | (6,018,183)                   | 2,816,106                          |
| Other Financing Uses           | 0                     | 70,069                    | 0                      | 0                           | 0                             | (70,069)                           |
| Subtotal                       | \$1,499,620           | \$1,197,852               | \$143,214              | \$874,940                   | \$348,086                     | (849,766)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 493,484               | 478,779                   | 476,279                | 500,847                     | 500,847                       | 22,068                             |
| Miscellaneous Revenues     | 54                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$493,538             | \$478,779                 | \$476,279              | \$500,847                   | \$500,847                     | 22,068                             |
| General Fund Contributions | \$1,006,082           | \$719,073                 | (\$333,065)            | \$374,093                   | (\$152,761)                   | (871,834)                          |
| Total Source of Funds      | \$1,499,620           | \$1,197,852               | \$143,214              | \$874,940                   | \$348,086                     | (849,766)                          |

## Division Description

The Office of the Auditor-Controller is organized into five divisions: Auditor-Controller (Administration), Disbursement, General Accounting, Internal Audit, and Systems Management.

## Summary of Recommendation

The FY 2018-19 Recommended Budget for the Office of the Auditor-Controller is \$348,086, a reduction of \$849,766 due to the completion of the ERP Upgrade Project, transfer of five positions to Information Technology Department, and increased cost plan credits.

## Appropriation Expenditure Detail

|                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-----------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Auditor Controller (AUD001) | (3,197,494)           | (3,241,699)               | (4,280,761)            | (4,925,482)                    | (4,936,861)                      | (1,695,162)                           | 001          | 8011                |
| Debt Management (AUD001)    | 154,285               | 2,734                     | 4,006                  | 0                              | 0                                | (2,734)                               | 001          | 8371                |
| Disbursements (AUD001)      | 2,373,243             | 2,518,370                 | 2,635,934              | 3,088,265                      | 2,871,537                        | 353,167                               | 001          | 8372                |
| Systems Management (AUD001) | 839,654               | (2,896)                   | (23,703)               | 47,407                         | 712,827                          | 715,723                               | 001          | 8373                |
| General Accounting (AUD001) | 1,222,070             | 1,593,517                 | 1,582,960              | 1,922,673                      | 1,577,884                        | (15,633)                              | 001          | 8374                |
| Internal Audit (AUD001)     | 107,862               | 327,826                   | 224,778                | 742,077                        | 122,699                          | (205,127)                             | 001          | 8375                |
| Subtotal                    | \$1,499,620           | \$1,197,852               | \$143,214              | \$874,940                      | \$348,086                        | (849,766)                             |              |                     |

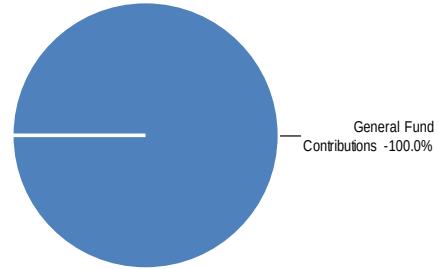
## Auditor Controller

(Budget Unit 8011— Fund 001— Appropriation Unit AUD001)

### Use of Funds

Intentionally Left Blank

### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 796,955               | 851,645                   | 830,474                | 852,807                     | 852,807                       | 1,162                              |
| Services and Supplies          | 691,792               | 495,917                   | 428,062                | 239,894                     | 228,515                       | (267,402)                          |
| Other Charges                  | (4,686,241)           | (4,659,330)               | (5,539,297)            | (6,018,183)                 | (6,018,183)                   | (1,358,853)                        |
| Other Financing Uses           | 0                     | 70,069                    | 0                      | 0                           | 0                             | (70,069)                           |
| Subtotal                       | (\$3,197,494)         | (\$3,241,699)             | (\$4,280,761)          | (\$4,925,482)               | (\$4,936,861)                 | (1,695,162)                        |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 330,057               | 321,225                   | 321,225                | 328,970                     | 328,970                       | 7,745                              |
| Miscellaneous Revenues     | 54                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$330,111             | \$321,225                 | \$321,225              | \$328,970                   | \$328,970                     | 7,745                              |
| General Fund Contributions | (\$3,527,605)         | (\$3,562,924)             | (\$4,601,986)          | (\$5,254,452)               | (\$5,265,831)                 | (1,702,907)                        |
| Total Source of Funds      | (\$3,197,494)         | (\$3,241,699)             | (\$4,280,761)          | (\$4,925,482)               | (\$4,936,861)                 | (1,695,162)                        |

### Unit Description

The Auditor-Controller (Administration) unit is responsible for Department administration, strategic planning and policy guidance. Responsibilities include: employee development, budget development and management, general administrative support services, contract development, and high level staff supervision. Administration also provides overall guidance and direction to the County's System of Record, ERP which includes: Performance Budget, Advantage Financial and Advantage Human Resource Management (HRM), SymPro Debt and Investment, and Convey Taxport.

Administration 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 including fire districts, recreation districts and regional park districts providing consultation for financing, property taxes and Successor (former Redevelopment) Agency issues.

### Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 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

(Budget Unit 8371— Fund 001— Appropriation Unit AUD001)

### Use of Funds

Intentionally Left Blank

### Source of Funds

Intentionally Left Blank

Auditor-Controller

### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 152,441               | 2,585                     | 2,585                  | 0                           | 0                             | (2,585)                            |
| Services and Supplies          | 1,964                 | 149                       | 1,421                  | 0                           | 0                             | (149)                              |
| Other Charges                  | (119)                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$154,285             | \$2,734                   | \$4,006                | \$0                         | \$0                           | (2,734)                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 6,265                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$6,265               | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$148,021             | \$2,734                   | \$4,006                | \$0                         | \$0                           | (2,734)                            |
| Total Source of Funds      | \$154,285             | \$2,734                   | \$4,006                | \$0                         | \$0                           | (2,734)                            |

### Unit Description

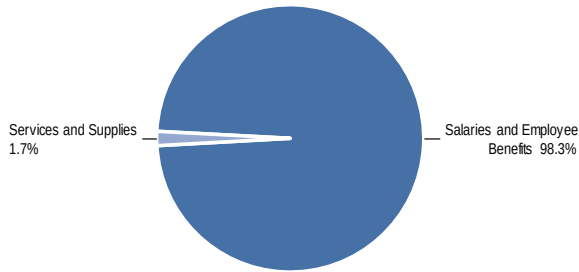
In FY 2017-18, these duties were decentralized over several departments, to include Auditor-Controller, Treasurer/Tax

Collector, and County Administrative Office. The position previously supporting this function was subsequently discontinued along with this budget unit.

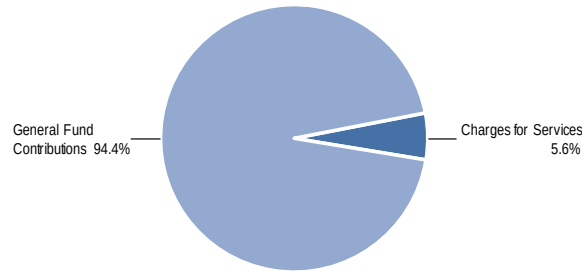
## Disbursements

(Budget Unit 8372— Fund 001— Appropriation Unit AUD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,571,118             | 2,654,624                 | 2,751,644              | 3,035,054                   | 2,822,368                     | 167,744                            |
| Services and Supplies          | 25,815                | 16,698                    | 37,242                 | 53,211                      | 49,169                        | 32,471                             |
| Other Charges                  | (223,691)             | (152,952)                 | (152,952)              | 0                           | 0                             | 152,952                            |
| Subtotal                       | \$2,373,243           | \$2,518,370               | \$2,635,934            | \$3,088,265                 | \$2,871,537                   | 353,167                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 157,162               | 150,054                   | 150,054                | 161,877                     | 161,877                       | 11,823                             |
| Subtotal                   | \$157,162             | \$150,054                 | \$150,054              | \$161,877                   | \$161,877                     | 11,823                             |
| General Fund Contributions | \$2,216,081           | \$2,368,316               | \$2,485,880            | \$2,926,388                 | \$2,709,660                   | 341,344                            |
| Total Source of Funds      | \$2,373,243           | \$2,518,370               | \$2,635,934            | \$3,088,265                 | \$2,871,537                   | 353,167                            |

### Unit Description

The Disbursements Division is responsible for Accounts Payable, Payroll and Property Tax and provides service to independent special districts.

The Accounts Payable section audits and prepares vendor payments, credit card payments and required Internal Revenue Service (IRS) and California State Franchise Tax Board report information.

The Payroll section prepares bi-weekly checks, calculates benefit and year-end tax information, reviews and processes employee reimbursement claim payments, and reconciles payroll functions. The Payroll 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.

The Property Tax Section is responsible for calculating property taxes and processing property tax refunds, maintaining the property tax rolls and tax allocation systems, and allocating and accounting for property tax apportionments. This section publishes the Monterey County Tax Rates book each year based on additional information provided by the County Assessor and from direct taxing entities (cities, special districts, fire districts, school districts, etc.). After property taxes are collected, this section accounts for and apportions (distributes) property taxes to the appropriate taxing entities. No Property Tax funds may be disbursed without the approval of the Auditor-Controller's Office.

As a result of the dissolution of redevelopment agencies in the State of California, the Auditor-Controller's Office 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.

**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b> | <b>FTE</b> |
|----------------------------|-----------------------------|------------|
| 20B21                      | ACCOUNTANT AUDITOR II       | 1.00       |
| 20B22                      | ACCOUNTANT AUDITOR III      | 3.00       |

**Recommended 2018-19 Positions**

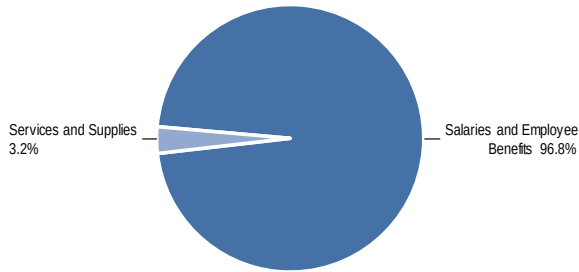
| <b>Classification Code</b> | <b>Classification Label</b>                      | <b>FTE</b> |
|----------------------------|--------------------------------------------------|------------|
| 20B24                      | AUDITOR-CONTROLLER ANALYST I                     | 1.00       |
| 20B25                      | AUDITOR-CONTROLLER ANALYST II                    | 1.00       |
| 20B97                      | CHIEF DEPUTY AUDITOR-CONTROLLER                  | 1.00       |
| 80J22                      | SENIOR ACCOUNT CLERK                             | 3.00       |
| 80J30                      | ACCOUNTING TECHNICIAN                            | 1.00       |
| 80J80                      | ACCOUNTS PAYABLE SUPERVISOR                      | 1.00       |
| 80J96                      | PAYROLL TECHNICIAN-CONFIDENTIAL                  | 9.00       |
| 80J97                      | SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL         | 2.00       |
| 80J98                      | SUPERVISING PAYROLL COORDINATOR-<br>CONFIDENTIAL | 1.00       |
| Total                      |                                                  | 24.00      |

**Auditor-Controller**

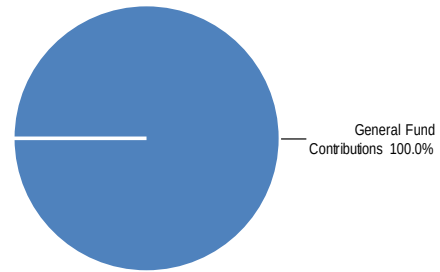
## Systems Management

(Budget Unit 8373— Fund 001— Appropriation Unit AUD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,268,829             | 2,359,945                 | 2,282,212              | 1,362,630                   | 690,036                       | (1,669,909)                        |
| Services and Supplies          | 1,791,367             | 1,659,166                 | 1,716,092              | 1,095,659                   | 22,791                        | (1,636,375)                        |
| Other Charges                  | (3,220,541)           | (4,022,007)               | (4,022,007)            | (2,410,882)                 | 0                             | 4,022,007                          |
| Subtotal                       | \$839,654             | (\$2,896)                 | (\$23,703)             | \$47,407                    | \$712,827                     | 715,723                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$839,654             | (\$2,896)                 | (\$23,703)             | \$47,407                    | \$712,827                     | 715,723                            |
| Total Source of Funds      | \$839,654             | (\$2,896)                 | (\$23,703)             | \$47,407                    | \$712,827                     | 715,723                            |

### Unit Description

Beginning in FY 2018-19, on-going ERP maintenance functions including hardware/software license and five positions will be managed by the Information Technology Department. The Systems Management Unit staffed by ERP Business Analysts will remain in the Auditor-Controller's Office and will continue to help create

countywide end user business solutions, assure business requirements are met and operations are effective and efficient.

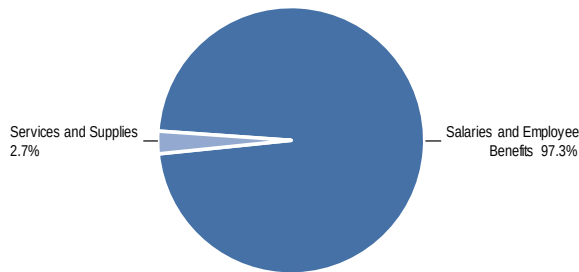
### Recommended 2018-19 Positions

| Classification<br>Code | Classification Label | FTE  |
|------------------------|----------------------|------|
| 14P32                  | ERP BUSINESS ANALYST | 4.00 |
| Total                  |                      | 4.00 |

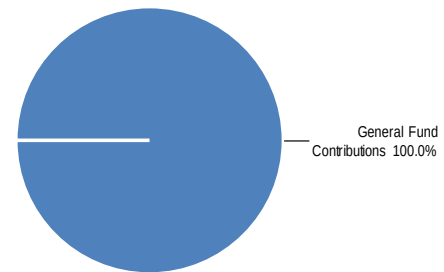
## General Accounting

(Budget Unit 8374— Fund 001— Appropriation Unit AUD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,291,712             | 1,572,959                 | 1,541,047              | 1,877,303                   | 1,534,898                     | (38,061)                           |
| Services and Supplies          | 39,445                | 20,558                    | 41,913                 | 45,370                      | 42,986                        | 22,428                             |
| Other Charges                  | (109,086)             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$1,222,070           | \$1,593,517               | \$1,582,960            | \$1,922,673                 | \$1,577,884                   | (15,633)                           |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$1,222,070           | \$1,593,517               | \$1,582,960            | \$1,922,673                 | \$1,577,884                   | (15,633)                           |
| Total Source of Funds      | \$1,222,070           | \$1,593,517               | \$1,582,960            | \$1,922,673                 | \$1,577,884                   | (15,633)                           |

### Unit Description

This Unit produces, approves and enforces accounting policies, procedures and processes and ensures financial reporting in accordance with Generally Accepted Accounting Principles. 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 and compilation of program data for the Single Audit Report in accordance with Uniform Guidance. The Unit prepares the Countywide Cost Allocation Plan in accordance with Office of Management and Budget (OMB) 2 CFR Part 200, which is used to claim reimbursement of indirect costs from the federal and State governments. In addition, the Unit calculates the GANN Limit for the County and for special districts governed by the Board of

Supervisors, 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.

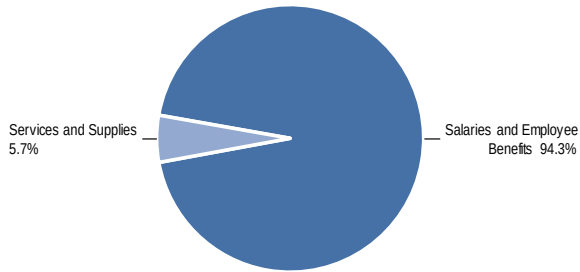
### Recommended 2018-19 Positions

| Classification Code | Classification Label            | FTE   |
|---------------------|---------------------------------|-------|
| 20B22               | ACCOUNTANT AUDITOR III          | 3.00  |
| 20B24               | AUDITOR-CONTROLLER ANALYST I    | 5.00  |
| 20B97               | CHIEF DEPUTY AUDITOR-CONTROLLER | 1.00  |
| 80J30               | ACCOUNTING TECHNICIAN           | 1.00  |
| Total               |                                 | 10.00 |

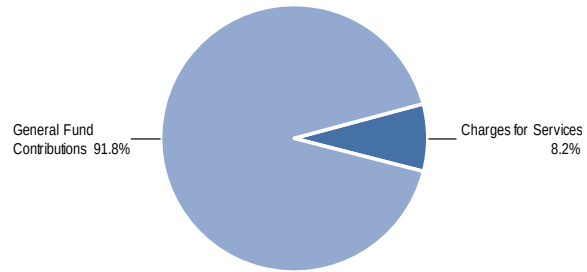
## Internal Audit

(Budget Unit 8375— Fund 001— Appropriation Unit AUD001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 104,506               | 319,177                   | 212,006                | 734,665                     | 115,758                       | (203,419)                          |
| Services and Supplies          | 3,356                 | 8,649                     | 12,772                 | 7,412                       | 6,941                         | (1,708)                            |
| Subtotal                       | \$107,862             | \$327,826                 | \$224,778              | \$742,077                   | \$122,699                     | (205,127)                          |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 0                     | 7,500                     | 5,000                  | 10,000                      | 10,000                        | 2,500                              |
| Subtotal                   | \$0                   | \$7,500                   | \$5,000                | \$10,000                    | \$10,000                      | 2,500                              |
| General Fund Contributions | \$107,862             | \$320,326                 | \$219,778              | \$732,077                   | \$112,699                     | (207,627)                          |
| Total Source of Funds      | \$107,862             | \$327,826                 | \$224,778              | \$742,077                   | \$122,699                     | (205,127)                          |

### Unit Description

The Internal Audit Unit promotes efficiency and effectiveness by developing and executing audit programs designed to verify and analyze financial records, operating procedures, and systems of internal control for County departments, special districts, and other agencies. Audit reports presented to management include unbiased, objective analyses, appraisals, comments, and

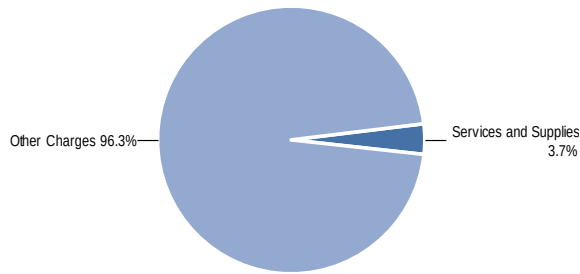
recommendations pertaining to departmental achievement of stated objectives and effectiveness of existing internal controls.

### Recommended 2018-19 Positions

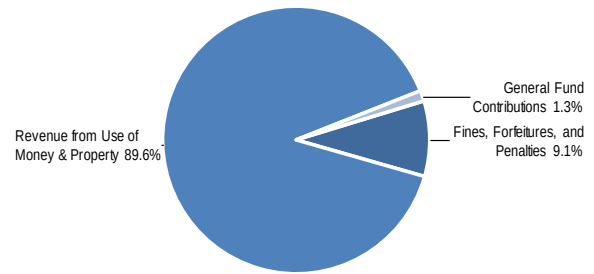
| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 20B31               | INTERNAL AUDITOR II  | 1.00 |
| Total               |                      | 1.00 |

# Auditor-Controller Non-Departmental

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 3,288,877             | 1,838,150                 | 2,297,808              | 602,629                     | 602,629                       | (1,235,521)                        |
| Other Charges         | 11,374,353            | 20,707,541                | 22,014,549             | 15,845,223                  | 15,845,223                    | (4,862,318)                        |
| Capital Assets        | 6,897,765             | 2,940,677                 | 2,491,958              | 0                           | 0                             | (2,940,677)                        |
| Subtotal              | \$21,560,995          | \$25,486,368              | \$26,804,315           | \$16,447,852                | \$16,447,852                  | (9,038,516)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>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 | 7,890,527             | 17,562,969                | 17,055,115             | 14,741,844                  | 14,741,844                    | (2,821,125)                        |
| Charges for Services                 | 2,608,861             | 12,532,885                | 10,942,977             | 0                           | 0                             | (12,532,885)                       |
| Other Financing Sources              | 11,176,246            | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$21,675,634          | \$31,595,854              | \$29,498,092           | \$16,241,844                | \$16,241,844                  | (15,354,010)                       |
| Fund Balance                         | (253,434)             | (6,371,318)               | (2,913,208)            | (5,193)                     | (5,193)                       | 6,366,125                          |
| General Fund Contributions           | \$138,795             | \$261,832                 | \$219,431              | \$211,201                   | \$211,201                     | (50,631)                           |
| Total Source of Funds                | \$21,560,995          | \$25,486,368              | \$26,804,315           | \$16,447,852                | \$16,447,852                  | (9,038,516)                        |

## Division Description

The Office of the Auditor-Controller non-departmental operations include five units: County Overhead Recovered, Enterprise Resource Planning, Public Improvement Corporation, Debt Service, Short-Term Borrowing and Annual Audits.

## Summary of Recommendation

The Recommended Budget for the Auditor Controller's non-departmental operations is \$16,447,852, a decrease of \$9,038,516. The expenditure decrease is due to the completion of the ERP Upgrade Project.

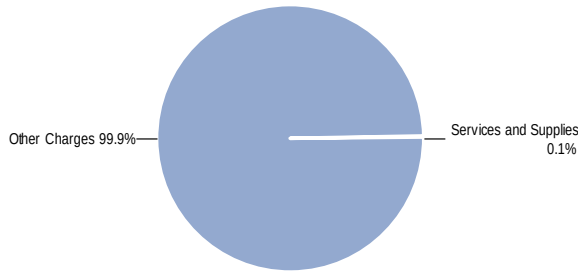
## Appropriation Expenditure Detail

|                                       | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted | Fund Code | Budget Unit Code |
|---------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|-----------|------------------|
| PIC Debt Service (AUD005)             | 19,060,754            | 19,062,969                | 18,555,115             | 16,241,844                  | 16,241,844                    | (2,821,125)                        | 251       | 8007             |
| Annual Audits (AUD002)                | 138,795               | 261,832                   | 219,431                | 211,201                     | 211,201                       | (50,631)                           | 001       | 8010             |
| Enterprise Resource Planning (AUD008) | 2,361,446             | 6,161,567                 | 8,029,769              | (5,193)                     | (5,193)                       | (6,166,760)                        | 478       | 8479             |
| Subtotal                              | \$21,560,995          | \$25,486,368              | \$26,804,315           | \$16,447,852                | \$16,447,852                  | (9,038,516)                        |           |                  |

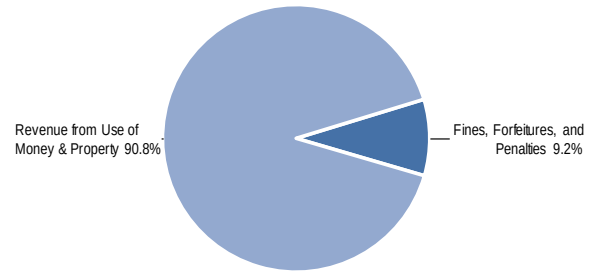
## PIC Debt Service

(Budget Unit 8007— Fund 251— Appropriation Unit AUD005)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 7,785                 | 19,000                    | 19,000                 | 19,000                      | 19,000                        | 0                                  |
| Other Charges         | 19,052,969            | 19,043,969                | 18,536,115             | 16,222,844                  | 16,222,844                    | (2,821,125)                        |
| Subtotal              | \$19,060,754          | \$19,062,969              | \$18,555,115           | \$16,241,844                | \$16,241,844                  | (2,821,125)                        |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>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 | 7,908,385             | 17,562,969                | 17,055,115             | 14,741,844                  | 14,741,844                    | (2,821,125)                        |
| Other Financing Sources              | 11,176,246            | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$19,084,631          | \$19,062,969              | \$18,555,115           | \$16,241,844                | \$16,241,844                  | (2,821,125)                        |
| Fund Balance                         | (23,878)              | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$19,060,753          | \$19,062,969              | \$18,555,115           | \$16,241,844                | \$16,241,844                  | (2,821,125)                        |

### Unit Description

The Public Improvement Corporation (PIC) Debt Service funds debt payments and related expenses for Certificates of Participation (COPs) issued by the PIC. COPs are long-term

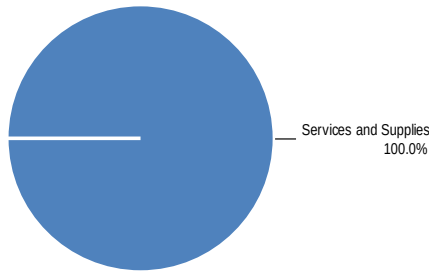
financial commitments whereby the County transfers title of a particular property to the PIC. The PIC then leases the facility back to the County and sells participation in the lease revenue stream to investors in the form of bonds.



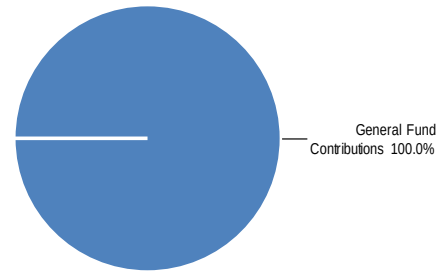
## Annual Audits

(Budget Unit 8010— Fund 001— Appropriation Unit AUD002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 313,533               | 619,710                   | 567,910                | 583,629                     | 583,629                       | (36,081)                           |
| Other Charges         | (174,738)             | (357,878)                 | (348,479)              | (372,428)                   | (372,428)                     | (14,550)                           |
| Subtotal              | \$138,795             | \$261,832                 | \$219,431              | \$211,201                   | \$211,201                     | (50,631)                           |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$138,795             | \$261,832                 | \$219,431              | \$211,201                   | \$211,201                     | (50,631)                           |
| Total Source of Funds      | \$138,795             | \$261,832                 | \$219,431              | \$211,201                   | \$211,201                     | (50,631)                           |

### Unit Description

This unit includes funding for the audit of Monterey County's 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, SB 90 State Mandate claiming services, 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 (SB 90) provides for reimbursement of costs incurred by local agencies for various State-mandated services.

# Enterprise Resource Planning

(Budget Unit 8479— Fund 478— Appropriation Unit AUD008)

## Use of Funds

Intentionally Left Blank

## Source of Funds

Intentionally Left Blank

## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 2,967,559             | 1,199,440                 | 1,710,898              | 0                           | 0                             | (1,199,440)                        |
| Other Charges         | (7,503,878)           | 2,021,450                 | 3,826,913              | (5,193)                     | (5,193)                       | (2,026,643)                        |
| Capital Assets        | 6,897,765             | 2,940,677                 | 2,491,958              | 0                           | 0                             | (2,940,677)                        |
| Subtotal              | \$2,361,446           | \$6,161,567               | \$8,029,769            | (\$5,193)                   | (\$5,193)                     | (6,166,760)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | (17,858)              | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services                 | 2,608,861             | 12,532,885                | 10,942,977             | 0                           | 0                             | (12,532,885)                       |
| Subtotal                             | \$2,591,003           | \$12,532,885              | \$10,942,977           | \$0                         | \$0                           | (12,532,885)                       |
| Fund Balance                         | (229,556)             | (6,371,318)               | (2,913,208)            | (5,193)                     | (5,193)                       | 6,366,125                          |
| Total Source of Funds                | \$2,361,447           | \$6,161,567               | \$8,029,769            | (\$5,193)                   | (\$5,193)                     | (6,166,760)                        |

## Unit Description

ERP is the official system of record of the County. It includes CGI Advantage Performance Budget, Advantage Financial and Procurement System, Advantage Human Resources Management

(including payroll), InfoAdvantage Reporting, Sympro Debt and Investment, and Convey 1099 Taxport. The upgrade to ERP 3.10 is expected to be completed in FY 2017-18, therefore no activity is expected in this unit.

# Treasurer-Tax Collector

## Departmental Overview:

The Treasurer-Tax Collector serves the residents of Monterey County and public agencies by protecting the public trust through the delivery of valuable, professional and innovative services in the collection of property taxes and other taxes, fines and fees, and through oversight of banking and investment services.

## Programs and Functions:

California Government Code Section 27000 directs that the Treasurer-Tax Collector, who is elected at large by the voters of Monterey County, and also serves as a department head within the County organization. The Department of the Treasurer-Tax Collector includes 48 staff members dedicated to performing the duties of the three divisional units: Property Tax, Revenue Division, and Treasury.

## Department's Contributions to Monterey County's Strategic Initiatives:

### ADMINISTRATION

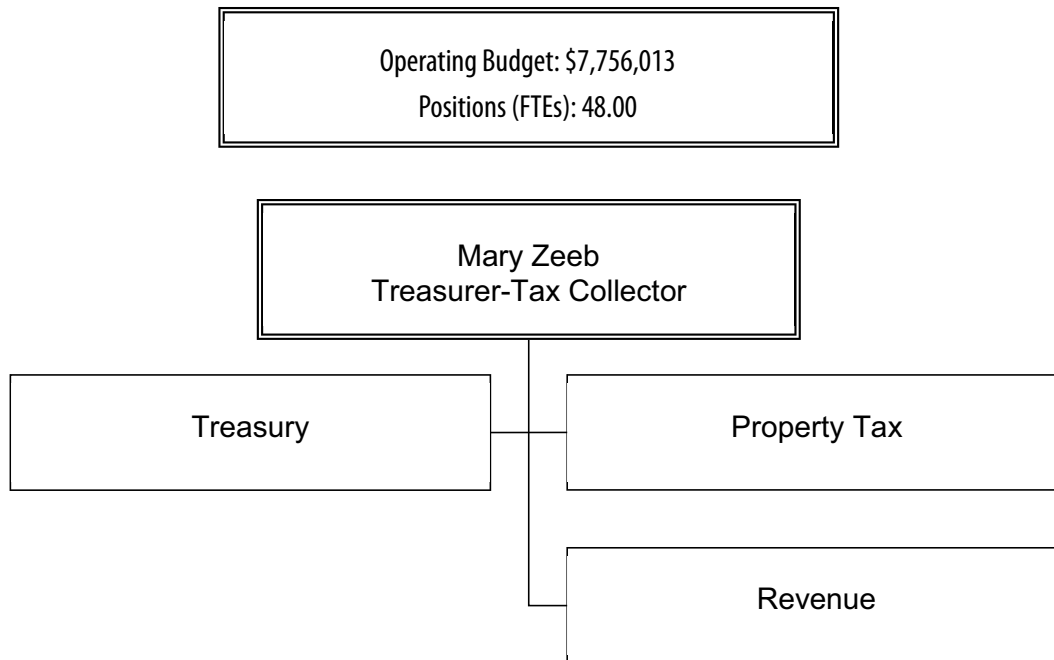
The Treasurer-Tax Collector is committed to efficient and effective resource management, and is recognized for responsiveness, strong customer orientation, accountability and transparency. The departmental culture includes a firm focus on continual evaluation of operational functions to improve efficiency and effectiveness of County services, increase general fund revenue and minimize the cost of collections to every extent possible, and deliver excellent customer services.

Property Tax - Administration and enforcement of State law and County Code providing for collection of all County property taxes, unincorporated County transient occupancy taxes (TOT), and effective January 1, 2017, commercial cannabis business taxes for cannabis businesses operating in unincorporated County areas. Treasurer-Tax Collector activities in this regard provide the County's largest sources of annual discretionary revenues, supporting the County's ability to achieve a balanced budget that sustains core services and efficiently allocates resources to address local priorities and Board established strategic initiatives. Effective April 1, 2017, the Property Tax unit is also responsible for administration of the County's Business License Ordinance, including initial issuance, annual review, and renewal of Business Licenses for all cannabis related operations permitted in unincorporated areas of the County.

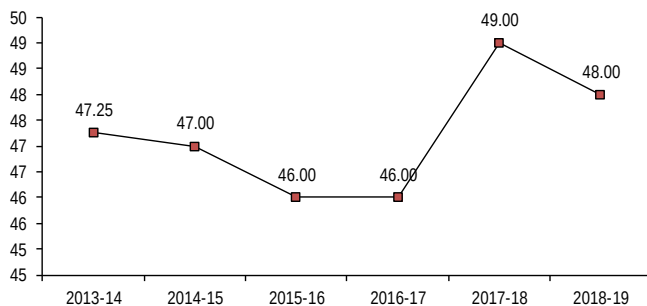
Revenue Division - In-house collection services for various operating departments that charge for their services, including Health, Probation, Public Defender, Sheriff, and Social Services. The bulk of the Revenue Division's activities involve the billing and collection of court-ordered fines and fees through agreement with the local Superior Court of California, which provides for the Division to recover its costs from a portion of collections.

Treasury - Safeguards and prudently invests all deposits for the County of Monterey, the County's school districts and various special districts, and manages a pooled portfolio that provides for the safety and liquidity of all cash assets.

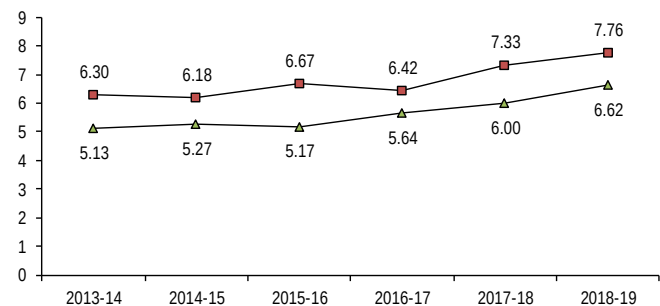




#### Staffing Trends



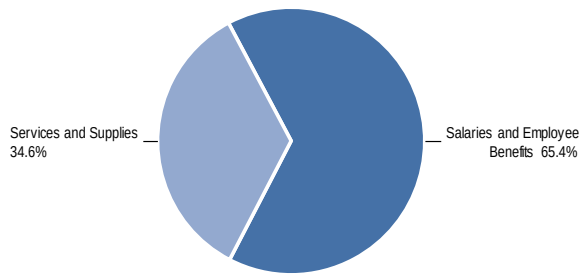
#### Expenditure/Revenue History (in millions)



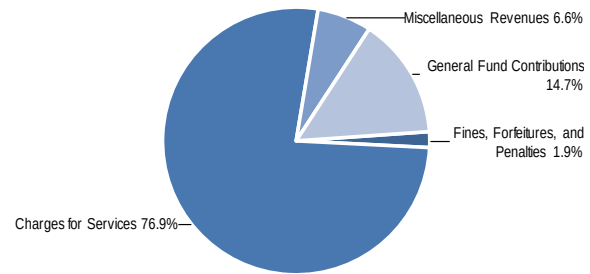
The Department tracks key performance measures to monitor the success and effectiveness of departmental activities and professional services relevant to Treasury banking and investment services, the collection of property and transient occupancy (TOT) taxes by the Tax Division, and Court ordered fines, fees, and restitution collected through the collections program.

| Key Performance Measures                                                                                                      | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Treasury – Percentage of reporting period quarterly portfolio yield exceeding the average industry benchmarks. Target = 100%  | 100%           | 100%           | 50.0%            |
| Treasury – Percentage of invested portfolio maintaining a weighted average maturity (WAM) of two years or less. Target = 100% | 100%           | 100%           | 100%             |
| Tax – Percentage of property taxes collected – SECURED. Target (annual) = 97%                                                 | 99.2%          | 99.2%          | 59.6%            |
| Tax – Percentage of property taxes collected – UNSECURED. Target = 96%                                                        | 98.6%          | 98.6%          | 97.2%            |
| Revenue – Percentage of customers who rate services received as excellent. Target = 90%                                       | 94.5%          | 97.1%          | 97.0%            |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 4,608,647             | 5,689,270                 | 5,209,703              | 5,847,239                   | 5,693,256                     | 3,986                              |
| Services and Supplies          | 2,860,701             | 3,155,924                 | 2,971,544              | 3,018,621                   | 3,010,683                     | (145,241)                          |
| Other Charges                  | (1,050,801)           | (1,105,464)               | (849,479)              | (947,926)                   | (947,926)                     | 157,538                            |
| Subtotal                       | \$6,418,547           | \$7,739,730               | \$7,331,768            | \$7,917,934                 | \$7,756,013                   | 16,283                             |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                             | 0                     | 120                       | 0                      | 120                         | 120                           | 0                                  |
| Licenses, Permits, and Franchises | 5,082                 | 3,500                     | 3,500                  | 4,520                       | 4,520                         | 1,020                              |
| Fines, Forfeitures, and Penalties | 149,468               | 156,889                   | 154,368                | 147,568                     | 147,568                       | (9,321)                            |
| Intergovernmental Revenues        | 55,824                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services              | 5,416,723             | 5,802,686                 | 5,374,429              | 5,957,477                   | 5,957,477                     | 154,791                            |
| Miscellaneous Revenues            | 11,859                | 511,141                   | 465,990                | 507,959                     | 507,959                       | (3,182)                            |
| Subtotal                          | \$5,638,955           | \$6,474,336               | \$5,998,287            | \$6,617,644                 | \$6,617,644                   | 143,308                            |
| General Fund Contributions        | \$779,591             | \$1,265,394               | \$1,333,481            | \$1,300,290                 | \$1,138,369                   | (127,025)                          |
| Total Source of Funds             | \$6,418,547           | \$7,739,730               | \$7,331,768            | \$7,917,934                 | \$7,756,013                   | 16,283                             |

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget for the Treasurer-Tax Collector (TTC) is \$7,756,013, financed by \$6,617,644 in revenue and a general fund contribution (GFC) of \$1,138,369 which is a decrease of \$127,025 from the prior year. Appropriations reflect an increase of \$16,283 primarily due to cost increases in pension contributions, health insurance, employee earn step increases and negotiated salary raises. Expenditure increases were mainly offset by the discontinuation of Enterprise Resource Planning (ERP) charges. Revenue is projected to increase by \$143,308 based on fee adjustments approved by the Board in January 2018. The level of budgeted revenue assumes estimated maximum allowable cost recovery for applicable services.

Due to the nature of funding offsets within the Revenue and Treasury divisions, impacts of reduced GFC are borne by the Tax collections functions of the Department. TTC requested a \$153,983 augmentation to maintain a mission-critical position in the Property Tax Division. However, due to countywide funding constraints, the Recommended Budget does not include this position.

## Budget Impacts

The Department requested an augmentation for \$153,983 to restore a filled Management Analyst III position in the Property Tax Division. The augmentation is not included in the Recommended Budget. The Property Tax Division is responsible for the enforcement and collection of property taxes for all jurisdictions within the boundaries of Monterey County. Additional collections activities include the County's TOT and cannabis business taxes. Collections of the County's discretionary general fund revenues is mission critical to all General Fund departments and services. Elimination of a position for these functions will compromise the timely collection of these essential funds.

## Department Operational Accomplishments

The TTC engaged across all units in reviewing, updating, and mapping internal procedures, as well as developing and mapping processes for new functions where needed.

In consideration of the Continuity of Operations Plan (COOP) all critical functions were reviewed and updated as needed.

Desk descriptions and position-specific written procedures were updated or developed for most of the Department's positions.

In support of succession planning and maintaining critical operations, the Department continued to review and revise internal processes, support internal cross-training, and facilitate professional development training.

To improve the TTC's capacity to identify visitor-serving, short-term rental operators in the unincorporated areas of Monterey County, the Department implemented an agreement with Host Compliance. Online services provided through the agreement enhances TTC's ability to enforce the County's TOT Ordinance and improve collection.

Training and workload requirements for the issuance of business licenses continue to be evaluated. Most local cannabis operators have yet to complete the County's permitting processes, so it is difficult to fully evaluate ongoing workload and expenditure requirements.

The Department's Fee Schedule was updated, and new fees were approved by the Board of Supervisors, effective January 15, 2018.

The TTC's new cannabis-related impacts, including staffing, internal policies and procedures, increased cash handling, training, and security requirements, have been evaluated through the course of the County's first year of commercial cannabis business tax collections activities. Until most local cannabis business operators have completed the County's permitting processes, it is difficult to fully evaluate related ongoing workload and expenditure requirements.

The TTC completed initial evaluation and assessment of internal processes related to commercial cannabis taxation to ensure the integrity of Treasury practices, and implementation of requirements and protocols for cannabis currency deposits that ensure compliance with banking industry standards.

The average yield on pooled investments for the first quarter of FY 2017-18 was equal to or greater than the average yield on the Merrill Lynch Bank of America One Year T-bill Global Bond Indices. Investments came in slightly under the Treasury benchmark in the second quarter, due to a rise in interest rates by the Federal Government.

In response to requests from County departments for additional banking and merchant card services, the Treasury engaged two new contracts for Merchant Card Services, providing an enterprise solution for card services. These solutions offer departments additional customer payment methods and meet all industry and government requirements.

In response to passage of Senate Bill 190, the Revenue Division and Probation Department worked closely to appropriately define juvenile fines and fees collections roles and responsibilities and improved team work and communication.

Discussions were initiated regarding revisions to the Memorandum of Understanding (MOU) between Monterey County and the Superior Court of California - Monterey County for the collection of Court ordered debt. The extended time to complete implementation of Odyssey (the Court's case management system) required increased communications and team work between the Revenue Division and the Court.

TTC continued to increase efficiencies in all units by improving automated processes both intra-departmentally and with external stakeholders.

The Revenue and Property Tax Divisions worked together to implement online customer access services for Mobile Home Tax Clearance certificate requests increasing e-mail traffic significantly resulting in quicker response time for customers, and increased efficiency for the Department.

The Property Tax Division initiated online customer access services for electronic registration and payments of TOT, business license fees, and commercial cannabis taxes, and is on track to achieve 100% ability for customers to report and pay via the web portal by the end of the fiscal year.

---

### **Department Operational Goals**

Complete the update and subject matter expert review of Treasurer-Tax Collector internal processes, position descriptions and related position-specific procedures, at 100% by June 30, 2019.

In support of the COOP, provide required updates to the Office of Emergency Services, and explore measures for routine division-level review and maintenance, by June 30, 2019.

In support of succession planning, continue to facilitate cross-training and provide opportunities for staff to engage in professional development training throughout the course of the fiscal year.

Fully review internal costs and effectiveness of recently implemented processes, including commercial cannabis tax collection, business license issuance and renewal, and short-term rental identification, by June 30, 2019.

Establish a process for routinely reviewing and updating the departmental fee schedule, by June 30, 2019.

Ensure effective inter-departmental communication with the Probation Department, as needed, to resolve problematic and disputed accounts.

Maintain coordination and partnership with the Superior Court of California - Monterey County to review and update the Court/County MOU for collection of court ordered debt.

Continue to review and respond to anticipated legislative changes impacting procedures and collections of property taxes and commercial cannabis taxes.

Continue to identify opportunities for increasing efficiencies through technology and expanded implementation of automated processes. This includes installation of the Voice Response (IVR-Dialer), continued evaluation of the customer service portal for the Mobile Home Tax Clearance process, taxpayer electronic options and appointment schedule to avoid over-the-counter receipt of large cash payments, measures to improve services in support of TOT and business license payments, and processes for resolving accounts more quickly.

The Treasury Division will maintain an average yield on pooled investments equal to or greater than the average yield on the Merrill Lynch Bank of America One Year T-bill Global Bond Indices.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                       | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-----------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Property Tax (TRE001) | 2,078,276             | 2,657,058                 | 2,502,320              | 2,694,684                      | 2,537,380                        | (119,678)                             | 001          | 8263                |
| Revenue (TRE001)      | 3,481,423             | 4,046,301                 | 3,579,002              | 4,025,117                      | 4,021,313                        | (24,988)                              | 001          | 8264                |
| Treasury (TRE001)     | 858,848               | 1,036,371                 | 1,250,446              | 1,198,133                      | 1,197,320                        | 160,949                               | 001          | 8266                |
| Subtotal              | \$6,418,547           | \$7,739,730               | \$7,331,768            | \$7,917,934                    | \$7,756,013                      | 16,283                                |              |                     |

## Budget Units

|              | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Property Tax | 2,078,276             | 2,657,058                 | 2,502,320              | 2,694,684                      | 2,537,380                        | (119,678)                             |
| Revenue      | 3,481,423             | 4,046,301                 | 3,579,002              | 4,025,117                      | 4,021,313                        | (24,988)                              |
| Treasury     | 858,848               | 1,036,371                 | 1,250,446              | 1,198,133                      | 1,197,320                        | 160,949                               |
| Subtotal     | \$6,418,547           | \$7,739,730               | \$7,331,768            | \$7,917,934                    | \$7,756,013                      | 16,283                                |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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                      | 3.00                      | 2.00                             | -1.00  |
| 14C45                  | TREASURY MANAGER                  | 1.00                      | 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   |
| 20B12                  | ACCOUNTANT III                    | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B41                  | TREASURY OFFICER II               | 3.00                      | 3.00                      | 3.00                             | 0.00   |
| 20B93                  | FINANCE MANAGER II                | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 20B95                  | FINANCE MANAGER I                 | 1.00                      | 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                      | 7.00                      | 7.00                             | 0.00   |
| Total                  |                                   | 46.00                     | 49.00                     | 48.00                            | -1.00  |

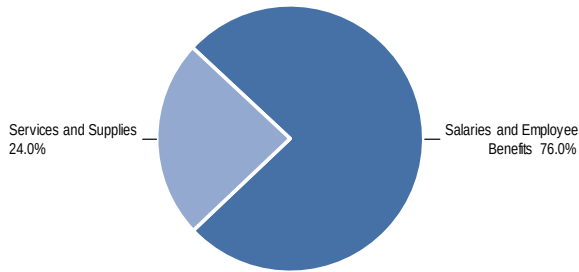
## Augmentation Request

| Dept        | Request Code       | Request Name            | Request Type               | Requested<br>Amount | Requested<br>FTEs | Rec.<br>Amount | Rec.<br>FTEs |
|-------------|--------------------|-------------------------|----------------------------|---------------------|-------------------|----------------|--------------|
| 1170        | 1170-8263-001-AUG1 | Status Quo Filled MAIII | Status Quo Filled Position | 153,983             | 1.00              | 0              | 0.00         |
| Grand Total |                    |                         |                            | 153,983             | 1.00              | 0              | 0.00         |

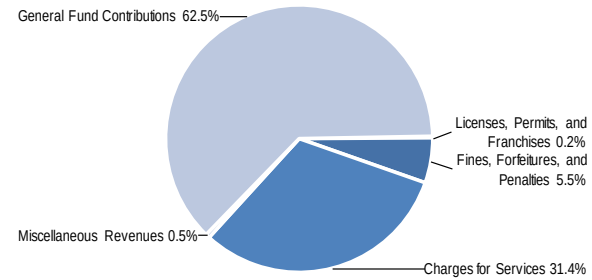
# Property Tax

(Budget Unit 8263— Fund 001— Appropriation Unit TRE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,923,183             | 2,398,774                 | 2,241,464              | 2,472,140                   | 2,318,157                     | (80,617)                           |
| Services and Supplies          | 622,632               | 753,858                   | 744,994                | 735,950                     | 732,629                       | (21,229)                           |
| Other Charges                  | (467,538)             | (495,574)                 | (484,138)              | (513,406)                   | (513,406)                     | (17,832)                           |
| Subtotal                       | \$2,078,276           | \$2,657,058               | \$2,502,320            | \$2,694,684                 | \$2,537,380                   | (119,678)                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                             | 0                     | 120                       | 0                      | 120                         | 120                           | 0                                  |
| Licenses, Permits, and Franchises | 5,082                 | 3,500                     | 3,500                  | 4,520                       | 4,520                         | 1,020                              |
| Fines, Forfeitures, and Penalties | 138,080               | 148,389                   | 145,868                | 138,368                     | 138,368                       | (10,021)                           |
| Charges for Services              | 741,498               | 713,891                   | 773,852                | 797,160                     | 797,160                       | 83,269                             |
| Miscellaneous Revenues            | 7,304                 | 6,400                     | 7,040                  | 12,523                      | 12,523                        | 6,123                              |
| Subtotal                          | \$891,964             | \$872,300                 | \$930,260              | \$952,691                   | \$952,691                     | 80,391                             |
| General Fund Contributions        | \$1,186,312           | \$1,784,758               | \$1,572,060            | \$1,741,993                 | \$1,584,689                   | (200,069)                          |
| Total Source of Funds             | \$2,078,276           | \$2,657,058               | \$2,502,320            | \$2,694,684                 | \$2,537,380                   | (119,678)                          |

## Unit Description

The Property Tax Division oversees the billing, collection, reporting and accounting of all real and taxable personal property in Monterey County. The Division is also responsible for administration and enforcement of the County's TOT and Commercial Cannabis Business Tax Ordinances, including billing and collection of taxes from all related operators in unincorporated areas of the County. These functions provide for collection of the largest portions of the County's General Fund discretionary revenue. Effective April 1, 2017, it is also the responsibility of the Property Tax Division to administer and enforce the County's Business License Ordinance. The Ordinance currently requires initial issuance, annual review, and renewal of Business Licenses for all cannabis operations permitted in unincorporated areas of the County.

## Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 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 |



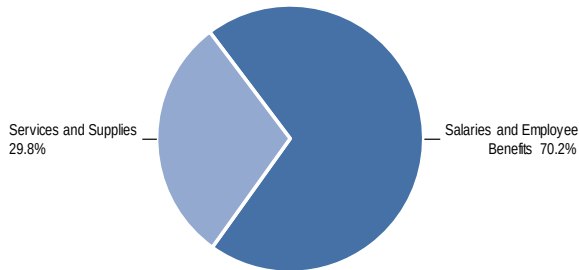
## Recommended 2018-19 Positions

| Classification Code | Classification Label    | FTE   |
|---------------------|-------------------------|-------|
| 20B10               | ACCOUNTANT I            | 1.00  |
| 20B11               | ACCOUNTANT II           | 1.00  |
| 20B12               | ACCOUNTANT III          | 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   | 4.00  |
| Total               |                         | 17.00 |

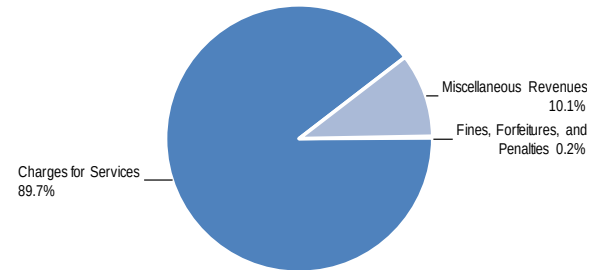
# Revenue

(Budget Unit 8264— Fund 001— Appropriation Unit TRE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,235,057             | 2,789,550                 | 2,471,932              | 2,870,624                   | 2,870,624                     | 81,074                             |
| Services and Supplies          | 1,276,651             | 1,300,967                 | 1,160,223              | 1,223,302                   | 1,219,498                     | (81,469)                           |
| Other Charges                  | (30,285)              | (44,216)                  | (53,153)               | (68,809)                    | (68,809)                      | (24,593)                           |
| Subtotal                       | \$3,481,423           | \$4,046,301               | \$3,579,002            | \$4,025,117                 | \$4,021,313                   | (24,988)                           |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 11,388                | 8,500                     | 8,500                  | 9,200                       | 9,200                         | 700                                |
| Intergovernmental Revenues        | 55,824                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services              | 3,854,351             | 4,047,878                 | 3,577,818              | 4,120,782                   | 4,120,782                     | 72,904                             |
| Miscellaneous Revenues            | 281                   | 500,241                   | 454,000                | 466,000                     | 466,000                       | (34,241)                           |
| Subtotal                          | \$3,921,843           | \$4,556,619               | \$4,040,318            | \$4,595,982                 | \$4,595,982                   | 39,363                             |
| General Fund Contributions        | (\$440,420)           | (\$510,318)               | (\$461,316)            | (\$570,865)                 | (\$574,669)                   | (64,351)                           |
| Total Source of Funds             | \$3,481,423           | \$4,046,301               | \$3,579,002            | \$4,025,117                 | \$4,021,313                   | (24,988)                           |

## Unit Description

The Revenue Division provides in-house collections services for various County operating departments that may levy fines and/or charge for their services. Departments served include Health, Probation, Public Defender, and Sheriff, as well as the Superior Court of California, County of Monterey.

The Revenue Division's primary activities include the collection of Court-ordered debt (COD) on behalf of the local Superior Court of California. This includes collection of victim restitution, current and delinquent misdemeanor and felony fines and fees, delinquent infraction penalties, and court-ordered probation fees. The Division participates in the State of California Comprehensive Collection Program (CCP) through a Board of Supervisors approved MOU with the Superior Court, to recover Treasurer-Tax Collector departmental expenses incurred in the collection and distribution of court-ordered debt.

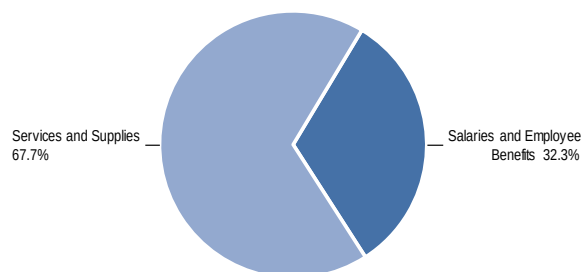
## Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE   |
|---------------------|-----------------------------------|-------|
| 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 |

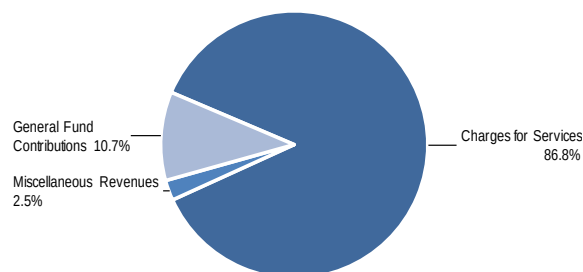
# Treasury

(Budget Unit 8266— Fund 001— Appropriation Unit TRE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 450,408               | 500,946                   | 496,307                | 504,475                     | 504,475                       | 3,529                              |
| Services and Supplies          | 961,417               | 1,101,099                 | 1,066,327              | 1,059,369                   | 1,058,556                     | (42,543)                           |
| Other Charges                  | (552,978)             | (565,674)                 | (312,188)              | (365,711)                   | (365,711)                     | 199,963                            |
| Subtotal                       | \$858,848             | \$1,036,371               | \$1,250,446            | \$1,198,133                 | \$1,197,320                   | 160,949                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 820,875               | 1,040,917                 | 1,022,759              | 1,039,535                   | 1,039,535                     | (1,382)                            |
| Miscellaneous Revenues     | 4,274                 | 4,500                     | 4,950                  | 29,436                      | 29,436                        | 24,936                             |
| Subtotal                   | \$825,149             | \$1,045,417               | \$1,027,709            | \$1,068,971                 | \$1,068,971                   | 23,554                             |
| General Fund Contributions | \$33,699              | (\$9,046)                 | \$222,737              | \$129,162                   | \$128,349                     | 137,395                            |
| Total Source of Funds      | \$858,848             | \$1,036,371               | \$1,250,446            | \$1,198,133                 | \$1,197,320                   | 160,949                            |

## Unit Description

As an elected department head, the Treasurer-Tax Collector 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.

## Recommended 2018-19 Positions

| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 14C45               | TREASURY MANAGER     | 1.00 |
| 20B41               | TREASURY OFFICER II  | 3.00 |
| Total               |                      | 4.00 |



This page intentionally left blank.

# Assessor-County Clerk-Recorder

## Departmental Overview:

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 \$62 billion, generating over \$620 million for local government agencies and schools.

## Programs and Functions:

The Assessor'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 two-thirds 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.

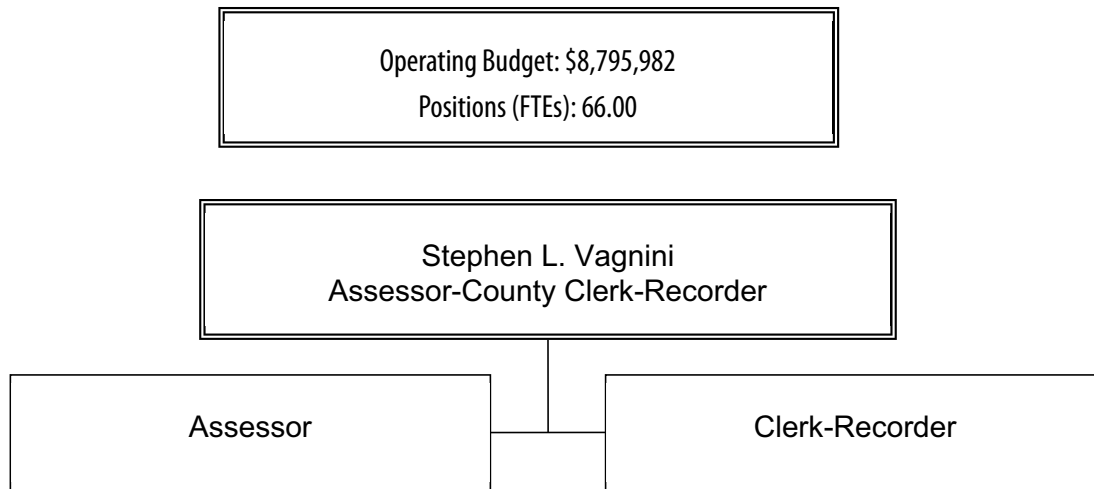
The operations of the County Clerk-Recorder's Office are financed almost entirely by program revenue. In addition, the County Clerk-Recorder's Office collects documentary transfer tax that generates considerable revenue for the County and other jurisdictions. The responsibilities of the County Clerk-Recorder's 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.

## Department's Contributions to Monterey County's Strategic Initiatives:

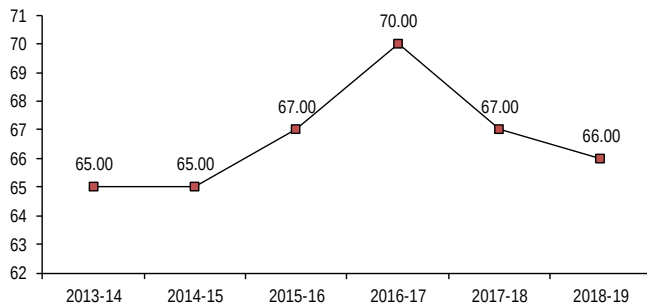
### *ECONOMIC DEVELOPMENT AND ADMINISTRATION*

The Office of the Assessor-County Clerk-Recorder is committed to streamlining 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.

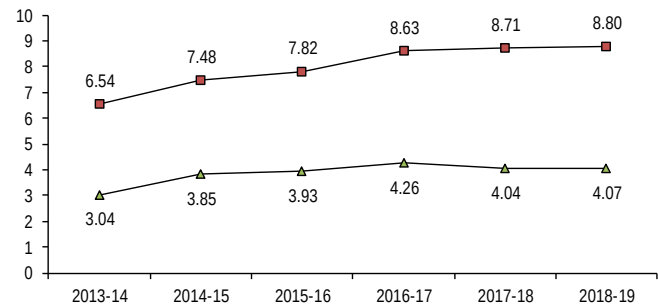




#### Staffing Trends



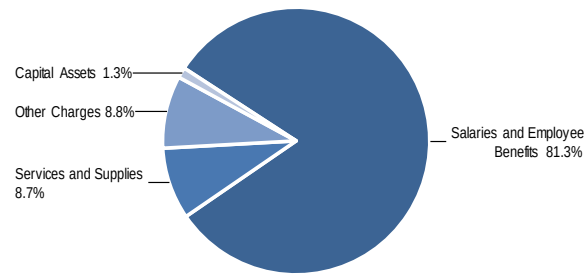
#### Expenditure/Revenue History (in millions)



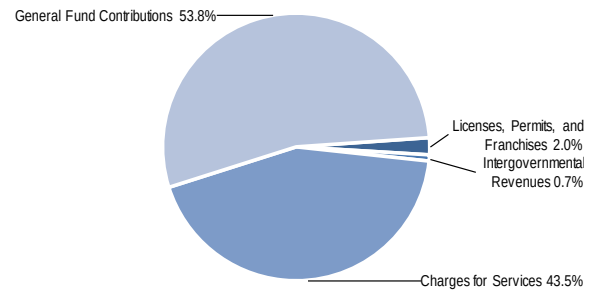
The goal of the Assessor-County Clerk-Recorder is to streamline operations for greater accountability, efficient service delivery, and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

| Key Performance Measures                                                            | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Percent of customers rating customer service as "Excellent." Target = 95%           | 98%            | 98%            | 94%              |
| Percent of Real Property Assessments appraised on time. Target = 100%               | 100%           | 100%           | 100%             |
| Percent of Assessment Appeals reconciled within 18 months of receipt. Target = 100% | 99%            | 100%           | 100%             |
| Percent of Exemption forms processed within 7 days. Target = 100%                   | 100%           | 100%           | 85%              |
| Percent of recorded documents indexed the same day. Target = 100%                   | 100%           | 100%           | 100%             |
| Percent of documents electronically recorded.                                       | 57%            | 62%            | 70%              |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 6,282,192             | 6,945,471                 | 6,180,268              | 7,352,304                   | 7,149,691                     | 204,220                            |
| Services and Supplies          | 1,389,129             | 1,359,692                 | 1,666,667              | 775,670                     | 765,265                       | (594,427)                          |
| Other Charges                  | 505,341               | 525,485                   | 724,588                | 771,026                     | 771,026                       | 245,541                            |
| Capital Assets                 | 452,121               | 110,000                   | 142,813                | 110,000                     | 110,000                       | 0                                  |
| Subtotal                       | \$8,628,783           | \$8,940,648               | \$8,714,336            | \$9,009,000                 | \$8,795,982                   | (144,666)                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 170,628               | 180,000                   | 180,000                | 180,000                     | 180,000                       | 0                                  |
| Intergovernmental Revenues        | 236,635               | 403,790                   | 78,000                 | 65,000                      | 65,000                        | (338,790)                          |
| Charges for Services              | 3,850,177             | 4,069,661                 | 3,781,500              | 3,820,000                   | 3,820,000                     | (249,661)                          |
| Miscellaneous Revenues            | 937                   | 5,000                     | 2,000                  | 5,000                       | 5,000                         | 0                                  |
| Subtotal                          | \$4,258,377           | \$4,658,451               | \$4,041,500            | \$4,070,000                 | \$4,070,000                   | (588,451)                          |
| General Fund Contributions        | \$4,370,406           | \$4,282,197               | \$4,672,836            | \$4,939,000                 | \$4,725,982                   | 443,785                            |
| Total Source of Funds             | \$8,628,783           | \$8,940,648               | \$8,714,336            | \$9,009,000                 | \$8,795,982                   | (144,666)                          |

## Summary of Recommendation

The Recommended Budget for Assessor- County Clerk Recorder is \$8,795,982, financed by \$4,070,000 in revenue and a general fund contribution(GFC) of \$4,725,982. The Recommended Budget reflects \$449,761 in increased costs for negotiated raises, pensions, health insurance and cost plan charges, offset by the elimination \$594,427 in Enterprise Resource Planning (ERP) charges. Revenue declined by \$588,451 due to a drop in recording fees and the termination of the State-County Assessors' Partnership Program.

The Recommended Budget includes \$635,409 in augmentations to continue supporting seven positions at-risk due to the fiscal pressures previously described.

## Budget Impacts

Workload on staff has continued to increase with the loss of positions over the years, additional improved sales activity, and Proposition 8 reviews and appeals requiring greater analysis. Due to the Office's various fiscal pressures, a vacant appraiser position will be discontinued in next years budget.

## Department Operational Accomplishments

Completed 2017 local assessment roll on time, with a net assessed value of over \$62 billion. The Assessor's Office reviewed the assessed valuation of 10,000 properties with reduced values under the provisions of Proposition 8 and Proposition 13. 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 factors causing a decline in value.

Completed implementation of 41 new workstations licensed for Windows 10. Started implementation of the Microsoft Office 2016 upgrade and transition to SharePoint file libraries and OneDrive team member document storage.

Continued back-file redaction of social security numbers from all recorded documents dating back to January 1980, as required by Government Code section 27301. Back-file redaction is complete for recorded documents from July 1, 1990 through December 31, 2008.

Expanded electronic recording with an increase in agents and submitters participating in e-recording. In FY 2017-18, the Recorder's electronic recordings increased to 71% of all recorded documents.

Completed upgrade of recording, filing, cashing system to a web-based dot.net system providing modern and efficient services to taxpayers in November of 2017.

Continued preservation project of old real property books and map record books.

Participated in the reorganization study of all office/clerical positions with the goal of establishing a career ladder and succession planning.

Provided quality customer service to County taxpayers and in striving for continual improvement placed "How Are We Doing?" survey cards at each of its customer service counters which are reviewed with management, office supervisors, and staff.

## Department Operational Goals

By June 30, 2019, produce a completed assessment roll of residential, commercial and industrial properties in the County of Monterey for the 2018-19 Fiscal Year.

In an effort to increase the tax roll and County contributions to local schools, the Assessor's Office will increase the discovery of previously untaxed unpermitted construction projects by 10% by June 30, 2019.

The Recorder's Office expects the percentage of electronically recorded documents to increase by at least 2% by June 30, 2019, due to new legislation from the Department of Justice that increases the types of individuals who can electronically record documents.

By June 30, 2019, achieve full compliance with Government Code section 27301, which requires the redaction of social security

numbers located on real property documents back to January 1, 1980.

The Office will continue to maintain a status quo level in its ongoing efforts to digitize paper vital record certificates for FY 2018-19.

By January 1, 2019, obtain Board approval for the Assessor Recorder Clerk (ARC) Cross Training Program and begin implementation for one pilot group of employees, in order to create career ladders for the clerical staff and assist in department-wide succession planning efforts.

The Department will continue to provide quality customer service to all taxpayers as evidenced by maintaining a rating of at least 95% positive on customer survey cards.

Communicate outcomes of this data to staff on a quarterly basis.

## Pending Issues

The Department previously participated in the State-County Assessors' Partnership Program, a three year pilot program to support County property assessment efforts which ended June 30, 2017. The program allowed the Department to capture property tax revenues for local K-14 schools and offices of education that might otherwise escape recognition and collection. The program is expected to be renewed by the State for FY 2018-19 and the Department seeks continued support in the required dollar-to-dollar match of the annual \$200,000 grant award.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Assessor (ACR001)       | 5,674,699             | 6,118,872                 | 5,621,991              | 6,511,044                      | 6,300,137                        | 181,265                               | 001          | 8003                |
| Clerk/Recorder (ACR002) | 2,954,085             | 2,821,776                 | 3,092,345              | 2,497,956                      | 2,495,845                        | (325,931)                             | 001          | 8004                |
| Subtotal                | \$8,628,783           | \$8,940,648               | \$8,714,336            | \$9,009,000                    | \$8,795,982                      | (144,666)                             |              |                     |

## Budget Units

|                | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|----------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Assessor       | 5,674,699             | 6,118,872                 | 5,621,991              | 6,511,044                      | 6,300,137                        | 181,265                               |
| Clerk/Recorder | 2,954,085             | 2,821,776                 | 3,092,345              | 2,497,956                      | 2,495,845                        | (325,931)                             |
| Subtotal       | \$8,628,783           | \$8,940,648               | \$8,714,336            | \$9,009,000                    | \$8,795,982                      | (144,666)                             |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label            | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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            | 1.00                      | 1.00                      | 1.00                             | 0.00   |



## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                        | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 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 | 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   |
| 28A21               | APPRAISER II                                | 15.00                  | 13.00                  | 12.00                      | -1.00  |
| 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                     | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 43F80               | SENIOR MAP DRAFTING TECHNICIAN              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                         | 7.00                   | 6.00                   | 6.00                       | 0.00   |
| 80E22               | OFFICE ASSISTANT III                        | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 80E80               | PRINCIPAL OFFICE ASSISTANT                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 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               |                                             | 70.00                  | 67.00                  | 66.00                      | -1.00  |

Assessor-County Clerk-Recorder

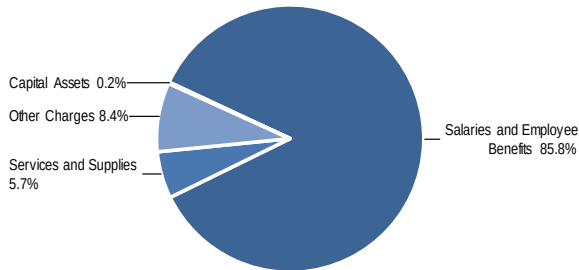
## Augmentation Request

| Dept        | Request Code       | Request Name                           | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|--------------------|----------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 1180        | 1180-8003-001-AUG1 | Status Quo Filled Appraiser II         | Status Quo Filled Position | 100,707          | 1.00           | 100,707     | 1.00      |
| 1180        | 1180-8003-001-AUG2 | Status Quo Filled Appraiser II         | Status Quo Filled Position | 100,707          | 1.00           | 100,707     | 1.00      |
| 1180        | 1180-8003-001-AUG3 | Status Quo Vacant Appraiser II         | Status Quo Vacant Position | 92,443           | 1.00           | 92,443      | 1.00      |
| 1180        | 1180-8003-001-AUG4 | Status Quo Vacant Appraiser II         | Status Quo Vacant Position | 92,443           | 1.00           | 92,443      | 1.00      |
| 1180        | 1180-8003-001-AUG5 | Status Quo Vacant Appraiser II         | Status Quo Vacant Position | 92,443           | 1.00           | 0           | 0.00      |
| 1180        | 1180-8003-001-AUG6 | Status Quo Vacant Transfer Clerk       | Status Quo Vacant Position | 69,611           | 1.00           | 69,611      | 1.00      |
| 1180        | 1180-8003-001-AUG7 | Status Quo Vacant Map Drafting         | Status Quo Vacant Position | 76,301           | 1.00           | 76,301      | 1.00      |
| 1180        | 1180-8003-001-AUG8 | Status Quo Filled Auditor Appraiser II | Status Quo Filled Position | 103,197          | 1.00           | 103,197     | 1.00      |
| 1180        | 1180-8003-001-AUG9 | New Cannabis Funded Appraiser II       | Request New Position       | 110,170          | 1.00           | 0           | 0.00      |
| Grand Total |                    |                                        |                            | 838,022          | 9.00           | 635,409     | 7.00      |

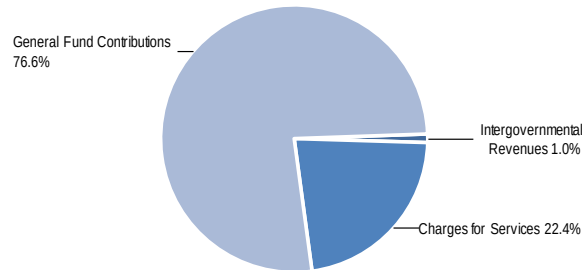
# Assessor

(Budget Unit 8003— Fund 001— Appropriation Unit ACR001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 4,843,809             | 5,297,346                 | 4,614,355              | 5,608,212                   | 5,405,599                     | 108,253                            |
| Services and Supplies          | 644,309               | 620,740                   | 614,881                | 365,610                     | 357,316                       | (263,424)                          |
| Other Charges                  | 186,580               | 190,786                   | 382,755                | 527,222                     | 527,222                       | 336,436                            |
| Capital Assets                 | 0                     | 10,000                    | 10,000                 | 10,000                      | 10,000                        | 0                                  |
| Subtotal                       | \$5,674,699           | \$6,118,872               | \$5,621,991            | \$6,511,044                 | \$6,300,137                   | 181,265                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 236,635               | 403,790                   | 78,000                 | 65,000                      | 65,000                        | (338,790)                          |
| Charges for Services       | 1,150,272             | 1,432,885                 | 1,245,000              | 1,410,000                   | 1,410,000                     | (22,885)                           |
| Subtotal                   | \$1,386,907           | \$1,836,675               | \$1,323,000            | \$1,475,000                 | \$1,475,000                   | (361,675)                          |
| General Fund Contributions | \$4,287,791           | \$4,282,197               | \$4,298,991            | \$5,036,044                 | \$4,825,137                   | 542,940                            |
| Total Source of Funds      | \$5,674,699           | \$6,118,872               | \$5,621,991            | \$6,511,044                 | \$6,300,137                   | 181,265                            |

## 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 two-thirds of the County's discretionary funds.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                        | FTE   |
|---------------------|---------------------------------------------|-------|
| 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  |
| 16F41               | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II | 1.00  |
| 28A21               | APPRAISER II                                | 12.00 |
| 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  |

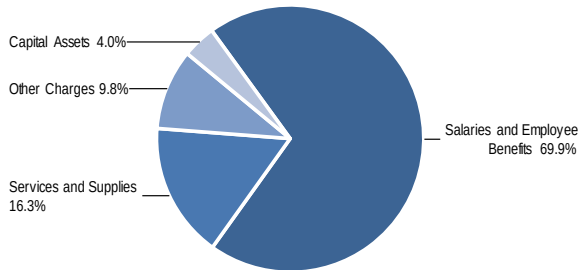
## Recommended 2018-19 Positions

| Classification Code | Classification Label                  | FTE   |
|---------------------|---------------------------------------|-------|
| 43F80               | SENIOR MAP DRAFTING TECHNICIAN        | 1.00  |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL | 1.00  |
| 80E21               | OFFICE ASSISTANT II                   | 4.00  |
| 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               |                                       | 49.00 |

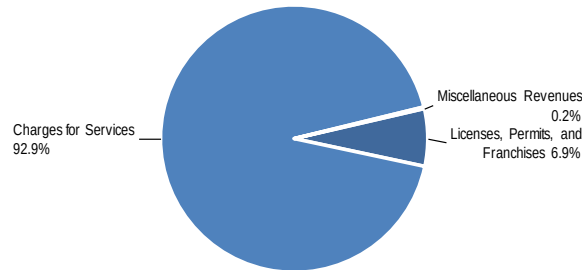
# Clerk/Recorder

(Budget Unit 8004— Fund 001— Appropriation Unit ACR002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,438,383             | 1,648,125                 | 1,565,913              | 1,744,092                   | 1,744,092                     | 95,967                             |
| Services and Supplies          | 744,820               | 738,952                   | 1,051,786              | 410,060                     | 407,949                       | (331,003)                          |
| Other Charges                  | 318,761               | 334,699                   | 341,833                | 243,804                     | 243,804                       | (90,895)                           |
| Capital Assets                 | 452,121               | 100,000                   | 132,813                | 100,000                     | 100,000                       | 0                                  |
| Subtotal                       | \$2,954,085           | \$2,821,776               | \$3,092,345            | \$2,497,956                 | \$2,495,845                   | (325,931)                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 170,628               | 180,000                   | 180,000                | 180,000                     | 180,000                       | 0                                  |
| Charges for Services              | 2,699,905             | 2,636,776                 | 2,536,500              | 2,410,000                   | 2,410,000                     | (226,776)                          |
| Miscellaneous Revenues            | 937                   | 5,000                     | 2,000                  | 5,000                       | 5,000                         | 0                                  |
| Subtotal                          | \$2,871,470           | \$2,821,776               | \$2,718,500            | \$2,595,000                 | \$2,595,000                   | (226,776)                          |
| General Fund Contributions        | \$82,615              | \$0                       | \$373,845              | (\$97,044)                  | (\$99,155)                    | (99,155)                           |
| Total Source of Funds             | \$2,954,085           | \$2,821,776               | \$3,092,345            | \$2,497,956                 | \$2,495,845                   | (325,931)                          |

## 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 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.

## Recommended 2018-19 Positions

| Classification Code | Classification Label             | FTE   |
|---------------------|----------------------------------|-------|
| 12A05               | ASSISTANT COUNTY CLERK-RECORDER  | 1.00  |
| 14G02               | MANAGEMENT ANALYST I             | 1.00  |
|                     | DEPARTMENTAL INFORMATION SYSTEMS |       |
| 16F40               | MANAGER I                        | 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  |
| Total               |                                  | 17.00 |

# County Counsel

## Departmental Overview:

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.

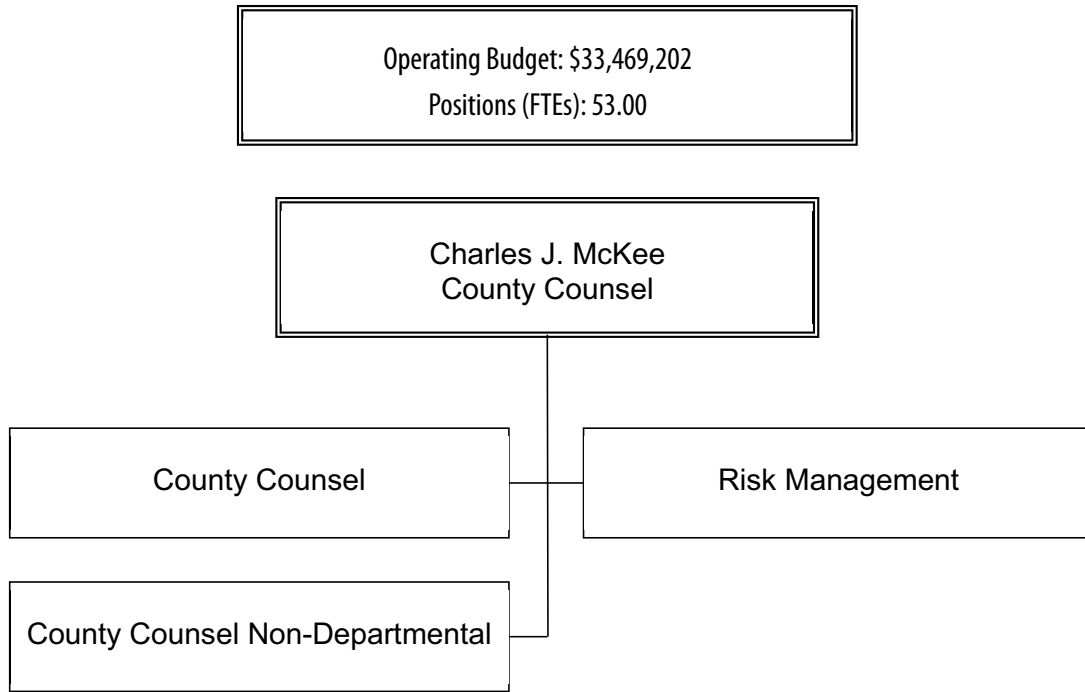
## Programs and Functions:

The County Counsel's Office consists of four divisions. The General Government, Litigation and Land Use Divisions provide legal counsel to County departments, and representation in litigation matters. The Risk Management Division 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. The Office manages and advises the Monterey County Civil Grand Jury, and provides legal and insurance related services for the Water Resource Agency.

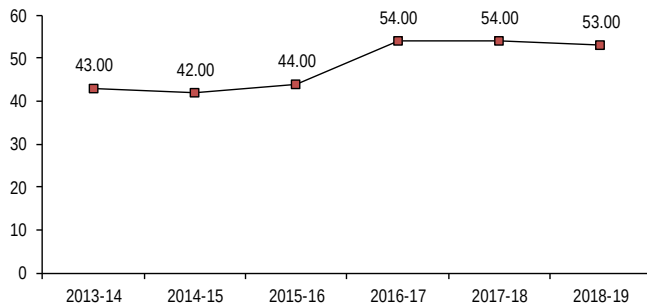
## Department's Contribution to Monterey County's Strategic Initiatives:

The Office of County Counsel addresses each of the Strategic Initiative Policy Areas: Economic Development, Administration, Health & Human Services, Infrastructure and Public Safety. The primary goal of the Office of the County Counsel is providing 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 departments, and outside agencies to effectively carry out their functions and achieve their goals.

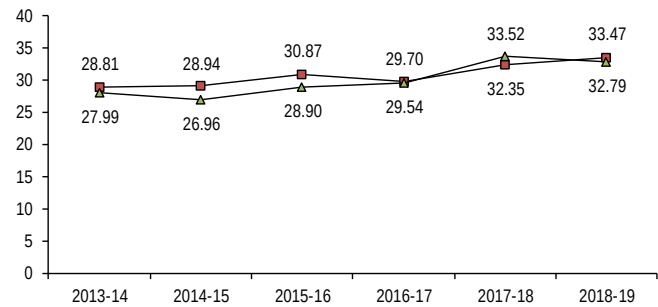




#### Staffing Trends



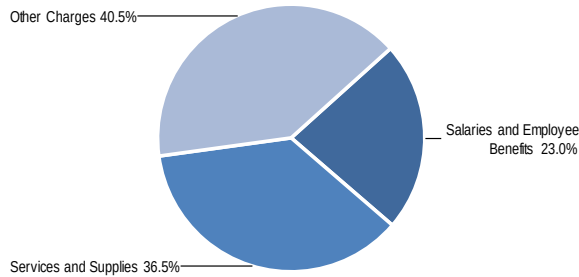
#### Expenditure/Revenue History (in millions)



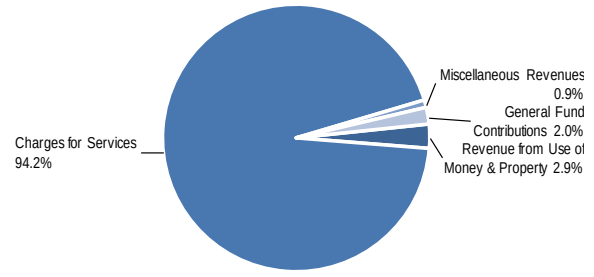
Legal advisor and primary litigator for the Board of Supervisors, County departments, commissions, and agencies on issues of law or public policy. Through its Risk Division manages general liability programs, safety, ergonomics, and coordinates the provisions of Workers' Compensation.

| Key Performance Measures                                                                                    | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Annual Performance Appraisals completed for staff. Target = 100%                                            | 97%            | 83%            | 69%              |
| Percentage of mandatory IT and Sexual Harassment Prevention training completed by staff. Target = 100%      | 90%            | 90%            | 77%              |
| Percentage of new and returning assignments to complete assignments within cycle of two weeks. Target = 90% | 3,766<br>71%   | 4,044<br>75%   | 1,782<br>73%     |
| Number of Workers' Compensation claims open or pending status. Target = Reduce to 5% - 843                  | 853            | 887            | 895              |
| Annual Average Workers' Compensation Costs per new claim. Target = Reduce 5%                                | \$8,199        | \$8,713        | \$5,880          |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 6,440,955             | 8,196,950                 | 7,657,419              | 8,287,056                   | 7,689,065                     | (507,885)                          |
| Services and Supplies          | 9,603,516             | 11,442,200                | 10,163,112             | 12,241,780                  | 12,228,758                    | 786,558                            |
| Other Charges                  | 13,654,108            | 12,657,374                | 14,447,672             | 16,753,379                  | 13,551,379                    | 894,005                            |
| Other Financing Uses           | 0                     | 87,238                    | 83,744                 | 0                           | 0                             | (87,238)                           |
| Subtotal                       | \$29,698,578          | \$32,383,762              | \$32,351,947           | \$37,282,215                | \$33,469,202                  | 1,085,440                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 1,155,127             | 698,018                   | 989,133                | 971,760                     | 971,760                       | 273,742                            |
| Charges for Services                 | 27,352,426            | 31,051,557                | 30,924,890             | 34,723,956                  | 31,521,956                    | 470,399                            |
| Miscellaneous Revenues               | 1,032,774             | 300,000                   | 1,608,829              | 300,000                     | 300,000                       | 0                                  |
| Subtotal                             | \$29,540,327          | \$32,049,575              | \$33,522,852           | \$35,995,716                | \$32,793,716                  | 744,141                            |
| Fund Balance                         | 515,515               | 0                         | (1,467,694)            | 0                           | 0                             | 0                                  |
| General Fund Contributions           | (\$357,264)           | \$334,187                 | \$296,789              | \$1,286,499                 | \$675,486                     | 341,299                            |
| Total Source of Funds                | \$29,698,578          | \$32,383,762              | \$32,351,947           | \$37,282,215                | \$33,469,202                  | 1,085,440                          |

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget for the Office of the County Counsel is \$33,469,202, financed by \$32,793,716 in revenue and a general fund contribution (GFC) of \$675,486. Expenditures in the Recommended Budget grew by \$1,085,440 due to increases in excess insurance, Third Party Administrator (TPA) fees, legal services, Workers' Compensation (WC), recoverable General Liability (GL) claims and a reduction to the cost plan credit.

The Recommended Budget includes \$468,230 in augmentations to sustain three filled attorney positions impacted by previously stated cost pressures. These positions provide legal advice, representation and litigation services to County departments.

## Budget Impacts

The Recommended Budget reflects the loss of a Management Analyst II position, and funding for temporary employees, impacting County Counsel's ability to provide timely, quality legal service to outside agencies and departments as well as its obligation to service the Board of Supervisors' goals. Augmentations for two new positions to support the Cannabis regulatory program are not included in next year's budget.

Allocations for WC increased by 9.3% (\$1,742,000) and recoverable GL increased by 7.6% (\$409,000) due to the number of open/pending claims coupled with the utilization of a 70% confidence level.

In order to meet countywide needs, the recommended level of funding for non-recoverable GL per the actuarial was reduced by 50%. If estimated levels of claims in the actuarial are reached, additional funding will be needed.

## Department Operational Accomplishments

Responded to 73% of legal requests within fifteen (15) days of receipt. Many matters are not returned within fifteen days because they are ongoing and/or complex.

Responded or completed claims within 30 days, using a committee including the general liability carrier which meets every two weeks to discuss and make decisions.

County Counsel deputies and staff completed required State Bar trainings and/or the County mandatory trainings. Completion of mandatory training deadlines are tracked.

Established Recoverable and Non-Recoverable designations for GL claims.

## Department Operational Goals

As an ongoing goal, respond to legal requests within 15 days of receipt to assist elected officials, County offices and departments in achieving their goals and objectives.

Successfully manage and conclude claims and litigation in a fair manner, which respects both the rights of claimants and litigants and provides fiscal accountability to the public.

Maintain the professional and technical competence of all employees through appropriate continuing education, modern technology, and electronic case management and assignment tools, in order to provide innovative solutions to legal problems.

## Pending Issues

Testing of the water in Lake San Antonio and Lake Nacimiento resulting from a fuel system leak was suspended due to the drought, and funding for the testing was eliminated. Recent rain has increased the water levels at the Lakes, which may require the resumption of testing. Should that be required, the Department may have to request funding during FY 2018-19.

## Policy Considerations

As per the State Controller's Office and the County's own actuarial service provider (Bickmore), the County's GL and WC Internal Service Funds (ISF) should be operating at an 80% confidence level after 10 years. The County programs have remained at 70% over the last 14 years.

## Appropriation Expenditure Detail

|                               | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| County Counsel (COU001)       | (674,909)             | 209,516                   | 209,516                | 1,224,802                      | 615,368                          | 405,852                               | 001          | 8057                |
| Grand Jury (COU005)           | 166,496               | 218,422                   | 181,024                | 126,697                        | 126,697                          | (91,725)                              | 001          | 8405                |
| Risk Management (COU002)      | (68,698)              | 0                         | 0                      | 0                              | (1,579)                          | (1,579)                               | 001          | 8407                |
| General Liability (COU003)    | 8,953,263             | 12,626,824                | 10,748,543             | 14,559,716                     | 11,357,716                       | (1,269,108)                           | 475          | 8408                |
| Workers Compensation (COU004) | 20,840,574            | 19,134,000                | 21,017,864             | 21,176,000                     | 21,176,000                       | 2,042,000                             | 476          | 8409                |
| Enterprise Risk (COU006)      | 481,852               | 195,000                   | 195,000                | 195,000                        | 195,000                          | 0                                     | 001          | 8429                |
| Subtotal                      | \$29,698,578          | \$32,383,762              | \$32,351,947           | \$37,282,215                   | \$33,469,202                     | 1,085,440                             |              |                     |

## Budget Units

|                      | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| County Counsel       | (674,909)             | 209,516                   | 209,516                | 1,224,802                      | 615,368                          | 405,852                               |
| Risk Management      | (68,698)              | 0                         | 0                      | 0                              | (1,579)                          | (1,579)                               |
| Grand Jury           | 166,496               | 218,422                   | 181,024                | 126,697                        | 126,697                          | (91,725)                              |
| General Liability    | 8,953,263             | 12,626,824                | 10,748,543             | 14,559,716                     | 11,357,716                       | (1,269,108)                           |
| Workers Compensation | 20,840,574            | 19,134,000                | 21,017,864             | 21,176,000                     | 21,176,000                       | 2,042,000                             |
| Enterprise Risk      | 481,852               | 195,000                   | 195,000                | 195,000                        | 195,000                          | 0                                     |
| Subtotal             | \$29,698,578          | \$32,383,762              | \$32,351,947           | \$37,282,215                   | \$33,469,202                     | 1,085,440                             |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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                      | 0.00                             | -1.00  |
| 14B62                  | ASSOCIATE RISK & BENEFITS ANALYST | 0.00                      | 0.00                      | 1.00                             | 1.00   |
| 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             | 4.00                      | 4.00                      | 2.00                             | -2.00  |
| 14C31                  | MANAGEMENT ANALYST III            | 0.00                      | 0.00                      | 1.00                             | 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   |



## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                  | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------|------------------------|------------------------|----------------------------|--------|
| 20B95               | FINANCE MANAGER I                     | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 39B21               | DEPUTY COUNTY COUNSEL II              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 39B23               | DEPUTY COUNTY COUNSEL IV              | 15.00                  | 15.00                  | 15.00                      | 0.00   |
| 39B25               | SENIOR DEPUTY COUNTY COUNSEL          | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 74K50               | SAFETY COORDINATOR/INVESTIGATOR       | 2.00                   | 2.00                   | 2.00                       | 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          | 10.00                  | 10.00                  | 10.00                      | 0.00   |
| Total               |                                       | 54.00                  | 54.00                  | 53.00                      | -1.00  |

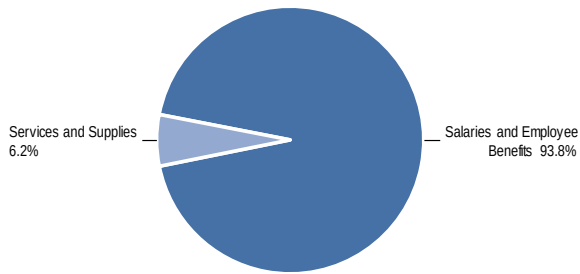
## Augmentation Request

| Dept        | Request Code       | Request Name                            | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|--------------------|-----------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 1210        | 1210-8057-001-AUG1 | Status Quo Filled Management Analyst II | Status Quo Filled Position | 142,598          | 1.00           | 0           | 0.00      |
| 1210        | 1210-8057-001-AUG2 | Deputy County Counsel IV                | Status Quo Filled Position | 150,432          | 1.00           | 150,432     | 1.00      |
| 1210        | 1210-8057-001-AUG3 | Deputy County Counsel IV                | Status Quo Filled Position | 179,612          | 1.00           | 179,612     | 1.00      |
| 1210        | 1210-8057-001-AUG4 | Deputy County Counsel IV                | Status Quo Filled Position | 138,186          | 1.00           | 138,186     | 1.00      |
| 1210        | 1210-8057-001-AUG5 | Temporary - Deputy County Counsel IV    | Status Quo Other           | 95,927           | 0.00           | 0           | 0.00      |
| 1210        | 1210-8057-001-AUG6 | Temporary - Legal Processing Clerk      | Status Quo Other           | 33,721           | 0.00           | 0           | 0.00      |
| 1210        | 1210-8057-001-AUG7 | Deputy County Counsel IV                | Request New Position       | 226,550          | 1.00           | 0           | 0.00      |
| 1210        | 1210-8057-001-AUG8 | Senior Legal Secretary Confidential     | Request New Position       | 99,195           | 1.00           | 0           | 0.00      |
| Grand Total |                    |                                         |                            | 1,066,221        | 6.00           | 468,230     | 3.00      |

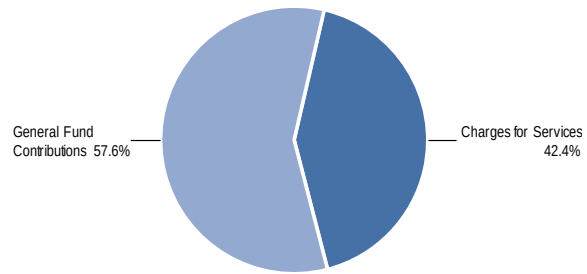
County Counsel

# County Counsel Departmental

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 6,376,974             | 8,124,579                 | 7,580,303              | 8,212,988                   | 7,614,997                     | (509,582)                          |
| Services and Supplies          | 872,361               | 497,740                   | 591,311                | 517,353                     | 504,331                       | 6,591                              |
| Other Charges                  | (7,992,943)           | (8,497,161)               | (8,042,962)            | (7,505,539)                 | (7,505,539)                   | 991,622                            |
| Other Financing Uses           | 0                     | 84,358                    | 80,864                 | 0                           | 0                             | (84,358)                           |
| Subtotal                       | (\$743,607)           | \$209,516                 | \$209,516              | \$1,224,802                 | \$613,789                     | 404,273                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 262,005               | 288,751                   | 288,751                | 260,000                     | 260,000                       | (28,751)                           |
| Subtotal                   | \$262,005             | \$288,751                 | \$288,751              | \$260,000                   | \$260,000                     | (28,751)                           |
| General Fund Contributions | (\$1,005,612)         | (\$79,235)                | (\$79,235)             | \$964,802                   | \$353,789                     | 433,024                            |
| Total Source of Funds      | (\$743,607)           | \$209,516                 | \$209,516              | \$1,224,802                 | \$613,789                     | 404,273                            |

## Division Description

The County Counsel Departmental section includes the Office of the County Counsel and Risk Management.

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, WC, GL, 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 County Counsel, negotiates and places excess insurance and manages and directs GL and WC claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget for County Counsel Departmental is \$613,789, an increase of \$404,273. The increase in cost is due to negotiated raises, pensions, health insurance and an decrease in the cost plan credit. The Recommended Budget includes \$2,010,558 in expenditures for Risk Management, offset by reimbursements from the GL and WC ISFs.

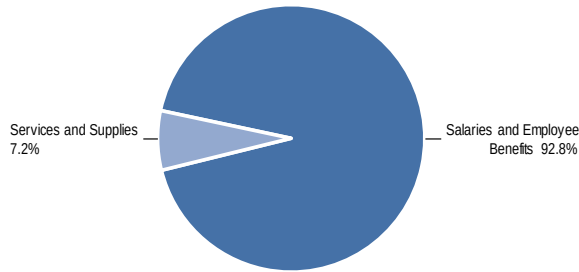
## Appropriation Expenditure Detail

|                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|--------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| County Counsel (COU001)  | (674,909)             | 209,516                   | 209,516                | 1,224,802                      | 615,368                          | 405,852                               | 001          | 8057                |
| Risk Management (COU002) | (68,698)              | 0                         | 0                      | 0                              | (1,579)                          | (1,579)                               | 001          | 8407                |
| Subtotal                 | (\$743,607)           | \$209,516                 | \$209,516              | \$1,224,802                    | \$613,789                        | 404,273                               |              |                     |

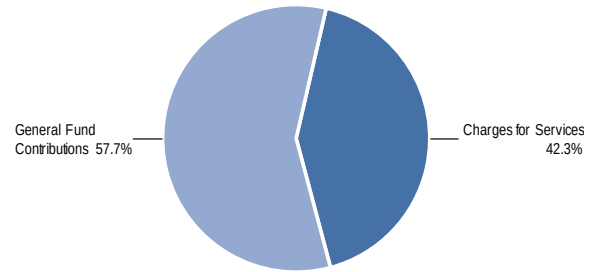
## County Counsel

(Budget Unit 8057— Fund 001— Appropriation Unit COU001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,525,461             | 6,536,935                 | 6,365,478              | 6,268,859                   | 5,670,868                     | (866,067)                          |
| Services and Supplies          | 765,233               | 430,618                   | 438,592                | 449,345                     | 437,902                       | 7,284                              |
| Other Charges                  | (6,965,603)           | (6,838,901)               | (6,675,418)            | (5,493,402)                 | (5,493,402)                   | 1,345,499                          |
| Other Financing Uses           | 0                     | 80,864                    | 80,864                 | 0                           | 0                             | (80,864)                           |
| Subtotal                       | (\$674,909)           | \$209,516                 | \$209,516              | \$1,224,802                 | \$615,368                     | 405,852                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 262,005               | 288,751                   | 288,751                | 260,000                     | 260,000                       | (28,751)                           |
| Subtotal                   | \$262,005             | \$288,751                 | \$288,751              | \$260,000                   | \$260,000                     | (28,751)                           |
| General Fund Contributions | (\$936,914)           | (\$79,235)                | (\$79,235)             | \$964,802                   | \$355,368                     | 434,603                            |
| Total Source of Funds      | (\$674,909)           | \$209,516                 | \$209,516              | \$1,224,802                 | \$615,368                     | 405,852                            |

### 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. 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 to enable the Board of Supervisors and other clients to effectively carry out their functions and achieve their goals. Divisions within the Office include Administration and Support (comprised of business, legal and office support staff), Land Use, Litigation and Employment, General Government, and Risk Management.

The Office also provides legal services, by contract or statute, to other public entities, including the Transportation Agency of Monterey County, Local Agency Formation Commission, Water Resources Agency, the Monterey Bay Unified Air Pollution Control District, and the Salinas Valley Basin Groundwater Sustainability

Agency. 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.

### Recommended 2018-19 Positions

| Classification Code | Classification Label                  | FTE   |
|---------------------|---------------------------------------|-------|
| 11A04               | COUNTY COUNSEL                        | 1.00  |
| 12C38               | ASSISTANT COUNTY COUNSEL              | 1.00  |
| 12C39               | CHIEF ASSISTANT COUNTY COUNSEL        | 1.00  |
| 14C30               | MANAGEMENT ANALYST II                 | 2.00  |
| 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               |                                       | 32.00 |

## Risk Management

(Budget Unit 8407— Fund 001— Appropriation Unit COU002)

### Use of Funds

Intentionally Left Blank

### Source of Funds

Intentionally Left Blank

### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 851,514               | 1,587,644                 | 1,214,825              | 1,944,129                   | 1,944,129                     | 356,485                            |
| Services and Supplies          | 107,128               | 67,122                    | 152,719                | 68,008                      | 66,429                        | (693)                              |
| Other Charges                  | (1,027,340)           | (1,658,260)               | (1,367,544)            | (2,012,137)                 | (2,012,137)                   | (353,877)                          |
| Other Financing Uses           | 0                     | 3,494                     | 0                      | 0                           | 0                             | (3,494)                            |
| Subtotal                       | (\$68,698)            | \$0                       | \$0                    | \$0                         | (\$1,579)                     | (1,579)                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$68,698)            | \$0                       | \$0                    | \$0                         | (\$1,579)                     | (1,579)                            |
| Total Source of Funds      | (\$68,698)            | \$0                       | \$0                    | \$0                         | (\$1,579)                     | (1,579)                            |

### Unit Description

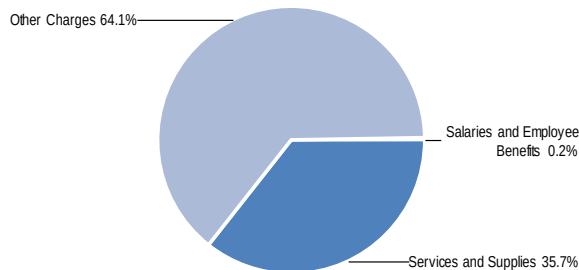
Risk Management oversees and manages County insurance programs, claims management, safety, ergonomics, contract risk review, and other risk transfer and loss control activities that protect the County and mitigate losses. Responsibilities of this Division include: management, oversight, and administration of safety programs; WC insurance and self-insurance; GL 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 GL and WC claims and medical malpractice claims involving the Health Department and NMC.

### Recommended 2018-19 Positions

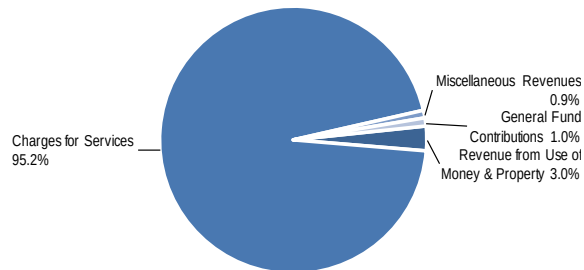
| Classification Code | Classification Label              | FTE   |
|---------------------|-----------------------------------|-------|
| 14B62               | ASSOCIATE RISK & BENEFITS ANALYST | 1.00  |
| 14B63               | SENIOR RISK & BENEFITS ANALYST    | 1.00  |
| 14B64               | PRINCIPAL RISK & BENEFITS ANALYST | 1.00  |
| 14C31               | MANAGEMENT ANALYST III            | 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

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 63,980                | 72,371                    | 77,116                 | 74,068                      | 74,068                        | 1,697                              |
| Services and Supplies          | 8,731,154             | 10,944,460                | 9,571,801              | 11,724,427                  | 11,724,427                    | 779,967                            |
| Other Charges                  | 21,647,051            | 21,154,535                | 22,490,634             | 24,258,918                  | 21,056,918                    | (97,617)                           |
| Other Financing Uses           | 0                     | 2,880                     | 2,880                  | 0                           | 0                             | (2,880)                            |
| Subtotal                       | \$30,442,185          | \$32,174,246              | \$32,142,431           | \$36,057,413                | \$32,855,413                  | 681,167                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 1,155,127             | 698,018                   | 989,133                | 971,760                     | 971,760                       | 273,742                            |
| Charges for Services                 | 27,090,421            | 30,762,806                | 30,636,139             | 34,463,956                  | 31,261,956                    | 499,150                            |
| Miscellaneous Revenues               | 1,032,774             | 300,000                   | 1,608,829              | 300,000                     | 300,000                       | 0                                  |
| Subtotal                             | \$29,278,322          | \$31,760,824              | \$33,234,101           | \$35,735,716                | \$32,533,716                  | 772,892                            |
| Fund Balance                         | 515,515               | 0                         | (1,467,694)            | 0                           | 0                             | 0                                  |
| General Fund Contributions           | \$648,348             | \$413,422                 | \$376,024              | \$321,697                   | \$321,697                     | (91,725)                           |
| Total Source of Funds                | \$30,442,185          | \$32,174,246              | \$32,142,431           | \$36,057,413                | \$32,855,413                  | 681,167                            |

## Division Description

The Office of the County Counsel Non-Departmental section consists of individual non-operational units including: Grand Jury, GL ISF, WC 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 GL 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 GL 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 WC ISF is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. WC-related liability judgments, settlements, and claims are paid from the WC 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 function 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 ineligible for Federal and State reimbursement.

---

**Summary of Recommendation**

The Recommended Budget for County Counsel Non-Departmental is \$32,855,413 funded by revenues of \$32,533,716 and a general

fund contribution (GFC) of \$321,697. Cost increases occurred in excess insurance, TPA, WC, recoverable GL.

---

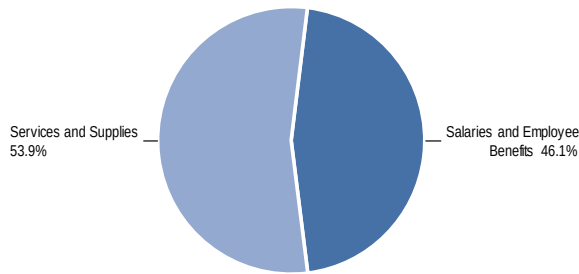
**Appropriation Expenditure Detail**

|                               | <b>Prior Year<br/>2016-17</b> | <b>Adopted Budget<br/>2017-18</b> | <b>CY Estimate<br/>2017-18</b> | <b>Requested<br/>Budget<br/>2018-19</b> | <b>Recommended<br/>Budget<br/>2018-19</b> | <b>Recommended<br/>Change<br/>from Adopted</b> | <b>Fund<br/>Code</b> | <b>Budget<br/>Unit Code</b> |
|-------------------------------|-------------------------------|-----------------------------------|--------------------------------|-----------------------------------------|-------------------------------------------|------------------------------------------------|----------------------|-----------------------------|
| Grand Jury (COU005)           | 166,496                       | 218,422                           | 181,024                        | 126,697                                 | 126,697                                   | (91,725)                                       | 001                  | 8405                        |
| General Liability (COU003)    | 8,953,263                     | 12,626,824                        | 10,748,543                     | 14,559,716                              | 11,357,716                                | (1,269,108)                                    | 475                  | 8408                        |
| Workers Compensation (COU004) | 20,840,574                    | 19,134,000                        | 21,017,864                     | 21,176,000                              | 21,176,000                                | 2,042,000                                      | 476                  | 8409                        |
| Enterprise Risk (COU006)      | 481,852                       | 195,000                           | 195,000                        | 195,000                                 | 195,000                                   | 0                                              | 001                  | 8429                        |
| Subtotal                      | \$30,442,185                  | \$32,174,246                      | \$32,142,431                   | \$36,057,413                            | \$32,855,413                              | 681,167                                        |                      |                             |

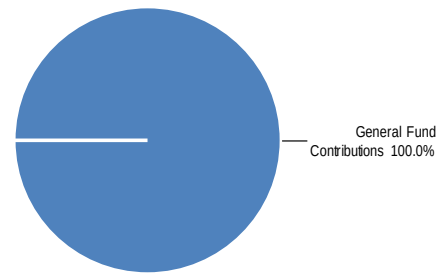
## Grand Jury

(Budget Unit 8405— Fund 001— Appropriation Unit COU005)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 63,980                | 72,371                    | 77,116                 | 74,068                      | 74,068                        | 1,697                              |
| Services and Supplies          | 44,416                | 85,071                    | 90,096                 | 86,732                      | 86,732                        | 1,661                              |
| Other Charges                  | 58,100                | 58,100                    | 10,932                 | (34,103)                    | (34,103)                      | (92,203)                           |
| Other Financing Uses           | 0                     | 2,880                     | 2,880                  | 0                           | 0                             | (2,880)                            |
| Subtotal                       | \$166,496             | \$218,422                 | \$181,024              | \$126,697                   | \$126,697                     | (91,725)                           |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$166,496             | \$218,422                 | \$181,024              | \$126,697                   | \$126,697                     | (91,725)                           |
| Total Source of Funds      | \$166,496             | \$218,422                 | \$181,024              | \$126,697                   | \$126,697                     | (91,725)                           |

### Unit Description

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.

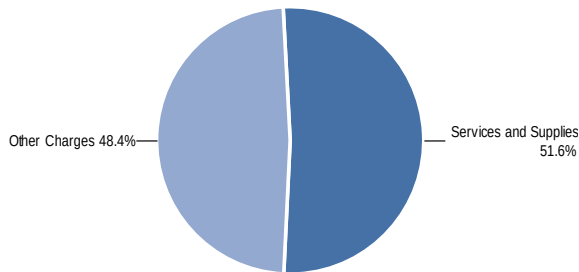
In prior years, Civil Grand Jury activities were administered by the Superior Court (on a reimbursement basis). Effective with the empaneling of the 2012 Civil Grand Jury, County Counsel assumed liaison and administrative functions previously handled by the Superior Court.

In FY 2012-13, a Management Analyst was allocated to provide administrative and analytical support. Half of the cost for this position is funded by this unit, with the other half paid by County Counsel.

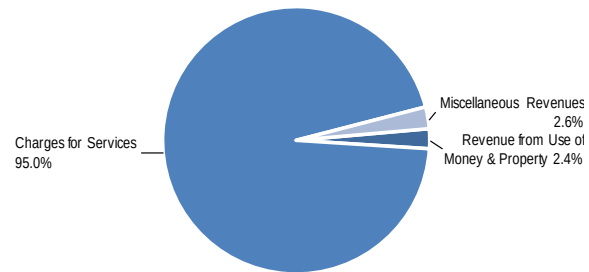
## General Liability

(Budget Unit 8408— Fund 475— Appropriation Unit COU003)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 4,419,134             | 5,780,564                 | 4,846,226              | 5,859,927                   | 5,859,927                     | 79,363                             |
| Other Charges         | 4,534,129             | 6,846,260                 | 5,902,317              | 8,699,789                   | 5,497,789                     | (1,348,471)                        |
| Subtotal              | \$8,953,263           | \$12,626,824              | \$10,748,543           | \$14,559,716                | \$11,357,716                  | (1,269,108)                        |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 320,420               | 298,018                   | 314,098                | 271,760                     | 271,760                       | (26,258)                           |
| Charges for Services                 | 10,218,421            | 12,028,806                | 11,902,139             | 13,987,956                  | 10,785,956                    | (1,242,850)                        |
| Miscellaneous Revenues               | 10,860                | 300,000                   | 0                      | 300,000                     | 300,000                       | 0                                  |
| Subtotal                             | \$10,549,701          | \$12,626,824              | \$12,216,237           | \$14,559,716                | \$11,357,716                  | (1,269,108)                        |
| Fund Balance                         | (1,596,438)           | 0                         | (1,467,694)            | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$8,953,263           | \$12,626,824              | \$10,748,543           | \$14,559,716                | \$11,357,716                  | (1,269,108)                        |

### Unit Description

The General Liability Internal Service Fund is directed and managed by Risk Management and contains expenses for 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 GL ISF (Fund 475). Recoveries from external entities are recorded as offsetting revenues in the ISF. ISFs are funded outside the County General Fund and their costs are allocated to departments on an annual basis.

Funding of GL claims is based upon the total incurred value of loss and funding as determined by the County's actuaries, based upon loss history and future exposure and is currently funded at a 70%

confidence level for FY 2018-19. Allocations are comprised of two categories: recoverable and non-recoverable. Both 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 the Lake Nacimiento and Lake San Antonio litigation, is included with the ISF. This non-recoverable allocation is apportioned on a full-time employee (FTE) basis.

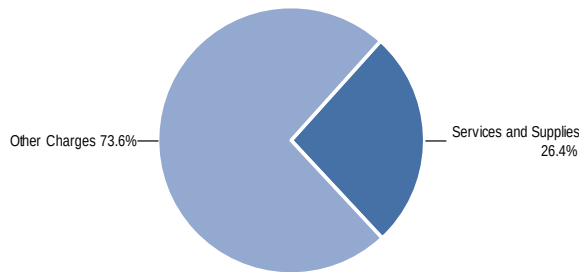
The County maintains a Self-Insured Retention (SIR) of \$1.5 million per occurrence and excess coverage, with limits of \$150 million through excess insurance providers. The County self-insures events that are not covered by external insurance providers.



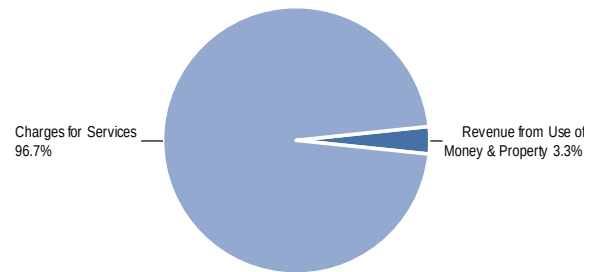
## Workers Compensation

(Budget Unit 8409— Fund 476— Appropriation Unit COU004)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 3,787,013             | 4,885,031                 | 4,479,562              | 5,588,141                   | 5,588,141                     | 703,110                            |
| Other Charges         | 17,053,562            | 14,248,969                | 16,538,302             | 15,587,859                  | 15,587,859                    | 1,338,890                          |
| Subtotal              | \$20,840,574          | \$19,134,000              | \$21,017,864           | \$21,176,000                | \$21,176,000                  | 2,042,000                          |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 834,707               | 400,000                   | 675,035                | 700,000                     | 700,000                       | 300,000                            |
| Charges for Services                 | 16,872,000            | 18,734,000                | 18,734,000             | 20,476,000                  | 20,476,000                    | 1,742,000                          |
| Miscellaneous Revenues               | 1,021,914             | 0                         | 1,608,829              | 0                           | 0                             | 0                                  |
| Subtotal                             | \$18,728,621          | \$19,134,000              | \$21,017,864           | \$21,176,000                | \$21,176,000                  | 2,042,000                          |
| Fund Balance                         | 2,111,953             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$20,840,574          | \$19,134,000              | \$21,017,864           | \$21,176,000                | \$21,176,000                  | 2,042,000                          |

### Unit Description

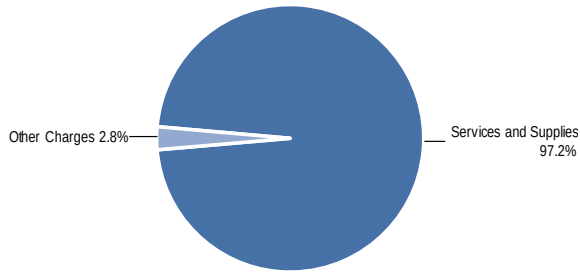
The Workers' Compensation Internal Service Fund covers expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. Workers' Compensation-related liability, judgments, settlements, and claims are paid from the WC ISF (Fund 476). Support contributions 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. ISFs are funded outside

the County General Fund and their costs are allocated to departments on an annual and continuing basis. Funding is based upon total incurred value of loss and funding, as determined by the County's actuaries, based upon loss history and future exposure and 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.

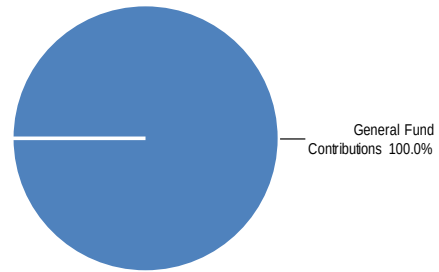
## Enterprise Risk

(Budget Unit 8429— Fund 001— Appropriation Unit COU006)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 480,592               | 193,794                   | 155,917                | 189,627                     | 189,627                       | (4,167)                            |
| Other Charges         | 1,260                 | 1,206                     | 39,083                 | 5,373                       | 5,373                         | 4,167                              |
| Subtotal              | \$481,852             | \$195,000                 | \$195,000              | \$195,000                   | \$195,000                     | 0                                  |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$481,852             | \$195,000                 | \$195,000              | \$195,000                   | \$195,000                     | 0                                  |
| Total Source of Funds      | \$481,852             | \$195,000                 | \$195,000              | \$195,000                   | \$195,000                     | 0                                  |

### Unit Description

The Enterprise Risk unit 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.

# Clerk of the Board

## Departmental Overview:

The Clerk of the Board of Supervisors (COB) performs duties as provided in the California Government Code and/or by formal directives of the Board of Supervisors through the County Administrative Office (CAO).

The Clerk of the Board 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 to information by the public.

## Programs and Functions:

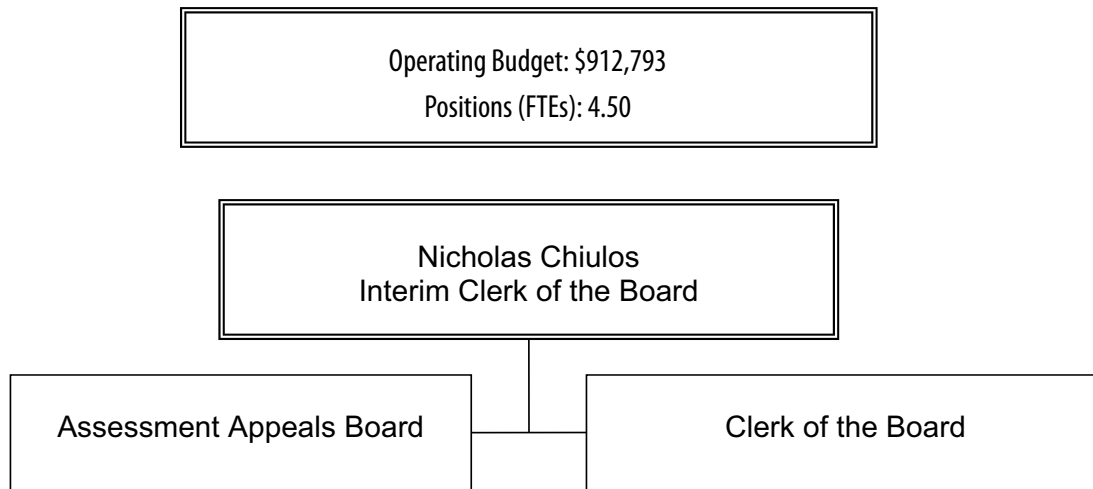
The COB's Office is responsible for carrying out mandated functions including, but not limited to: supporting the Board of Supervisors and County departments in the Board agenda process; maintaining and archiving County records; managing boards, commission and special district appointments and related Maddy Act posting of vacancies; serving as Filing Officer for Statements of Economic Interests Fair Political Practices Commission (Form 700); serving as Administrative Officer in the processing of 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.

## Department's Contributions to Monterey County's Strategic Initiatives:

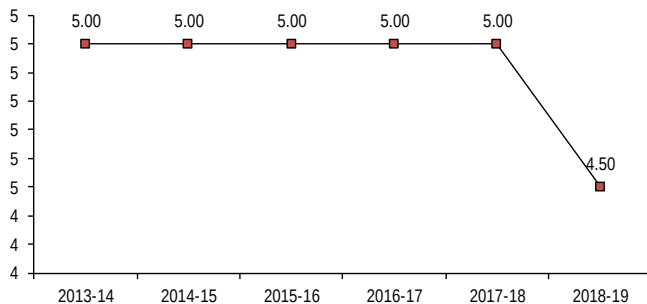
### ADMINISTRATION

Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency. The COB also uses innovative technologies and other resources, and provides timely public access to information.

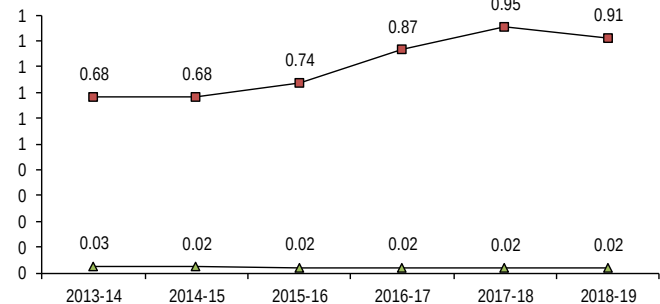




#### Staffing Trends



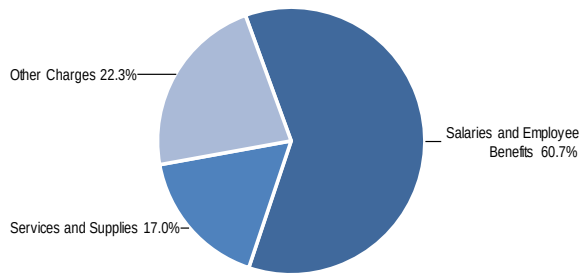
#### Expenditure/Revenue History (in millions)



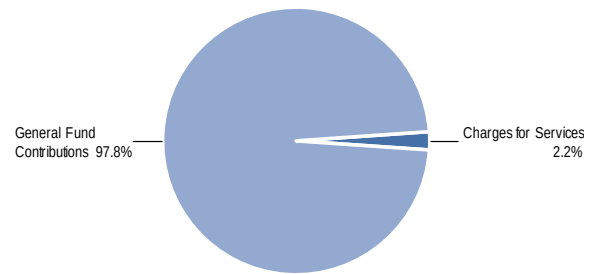
The Clerk of the Board (COB) is the keeper of public trust, facilitating access to information through technology, transparency and excellent customer service. The COB is committed to providing excellent customer service and access to information.

| Key Performance Measures                                                                                                                       | 2015-16<br>Actual | 2016-17<br>Actual | 2017-18<br>Mid-Year |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|---------------------|
| Number of Agenda items processed.                                                                                                              | 1,672             | 1,593             | 739                 |
| Number of Regular, Special, and BOS governed Agencies and Special District Meeting Agendas posted pursuant to Brown Act's 72-hour requirement. | 143               | 145               | 100                 |
| Percent of Minutes Approved. Target = 100%                                                                                                     | 95%               | 100%              | 84%                 |
| Percent of Addenda items added to regular Agendas.                                                                                             | 5.2%              | 3.5%              | 6%                  |
| Number of Boards, Committees and Commission appointments processed and posted pursuant to the Maddy Act.                                       | 192               | 181               | 85                  |
| Number of applications for changed assessments received and processed.                                                                         | 518               | 506               | 538                 |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 571,228               | 610,200                   | 562,096                | 630,032                     | 554,093                       | (56,107)                           |
| Services and Supplies          | 194,600               | 217,222                   | 214,130                | 156,169                     | 155,272                       | (61,950)                           |
| Other Charges                  | 99,212                | 99,212                    | 176,128                | 203,428                     | 203,428                       | 104,216                            |
| Subtotal                       | \$865,040             | \$926,634                 | \$952,354              | \$989,629                   | \$912,793                     | (13,841)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 19,520                | 20,000                    | 20,000                 | 20,000                      | 20,000                        | 0                                  |
| Miscellaneous Revenues     | 2,464                 | 0                         | 900                    | 0                           | 0                             | 0                                  |
| Subtotal                   | \$21,984              | \$20,000                  | \$20,900               | \$20,000                    | \$20,000                      | 0                                  |
| General Fund Contributions | \$843,055             | \$906,634                 | \$931,454              | \$969,629                   | \$892,793                     | (13,841)                           |
| Total Source of Funds      | \$865,040             | \$926,634                 | \$952,354              | \$989,629                   | \$912,793                     | (13,841)                           |

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget for the Clerk of the Board (COB) includes \$912,793 in appropriations, financed by \$20,000 in revenue associated with assessment appeals filings, and \$892,793 in general fund contributions (GFC). Expenditure increases due to negotiated raises, pensions, health insurance and a cost plan charge increase were partially offset by the elimination of Enterprise Resource Planning (ERP) charges and the budgeting of a vacant position at a lower step.

## Budget Impacts

The Recommended Budget reduces the time base of a filled Management Analyst III position to half-time due to budget constraints. The loss will result in an increase of workload for remaining staff.

## Department Operational Accomplishments

Processed the appointment of two alternate Board members to the Assessment Appeals Board.

Initialize conversation with Information Technology Department (ITD) to implement a searchable electronic database housing schedule of all Monterey County Board approved fees and charges.

In Fall 2017, a module was launched providing the public with information on Board committees and commissions, and allowing online application submittal to serve on them.

Began discussion with ITD for the development and support of an in-house system to track and manage the Boards, committees and commissions. Worked with vendor on initial review of records to be preserved and digitized. A proposal with the cost of the project is expected to be received in 2018.

## Department Operational Goals

Begin working with the Assessor's Office and ITD to develop an in-house agenda management system for the Assessment Appeals process including an online assessment appeals application by October 31, 2018.

Collaborate with the Board offices to develop the process and procedure guidelines for Board committees and commissions, and place on the County website by August 31, 2018.

Continue discussions with ITD to develop an in-house system to track and manage the boards, committees and commissions and develop plan to implement the system by December 15, 2018.

Develop a plan to move forward with the preservation and digitization of records. Secure a funding source and enter into an agreement with a vendor for services. Begin the preservation and digitization process by July 31, 2018.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                                      | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|--------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Assessment Appeals Board<br>(COB001) | 24,735                | 32,125                    | 20,971                 | 24,416                         | 24,414                           | (7,711)                               | 001          | 8019                |
| Clerk of the Board (COB001)          | 840,305               | 894,509                   | 931,383                | 965,213                        | 888,379                          | (6,130)                               | 001          | 8020                |
| Subtotal                             | \$865,040             | \$926,634                 | \$952,354              | \$989,629                      | \$912,793                        | (13,841)                              |              |                     |

## Budget Units

|                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Clerk of the Board       | 840,305               | 894,509                   | 931,383                | 965,213                        | 888,379                          | (6,130)                               |
| Assessment Appeals Board | 24,735                | 32,125                    | 20,971                 | 24,416                         | 24,414                           | (7,711)                               |
| Subtotal                 | \$865,040             | \$926,634                 | \$952,354              | \$989,629                      | \$912,793                        | (13,841)                              |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A30                  | CLERK OF THE BOARD OF SUPERVISORS | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C31                  | MANAGEMENT ANALYST III            | 1.00                      | 1.00                      | 0.50                             | -0.50  |
| 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                      | 4.50                             | -0.50  |

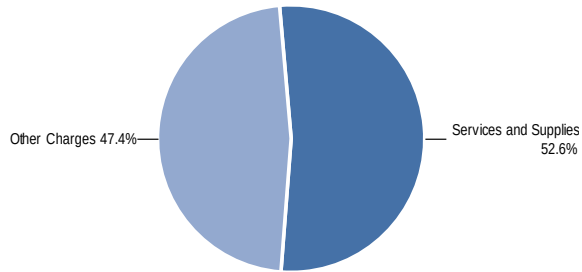
## Augmentation Request

| Dept        | Request Code       | Request Name                     | Request Type               | Requested<br>Amount | Requested<br>FTEs | Rec.<br>Amount | Rec.<br>FTEs |
|-------------|--------------------|----------------------------------|----------------------------|---------------------|-------------------|----------------|--------------|
| 1300        | 1300-8020-001-AUG1 | Status Quo Filled 0.5 FTE MA III | Status Quo Filled Position | 75,939              | 0.50              | 0              | 0.00         |
| Grand Total |                    |                                  |                            | 75,939              | 0.50              | 0              | 0.00         |

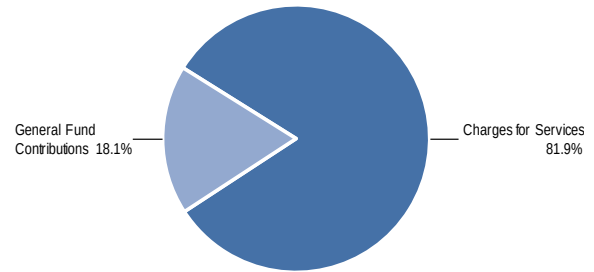
# Assessment Appeals Board

(Budget Unit 8019— Fund 001— Appropriation Unit COB001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 703                   | 0                         | 892                    | 0                           | 0                             | 0                                  |
| Services and Supplies          | 4,607                 | 12,701                    | 11,809                 | 12,846                      | 12,844                        | 143                                |
| Other Charges                  | 19,424                | 19,424                    | 8,270                  | 11,570                      | 11,570                        | (7,854)                            |
| Subtotal                       | \$24,735              | \$32,125                  | \$20,971               | \$24,416                    | \$24,414                      | (7,711)                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 19,520                | 20,000                    | 20,000                 | 20,000                      | 20,000                        | 0                                  |
| Subtotal                   | \$19,520              | \$20,000                  | \$20,000               | \$20,000                    | \$20,000                      | 0                                  |
| General Fund Contributions | \$5,215               | \$12,125                  | \$971                  | \$4,416                     | \$4,414                       | (7,711)                            |
| Total Source of Funds      | \$24,735              | \$32,125                  | \$20,971               | \$24,416                    | \$24,414                      | (7,711)                            |

## Unit Description

The Assessment Appeals Board (AAB) unit performs the following duties: accepts applications for changed assessments; reviews applications to ensure they meet the requirements of the State Property Tax Rule 305; provides access to view filed Assessment Appeals applications and related correspondence to the Assessor; responds to taxpayer inquiries regarding assessment appeals

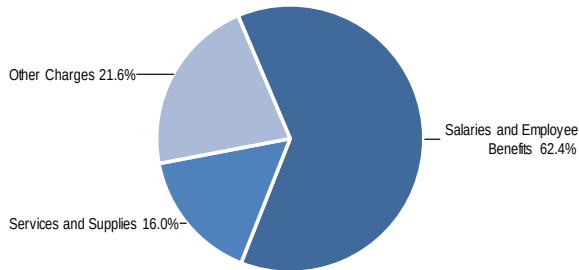
applications and hearing procedures; schedules hearings before the AAB and provides public notice of meeting dates; prepares meeting agendas and provides required notice of scheduled hearing dates to applicants, their representatives and the Assessor; attends AAB meetings; maintains evidence submitted at hearings; prepares post meeting minutes; processes stipulations and withdrawals; transmits Findings of Facts as required; and delivers Statement of Changes to the Auditor-Controller's Office.

Clerk of the Board

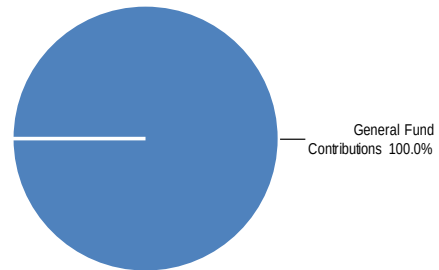
# Clerk of the Board

(Budget Unit 8020— Fund 001— Appropriation Unit COB001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 570,525               | 610,200                   | 561,204                | 630,032                     | 554,093                       | (56,107)                           |
| Services and Supplies          | 189,993               | 204,521                   | 202,321                | 143,323                     | 142,428                       | (62,093)                           |
| Other Charges                  | 79,788                | 79,788                    | 167,858                | 191,858                     | 191,858                       | 112,070                            |
| Subtotal                       | \$840,305             | \$894,509                 | \$931,383              | \$965,213                   | \$888,379                     | (6,130)                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Miscellaneous Revenues     | 2,464                 | 0                         | 900                    | 0                           | 0                             | 0                                  |
| Subtotal                   | \$2,464               | \$0                       | \$900                  | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$837,841             | \$894,509                 | \$930,483              | \$965,213                   | \$888,379                     | (6,130)                            |
| Total Source of Funds      | \$840,305             | \$894,509                 | \$931,383              | \$965,213                   | \$888,379                     | (6,130)                            |

## Unit Description

The Clerk of the Board (COB) is responsible for performing mandated functions, as outlined in the California Government & Revenue & Taxation Codes including, but not limited to: preparing Board of Supervisors meeting agendas & minutes; records maintenance; managing the assessment appeals process (see unit 8019); maintaining and tracking appointments to approximately 75 boards, commissions, committees, and over 80 special districts; processing/routing Public Records Act Requests and information requests from the public and outside agencies. This unit also manages various programs and acts as the Filing Officer for Statement of Economic Interests filings; serves as the Secretary/Clerk for the Monterey County City Selection Committee and

other Board-governed special districts. The COB also receives filings, processes fees, and provides administrative support for land use appeals and Williamson Act applications.

## Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 11A30               | CLERK OF THE BOARD OF SUPERVISORS | 1.00 |
| 14C31               | MANAGEMENT ANALYST III            | 0.50 |
| 80A32               | SENIOR SECRETARY                  | 1.00 |
| 80E83               | BOARD OF SUPERVISORS CLERK        | 2.00 |
| Total               |                                   | 4.50 |



# Elections

## Departmental Overview:

The Elections Department conducts federal, State, and local elections, in full compliance with all applicable regulations. The Department works to maintain the integrity and transparency of the election process and to provide equitable access to the community. The work of the Department takes place within seven areas:

## Programs and Functions:

**ADMINISTRATION:** Responsible for overseeing all areas of elections, media functions, and finance.

**CANDIDATE AND CAMPAIGN SERVICES:** Responsible for candidate filing, local initiatives, referendum, and recall petitions. Filing officer for campaign finance disclosure statements.

**DATA AND VOTING TECHNOLOGY:** Responsible for technological services, network infrastructure, and for producing the ballot, election data reports, voter files and maps.

**PRECINCT SERVICES:** Responsible for recruiting and training election workers and for coordinating polling place logistics.

**VOTE BY MAIL AND EARLY VOTING:** Responsible for mailed ballots and early vote center, coordinating ballot return locations, and processing mail ballot returns.

**VOTER REGISTRATION SERVICES:** Responsible for maintaining and updating voter registration data and ensuring compliance with the National Voter Registration Act.

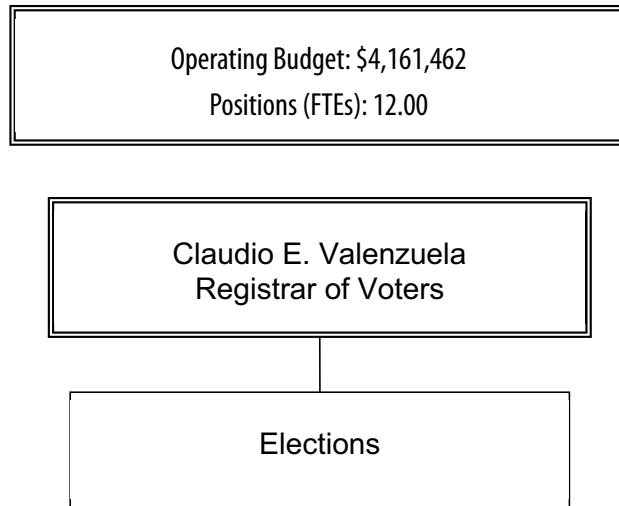
**BILINGUAL OUTREACH AND EDUCATION:** Responsible for coordinating the specialized language effort for target audiences that meets the requirements of the federal and State Voting Rights Act and for delivering community presentations and voter registration drive trainings.

## Department's Contributions to Monterey County's Strategic Initiatives:

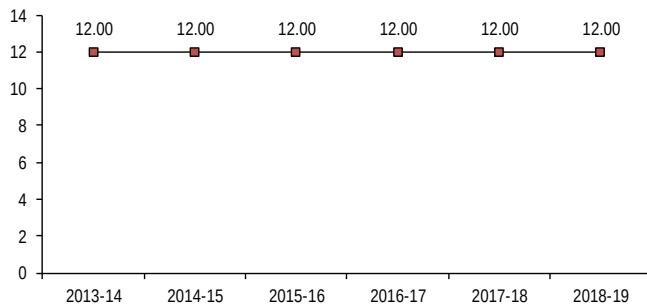
### ADMINISTRATION

Elections supports the Board Strategic Initiative of Administration by conducting transparent elections that are accountable to both the integrity of the process and to the public. To fulfill the mission, the Department recruits and trains a large, diverse, skilled workforce to offer innovative, cost effective services that positively impact local agencies and voters while streamlining resources.

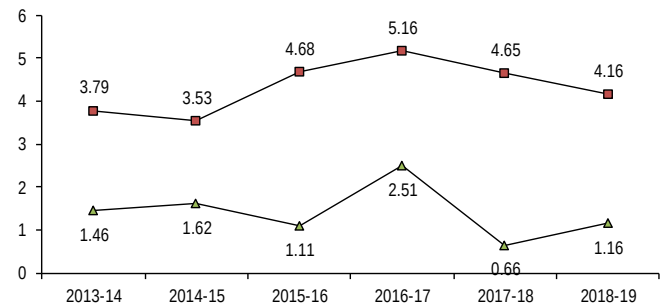




#### Staffing Trends



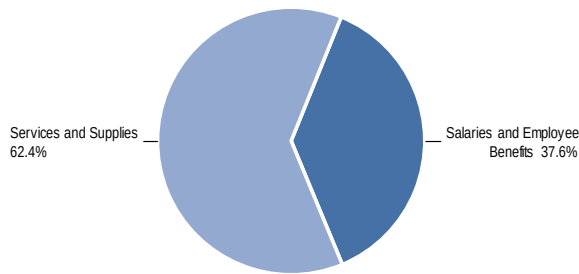
#### Expenditure/Revenue History (in millions)



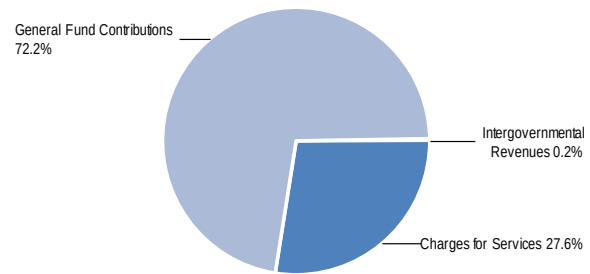
Monterey County Elections serves voters in the administration of elections. Outreach efforts work to educate and empower eligible citizens to register and vote; especially those who are underrepresented in the voting population.

| Key Performance Measures                                                                   | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|--------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Number of registered voters.                                                               | 174,675        | 185,786        | 181,040          |
| Percent of voter turnout.                                                                  | 49.82%         | 73.80%         | N/A              |
| Number of presentations to community organizations in target groups and areas. Target = 75 | 72             | 76             | 44               |
| Outreach delivered to target areas (low registration and participation). Target = 100%     | 100%           | 100%           | 63%              |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,457,738             | 1,577,102                 | 1,599,904              | 1,616,359                   | 1,616,359                     | 39,257                             |
| Services and Supplies          | 3,265,578             | 3,141,969                 | 2,926,442              | 2,680,695                   | 2,678,069                     | (463,900)                          |
| Other Charges                  | 440,479               | 200,323                   | 128,401                | (132,966)                   | (132,966)                     | (333,289)                          |
| Capital Assets                 | 0                     | 346,371                   | 0                      | 0                           | 0                             | (346,371)                          |
| Subtotal                       | \$5,163,795           | \$5,265,765               | \$4,654,747            | \$4,164,088                 | \$4,161,462                   | (1,104,303)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 183,750               | 333,696                   | 333,696                | 7,500                       | 7,500                         | (326,196)                          |
| Charges for Services       | 2,322,036             | 404,000                   | 302,000                | 1,148,635                   | 1,148,635                     | 744,635                            |
| Miscellaneous Revenues     | 0                     | 20,175                    | 20,709                 | 0                           | 0                             | (20,175)                           |
| Subtotal                   | \$2,505,786           | \$757,871                 | \$656,405              | \$1,156,135                 | \$1,156,135                   | 398,264                            |
| General Fund Contributions | \$2,658,009           | \$4,507,894               | \$3,998,342            | \$3,007,953                 | \$3,005,327                   | (1,502,567)                        |
| Total Source of Funds      | \$5,163,795           | \$5,265,765               | \$4,654,747            | \$4,164,088                 | \$4,161,462                   | (1,104,303)                        |

## Summary of Recommendation

The Recommended Budget for the Elections Department is \$4,161,462, financed by \$1,156,135 in revenue and \$3,005,327 in general fund contribution (GFC). The Recommended Budget represents an appropriation decrease of \$1,104,303 due to a decrease in the number of scheduled elections.

The Recommended Budget includes an increase in revenues of \$398,264 due to elections held in June and November. The Department's GFC of \$3,005,327 represents a decrease of \$1,502,567 from the previous year due to fewer elections. Since the Department administers all federal, State, and local elections, expenditures and revenues vary based on the number and type of scheduled and unscheduled elections in a given year.

## Budget Impacts

State law mandates local agencies reimburse the County for all election services; however, there is no mandate for the State to reimburse counties for conducting State or federal elections. Funding of the Statewide General Election scheduled in November 2018 is provided by the General Fund, though local revenues will offset a portion of costs. The Department must still comply with all mandates and regulations related to election administration, regardless of the suspension of State reimbursements.

Pursuant to CA SB 415, nearly all local districts opted to combine their odd-numbered year elections with the State's even-numbered year elections. Due to the timing of the election cycle and budget cycle, Elections will have a mandate to operate with negligible revenue in even fiscal years, notwithstanding unscheduled special elections, unanticipated grants, and typical fees. In odd fiscal years, it will recognize a doubling of revenues due to the timing of the June election and the close of the fiscal year, with June 2018 revenues posting in FY 2018-19.

## Department Operational Accomplishments

The Department is positioned to conduct scheduled and unscheduled elections. Elections successfully administered the November 7, 2017 Special School District Election and the East Garrison Community Services Mail Ballot Election on August 29, 2017. In addition, the June 5, 2018 Statewide Primary Election will be conducted by the end of the fiscal year.

Several changes were implemented simultaneously this year, including completing departmental relocation into the Schilling campus, adopting a new Election Information Management System, and replacing components of the aging voting system. The Department purchased a vote by mail processing system and leased tabulation scanners and touchscreen tablets for voting to increase accuracy, transparency and efficiency while reducing costs.

The Department implemented 24 new State laws; most notably, conditional voter registration (CVR). CVR affords those who did not register, and are otherwise eligible to vote, the opportunity to register and vote up until and including Election Day. The County of Monterey became the first county in the State to issue and process a CVR voter. The Department presented the process to the California Association of Clerks and Election Officials (CACEO) Business Process Committee.

The Department's efforts to enhance transparency and procedural efficiencies were showcased with implementation of the electronic filing ordinance for financial disclosure statements beginning with semiannual statements due on January 31, 2018. Likewise, the Department continues efforts to modernize business processes to maintain statutory compliance.

The Department's commitment to community outreach was highlighted in the successful introduction of the new ballot and envelope design for the November 7th Election. Examples of these activities include community events and presentations, in addition to videos and press releases. The Department also successfully launched the Language Accessibility Advisory Committee and expanded the existing Voting Accessibility Advisory Committee.

Two additional staff completed the California Professional Election Administrator Certification Program and join three staff who are already 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 serves 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.

## Department Operational Goals

The Department continues to seek improvements in infrastructure to enhance the administration of elections. The Department will work to implement 52 pieces of new legislation while minimizing impact to local jurisdictions. One election is anticipated in the 2018-19 fiscal year, the November 6, 2018 Statewide General Election.

The Department will continue to enhance voter outreach and civic engagement through a variety of innovative efforts that include partnerships with service agencies, schools, colleges, and community partnerships by no less than 70 outreach events.

The Department 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 other committees to improve voting accessibility, transparency, access, and public education activities.

The Department continues efforts to modernize technology to realize efficiencies and cost savings. As archaic voting systems are retired over the course of the next decade, cost savings will be tracked and reported. Additionally, the Department's involvement at the CACEO supports legislation to fund elections at the federal and State level to minimize costs for local agencies.

## Pending Issues

### SPECIAL ELECTIONS

The potential for the Governor to call a statewide special election to occur within the remaining budget year or next remains unknown. Under existing law, elections conducted on behalf of the State are not reimbursable.

### VOTING SYSTEMS

The proposed State Budget includes \$134.3 million in matching funding for voting technology purchases in 58 counties. The Department continues to investigate options for new voting systems to replace the County's existing accessible voting technology required under the Help America Vote Act. The RFP launch time frame for exhaustive replacement of all components with a new voting system is 2020.

### NEW LAW

This year, the State introduced 52 new pieces of legislation affecting Elections. Significant among these is AB 1461, Automated Voter Registration at the DMV. The cost to implement this unprecedented amount of legislation is under review.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                    | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|--------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Elections (ELE001) | 5,163,795             | 5,265,765                 | 4,654,747              | 4,164,088                      | 4,161,462                        | (1,104,303)                           | 001          | 8064                |
| Subtotal           | \$5,163,795           | \$5,265,765               | \$4,654,747            | \$4,164,088                    | \$4,161,462                      | (1,104,303)                           |              |                     |

## Budget Units

|           | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|-----------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Elections | 5,163,795             | 5,265,765                 | 4,654,747              | 4,164,088                      | 4,161,462                        | (1,104,303)                           |
| Subtotal  | \$5,163,795           | \$5,265,765               | \$4,654,747            | \$4,164,088                    | \$4,161,462                      | (1,104,303)                           |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>                         | <b>Adopted Budget 2016-17</b> | <b>Adopted Budget 2017-18</b> | <b>Recommended Budget 2018-19</b> | <b>Change</b> |
|----------------------------|-----------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------|---------------|
| 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

## Departmental Overview:

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 for 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 Agreement).

## Programs and Functions:

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; and dispatch of agency police, fire and emergency medical field units, including status reporting and associated activity after-hours dispatch of the agencies' public works crews. The Department also provides and maintains consoles and associated radio dispatch equipment located in its communications center.

Under the 911 Services Agreement, each dollar of expense of operating the emergency communications center is paid for by approximately 30 cents of County funding 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.

## Department's Contribution to Monterey County's Strategic Initiatives:

### *PUBLIC SAFETY*

Creating a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general, with the key objective to engage public safety stakeholders, partners, and the whole community in resiliency building activities including emergency reporting.

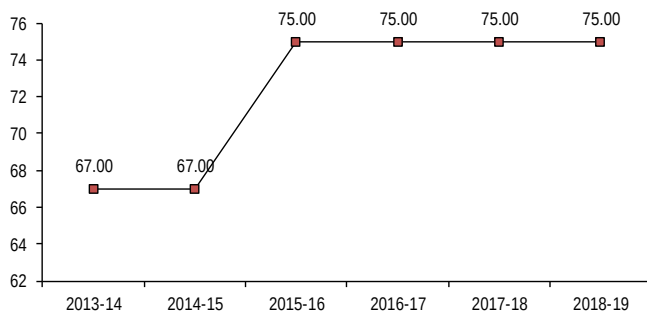


Operating Budget: \$13,499,916  
Positions (FTEs): 75.00

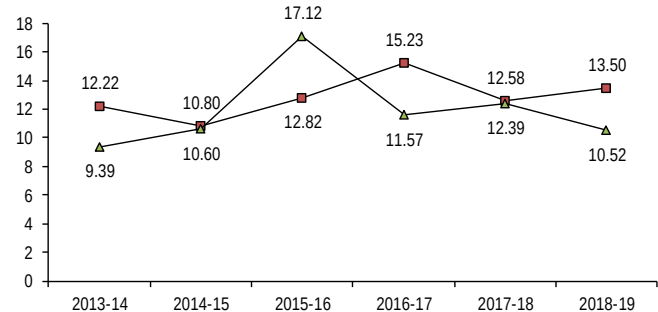
William Harry  
Director

Emergency Communications

#### Staffing Trends



#### Expenditure/Revenue History (in millions)

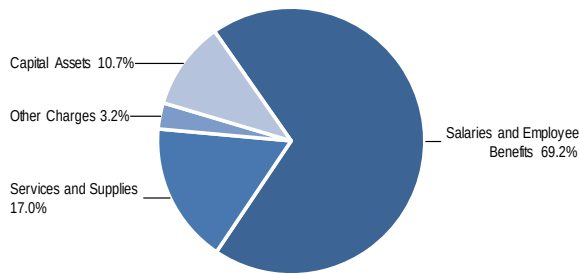


The Emergency Communications Department (ECD) operates a countywide, consolidated emergency communications center answering 9-1-1 (to include text-to-911) and non-emergency calls and providing law enforcement, fire protection, and emergency medical dispatch services.

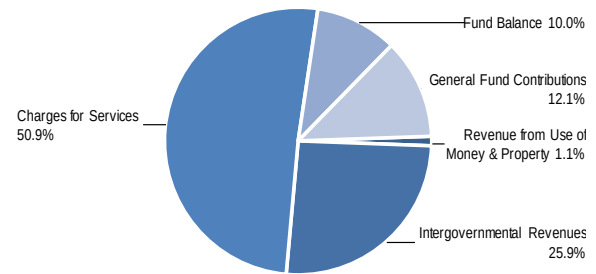
| Key Performance Measures                                                             | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|--------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Number of emergency calls answered.                                                  | 186,651        | 180,599        | 93,899           |
| Number of non-emergency calls answered.                                              | 382,787        | 524,053        | 265,576          |
| Percentage of emergency/non-emergency calls answered within 15 seconds. Target = 95% | 96%            | 93%            | 92%              |
| Number of law enforcement service calls generated.                                   | 502,497        | 505,395        | 254,585          |
| Number of fire protection service calls generated.                                   | 49,346         | 52,247         | 25,498           |
| Number of Text-to-911 sessions. (services initiated June 2017)                       | N/A            | 436            | 243              |



## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 8,578,998             | 9,037,921                 | 8,628,121              | 9,338,987                   | 9,338,987                     | 301,066                            |
| Services and Supplies          | 2,574,227             | 3,457,882                 | 3,323,077              | 3,277,166                   | 2,293,208                     | (1,164,674)                        |
| Other Charges                  | (532,338)             | 406,596                   | 52,660                 | 425,910                     | 425,910                       | 19,314                             |
| Capital Assets                 | 4,605,687             | 272,300                   | 577,045                | 1,441,811                   | 1,441,811                     | 1,169,511                          |
| Subtotal                       | \$15,226,574          | \$13,174,699              | \$12,580,903           | \$14,483,874                | \$13,499,916                  | 325,217                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 183,212               | 121,704                   | 138,806                | 151,820                     | 151,820                       | 30,116                             |
| Intergovernmental Revenues           | 3,260,478             | 3,463,854                 | 3,442,748              | 3,490,458                   | 3,490,458                     | 26,604                             |
| Charges for Services                 | 7,923,897             | 7,812,464                 | 7,085,903              | 7,543,059                   | 6,878,167                     | (934,297)                          |
| Miscellaneous Revenues               | 207,281               | 513,834                   | 1,718,284              | 0                           | 0                             | (513,834)                          |
| Subtotal                             | \$11,574,868          | \$11,911,856              | \$12,385,741           | \$11,185,337                | \$10,520,445                  | (1,391,411)                        |
| Fund Balance                         | 2,957,498             | 0                         | 0                      | 1,344,511                   | 1,344,511                     | 1,344,511                          |
| General Fund Contributions           | \$694,209             | \$1,262,843               | \$195,162              | \$1,954,026                 | \$1,634,960                   | 372,117                            |
| Total Source of Funds                | \$15,226,574          | \$13,174,699              | \$12,580,903           | \$14,483,874                | \$13,499,916                  | 325,217                            |

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget for the Emergency Communications Department is \$13,499,916, financed by \$10,520,445 in revenue, a general fund contribution (GFC) of \$1,634,960, and departmental fund balance of \$1,344,511 for use on the Next Generation Radio Project (NGEN) Public Safety Radio system. Next fiscal year, expenditures increase \$325,217 due to higher costs associated with negotiated raises, pensions, and insurance programs. Lower revenue is primarily due to the completion of repayment from participating agencies for previously uncollected revenue.

The Recommended Budget includes \$1,344,511 in a capital project fund (Fund 405) for the implementation of the NGEN Radio project. The system is fully constructed; however, system coverage and capacity require further attention, and remaining work will be completed in FY 2018-19. The remaining cost for the project is entirely funded with fund balance.

The Recommended Budget also includes \$1,154,424 in a special revenue fund for operational needs of the system, which is funded by operations and maintenance fees collected from participating agencies for the NGEN Radio system.

The Recommended Budget includes \$581,890 in augmentations to continue supporting 17 authorized positions at-risk due to fiscal pressures. The retained positions will ensure continuity of services at the current levels for emergency and non-emergency call answering and dispatch.

## Budget Impacts

The 9-1-1 Agreement provides for cost sharing of services with the User Agencies responsible for approximately 70% of operational costs. The Recommended Budget does not include requested funding of \$303,457 for critical services and supplies to maintain dispatch center operations. The requested amount represents approximately 30% of the total operational costs, therefore, the impact of this shortage will cause a significant reduction in contracts relating to maintenance of the Computer Aided Dispatch (CAD) system, which routes safety personnel to 911 callers, the 911 telephone system, and the Audio Logging Recorder which records and retains data from 911 calls. Additionally, the hiring background check contract and annual staff training will be impacted.

## Department Operational Accomplishments

The Department recruited, hired, and trained 13 new dispatcher-trainees. During the same period, the Department discharged five dispatcher trainees, and a tenured employee for various reasons. The result is that mandatory overtime remains high.

The Department will be entering into an agreement with the Presidio of Monterey (POM) for the CAD and CAD mobile data applications to POM for law enforcement and fire protection dispatch operations.

CAL FIRE requested a CAD to CAD connection between the emergency communications center and its center serving the Monterey Bay area.

## Department Operational Goals

The Department will conduct quarterly new employee academies throughout the year with the goal to recruit, hire and train five new dispatchers for each academy.

Continue the development of a feasibility study for the Department to establish an alternate dispatch location. Based upon the findings

of the requested feasibility study, the Department will begin discussions with the Information Technology Department (ITD) and emergency communications vendors to develop redundant systems and alternate dispatching capabilities.

Expansion of dispatch services will continue. At the request of several agencies, the Department is considering extending the CAD system to them. Carmel Police Department is considering utilizing the County's CAD system for their dispatch operations in the upcoming years. The County is considering the possibility of establishing a CAD to CAD interface with the California Highway Patrol (CHP). These actions will provide greater sharing of information and a higher level of interoperability between responding public safety agencies.

## 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<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Emergency Communication<br>(EME001)       | 12,223,818            | 12,020,275                | 11,973,897             | 11,959,939                     | 10,975,981                       | (1,044,294)                           | 001          | 8065                |
| Emergency Communication<br>(EME002)       | 3,002,756             | 0                         | 0                      | 1,369,511                      | 1,369,511                        | 1,369,511                             | 405          | 8426                |
| NGEN Operations & Maintenance<br>(EME003) | 0                     | 1,154,424                 | 607,006                | 1,154,424                      | 1,154,424                        | 0                                     | 026          | 8480                |
| Subtotal                                  | \$15,226,574          | \$13,174,699              | \$12,580,903           | \$14,483,874                   | \$13,499,916                     | 325,217                               |              |                     |

## Budget Units

|                               | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|-------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Emergency Communication       | 12,223,818            | 12,020,275                | 11,973,897             | 11,959,939                     | 10,975,981                       | (1,044,294)                           |
| Emergency Communication       | 3,002,756             | 0                         | 0                      | 1,369,511                      | 1,369,511                        | 1,369,511                             |
| NGEN Operations & Maintenance | 0                     | 1,154,424                 | 607,006                | 1,154,424                      | 1,154,424                        | 0                                     |
| Subtotal                      | \$15,226,574          | \$13,174,699              | \$12,580,903           | \$14,483,874                   | \$13,499,916                     | 325,217                               |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                                | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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                              | 3.00                      | 3.00                      | 3.00                             | 0.00   |
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT                   | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 43J09                  | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 80A99                  | ADMINISTRATIVE SECRETARY-CONFIDENTIAL               | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 80S01                  | COMMUNICATIONS DISPATCHER I                         | 6.00                      | 6.00                      | 6.00                             | 0.00   |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                           | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 80S21               | COMMUNICATIONS DISPATCHER II                   | 50.00                  | 50.00                  | 50.00                      | 0.00   |
| 80S22               | EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR      | 10.00                  | 10.00                  | 10.00                      | 0.00   |
| 80S26               | EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Total               |                                                | 75.00                  | 75.00                  | 75.00                      | 0.00   |

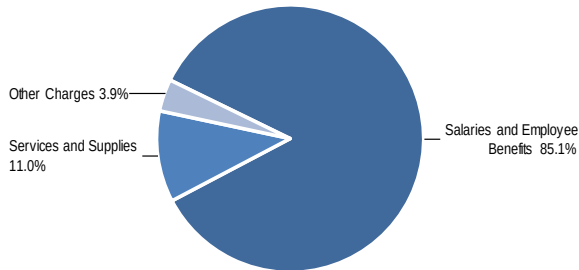
## Augmentation Request

| Dept        | Request Code        | Request Name                                            | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|---------------------|---------------------------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 1520        | 1520-8065-001-AUG1  | Services and Supplies                                   | Status Quo Other           | 303,457          | 0.00           | 0           | 0.00      |
| 1520        | 1520-8065-001-AUG10 | Status Quo Filled Comm Dispatcher II                    | Status Quo Filled Position | 29,200           | 1.00           | 29,200      | 1.00      |
| 1520        | 1520-8065-001-AUG11 | Status Quo Filled Administrative Services Assistant     | Status Quo Filled Position | 54,469           | 1.00           | 54,469      | 1.00      |
| 1520        | 1520-8065-001-AUG2  | Status Quo Filled ECD Shift Supervisor                  | Status Quo Filled Position | 31,599           | 1.00           | 31,599      | 1.00      |
| 1520        | 1520-8065-001-AUG3  | Status Quo Filled ECD Shift Supervisor                  | Status Quo Filled Position | 32,580           | 1.00           | 32,580      | 1.00      |
| 1520        | 1520-8065-001-AUG4  | Status Quo Filled ECD Shift Supervisor                  | Status Quo Filled Position | 44,433           | 1.00           | 44,433      | 1.00      |
| 1520        | 1520-8065-001-AUG5  | Status Quo Filled Shift Supervisor                      | Status Quo Filled Position | 32,580           | 1.00           | 32,580      | 1.00      |
| 1520        | 1520-8065-001-AUG6  | Status Quo Filled Comm Dispatcher I                     | Status Quo Filled Position | 29,435           | 1.00           | 29,435      | 1.00      |
| 1520        | 1520-8065-001-AUG7  | Status Quo VACANT Comm Dispatcher I                     | Status Quo Vacant Position | 30,308           | 1.00           | 30,308      | 1.00      |
| 1520        | 1520-8065-001-AUG8  | Status Quo Filled Comm Dispatcher I                     | Status Quo Filled Position | 24,646           | 1.00           | 24,646      | 1.00      |
| 1520        | 1520-8065-001-AUG9  | Status Quo VACANT Comm Dispatcher II Multiple Positions | Status Quo Vacant Position | 272,640          | 8.00           | 272,640     | 8.00      |
| Grand Total |                     |                                                         |                            | 885,347          | 17.00          | 581,890     | 17.00     |

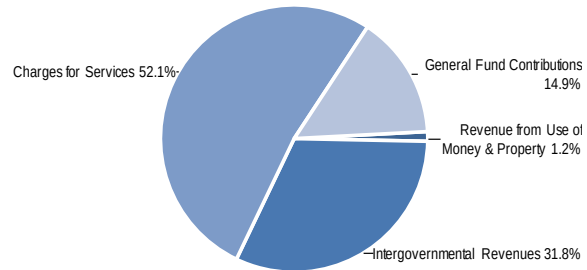
# Emergency Communication

(Budget Unit 8065— Fund 001— Appropriation Unit EME001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 8,578,998             | 9,037,921                 | 8,628,121              | 9,338,987                   | 9,338,987                     | 301,066                            |
| Services and Supplies          | 2,538,090             | 2,375,758                 | 2,451,478              | 2,195,042                   | 1,211,084                     | (1,164,674)                        |
| Other Charges                  | (544,108)             | 406,596                   | 389,553                | 425,910                     | 425,910                       | 19,314                             |
| Capital Assets                 | 1,650,839             | 200,000                   | 504,745                | 0                           | 0                             | (200,000)                          |
| Subtotal                       | \$12,223,818          | \$12,020,275              | \$11,973,897           | \$11,959,939                | \$10,975,981                  | (1,044,294)                        |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 137,954               | 121,704                   | 127,126                | 126,820                     | 126,820                       | 5,116                              |
| Intergovernmental Revenues           | 3,260,478             | 3,463,854                 | 3,442,748              | 3,490,458                   | 3,490,458                     | 26,604                             |
| Charges for Services                 | 7,923,897             | 6,658,040                 | 6,490,577              | 6,388,635                   | 5,723,743                     | (934,297)                          |
| Miscellaneous Revenues               | 207,281               | 513,834                   | 1,718,284              | 0                           | 0                             | (513,834)                          |
| Subtotal                             | \$11,529,609          | \$10,757,432              | \$11,778,735           | \$10,005,913                | \$9,341,021                   | (1,416,411)                        |
| General Fund Contributions           | \$694,209             | \$1,262,843               | \$195,162              | \$1,954,026                 | \$1,634,960                   | 372,117                            |
| Total Source of Funds                | \$12,223,818          | \$12,020,275              | \$11,973,897           | \$11,959,939                | \$10,975,981                  | (1,044,294)                        |

## 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 12 cities, three County fire districts, 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.

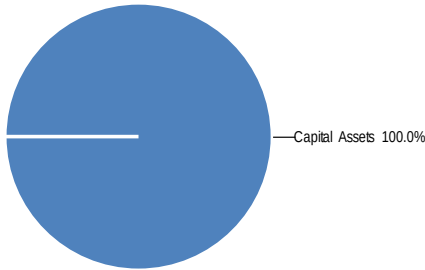
## Recommended 2018-19 Positions

| Classification Code | Classification Label                      | FTE   |
|---------------------|-------------------------------------------|-------|
|                     | 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 |
| 80S22               | EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR | 10.00 |
|                     | EMERGENCY COMMUNICATIONS OPERATIONS       |       |
| 80S26               | SUPERVISOR                                | 1.00  |
| Total               |                                           | 75.00 |

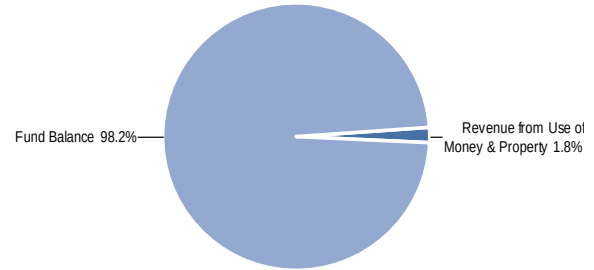
# Emergency Communication

(Budget Unit 8426— Fund 405— Appropriation Unit EME002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 36,138                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Charges         | 11,770                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets        | 2,954,849             | 0                         | 0                      | 1,369,511                   | 1,369,511                     | 1,369,511                          |
| Subtotal              | \$3,002,756           | \$0                       | \$0                    | \$1,369,511                 | \$1,369,511                   | 1,369,511                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 45,258                | 0                         | 0                      | 25,000                      | 25,000                        | 25,000                             |
| Subtotal                             | \$45,258              | \$0                       | \$0                    | \$25,000                    | \$25,000                      | 25,000                             |
| Fund Balance                         | 2,957,498             | 0                         | 0                      | 1,344,511                   | 1,344,511                     | 1,344,511                          |
| Total Source of Funds                | \$3,002,756           | \$0                       | \$0                    | \$1,369,511                 | \$1,369,511                   | 1,369,511                          |

## 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. The NGEN project replaces the former public safety and local government voice and data radio networks to meet a federal mandate. The

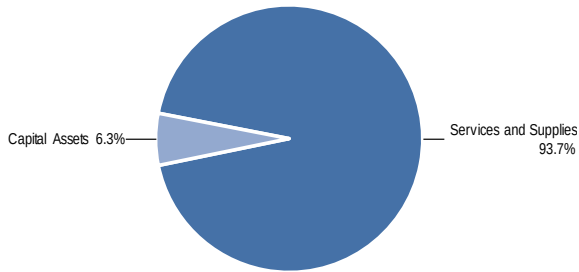
project includes mobile and portable radios, base station equipment, repeaters and radio control systems with interoperable narrowband and trunking technologies.

The project has been extended into FY 2018-19. System coverage and capacity require further attention.

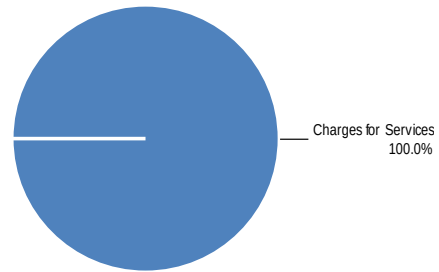
# NGEN Operations & Maintenance

(Budget Unit 8480— Fund 026— Appropriation Unit EME003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 0                     | 1,082,124                 | 871,599                | 1,082,124                   | 1,082,124                     | 0                                  |
| Other Charges         | 0                     | 0                         | (336,893)              | 0                           | 0                             | 0                                  |
| Capital Assets        | 0                     | 72,300                    | 72,300                 | 72,300                      | 72,300                        | 0                                  |
| Subtotal              | \$0                   | \$1,154,424               | \$607,006              | \$1,154,424                 | \$1,154,424                   | 0                                  |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 0                     | 0                         | 11,680                 | 0                           | 0                             | 0                                  |
| Charges for Services                 | 0                     | 1,154,424                 | 595,326                | 1,154,424                   | 1,154,424                     | 0                                  |
| Subtotal                             | \$0                   | \$1,154,424               | \$607,006              | \$1,154,424                 | \$1,154,424                   | 0                                  |
| Total Source of Funds                | \$0                   | \$1,154,424               | \$607,006              | \$1,154,424                 | \$1,154,424                   | 0                                  |

## Unit Description

This Unit provides for the operations and maintenance of the Next Generation (NGEN) Radio Project. This unit includes costs for

operation and maintenance of the system and includes the Very High Frequency (VHF) radio system, control stations, microwave stations for backhaul, replacement of dispatch consoles, and network and information technology security systems.

# Information Technology

## Departmental Overview:

The Information Technology Department (ITD) is responsible for delivering strategic information technology solutions to support internal County operations and business activities. ITD resources support high availability for utilization and minimizes the risk of business interruption. ITD is developing a sustainable, customer focused environment to enhance and improve the quality of technology services used by County departments for the benefit of all County residents, businesses, and visitors.

## Programs and Functions:

ITD consists of: Administration, Applications, Service Delivery, Infrastructure, and Security.

## Department's Contributions to Monterey County's Strategic Initiatives:

### *ECONOMIC DEVELOPMENT*

In conjunction with telecom service providers, continue to extend the broadband footprint throughout the County.

### *ADMINISTRATION*

Deliver modern technology infrastructure to enhance the ability to serve the public and provide robust voice, data, video, and radio services.

### *HEALTH AND HUMAN SERVICES*

Develop data warehousing and data exchange platforms to increase the ability for data sharing across all departments that serve County constituents.

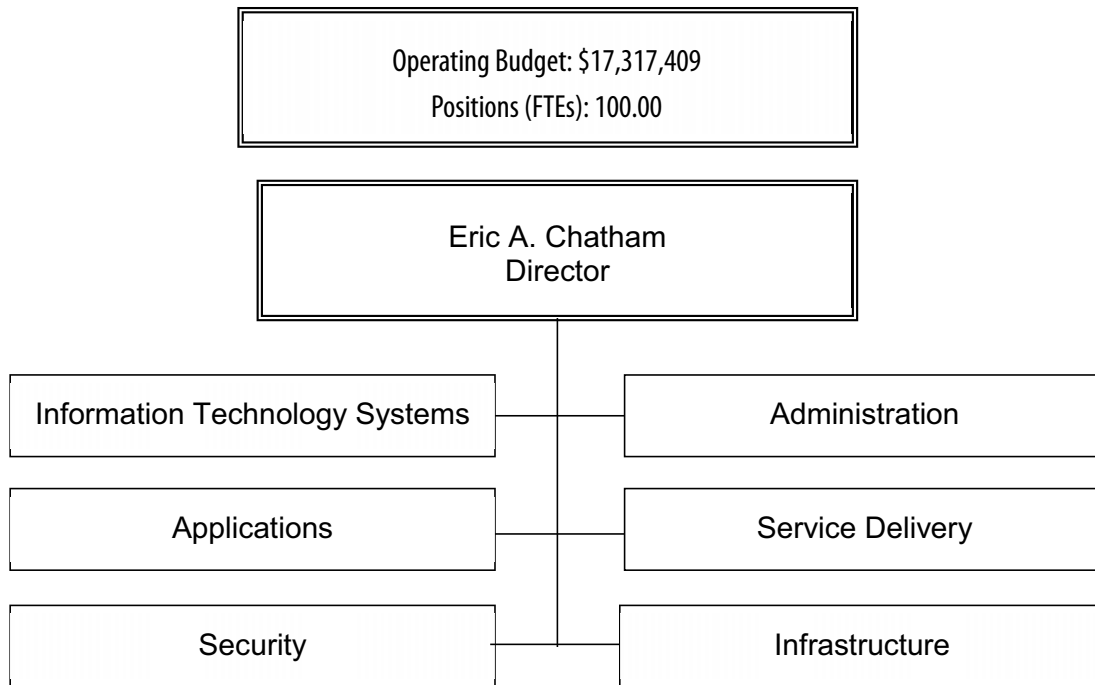
### *INFRASTRUCTURE*

Deploy sustainable cost-effective technologies by migrating aging infrastructure and applications to virtualized and software as a service (SaaS) environments.

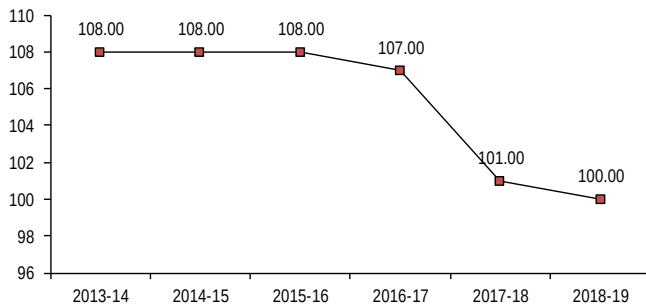
### *PUBLIC SAFETY*

Deliver technologies that improve the overall safety of County constituents and improve the ability of public safety officials to respond to events with the implementation of the Next Generation Digital Radio System (NGEN).

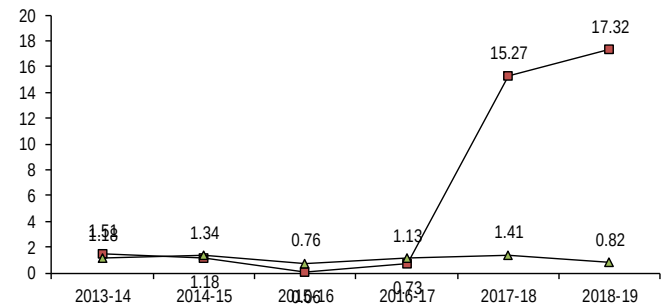
The graphic is a vertical banner for the Monterey County Information Technology Department. At the top, it features the Monterey County seal and the text 'MONTEREY COUNTY INFORMATION TECHNOLOGY'. Below this, a green section contains the text 'TRANSFORMING GOVERNMENT THROUGH INNOVATIVE TECHNOLOGY'. A 'Learn More' button with a dropdown arrow and a QR code are positioned below the green section. The main body of the graphic is dark blue and lists six IT functions, each with a description and an icon: 'APPLICATIONS' (server icon), 'SERVICE DELIVERY' (ear icon), 'ENTERPRISE OPERATIONS' (gears icon), 'INFRASTRUCTURE' (globe icon), and 'SECURITY' (lock icon). The bottom of the graphic includes a copyright notice: '© 2017 County of Monterey Information Technology Department'.



#### Staffing Trends



#### Expenditure/Revenue History (in millions)

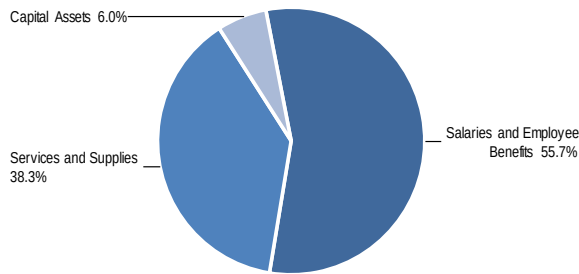


The Information Technology Department (ITD) enables County business through proven information and telecommunication technologies provided in a strategic, cost-effective, and efficient manner. ITD supports internal County operations and associated business activities, outside public agencies, residents, and visitors.

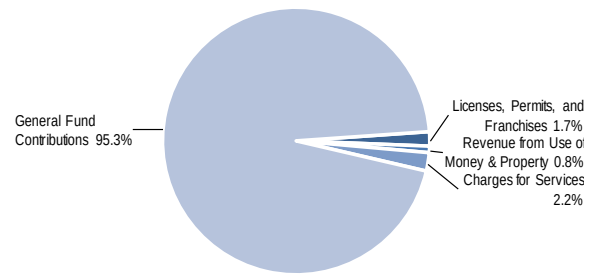
| Key Performance Measures                                                                                                                                                            | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Percent increase in number of users visiting the new County website - post implementation of the Content Management System (CMS). Target = increase visitors year over year by 75%. | 96%            | 110%           | 129%             |
| Percentage of surveyed customers that rate ITD services provided as satisfied or very satisfied. Target = 90%.                                                                      | 80%            | 96%            | 91%              |
| Total ITD spent as a percent of total County revenue. Target = 3%.                                                                                                                  | 1.79%          | 1.80%          | 2.02%            |
| Percentage of time network service was available. Target = 99.9%.                                                                                                                   | 99.9%          | 99.9%          | 99.9%            |
| Percentage of advanced malware events contained within 2 business hours. Target = 100%                                                                                              | 100%           | 100%           | 100%             |



## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 12,389,788            | 14,025,871                | 12,932,515             | 14,586,308                  | 14,135,315                    | 109,444                            |
| Services and Supplies          | 7,639,968             | 6,852,519                 | 6,385,488              | 9,761,247                   | 9,737,694                     | 2,885,175                          |
| Other Charges                  | (22,250,209)          | (16,004,029)              | (11,752,748)           | (8,077,334)                 | (8,077,334)                   | 7,926,695                          |
| Capital Assets                 | 2,955,062             | 7,709,500                 | 7,709,500              | 6,046,734                   | 1,521,734                     | (6,187,766)                        |
| Subtotal                       | \$734,610             | \$12,583,861              | \$15,274,755           | \$22,316,955                | \$17,317,409                  | 4,733,548                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises    | 350,870               | 300,000                   | 300,000                | 300,000                     | 300,000                       | 0                                  |
| Revenue from Use of Money & Property | 43,283                | 71,673                    | 71,673                 | 134,117                     | 134,117                       | 62,444                             |
| Charges for Services                 | 722,097               | 738,674                   | 1,038,724              | 382,636                     | 382,636                       | (356,038)                          |
| Miscellaneous Revenues               | 11,440                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$1,127,690           | \$1,110,347               | \$1,410,397            | \$816,753                   | \$816,753                     | (293,594)                          |
| General Fund Contributions           | (\$393,080)           | \$11,473,514              | \$13,864,358           | \$21,500,202                | \$16,500,656                  | 5,027,142                          |
| Total Source of Funds                | \$734,610             | \$12,583,861              | \$15,274,755           | \$22,316,955                | \$17,317,409                  | 4,733,548                          |

## Summary of Recommendation

The Recommended Budget for the Information Technology Department (ITD) is \$17,317,409, financed by \$816,753 in revenue and a general fund contribution (GFC) of \$16.5 million. The Recommended Budget increases by \$4,733,548 over the FY 2017-18 Adopted Budget largely due to ITD no longer charging general fund departments for operations and projects. Previously, ITD charged departments for its services, with collection of charges reflected as negative expenditures. Beginning last fiscal year, ITD began transitioning to a more traditional budget model in which operations are funded by general fund contributions and most departments are no longer charged for services.

Operating expenditures increase by \$2,885,175 from the FY 2017-18 Adopted Budget largely due to the transfer of Enterprise Resource Planning (ERP) from the Auditor-Controller's Office to ITD, including hardware/software license and maintenance costs. As a result of the Countywide Cost Allocation Plan (COWCAP) increase of \$2.3 million and inflationary cost pressures such as salary increases, ITD reduced its capital budget by \$6,187,766 compared to FY 2017-18 to reach a balanced budget.

The Recommended Budget does not fund the \$4.5 million in augmentation requests submitted by ITD to supplement its

ongoing and new capital projects such as seismically retrofitting radio towers. The budget includes 100 positions, a net decrease of one position from the FY 2017-18 Adopted Budget.

## Budget Impacts

The Recommended Budget reflects the loss of a division manager position. In addition, the Recommended Budget assumes the Assistant Director remains vacant until January 1, 2019. These budget-balancing measures shift responsibilities to the ITD Director or other staff that will likely not possess the time and depth of knowledge needed to complete certain projects. ITD does not expect to have salary savings from vacancies that have covered the cost of unexpected expenses in prior years.

## Department Operational Accomplishments

ITD continued recruitment activity in FY 2017-18, filling 16 positions by the third quarter within the 90-day goal. ITD will begin a comprehensive organizational study to evaluate classifications and compensation in May 2018.

ITD customer survey feedback had a 91 percent "very satisfied" rating over 118 surveyed. ITD successfully processed and closed over 28,000 customer requests to date.

Completed implementation of Polycom RealPresence enterprise video conferencing solution with Skype integration and enabled conferencing capability in County conference rooms. Deployed enterprise WiFi to support ease of use for County employees and public access with improved virtual private network (VPN) service to allow easy and secure access to internal County applications and data.

Deployed incident management systems in ServiceNow for the Department of Social Services and Assessor's Office. Provided technical leadership to support data exchange between various justice partners to support electronic exchange of information. Integration of the District Attorney's Case Management System (Karpel) and the County Public Defender Data system with the California Superior Court Odyssey system will be completed by June 2018.

Completed document management system (Questys) implementation for the Resource Management Agency. Piloted migration of ITD intranet sites to SharePoint and launched Monterey County Government TV on the County website. Migrated Clerk of the Board, Health Department, and Civil Rights Office sites to Vision content management system (CMS). Completed Geographic Information System (GIS) portal design and expanded GIS technical training to County departments. Launched Monterey County Connect, Food Inspection, and IHSS (In-home Supportive Services) mobile apps scheduled for June 2018 to increase community engagement and collaboration.

Completed implementation of behavior threat analytics to improve overall security posture which increased visibility into abnormal behavior such as identity theft, reconnaissance, and suspicious authentication failures. Improved education efforts, including conducting a phishing contest to help users understand how easy it is to create compelling phishing emails, with the goal of creating greater awareness and suspicion.

Virtual data center and new production storage systems were implemented and department server migrations have begun for departments such as Probation and Sheriff-Coroner. New server requests can be accommodated in hours versus days. Completed high level migration plan for the first 50 server migrations. Commvault backup system has been implemented to replace tape media backup with cloud-based backup storage.

## Department Operational Goals

ITD will continue to recruit and retain a diverse, talented workforce and build a collaborative work environment with an

emphasis on customer service and execution to support the mission of Monterey County. In FY 2018-19, ITD will improve performance evaluation metrics with a quarterly goal of 100 percent and maintain hiring efficiency with a quarterly goal of 90 days on average.

ITD will deploy new Skype/video collaboration conference rooms with enterprise Polycom video conferencing solution by June 2019. ITD will continue to migrate County department sites to the new segmented network by June 2019. ITD will complete the upgrade of Mitel VOIP telephone handsets by June 2019. ITD will also install uninterruptible power supply (UPS) backup to provide two hours of uninterrupted power at County sites by June 2019.

Provide technical leadership to support data exchange between various justice partners (Public Defender, DA, Sheriff, and Probation) with the Court System (Odyssey). Collaborate with business partners to implement enhancements and integrate changes for the ERP system. Engage County departments to prepare roadmaps for evolving the application portfolio and processes to meet the strategic needs of the business.

Deploy incident management systems (ServiceNow) for Auditor-Controller, Human Resources and Sheriff-Coroner departments, while enhancing capabilities to include Asset Management and Orchestration (operations management, device management, and software distribution).

Modernize the County's GIS platform: upgrade to ArcGIS Pro, establish GIS Portal and build failover capabilities. Integrate vulnerability management with the County's asset and inventory management system to more proactively protect assets.

Migrate 40 of 215 (20%) physical servers to virtual environments by June 2019. Migrate 112 of 225 (50%) existing applications to the Virtual Server cluster by June 2019. Complete Commvault plus Azure cloud storage to replace Tivoli Storage Manager and tape backups for all live systems.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| ITD Administration (INF002)              | 949,523               | 833,941                   | 670,487                | 1,889,973                      | 1,888,387                        | 1,054,446                             | 001          | 8432                |
| Applications (INF002)                    | (732,181)             | (227,419)                 | 410,621                | 5,647,931                      | 5,643,343                        | 5,870,762                             | 001          | 8433                |
| Service Delivery Division (INF002)       | 268,504               | 276,120                   | 290,087                | 7,281,304                      | 7,162,321                        | 6,886,201                             | 001          | 8434                |
| Enterprise Operations (INF002)           | (7,136,655)           | 1,518,473                 | 1,244,828              | 0                              | (4,324)                          | (1,522,797)                           | 001          | 8435                |
| Infrastructure (INF002)                  | (906,818)             | 5,738,640                 | 6,363,037              | 11,487,188                     | 7,415,296                        | 1,676,656                             | 001          | 8436                |
| Security (INF002)                        | (415,028)             | (9,481)                   | (14,429)               | 983,062                        | 982,165                          | 991,646                               | 001          | 8437                |
| Information Technology Dept.<br>(INF002) | 8,707,264             | 4,453,587                 | 6,310,124              | (4,972,503)                    | (5,769,779)                      | (10,223,366)                          | 001          | 8439                |
| Subtotal                                 | \$734,610             | \$12,583,861              | \$15,274,755           | \$22,316,955                   | \$17,317,409                     | 4,733,548                             |              |                     |

## Budget Units

|                              | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Applications                 | (732,181)             | (227,419)                 | 410,621                | 5,647,931                      | 5,643,343                        | 5,870,762                             |
| Service Delivery Division    | 268,504               | 276,120                   | 290,087                | 7,281,304                      | 7,162,321                        | 6,886,201                             |
| Enterprise Operations        | (7,136,655)           | 1,518,473                 | 1,244,828              | 0                              | (4,324)                          | (1,522,797)                           |
| Infrastructure               | (906,818)             | 5,738,640                 | 6,363,037              | 11,487,188                     | 7,415,296                        | 1,676,656                             |
| Security                     | (415,028)             | (9,481)                   | (14,429)               | 983,062                        | 982,165                          | 991,646                               |
| Information Technology Dept. | 8,707,264             | 4,453,587                 | 6,310,124              | (4,972,503)                    | (5,769,779)                      | (10,223,366)                          |
| ITD Administration           | 949,523               | 833,941                   | 670,487                | 1,889,973                      | 1,888,387                        | 1,054,446                             |
| Subtotal                     | \$734,610             | \$12,583,861              | \$15,274,755           | \$22,316,955                   | \$17,317,409                     | 4,733,548                             |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                          | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 12E18                  | DIRECTOR OF INFORMATION TECHNOLOGY            | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14B32                  | SENIOR PERSONNEL ANALYST                      | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14C30                  | MANAGEMENT ANALYST II                         | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C31                  | MANAGEMENT ANALYST III                        | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14H03                  | PERSONNEL TECHNICIAN-CONFIDENTIAL             | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14K21                  | DIVISION MANAGER                              | 4.00                      | 4.00                      | 3.00                             | -1.00  |
| 14K52                  | CHIEF SECURITY AND PRIVACY OFFICER            | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 16C23                  | INFORMATION TECHNOLOGY SUPERVISOR             | 2.00                      | 2.00                      | 1.00                             | -1.00  |
| 16C43                  | SOFTWARE PROGRAMMER ANALYST I                 | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 16C44                  | SOFTWARE PROGRAMMER ANALYST II                | 0.00                      | 0.00                      | 2.00                             | 2.00   |
| 16C45                  | SOFTWARE PROGRAMMER ANALYST III               | 13.00                     | 13.00                     | 17.00                            | 4.00   |
| 16C54                  | SYSTEMS PROGRAMMER ANALYST II                 | 0.00                      | 0.00                      | 3.00                             | 3.00   |
| 16C55                  | SYSTEMS PROGRAMMER ANALYST III                | 20.00                     | 20.00                     | 20.00                            | 0.00   |
| 16C89                  | INFORMATION TECHNOLOGY BUSINESS MANAGER       | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 16C92                  | ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY  | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 16D25                  | DATABASE ADMINISTRATOR III                    | 2.00                      | 2.00                      | 3.00                             | 1.00   |
| 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                      | 1.00                             | -1.00  |
| 20B93                  | FINANCE MANAGER II                            | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 41N24                  | NETWORK SYSTEMS ENGINEER II                   | 1.00                      | 1.00                      | 2.00                             | 1.00   |
| 41N25                  | NETWORK SYSTEMS ENGINEER III                  | 5.00                      | 5.00                      | 5.00                             | 0.00   |
| 43A22                  | ENGINEERING AIDE III                          | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 43G01                  | INFORMATION TECHNOLOGY MANAGER                | 5.00                      | 5.00                      | 5.00                             | 0.00   |
| 43G03                  | IT PROJECT MANAGEMENT ANALYST II              | 0.00                      | 0.00                      | 2.00                             | 2.00   |
| 43G04                  | IT PROJECT MANAGEMENT ANALYST III             | 3.00                      | 3.00                      | 3.00                             | 0.00   |
| 43L18                  | COMMUNICATIONS TECHNICIAN III                 | 7.00                      | 7.00                      | 7.00                             | 0.00   |
| 43L28                  | TELECOMMUNICATIONS TECHNICIAN III             | 3.00                      | 3.00                      | 2.00                             | -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                      | 6.00                      | 3.00                             | -3.00  |
| 43N26                  | DATA CENTER OPERATIONS TECHNICIAN III         | 5.00                      | 4.00                      | 0.00                             | -4.00  |
| 43N80                  | DATA CENTER OPERATIONS SUPERVISOR             | 1.00                      | 1.00                      | 0.00                             | -1.00  |
| 43P40                  | GRAPHICS EQUIPMENT OPERATOR II                | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 70F79                  | WAREHOUSE WORKER                              | 3.00                      | 0.00                      | 0.00                             | 0.00   |
| 70F80                  | SENIOR STOREKEEPER                            | 1.00                      | 1.00                      | 1.00                             | 0.00   |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                  | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------|------------------------|------------------------|----------------------------|--------|
| 70F82               | SUPERVISING WAREHOUSE WORKER          | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80A32               | SENIOR SECRETARY                      | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                   | 0.00                   | 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                   | 3.00                       | -1.00  |
| Total               |                                       | 107.00                 | 101.00                 | 100.00                     | -1.00  |

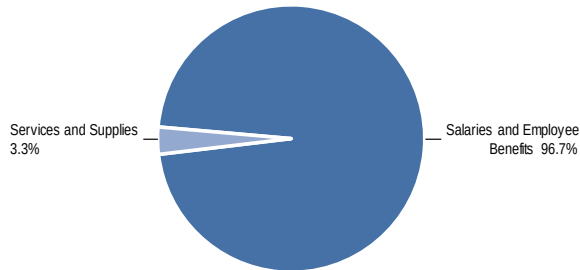
## Augmentation Request

| Dept        | Request Code       | Request Name | Request Type         | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|--------------------|--------------|----------------------|------------------|----------------|-------------|-----------|
| 1930        | 1930-8436-001-AUG1 | CIP/NTWANS   | Capital Improvements | 400,000          | 0.00           | 0           | 0.00      |
| 1930        | 1930-8436-001-AUG2 | CIP/MICWLR   | Capital Improvements | 1,000,000        | 0.00           | 0           | 0.00      |
| 1930        | 1930-8436-001-AUG3 | CIP/SEISRD   | Capital Improvements | 1,000,000        | 0.00           | 0           | 0.00      |
| 1930        | 1930-8436-001-AUG4 | CIP/PHNSET   | Capital Improvements | 300,000          | 0.00           | 0           | 0.00      |
| 1930        | 1930-8436-001-AUG5 | CIP/NTWIFI   | Capital Improvements | 650,000          | 0.00           | 0           | 0.00      |
| 1930        | 1930-8436-001-AUG7 | CIP/VDCONF   | Capital Improvements | 500,000          | 0.00           | 0           | 0.00      |
| 1930        | 1930-8439-001-AUG6 | CIP/FACREF   | Capital Improvements | 675,000          | 0.00           | 0           | 0.00      |
| Grand Total |                    |              |                      | 4,525,000        | 0.00           | 0           | 0.00      |

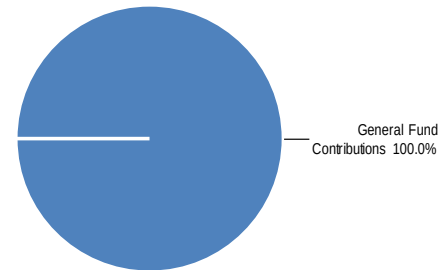
# ITD Administration

(Budget Unit 8432— Fund 001— Appropriation Unit INF002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 932,972               | 766,991                   | 597,015                | 1,826,713                   | 1,826,713                     | 1,059,722                          |
| Services and Supplies          | 16,551                | 66,950                    | 73,472                 | 63,260                      | 61,674                        | (5,276)                            |
| Subtotal                       | \$949,523             | \$833,941                 | \$670,487              | \$1,889,973                 | \$1,888,387                   | 1,054,446                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$949,523             | \$833,941                 | \$670,487              | \$1,889,973                 | \$1,888,387                   | 1,054,446                          |
| Total Source of Funds      | \$949,523             | \$833,941                 | \$670,487              | \$1,889,973                 | \$1,888,387                   | 1,054,446                          |

## Unit Description

The Administration Division is comprised of Fiscal, Human Resources Management, Project Management, and Contracts Management.

The Fiscal Division 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 the fiscal team.

Human Resources partners with ITD management to provide diverse talent management and recruitment services; the development and retention of staff; and other human resources support services such as benefit and timekeeping coordination.

Project Management provides project and portfolio for all large scale, multi-disciplined IT infrastructure and application projects.

Contracts Management is responsible for processing all contracts and agreements, fleet management, facilities management, and oversees cable and franchise programs.

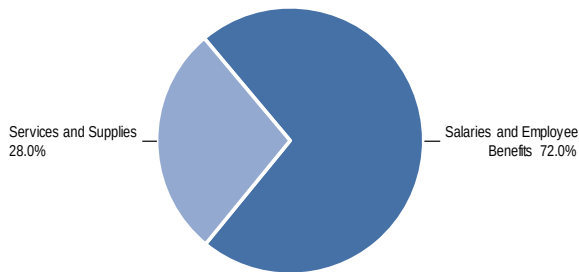
## Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE   |
|---------------------|-----------------------------------|-------|
| 14C30               | MANAGEMENT ANALYST II             | 1.00  |
| 14C31               | MANAGEMENT ANALYST III            | 1.00  |
| 20B11               | ACCOUNTANT II                     | 1.00  |
| 20B93               | FINANCE MANAGER II                | 1.00  |
| 43G03               | IT PROJECT MANAGEMENT ANALYST II  | 2.00  |
| 43G04               | IT PROJECT MANAGEMENT ANALYST III | 3.00  |
| 80J30               | ACCOUNTING TECHNICIAN             | 3.00  |
| Total               |                                   | 12.00 |

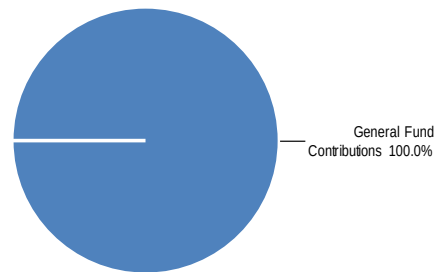
# Applications

(Budget Unit 8433— Fund 001— Appropriation Unit INF002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,192,367             | 2,858,701                 | 2,528,701              | 4,065,534                   | 4,065,534                     | 1,206,833                          |
| Services and Supplies          | 428,277               | 739,211                   | 756,645                | 1,582,397                   | 1,577,809                     | 838,598                            |
| Other Charges                  | (3,352,825)           | (3,825,331)               | (2,874,725)            | 0                           | 0                             | 3,825,331                          |
| Subtotal                       | (\$732,181)           | (\$227,419)               | \$410,621              | \$5,647,931                 | \$5,643,343                   | 5,870,762                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 91                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$91                  | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$732,272)           | (\$227,419)               | \$410,621              | \$5,647,931                 | \$5,643,343                   | 5,870,762                          |
| Total Source of Funds      | (\$732,181)           | (\$227,419)               | \$410,621              | \$5,647,931                 | \$5,643,343                   | 5,870,762                          |

## Unit Description

The Applications Division is comprised of Enterprise Applications, Web Services, Geographic Information System (GIS) Services, and Department Applications 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.

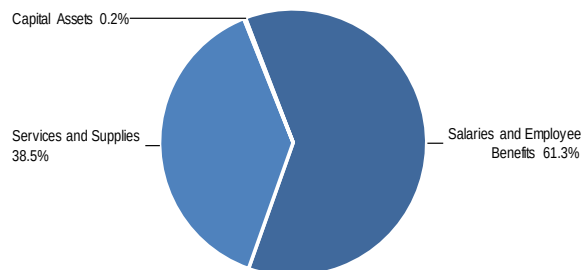
## Recommended 2018-19 Positions

| Classification Code | Classification Label                    | FTE   |
|---------------------|-----------------------------------------|-------|
| 14K21               | DIVISION MANAGER                        | 1.00  |
| 16C43               | SOFTWARE PROGRAMMER ANALYST I           | 1.00  |
| 16C44               | SOFTWARE PROGRAMMER ANALYST II          | 2.00  |
| 16C45               | SOFTWARE PROGRAMMER ANALYST III         | 16.00 |
| 16C89               | INFORMATION TECHNOLOGY BUSINESS MANAGER | 1.00  |
| 16D25               | DATABASE ADMINISTRATOR III              | 3.00  |
| 16G25               | GIS ANALYST III                         | 2.00  |
| 43G01               | INFORMATION TECHNOLOGY MANAGER          | 2.00  |
| Total               |                                         | 28.00 |

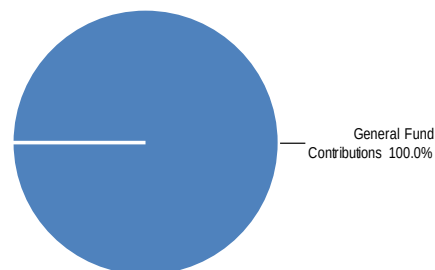
# Service Delivery

(Budget Unit 8434— Fund 001— Appropriation Unit INF002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 3,026,490             | 3,676,796                 | 3,626,341              | 4,500,216                   | 4,387,053                     | 710,257                            |
| Services and Supplies          | 241,231               | 101,703                   | 166,125                | 2,766,588                   | 2,760,768                     | 2,659,065                          |
| Other Charges                  | (3,095,467)           | (3,502,379)               | (3,502,379)            | 0                           | 0                             | 3,502,379                          |
| Capital Assets                 | 96,250                | 0                         | 0                      | 14,500                      | 14,500                        | 14,500                             |
| Subtotal                       | \$268,504             | \$276,120                 | \$290,087              | \$7,281,304                 | \$7,162,321                   | 6,886,201                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 178,615               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$178,615             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$89,890              | \$276,120                 | \$290,087              | \$7,281,304                 | \$7,162,321                   | 6,886,201                          |
| Total Source of Funds      | \$268,504             | \$276,120                 | \$290,087              | \$7,281,304                 | \$7,162,321                   | 6,886,201                          |

## Unit Description

The Service Delivery Division offers a portfolio of services that includes desktop management, service desk, and project management. These complementary services provide fundamental information technology capabilities vital to our customers.

The 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 personal computer (PC) lifecycle management including the planning, acquisition, installation, support, maintenance, and replacement of PC-based hardware and software.

The Project Management Office guides projects through the complete project management lifecycle utilizing best practices, and

develops tools/processes to foster consistent, repeatable, and measurable project outcomes.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                          | FTE   |
|---------------------|-----------------------------------------------|-------|
| 14K21               | DIVISION MANAGER                              | 1.00  |
| 16C23               | INFORMATION TECHNOLOGY SUPERVISOR             | 1.00  |
| 16C45               | SOFTWARE PROGRAMMER ANALYST III               | 1.00  |
| 16C54               | SYSTEMS PROGRAMMER ANALYST II                 | 3.00  |
| 16C55               | SYSTEMS PROGRAMMER ANALYST III                | 19.00 |
| 16C89               | INFORMATION TECHNOLOGY BUSINESS MANAGER       | 1.00  |
| 43G01               | INFORMATION TECHNOLOGY MANAGER                | 1.00  |
|                     | INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III | 3.00  |
| 43M35               |                                               |       |
| 70F80               | SENIOR STOREKEEPER                            | 1.00  |
| Total               |                                               | 31.00 |

# Enterprise Operations

(Budget Unit 8435— Fund 001— Appropriation Unit INF002)

## Use of Funds

Intentionally Left Blank

## Source of Funds

Intentionally Left Blank

## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,977,820             | 1,631,679                 | 1,540,512              | 0                           | 0                             | (1,631,679)                        |
| Services and Supplies          | 1,485,570             | 1,561,070                 | 1,378,592              | 0                           | (4,324)                       | (1,565,394)                        |
| Other Charges                  | (10,706,265)          | (1,688,776)               | (1,688,776)            | 0                           | 0                             | 1,688,776                          |
| Capital Assets                 | 106,221               | 14,500                    | 14,500                 | 0                           | 0                             | (14,500)                           |
| Subtotal                       | (\$7,136,655)         | \$1,518,473               | \$1,244,828            | \$0                         | (\$4,324)                     | (1,522,797)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 37,869                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues     | 2,158                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$40,028              | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$7,176,683)         | \$1,518,473               | \$1,244,828            | \$0                         | (\$4,324)                     | (1,522,797)                        |
| Total Source of Funds      | (\$7,136,655)         | \$1,518,473               | \$1,244,828            | \$0                         | (\$4,324)                     | (1,522,797)                        |

## Unit Description

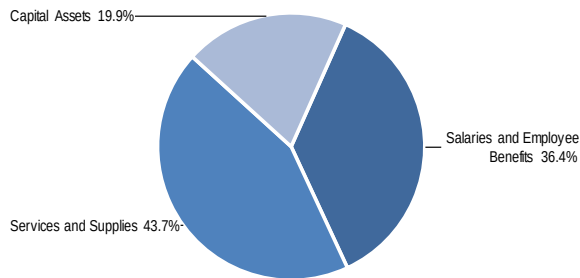
The Enterprise Operations budget unit merged into the Service Delivery budget unit in FY 2018-19.



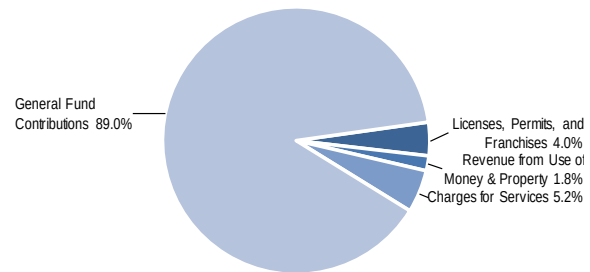
# Infrastructure

(Budget Unit 8436—Fund 001—Appropriation Unit INF002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 3,304,692             | 3,350,457                 | 3,102,196              | 2,916,093                   | 2,699,806                     | (650,651)                          |
| Services and Supplies          | 3,505,258             | 2,680,248                 | 2,432,665              | 3,243,861                   | 3,238,256                     | 558,008                            |
| Other Charges                  | (10,364,387)          | (6,192,065)               | (5,071,824)            | 0                           | 0                             | 6,192,065                          |
| Capital Assets                 | 2,647,619             | 5,900,000                 | 5,900,000              | 5,327,234                   | 1,477,234                     | (4,422,766)                        |
| Subtotal                       | (\$906,818)           | \$5,738,640               | \$6,363,037            | \$11,487,188                | \$7,415,296                   | 1,676,656                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises    | 345,955               | 300,000                   | 300,000                | 300,000                     | 300,000                       | 0                                  |
| Revenue from Use of Money & Property | 33,996                | 71,673                    | 71,673                 | 134,117                     | 134,117                       | 62,444                             |
| Charges for Services                 | 530,649               | 730,096                   | 1,030,146              | 382,636                     | 382,636                       | (347,460)                          |
| Miscellaneous Revenues               | 9,282                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$919,881             | \$1,101,769               | \$1,401,819            | \$816,753                   | \$816,753                     | (285,016)                          |
| General Fund Contributions           | (\$1,826,699)         | \$4,636,871               | \$4,961,218            | \$10,670,435                | \$6,598,543                   | 1,961,672                          |
| Total Source of Funds                | (\$906,818)           | \$5,738,640               | \$6,363,037            | \$11,487,188                | \$7,415,296                   | 1,676,656                          |

## Unit Description

The Infrastructure Division provides IT infrastructure capabilities essential for County's business communication needs. Infrastructure offers 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, Telecommunications, and Radio Communications.

Data Network is responsible for building and supporting a secure, reliable and scalable County local and wide area network, and to offer a unified Internet Protocol (IP) foundation to support existing and emerging technologies.

Telecommunications provides voice collaboration services by offering an efficient and effective voice and video system that provides a seamless communication experience.

Radio Communications provides end-to-end wireless systems service including Land Mobile Radio and microwave communication with a focus on serving regional public safety agencies.

---

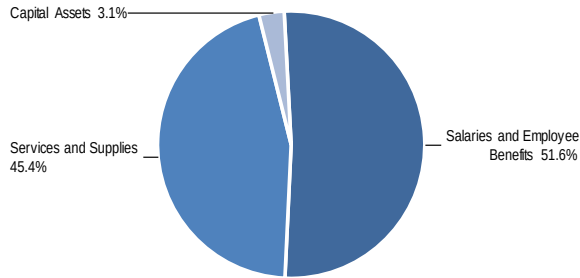
**Recommended 2018-19 Positions**

| <b>Classification<br/>Code</b> | <b>Classification Label</b>       | <b>FTE</b> |
|--------------------------------|-----------------------------------|------------|
| 14K21                          | DIVISION MANAGER                  | 1.00       |
| 41N24                          | NETWORK SYSTEMS ENGINEER II       | 2.00       |
| 41N25                          | NETWORK SYSTEMS ENGINEER III      | 5.00       |
| 43G01                          | INFORMATION TECHNOLOGY MANAGER    | 2.00       |
| 43L18                          | COMMUNICATIONS TECHNICIAN III     | 7.00       |
| 43L28                          | TELECOMMUNICATIONS TECHNICIAN III | 2.00       |
| 43L35                          | TELECOMMUNICATIONS SPECIALIST III | 1.00       |
| 43L36                          | TELECOMMUNICATIONS SPECIALIST IV  | 1.00       |
| 80E80                          | PRINCIPAL OFFICE ASSISTANT        | 1.00       |
| Total                          |                                   | 22.00      |

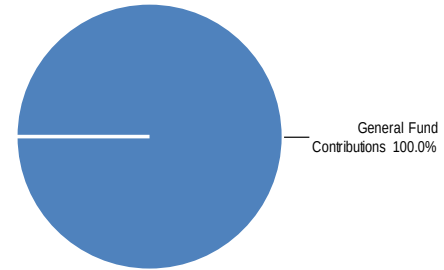
# Security

(Budget Unit 8437— Fund 001— Appropriation Unit INF002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 458,277               | 482,801                   | 474,435                | 506,686                     | 506,686                       | 23,885                             |
| Services and Supplies          | 482,283               | 451,576                   | 454,994                | 446,376                     | 445,479                       | (6,097)                            |
| Other Charges                  | (1,369,471)           | (963,858)                 | (963,858)              | 0                           | 0                             | 963,858                            |
| Capital Assets                 | 13,884                | 20,000                    | 20,000                 | 30,000                      | 30,000                        | 10,000                             |
| Subtotal                       | (\$415,028)           | (\$9,481)                 | (\$14,429)             | \$983,062                   | \$982,165                     | 991,646                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 1,296                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$1,296               | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$416,324)           | (\$9,481)                 | (\$14,429)             | \$983,062                   | \$982,165                     | 991,646                            |
| Total Source of Funds      | (\$415,028)           | (\$9,481)                 | (\$14,429)             | \$983,062                   | \$982,165                     | 991,646                            |

## Unit Description

Information Security assists County business with assuring the availability of their information by guiding County businesses on properly managing 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.

## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE  |
|---------------------|------------------------------------|------|
| 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

(Budget Unit 8439— Fund 001— Appropriation Unit INF002)

## Use of Funds

Intentionally Left Blank

## Source of Funds

Intentionally Left Blank

## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 497,171               | 1,258,446                 | 1,063,315              | 771,066                     | 649,523                       | (608,923)                          |
| Services and Supplies          | 1,480,799             | 1,251,761                 | 1,122,995              | 1,658,765                   | 1,658,032                     | 406,271                            |
| Other Charges                  | 6,638,206             | 168,380                   | 2,348,814              | (8,077,334)                 | (8,077,334)                   | (8,245,714)                        |
| Capital Assets                 | 91,088                | 1,775,000                 | 1,775,000              | 675,000                     | 0                             | (1,775,000)                        |
| Subtotal                       | \$8,707,264           | \$4,453,587               | \$6,310,124            | (\$4,972,503)               | (\$5,769,779)                 | (10,223,366)                       |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises    | 4,915                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Revenue from Use of Money & Property | 9,288                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services                 | (26,423)              | 8,578                     | 8,578                  | 0                           | 0                             | (8,578)                            |
| Subtotal                             | (\$12,220)            | \$8,578                   | \$8,578                | \$0                         | \$0                           | (8,578)                            |
| General Fund Contributions           | \$8,719,484           | \$4,445,009               | \$6,301,546            | (\$4,972,503)               | (\$5,769,779)                 | (10,214,788)                       |
| Total Source of Funds                | \$8,707,264           | \$4,453,587               | \$6,310,124            | (\$4,972,503)               | (\$5,769,779)                 | (10,223,366)                       |

## Unit Description

The ITD budget unit is in place to account for costs not directly related to any of the Department's divisions. Executive management costs are captured here, as well as facility expenses.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                         | FTE  |
|---------------------|----------------------------------------------|------|
| 12E18               | DIRECTOR OF INFORMATION TECHNOLOGY           | 1.00 |
| 16C92               | ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY | 1.00 |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL        | 1.00 |
| 80E21               | OFFICE ASSISTANT II                          | 1.00 |
| Total               |                                              | 4.00 |

# District Attorney

## Departmental Overview:

The District Attorney is responsible for attending the courts and conducting all local 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; customer service; and all County mandated trainings.

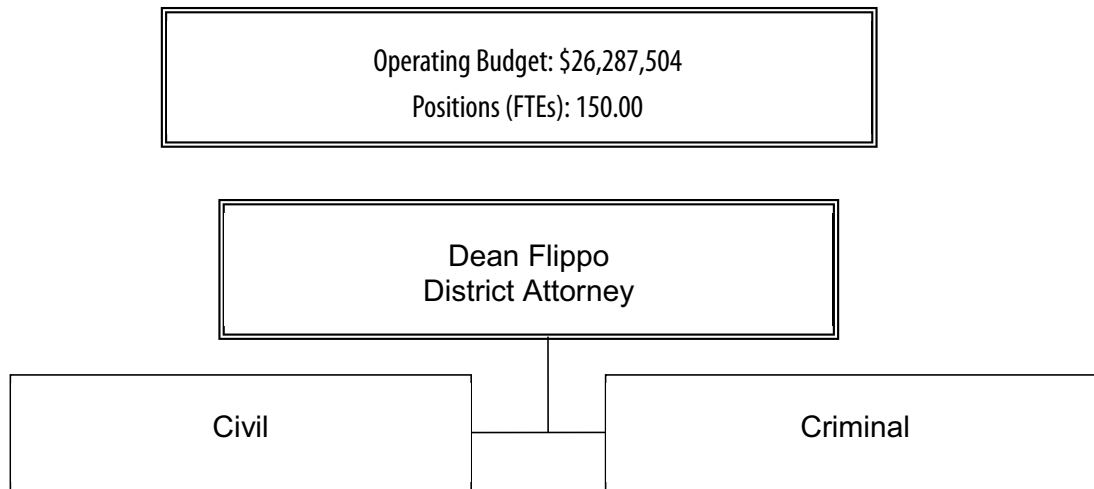
## Programs and Functions:

The Office consists of attorneys, investigators, legal support staff and victim advocates. With the completion of the renovations to the East/West Wing building, the main offices will be moving in August to occupy this new building, with branch offices in Monterey and King City.

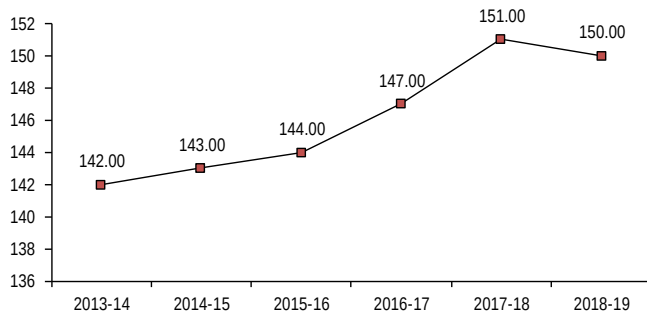
Criminal prosecution consists of multiple programs dedicated to adult and juvenile criminal violations, reviewing and filing thousands of cases every year. The prosecutorial functions of the District Attorney also include, but are not limited to: acting as legal advisor to the Grand Jury, both civil and criminal, and assisting in their investigations when requested; working with the United States Attorney to co-prosecute cases in Federal courts; investigating and prosecuting violations of the open meeting laws; reviewing and responding to writs and appeals and extraditions; investigating and prosecuting white collar crimes; conducting narcotic commitment and sanity proceedings; confiscating assets of drug dealers; investigating public corruption matters involving government officials; undertaking "conflict of interest" criminal investigations for law enforcement agencies; and responding to various County departments as well as municipal departments throughout the County to handle potential criminal violations within their departments and agencies.

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.

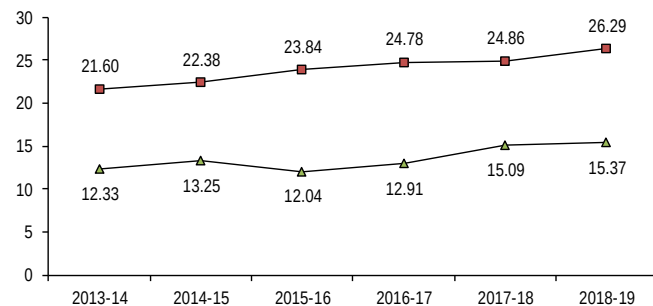




#### Staffing Trends



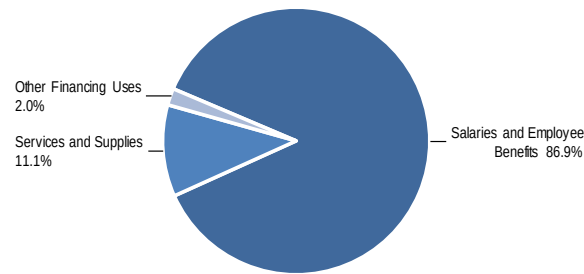
#### Expenditure/Revenue History (in millions)



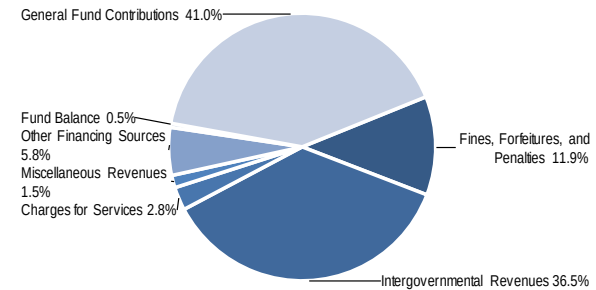
The improved differences between the graduation rates and drop-out rates of Monterey County corresponds directly with our improvements in case management. The Net County Cost, as compared to the cases filed, demonstrates our efficiency, to other comparable DA offices.

| Key Performance Measures                                                             | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|--------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Truancy: Number of active cases monitored.                                           | 6,813          | 7,418          | 9,198            |
| Truancy: Monterey County Graduation Rate.                                            | 85.5%          | N/A            | N/A              |
| Truancy: California Graduation Rate.                                                 | 83.8%          | N/A            | N/A              |
| Truancy: Monterey County Drop-Out Rate.                                              | 6.8%           | N/A            | N/A              |
| Truancy: California Drop-Out Rate.                                                   | 9.7%           | N/A            | N/A              |
| Monterey County District Attorney Net County cost per case filed with courts.        | \$731.49       | N/A            | N/A              |
| Average Net County cost per case with courts (benchmark of 14 CA county DA Offices.) | \$1,246.06     | N/A            | N/A              |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 20,758,467            | 22,623,648                | 21,539,065             | 23,408,120                  | 22,966,635                    | 342,987                            |
| Services and Supplies          | 4,253,819             | 3,391,917                 | 3,619,551              | 3,063,382                   | 2,932,243                     | (459,674)                          |
| Other Charges                  | (607,185)             | (709,664)                 | (646,045)              | (144,840)                   | (144,840)                     | 564,824                            |
| Capital Assets                 | 57,143                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 320,915               | 350,000                   | 350,000                | 533,466                     | 533,466                       | 183,466                            |
| Subtotal                       | \$24,783,159          | \$25,655,901              | \$24,862,571           | \$26,860,128                | \$26,287,504                  | 631,603                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 2,330,906             | 3,316,880                 | 3,436,307              | 3,134,966                   | 3,134,966                     | (181,914)                          |
| Revenue from Use of Money & Property | 139                   | 350                       | 118                    | 135                         | 135                           | (215)                              |
| Intergovernmental Revenues           | 8,799,381             | 9,287,717                 | 9,492,598              | 9,585,593                   | 9,585,593                     | 297,876                            |
| Charges for Services                 | 558,505               | 831,400                   | 546,604                | 736,260                     | 736,260                       | (95,140)                           |
| Miscellaneous Revenues               | 434,952               | 645,448                   | 434,238                | 393,292                     | 393,292                       | (252,156)                          |
| Other Financing Sources              | 789,443               | 998,573                   | 1,181,180              | 1,522,931                   | 1,522,931                     | 524,358                            |
| Subtotal                             | \$12,913,326          | \$15,080,368              | \$15,091,045           | \$15,373,177                | \$15,373,177                  | 292,809                            |
| Fund Balance                         | (4,640)               | 0                         | 0                      | 127,466                     | 127,466                       | 127,466                            |
| General Fund Contributions           | \$11,874,473          | \$10,575,533              | \$9,771,526            | \$11,359,485                | \$10,786,861                  | 211,328                            |
| Total Source of Funds                | \$24,783,159          | \$25,655,901              | \$24,862,571           | \$26,860,128                | \$26,287,504                  | 631,603                            |

## Summary of Recommendation

The Recommended Budget for the Office of the District Attorney is \$26,287,504 financed by \$15,373,177 in revenue, \$127,466 in public safety realignment fund balance, and a general fund contribution (GFC) of \$10,786,861. Next year, the Office will experience higher costs associated with negotiated raises, pensions, and insurance programs, causing a \$245,265 shortfall for maintaining status quo operations. Consequently, there is insufficient funding to continue two vacant positions beyond June 30, 2018.

The Recommended Budget supports 150 staff. As a mid-year adjustment in July 2017, the Office added a Legal Secretary funded by a Victims of Crime Act grant. However, two vacancies will be discontinued next fiscal year due to the inflationary pressures described above. Therefore, the Office will experience a net reduction of one position next fiscal year.

## Budget Impacts

Due to the Office's fiscal pressures, there is insufficient funding to continue a District Attorney Investigator and a Legal Secretary. Already one of the most efficient district attorney offices in the State, the loss of these two positions will shift workloads to remaining staff, impacting operations and employee morale.

## Department Operational Accomplishments

The Civil Unit has successfully enforced environmental laws and protected the public, receiving numerous settlements during the past fiscal year in excess of \$1 million and helping efforts to combat fraud. The estimated settlements total for this fiscal year is in excess of \$2.3 million.

The Criminal Unit successfully prosecuted many high-profile cases during the year, including murder, gang crimes and public integrity prosecutions.

The Workers' Compensation Fraud Unit continued its efforts to protect workers from unscrupulous employers who do not purchase mandatory insurance, as well as employees who commit applicant fraud.

The District Attorney's Office is particularly proud of its success in reducing truancy in schools. During the past fiscal year, approximately 1,500 truant students went through mediation or court hearings because of their truancy, with a marked improvement in their attendance.

Odie, the District Attorney's comfort dog, continues to assist victims in their time of need, in particular child victims, in virtually every aspect of the court process.

In 2018, the Office completed in-house Karpel Case Management System training of 79 staff at 24.3 hours per quarter and 100% of our criminal filings were completed electronically.

### Department Operational Goals

Continue in-house staff training of the Karpel Case Management System, utilizing the Karpel training data base in the County computer lab at least once per quarter, for 25 staff members and 10 hours per quarter.

Implement digital transmission of 100% of cases from both the Sheriff's Office and Salinas Police into case management software.

Complete office move into the East/West Wing with no loss of operational effectiveness.

Maintain office operational efficiency below State averages.

### Pending Issues

TRACKNET: The Office has worked closely with the Sheriff's Office and the case management system provider to complete the

digital interface between systems, allowing direct uploading of cases into the system. The Office has nearly completed the effort and should be 100% online in the coming fiscal year.

**DIGITAL EVIDENCE:** The District Attorney's Office is currently working with other District Attorneys across the State to assess the ongoing challenges in processing digital evidence. As a direct result of the increased use of body cameras and implementation of Propositions 47, offices across the State face increases in processing digital evidence. It remains uncertain whether the recent addition of new staff is sufficient to handle these increases.

**RELOCATION:** After over 15 years in modular offices, the East/West Wing building renovations are nearly complete, with an estimated move-in date in early August. It has been a unique challenge to house staff in portable trailers for so many years, so employees eagerly await the coming move.

**REALIGNMENT:** The implementation of AB 109 in October 2011, shifting state prisoners to local authorities, 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 implementation of Propositions 47 and 57, where significant reductions in the severity of many offenses was approved, has many in law enforcement concerned for the safety of our citizens.

**MARIJUANA LEGALIZATION:** Recent legalization of marijuana has both local and State governments working to develop a framework of policies and regulations. While tentative implementation plans have been developed, the impact remains uncertain.

### Policy Considerations

There are no Policy Considerations

### Appropriation Expenditure Detail

|                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Civil (DIS001)    | 2,480,353             | 3,204,770                 | 2,548,598              | 3,312,601                      | 3,033,639                        | (171,131)                             | 001          | 8062                |
| Criminal (DIS001) | 21,981,890            | 22,101,131                | 21,963,973             | 23,014,061                     | 22,720,399                       | 619,268                               | 001          | 8063                |
| Criminal (DIS002) | 320,915               | 350,000                   | 350,000                | 533,466                        | 533,466                          | 183,466                               | 022          | 8063                |
| Subtotal          | \$24,783,159          | \$25,655,901              | \$24,862,571           | \$26,860,128                   | \$26,287,504                     | 631,603                               |              |                     |

### Budget Units

|          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|----------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Civil    | 2,480,353             | 3,204,770                 | 2,548,598              | 3,312,601                      | 3,033,639                        | (171,131)                             |
| Criminal | 22,302,805            | 22,451,131                | 22,313,973             | 23,547,527                     | 23,253,865                       | 802,734                               |
| Subtotal | \$24,783,159          | \$25,655,901              | \$24,862,571           | \$26,860,128                   | \$26,287,504                     | 631,603                               |



# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                          | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | 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                  | 21.00                      | -1.00  |
| 34A80               | DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN       | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 34G10               | INVESTIGATIVE AIDE                            | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 39C01               | LEGAL ASSISTANT                               | 3.00                   | 4.00                   | 4.00                       | 0.00   |
| 39D31               | DEPUTY DISTRICT ATTORNEY IV                   | 51.00                  | 52.00                  | 52.00                      | 0.00   |
| 39D32               | MANAGING DEPUTY DISTRICT ATTORNEY             | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 43G05               | DIGITAL FORENSIC INVESTIGATOR                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 60K02               | VICTIM ASSISTANCE ADVOCATE                    | 6.00                   | 7.00                   | 7.00                       | 0.00   |
| 60K03               | VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 80B11               | LEGAL TYPIST                                  | 7.00                   | 7.00                   | 7.00                       | 0.00   |
| 80B22               | LEGAL SECRETARY                               | 27.00                  | 27.00                  | 27.00                      | 0.00   |
| 80B24               | SUPERVISING LEGAL SECRETARY                   | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                           | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Total               |                                               | 147.00                 | 151.00                 | 150.00                     | -1.00  |

District Attorney

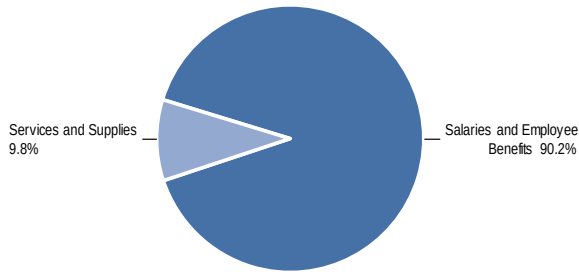
## **Augmentation Request**

| Dept        | Request Code        | Request Name                       | Request Type                                | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|---------------------|------------------------------------|---------------------------------------------|------------------|----------------|-------------|-----------|
| 2240        | 2240-8062-001-AUG1  | New-Cannabis Investigator          | Request New Position                        | 206,338          | 1.00           | 0           | 0.00      |
| 2240        | 2240-8062-001-AUG2  | New-Cannabis Vehicle and Equipment | New Program/Service w/ General Fund Funding | 56,500           | 0.00           | 0           | 0.00      |
| 2240        | 2240-8063-001-AUG1  | Vacant - DA Investigator 1         | Status Quo Vacant Position                  | 168,894          | 1.00           | 0           | 0.00      |
| 2240        | 2240-8063-001-AUG10 | Filled - Legal Typist              | Status Quo Filled Position                  | 0                | 1.00           | 0           | 1.00      |
| 2240        | 2240-8063-001-AUG11 | Filled - Legal Secretary 2         | Status Quo Filled Position                  | 0                | 1.00           | 0           | 1.00      |
| 2240        | 2240-8063-001-AUG12 | Vacant - Legal Secretary 3         | Status Quo Vacant Position                  | 76,371           | 1.00           | 0           | 0.00      |
| 2240        | 2240-8063-001-AUG13 | Trial Related Expenses             | Status Quo Other                            | 0                | 0.00           | 0           | 0.00      |
| 2240        | 2240-8063-001-AUG2  | Vacant - Managing Dist Atty        | Status Quo Vacant Position                  | 106,291          | 1.00           | 106,291     | 1.00      |
| 2240        | 2240-8063-001-AUG3  | Filled - DA Investigator 2         | Status Quo Filled Position                  | 177,060          | 1.00           | 177,060     | 1.00      |
| 2240        | 2240-8063-001-AUG4  | Filled - DA Investigator 3         | Status Quo Filled Position                  | 150,737          | 1.00           | 150,737     | 1.00      |
| 2240        | 2240-8063-001-AUG5  | Vacant - Dep District Atty 1       | Status Quo Vacant Position                  | 115,718          | 1.00           | 115,718     | 1.00      |
| 2240        | 2240-8063-001-AUG6  | Vacant - Dep District Atty 2       | Status Quo Vacant Position                  | 106,604          | 1.00           | 106,604     | 1.00      |
| 2240        | 2240-8063-001-AUG7  | Filled - Dep District Atty 3       | Status Quo Filled Position                  | 0                | 1.00           | 0           | 1.00      |
| 2240        | 2240-8063-001-AUG8  | Filled - Legal Secretary 1         | Status Quo Filled Position                  | 0                | 1.00           | 0           | 1.00      |
| 2240        | 2240-8063-001-AUG9  | Filled - Legal Assistant           | Status Quo Filled Position                  | 0                | 1.00           | 0           | 1.00      |
| Grand Total |                     |                                    |                                             | 1,164,513        | 13.00          | 656,410     | 10.00     |

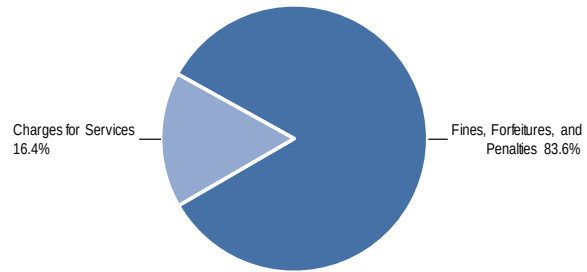
# Civil

(Budget Unit 8062— Fund 001— Appropriation Unit DIS001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,293,600             | 3,024,097                 | 2,340,537              | 2,936,273                   | 2,735,837                     | (288,260)                          |
| Services and Supplies          | 186,753               | 180,673                   | 208,061                | 376,328                     | 297,802                       | 117,129                            |
| Subtotal                       | \$2,480,353           | \$3,204,770               | \$2,548,598            | \$3,312,601                 | \$3,033,639                   | (171,131)                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 2,159,436             | 2,704,770                 | 2,982,998              | 2,549,763                   | 2,549,763                     | (155,007)                          |
| Charges for Services              | 349,641               | 500,000                   | 315,000                | 500,000                     | 500,000                       | 0                                  |
| Miscellaneous Revenues            | 275                   | 0                         | 600                    | 0                           | 0                             | 0                                  |
| Subtotal                          | \$2,509,352           | \$3,204,770               | \$3,298,598            | \$3,049,763                 | \$3,049,763                   | (155,007)                          |
| General Fund Contributions        | (\$28,998)            | \$0                       | (\$750,000)            | \$262,838                   | (\$16,124)                    | (16,124)                           |
| Total Source of Funds             | \$2,480,353           | \$3,204,770               | \$2,548,598            | \$3,312,601                 | \$3,033,639                   | (171,131)                          |

## Unit Description

To protect Monterey consumers, 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 the community. Successful conclusion of consumer

and environmental cases will often involve collaboration with multiple agencies or counties throughout the State.

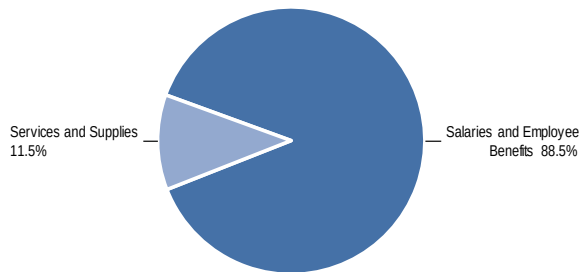
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 12A04               | ASSISTANT DISTRICT ATTORNEY        | 1.00  |
| 20B12               | ACCOUNTANT III                     | 1.00  |
| 34A22               | DISTRICT ATTORNEY INVESTIGATOR III | 5.00  |
| 39C01               | LEGAL ASSISTANT                    | 1.00  |
| 39D31               | DEPUTY DISTRICT ATTORNEY IV        | 6.00  |
| 80B22               | LEGAL SECRETARY                    | 2.00  |
| Total               |                                    | 16.00 |

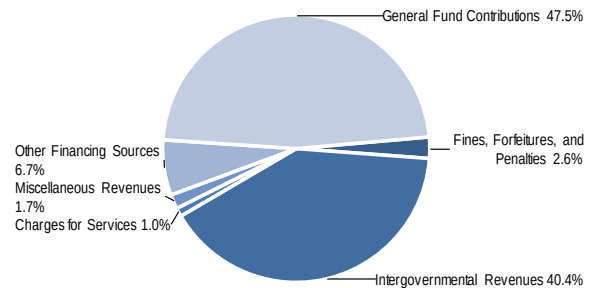
# Criminal

(Budget Unit 8063— Fund 001— Appropriation Unit DIS001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 18,464,866            | 19,599,551                | 19,198,528             | 20,471,847                  | 20,230,798                    | 631,247                            |
| Services and Supplies          | 4,067,066             | 3,211,244                 | 3,411,490              | 2,687,054                   | 2,634,441                     | (576,803)                          |
| Other Charges                  | (607,185)             | (709,664)                 | (646,045)              | (144,840)                   | (144,840)                     | 564,824                            |
| Capital Assets                 | 57,143                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$21,981,890          | \$22,101,131              | \$21,963,973           | \$23,014,061                | \$22,720,399                  | 619,268                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 171,470               | 612,110                   | 453,309                | 585,203                     | 585,203                       | (26,907)                           |
| Revenue from Use of Money & Property | 139                   | 350                       | 118                    | 135                         | 135                           | (215)                              |
| Intergovernmental Revenues           | 8,473,826             | 8,937,717                 | 9,142,598              | 9,179,593                   | 9,179,593                     | 241,876                            |
| Charges for Services                 | 208,865               | 331,400                   | 231,604                | 236,260                     | 236,260                       | (95,140)                           |
| Miscellaneous Revenues               | 434,677               | 645,448                   | 433,638                | 393,292                     | 393,292                       | (252,156)                          |
| Other Financing Sources              | 789,443               | 998,573                   | 1,181,180              | 1,522,931                   | 1,522,931                     | 524,358                            |
| Subtotal                             | \$10,078,419          | \$11,525,598              | \$11,442,447           | \$11,917,414                | \$11,917,414                  | 391,816                            |
| General Fund Contributions           | \$11,903,471          | \$10,575,533              | \$10,521,526           | \$11,096,647                | \$10,802,985                  | 227,452                            |
| Total Source of Funds                | \$21,981,890          | \$22,101,131              | \$21,963,973           | \$23,014,061                | \$22,720,399                  | 619,268                            |

## Unit Description

Criminal prosecution consists of multiple programs dedicated to adult and juvenile criminal violations, reviewing and filing thousands of cases every year.

The prosecutorial functions of the District Attorney also include, but are not limited to: acting as legal advisor to the Grand Jury, both civil and criminal, and assisting them in their investigations when requested; working with the United States Attorney to co-prosecute cases in the federal courts; investigating and prosecuting

violations of the open meeting laws; reviewing and responding to writs and appeals and extraditions; investigating and prosecuting white collar crimes; conducting narcotic commitment and sanity proceedings; confiscating assets of drug dealers; investigating public corruption matters involving government officials; undertaking "conflict of interest" criminal investigations for law enforcement agencies; and responding to various County departments as well as municipal departments throughout the County to handle potential criminal violations within their departments and agencies.

### Recommended 2018-19 Positions

| Classification Code | Classification Label                          | FTE   |
|---------------------|-----------------------------------------------|-------|
| 10B04               | DISTRICT ATTORNEY                             | 1.00  |
| 12A03               | CHIEF ASSISTANT DISTRICT ATTORNEY             | 1.00  |
| 12A04               | ASSISTANT DISTRICT ATTORNEY                   | 2.00  |
|                     | ADMINISTRATIVE ASSISTANT TO DISTRICT ATTORNEY |       |
| 14C75               |                                               | 1.00  |
|                     | VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER     |       |
| 14C87               |                                               | 1.00  |
| 14G02               | MANAGEMENT ANALYST I                          | 1.00  |
| 14K60               | CHIEF DISTRICT ATTORNEY INVESTIGATOR          | 1.00  |
| 20B10               | ACCOUNTANT I                                  | 2.00  |
| 20B93               | FINANCE MANAGER II                            | 1.00  |
| 34A20               | DISTRICT ATTORNEY INVESTIGATOR I              | 5.00  |
| 34A22               | DISTRICT ATTORNEY INVESTIGATOR III            | 16.00 |
| 34A80               | DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN       | 2.00  |

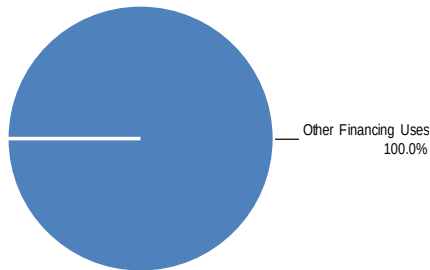
### Recommended 2018-19 Positions

| Classification Code | Classification Label                          | FTE    |
|---------------------|-----------------------------------------------|--------|
| 34G10               | INVESTIGATIVE AIDE                            | 5.00   |
| 39C01               | LEGAL ASSISTANT                               | 3.00   |
| 39D31               | DEPUTY DISTRICT ATTORNEY IV                   | 46.00  |
| 39D32               | MANAGING DEPUTY DISTRICT ATTORNEY             | 2.00   |
| 43G05               | DIGITAL FORENSIC INVESTIGATOR                 | 1.00   |
| 60K02               | VICTIM ASSISTANCE ADVOCATE                    | 7.00   |
|                     | VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR |        |
| 60K03               |                                               | 1.00   |
| 80B11               | LEGAL TYPIST                                  | 7.00   |
| 80B22               | LEGAL SECRETARY                               | 25.00  |
| 80B24               | SUPERVISING LEGAL SECRETARY                   | 2.00   |
| 80E21               | OFFICE ASSISTANT II                           | 1.00   |
| Total               |                                               | 134.00 |

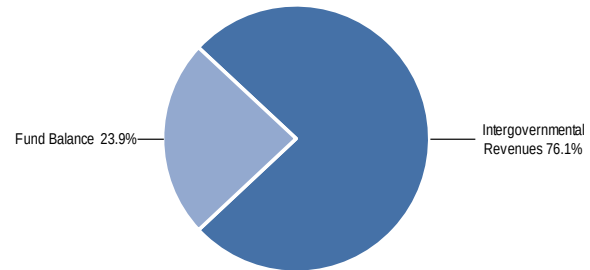
# Criminal

(Budget Unit 8063— Fund 022— Appropriation Unit DIS002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 320,915               | 350,000                   | 350,000                | 533,466                     | 533,466                       | 183,466                            |
| Subtotal             | \$320,915             | \$350,000                 | \$350,000              | \$533,466                   | \$533,466                     | 183,466                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 325,555               | 350,000                   | 350,000                | 406,000                     | 406,000                       | 56,000                             |
| Subtotal                   | \$325,555             | \$350,000                 | \$350,000              | \$406,000                   | \$406,000                     | 56,000                             |
| Fund Balance               | (4,640)               | 0                         | 0                      | 127,466                     | 127,466                       | 127,466                            |
| Total Source of Funds      | \$320,915             | \$350,000                 | \$350,000              | \$533,466                   | \$533,466                     | 183,466                            |

## Unit Description

The FY 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.



This page intentionally left blank.

# Child Support Services

## Departmental Overview:

Monterey County Department of Child Support Services (DCSS) is funded with 66% federal and 34% State funds. DCSS puts children first by helping parents provide for the economic and social well-being, health, and stability of their children. All parents, regardless of income or immigration status, are eligible for services.

## Programs and Functions:

The primary purpose of DCSS is enforcement and collection of child support for families. A wide variety of activities are undertaken to achieve these objectives: locating parents and their assets; establishing paternity, including genetic testing of parents and children; obtaining court-ordered child support and health insurance coverage; modifying orders; and enforcement of current and past due support obligations. The Department remains committed to maintaining and improving core services and performance through process improvements and prioritization of resources.

## Department's Contributions to Monterey County's Strategic Initiatives:

### ADMINISTRATION

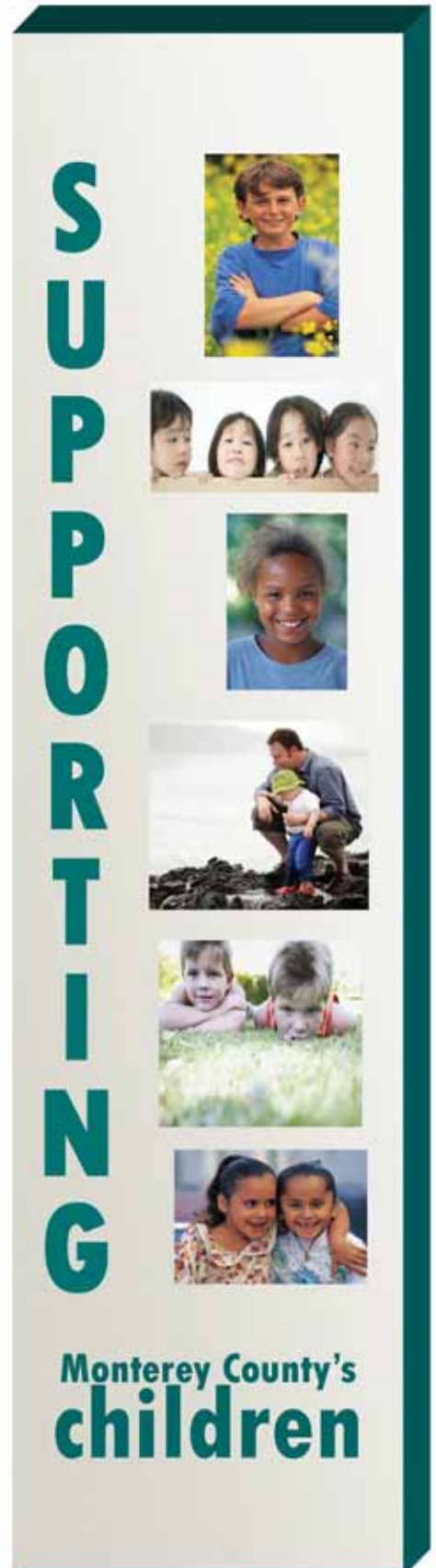
DCSS is committed to cost-effectiveness, continuous improvement, and setting standards for greater accountability. Customer survey results help to provide excellent customer service.

### HEALTH AND HUMAN SERVICES

Child support payments ensure children receive the financial support they need, helping to reduce child poverty and improving outcomes for children. Child support is one of the largest sources of income for families in poverty; having that additional source of income on a regular basis helps enhance the quality of life and wellness of those families.

### PUBLIC SAFETY

Parents who pay child support increase their involvement in their children's lives. Children who have both parents involved are less likely to engage in substance abuse, be incarcerated, have a teen pregnancy, and achieve better results in school.

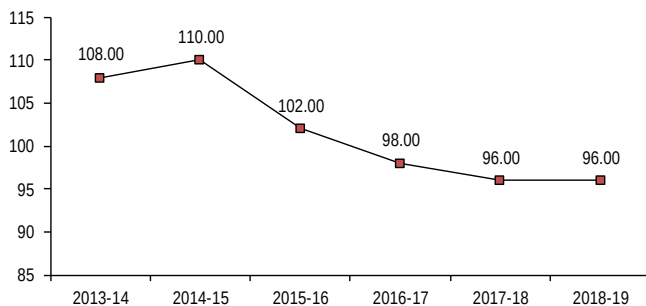


Operating Budget: \$11,145,527  
Positions (FTEs): 96.00

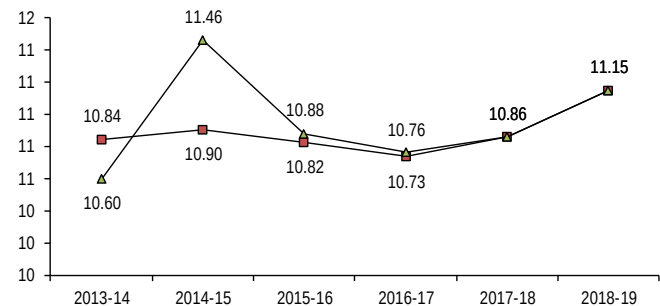
Jody Holtzworth  
Director

Child Support Services

#### Staffing Trends



#### Expenditure/Revenue History (in millions)

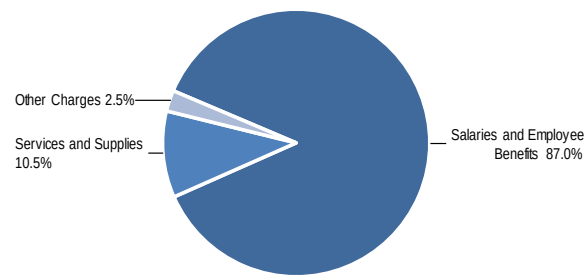


The performance measures are directly aligned with the mission of the child support program and meeting these goals each year results in increased services to customers, greater dollars collected, and optimization of federal incentive dollars.

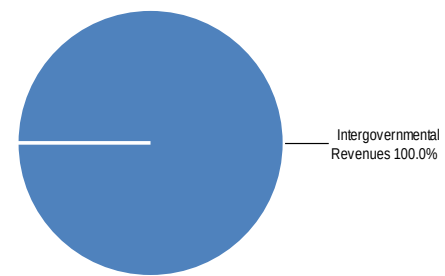
| Key Performance Measures                                                      | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-------------------------------------------------------------------------------|----------------|----------------|------------------|
| Outreach events provided to the community. Target = 90.                       | N/A            | N/A            | 39               |
| Customer Survey Satisfaction Rate - Meeting Very Good or above. Target = 95%. | N/A            | N/A            | 96%              |
| Collections distributed (in millions). Target = \$43.9                        | \$42.9         | \$42.6         | \$20.7           |
| Cost Effectiveness (collections compared to expenditures). Target = \$3.98    | \$3.92         | \$3.91         | \$4.13           |



## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 8,879,879             | 9,336,689                 | 9,231,830              | 9,697,725                   | 9,697,725                     | 361,036                            |
| Services and Supplies          | 1,701,336             | 1,581,889                 | 1,467,426              | 1,165,533                   | 1,165,533                     | (416,356)                          |
| Other Charges                  | 101,058               | 226,949                   | 83,821                 | 282,269                     | 282,269                       | 55,320                             |
| Capital Assets                 | 50,902                | 0                         | 75,000                 | 0                           | 0                             | 0                                  |
| Subtotal                       | \$10,733,175          | \$11,145,527              | \$10,858,077           | \$11,145,527                | \$11,145,527                  | 0                                  |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 23,709                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 10,734,356            | 11,145,527                | 10,858,077             | 11,145,527                  | 11,145,527                    | 0                                  |
| Charges for Services                 | 748                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues               | 436                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$10,759,248          | \$11,145,527              | \$10,858,077           | \$11,145,527                | \$11,145,527                  | 0                                  |
| General Fund Contributions           | (\$26,073)            | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| Total Source of Funds                | \$10,733,175          | \$11,145,527              | \$10,858,077           | \$11,145,527                | \$11,145,527                  | 0                                  |

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget for DCSS includes total appropriations of \$11,145,527 which is fully funded with State and federal funds. As required by legislation effective January 1, 2000, this budget has been submitted to the State for approval.

## Budget Impacts

Child Support Services is funded entirely with State and federal funds based on reimbursement of claimed expenditures. However, the State has kept funding unchanged since FY 2003-04. As such, it does not address cost increases in salaries, employee health insurance, external department services, and other inflationary pressures. Consequently, the Department's staffing levels have decreased by 71 positions since FY 2002-03 to 96. The loss of staffing continues to impact core service levels.

## Department Operational Accomplishments

With a caseload of over 16,000 children, DCSS has distributed over \$27.5 million for the period of July 2017 through February 2018. This represents money that helps families reach and maintain self-sufficiency.

DCSS continues to have the highest collection totals in the history of the program. This has placed DCSS in the highest State rankings for the federally mandated collection-to-cost performance measures.

DCSS has implemented a feedback program through surveys, social media, and emails. Results to date show a 96% satisfaction rate. Early and late office hours continue to be offered to accommodate those who have jobs and other commitments during regular working hours.

DCSS has implemented a toolkit database that allows caseworkers to manage caseloads from a proactive viewpoint, so services can be provided in an even more expedient manner.

DCSS continues to provide information about the program, such as paternity adjudication and the establishment and enforcement of child support through outreach programs at schools and community events. Public service announcements, social media contact, and direct mailings to those in need of services also continue.

DCSS implemented an interview dashboard to expedite customer interviews. Results to date show a decrease in wait time to less than 5 minutes.

DCSS has embraced the shared services concept and continues to have an agreement with Ventura County Department of Child Support Services at no cost, to answer non-emergency telephone calls.

DCSS employees participated in a wide variety of on-site wellness classes and workshops. Over 89% of employees took advantage of professional and personal development trainings, both internal and external.

## Department Operational Goals

Increase the frequency and reliability of child support payments for families, so they can depend on this important source of income.

Increase in all federal and State performance measures with emphasis on collections distributed to families and cost efficiency for delivery of service.

Continue to provide quality service to customers.

Use best practices and innovation so families and children receive the optimal amount of child support and health insurance coverage.

Continue to have a proactive outreach program with emphasis on collaboration with other County departments and community organizations. Continue to increase outreach in remote communities.

Continue to review cost saving opportunities and sharing of services with child support agencies in other counties.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|---------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Child Support Services (CHI001) | 10,733,175            | 11,145,527                | 10,858,077             | 11,145,527                     | 11,145,527                       | 0                                     | 001          | 8018                |
| Subtotal                        | \$10,733,175          | \$11,145,527              | \$10,858,077           | \$11,145,527                   | \$11,145,527                     | 0                                     |              |                     |

## Budget Units

|                        | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Child Support Services | 10,733,175            | 11,145,527                | 10,858,077             | 11,145,527                     | 11,145,527                       | 0                                     |
| Subtotal               | \$10,733,175          | \$11,145,527              | \$10,858,077           | \$11,145,527                   | \$11,145,527                     | 0                                     |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                       | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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                      | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C31                  | MANAGEMENT ANALYST III                     | 2.00                      | 1.00                      | 1.00                             | 0.00   |
| 14G02                  | MANAGEMENT ANALYST I                       | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14H03                  | PERSONNEL TECHNICIAN-CONFIDENTIAL          | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14K62                  | DEPUTY DIRECTOR CHILD SUPPORT SERVICES     | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 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                 | 7.00                      | 7.00                      | 7.00                             | 0.00   |
| 25C23                  | CHILD SUPPORT OFFICER II                   | 40.00                     | 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       | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 34G21                  | CIVIL PROCESS SERVER                       | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 34G22                  | SENIOR CIVIL PROCESS SERVER                | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 39A47                  | CHIEF CHILD SUPPORT ATTORNEY               | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 39D36                  | CHILD SUPPORT ATTORNEY IV                  | 3.00                      | 3.00                      | 3.00                             | 0.00   |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                         | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|----------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 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                          | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                          | 2.00                   | 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               |                                              | 98.00                  | 96.00                  | 96.00                      | 0.00   |



This page intentionally left blank.

# Public Defender

## Departmental Overview:

The Department, through the Offices of the Public Defender and the Alternate Defender, represents over 10,000 indigent persons accused of crimes or involved in conservatorship proceedings.

## Programs and Functions:

Felony Division defends people charged with murder, manslaughter, sex, gang, Three Strikes, robbery, burglary, and drug offenses.

Misdemeanor Division defends people charged with assault, battery, driving under the influence (DUI), theft, vandalism, and domestic violence.

Juvenile Division represents youths in delinquency cases and pairs the educational and social needs of youths with available County resources.

Mental Health Division represents people during the involuntary civil commitment process to ensure their health and finances are protected.

Therapeutic Courts Division seeks to reduce recidivism by channeling non-violent offenders through the Drug Court, DUI Court, and Veterans Court.

Discretionary Services are provided to veterans and others who require legal help to obtain gainful employment and rejoin productive society.

## Department's Contribution to Monterey County's Strategic Initiatives:

### HEALTH AND HUMAN SERVICES

Protecting the mental and physical health of youths and adults unable to care for themselves by asserting their rights of access to effective healthcare, education, and behavioral health services.

### PUBLIC SAFETY

Protecting and defending the right to live in a society free of and safe from unlawful State interference, by vigorously defending individual rights.

### ECONOMIC DEVELOPMENT

Avoiding unnecessary disruptions to employment and business activity by collaborating with our safety partners to keep clients in nonviolent cases out of custody and in the workforce.



Public Defender & Assistant Public Defender



Administrators



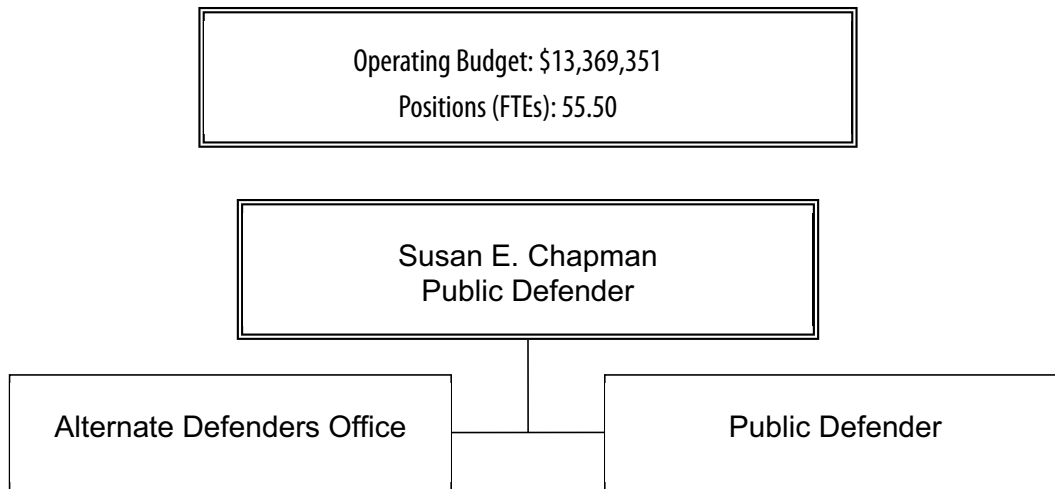
Attorneys



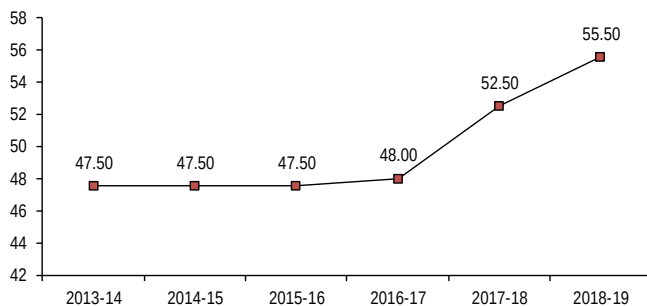
Investigators



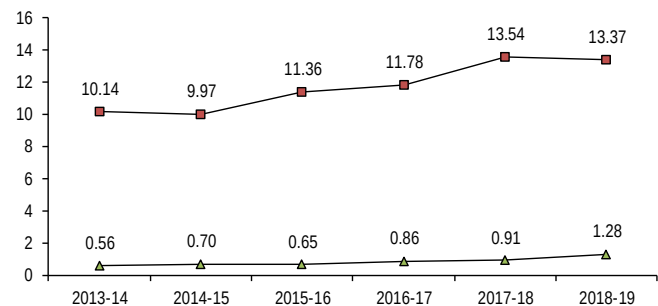
Legal Secretaries



#### Staffing Trends



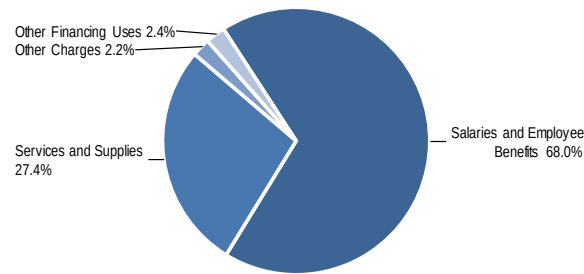
#### Expenditure/Revenue History (in millions)



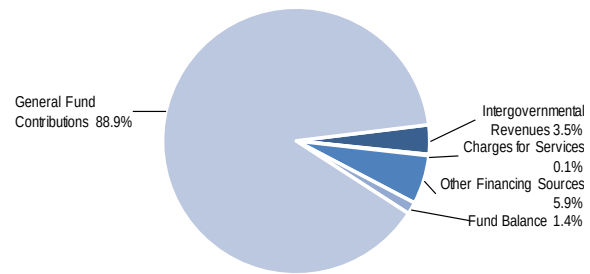
Criminal defense is the primary duty of the Public Defender Department. Lesser known, but equally important, are the Department's duties to represent minors in juvenile cases and mentally ill adults in probate conservatorships.

| Key Performance Measures                                  | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-----------------------------------------------------------|----------------|----------------|------------------|
| Number of new felony matters handled. Target = 1,575      | 1,971          | 2,018          | 997              |
| Number of new misdemeanor matters handled. Target = 2,400 | 7,227          | 7,361          | 3,134            |
| Number of new juvenile matters handled. Target = 420      | 687            | 748            | 328              |
| Number of new mental health matters handled. Target = 100 | 111            | 86             | 57               |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 7,351,567             | 8,398,848                 | 7,953,728              | 9,655,370                   | 9,084,949                     | 686,101                            |
| Services and Supplies          | 3,824,261             | 3,622,573                 | 4,451,277              | 4,315,687                   | 3,669,675                     | 47,102                             |
| Other Charges                  | 484,211               | 484,206                   | 987,876                | 297,216                     | 297,216                       | (186,990)                          |
| Other Financing Uses           | 115,191               | 151,500                   | 151,500                | 124,541                     | 317,511                       | 166,011                            |
| Subtotal                       | \$11,775,230          | \$12,657,127              | \$13,544,381           | \$14,392,814                | \$13,369,351                  | 712,224                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 712,223               | 501,500                   | 501,500                | 474,541                     | 474,541                       | (26,959)                           |
| Charges for Services       | 36,279                | 55,000                    | 20,000                 | 20,000                      | 20,000                        | (35,000)                           |
| Other Financing Sources    | 115,191               | 388,812                   | 388,812                | 772,940                     | 790,346                       | 401,534                            |
| Subtotal                   | \$863,693             | \$945,312                 | \$910,312              | \$1,267,481                 | \$1,284,887                   | 339,575                            |
| Fund Balance               | (51,216)              | 0                         | 0                      | 0                           | 192,970                       | 192,970                            |
| General Fund Contributions | \$10,962,754          | \$11,711,815              | \$12,634,069           | \$13,125,333                | \$11,891,494                  | 179,679                            |
| Total Source of Funds      | \$11,775,230          | \$12,657,127              | \$13,544,381           | \$14,392,814                | \$13,369,351                  | 712,224                            |

## Summary of Recommendation

The Recommended Budget includes appropriations of \$13,369,351, an increase of \$712,224 over the FY 2017-18 Adopted Budget. This increase is due to rising costs in negotiated salaries, pension contributions, employee health insurance, and general liability insurance. New costs have also been incurred due to SB 395 requiring 24/7 attorney availability. Expenditures are financed by \$1,284,887 in estimated revenues, \$192,790 in fund balance, and \$11,891,494 in General Fund Contributions (GFC).

The Recommend Budget includes augmentations totaling \$624,998. Approved augmentations include four filled attorney positions financed with GFC. By maximizing intergovernmental funding opportunities and using existing fund balance, an additional filled attorney and filled accountant position was restored. Two new positions were added by converting a long-term temporary attorney position to a permanent position and approving a state-funded Legal Secretary for Proposition 47 activities allowing persons previously convicted of nonviolent felonies to request to reduce their convictions to misdemeanors and/or infractions.

These recommendations allow the Department to increase Proposition 47 cases and maintain current levels of service in its other programs.

## Budget Impacts

This Recommended Budgets allows the Department to increase Proposition 47 cases and maintain current levels of service in its other programs.

The Office of the Public Defender may also need additional appropriations to cover potential increased capital and special circumstance cases currently estimated at \$500,000. Funding for anticipated costs of capital cases is not included in the Recommended Budget.

## Department Operational Accomplishments

Hired an immigration specialist. Hired a Proposition 47 attorney to assist full time in post-sentence relief.

Continued participation in CCP and worked with Monterey County public safety partners to create and effect alternatives to incarceration for nonviolent offenders, saving the County money in incarceration and administrative costs, and effecting the voter mandates of Proposition 47.

The CCP approved funding to hire an additional legal secretary to process post-sentence relief petitions/motions through the Court

system, thereby facilitating re-entry into the community and future employment, saving the County in administrative costs as well as reducing recidivism.

Worked with the Superior Court, District Attorney, Probation, and the Sheriff, as members of the pretrial release committee, to create safe alternatives to pretrial incarceration, saving the County money in incarceration and administration costs and effecting the voter mandates of Proposition 47.

Worked with Behavioral Health, Monterey County Sheriff, District Attorney, Probation and Veteran's Transit Center to establish a homeless court.

The Board of Supervisors approved a restructure of management within the Office of the Public Defender. Three deputy chief positions were filled to provide management and oversight within the Department. An accountant and legal secretary positions were also approved and filled.

### Department Operational Goals

Participate in county-wide community outreach for post-sentence relief. Work with Behavioral Health Memorandum of Understanding (MOU) and stakeholders in targeting South County residents for assistance.

Participate in Veteran Stand Down to assist veterans in clearing up their records thereby creating a path to gainful employment and successful return to productive society.

Assist in the expansion of community restorative justice program to Monterey County Jail inmates to enhance community protection, develop empathy and competency in the offender and direct accountability of the offender to the victim and victimized community moving toward restoration and healing.

Provide 24/7 attorney coverage for minors 15 and under pursuant to SB 395.

### Pending Issues

**Legislative Changes:** The recent passage of ballot initiative SB 395 adds an adverse financial impact to have attorneys on call 24/7 to provide legal advice to juveniles age 15 and under. The Department expects the post-conviction workload to continue to increase in FY 2018-19. The Department received a grant to fund a legal secretary and separate grant for an attorney to work on post-sentence relief.

**Digital Divide:** As the public safety partners transition from paper to digital information storage, emergency measures have been used to provide a sufficient digital storage program for massive amounts of digital data received from law enforcement. Requirements to keep data until the client dies accentuates the problem. Information Technology (IT) is working with safety partners to develop a better plan for storage and sharing of data to streamline the process and make it more cost effective. The Department also continues to work with County and Court IT to have automatic updates from Odyssey to Defender Data.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

|                                     | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Alternate Defenders Office (PUB001) | 3,063,692             | 2,964,101                 | 3,211,540              | 2,962,601                      | 2,962,404                        | (1,697)                               | 001          | 8168                |
| Alternate Defenders Office (PUB002) | 0                     | 1,500                     | 1,500                  | 1,500                          | 1,500                            | 0                                     | 022          | 8168                |
| Public Defender (PUB001)            | 8,596,348             | 9,541,526                 | 10,181,341             | 11,305,672                     | 10,089,436                       | 547,910                               | 001          | 8169                |
| Public Defender (PUB002)            | 115,191               | 150,000                   | 150,000                | 123,041                        | 316,011                          | 166,011                               | 022          | 8169                |
| Subtotal                            | \$11,775,230          | \$12,657,127              | \$13,544,381           | \$14,392,814                   | \$13,369,351                     | 712,224                               |              |                     |

### Budget Units

|                            | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Alternate Defenders Office | 3,063,692             | 2,965,601                 | 3,213,040              | 2,964,101                      | 2,963,904                        | (1,697)                               |
| Public Defender            | 8,711,539             | 9,691,526                 | 10,331,341             | 11,428,713                     | 10,405,447                       | 713,921                               |
| Subtotal                   | \$11,775,230          | \$12,657,127              | \$13,544,381           | \$14,392,814                   | \$13,369,351                     | 712,224                               |

### Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label            | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|---------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A18                  | PUBLIC DEFENDER                 | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 12C11                  | ASSISTANT PUBLIC DEFENDER       | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14G02                  | MANAGEMENT ANALYST I            | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 20B10                  | ACCOUNTANT I                    | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B95                  | FINANCE MANAGER I               | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 34D23                  | PUBLIC DEFENDER INVESTIGATOR II | 4.00                      | 4.00                      | 0.00                             | -4.00  |



## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                     | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 34D40               | PUBLIC DEFENDER INVESTIGATOR III         | 2.00                   | 2.00                   | 6.00                       | 4.00   |
| 34D78               | CHIEF PUBLIC DEFENDER INVESTIGATOR       | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 34D80               | SUPERVISING PUBLIC DEFENDER INVESTIGATOR | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 39P31               | DEPUTY PUBLIC DEFENDER IV                | 25.00                  | 27.00                  | 26.00                      | -1.00  |
| 39P35               | CHIEF DEPUTY PUBLIC DEFENDER             | 0.00                   | 0.00                   | 3.00                       | 3.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80B22               | LEGAL SECRETARY                          | 6.50                   | 8.00                   | 9.00                       | 1.00   |
| 80B23               | SENIOR LEGAL SECRETARY                   | 2.00                   | 1.00                   | 1.00                       | 0.00   |
| 80B24               | SUPERVISING LEGAL SECRETARY              | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J21               | ACCOUNT CLERK                            | 0.50                   | 0.50                   | 0.50                       | 0.00   |
| Total               |                                          | 48.00                  | 52.50                  | 55.50                      | 3.00   |

## Augmentation Request

| Dept        | Request Code        | Request Name                                 | Request Type                                            | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|---------------------|----------------------------------------------|---------------------------------------------------------|------------------|----------------|-------------|-----------|
| 2270        | 2270-8169-001-AUG1  | Filled Deputy Public Defender IV             | Status Quo Filled Position                              | 164,128          | 1.00           | 164,128     | 1.00      |
| 2270        | 2270-8169-001-AUG11 | New Legal Secretary                          | Request New Position                                    | 92,933           | 1.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG12 | New Deputy Public Defender IV                | Request New Position                                    | 162,234          | 1.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG13 | New Deputy Public Defender IV                | Request New Position                                    | 162,234          | 1.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG14 | New Deputy Public Defender IV                | Request New Position                                    | 162,234          | 1.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG15 | Filled Accountant I                          | Status Quo Filled Position                              | 0                | 1.00           | 0           | 1.00      |
| 2270        | 2270-8169-001-AUG17 | Capital Case Trial Related Expenses          | New Mandated Program/Service w/<br>General Fund Funding | 500,000          | 0.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG2  | Filled Deputy Public Defender IV             | Status Quo Filled Position                              | 157,834          | 1.00           | 157,834     | 1.00      |
| 2270        | 2270-8169-001-AUG3  | Filled Immigration Deputy Public Defender IV | Status Quo Filled Position                              | 174,428          | 1.00           | 174,428     | 1.00      |
| 2270        | 2270-8169-001-AUG4  | Filled Deputy Public Defender IV             | Status Quo Filled Position                              | 128,608          | 1.00           | 128,608     | 1.00      |
| 2270        | 2270-8169-001-AUG5  | Filled Deputy Public Defender IV             | Status Quo Filled Position                              | 0                | 1.00           | 0           | 1.00      |
| 2270        | 2270-8169-001-AUG6  | Filled Public Defender Investigator II       | Status Quo Filled Position                              | 11,285           | 0.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG7  | Filled Public Defender Investigator II       | Status Quo Filled Position                              | 11,285           | 0.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG8  | Filled Public Defender Investigator II       | Status Quo Filled Position                              | 11,285           | 0.00           | 0           | 0.00      |
| 2270        | 2270-8169-001-AUG9  | Filled Public Defender Investigator II       | Status Quo Filled Position                              | 11,285           | 0.00           | 0           | 0.00      |
| 2270        | 2270-8169-002-AUG16 | New Legal Secretary - Prop 47                | Request New Position                                    | 0                | 1.00           | 0           | 1.00      |
| Grand Total |                     |                                              |                                                         | 1,749,773        | 11.00          | 624,998     | 7.00      |

Public Defender



This page intentionally left blank.

# Sheriff-Coroner

## Departmental Overview:

The Sheriff's Office provides public safety to the residents of Monterey County. Services include 24-hour uniformed patrol, 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. The Coroner's function investigates all reportable deaths and determines the cause and manner of reportable deaths. The Sheriff-Coroner is an elected official per the authority of the California Government Code and Health and Safety Code.

## Programs and Functions:

The Sheriff's Office provides law enforcement, investigations, custody services, court security, and law enforcement support.

## Department's Contribution to Monterey County's Strategic Initiatives:

### *ECONOMIC DEVELOPMENT*

The Office provides essential public safety services and keeping the County safe enhances people's desire to live, work, and recreate in Monterey County.

### *ADMINISTRATION*

The Sheriff's executive management team meets weekly to develop policies to improve services to the public. The team engages other County departments, the judiciary, and the public on a regular basis to assess current service delivery models. As an elected official, the Sheriff meets with the public to discuss public safety policy and get community input and feedback on operational issues.

### *HEALTH AND HUMAN SERVICES*

Monterey County Sheriff's Deputies are first responders and quickly deploy to disasters that jeopardize the health and safety of our community.

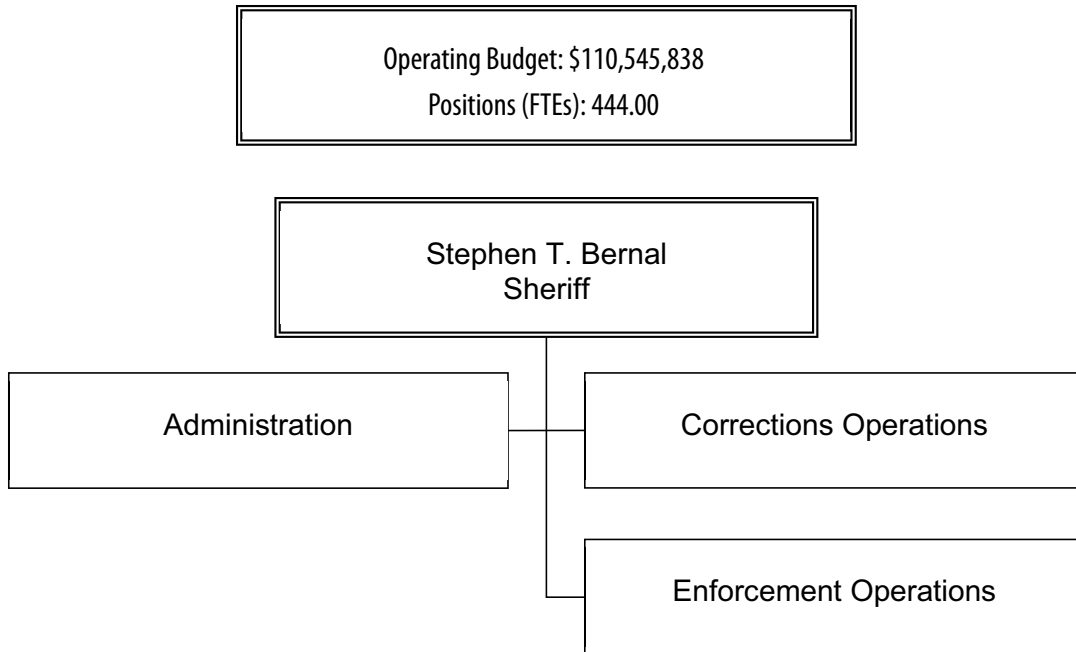
### *INFRASTRUCTURE*

The Office provides infrastructure protection through rapid responses and collaborative efforts with other public safety partners at the local, State and Federal levels.

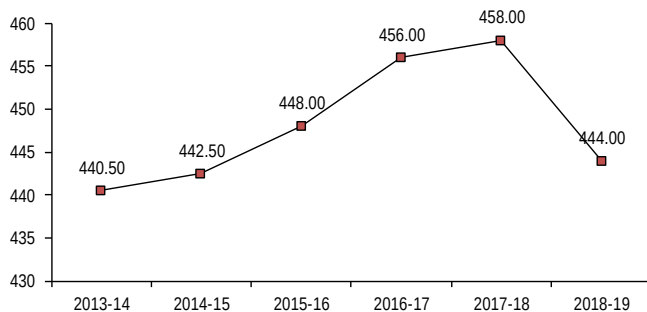
### *PUBLIC SAFETY*

The Sheriff's Office promotes safe communities by providing patrol, investigations and crime prevention efforts.

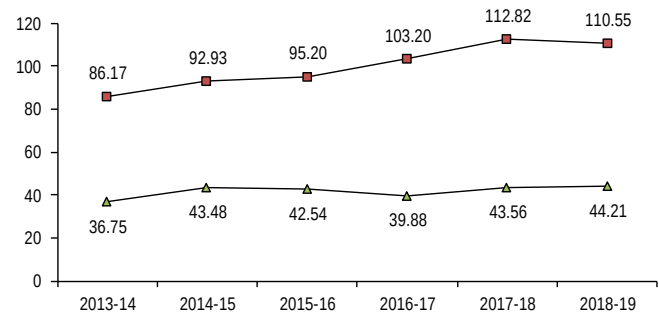




#### Staffing Trends



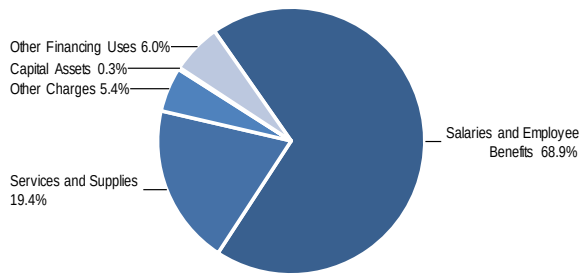
#### Expenditure/Revenue History (in millions)



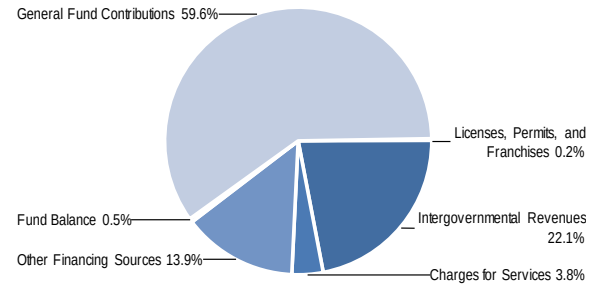
The Sheriff-Coroner Department is divided into three bureaus: Administration Operations, Enforcement Operations (patrol) and Correction Operations (jail).

| Key Performance Measures                                  | 2015-16<br>Actual | 2016-17<br>Actual | 2017-18<br>Mid-Year |
|-----------------------------------------------------------|-------------------|-------------------|---------------------|
| Number of patrol calls for service.                       | 65,445            | 64,044            | 50,091              |
| Number of bookings into the Monterey County Jail.         | 11,122            | 10,102            | 6,405               |
| Number of Deputy Sheriff Recruit applications received.   | 1,007             | 996               | 361                 |
| Number of Deputy Sheriff Recruits Academy Candidates.     | 36                | 20                | 20                  |
| Percent of successful Search & Rescue missions completed. | 49                | 45                | 17                  |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 69,873,333            | 73,271,291                | 74,434,827             | 79,742,117                  | 76,204,872                    | 2,933,581                          |
| Services and Supplies          | 21,980,711            | 22,521,276                | 23,749,459             | 22,716,524                  | 21,454,260                    | (1,067,016)                        |
| Other Charges                  | 3,741,187             | 3,860,748                 | 6,019,496              | 5,953,706                   | 5,953,706                     | 2,092,958                          |
| Capital Assets                 | 1,306,687             | 385,000                   | 655,000                | 983,000                     | 283,000                       | (102,000)                          |
| Other Financing Uses           | 6,300,000             | 9,027,344                 | 7,962,860              | 6,650,000                   | 6,650,000                     | (2,377,344)                        |
| Subtotal                       | \$103,201,919         | \$109,065,659             | \$112,821,642          | \$116,045,347               | \$110,545,838                 | 1,480,179                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises    | 224,888               | 237,000                   | 243,000                | 237,000                     | 237,000                       | 0                                  |
| Fines, Forfeitures, and Penalties    | 93,570                | 131,000                   | 125,000                | 104,000                     | 104,000                       | (27,000)                           |
| Revenue from Use of Money & Property | 12,000                | 12,000                    | 12,000                 | 12,000                      | 12,000                        | 0                                  |
| Intergovernmental Revenues           | 22,806,481            | 24,071,490                | 23,877,835             | 24,357,158                  | 24,357,158                    | 285,668                            |
| Charges for Services                 | 3,426,830             | 3,786,877                 | 4,113,877              | 4,224,105                   | 4,170,975                     | 384,098                            |
| Miscellaneous Revenues               | 9,455                 | 12,000                    | 12,000                 | 7,000                       | 7,000                         | (5,000)                            |
| Other Financing Sources              | 13,304,099            | 15,521,680                | 15,177,536             | 15,319,311                  | 15,319,311                    | (202,369)                          |
| Subtotal                             | \$39,877,323          | \$43,772,047              | \$43,561,248           | \$44,260,574                | \$44,207,444                  | 435,397                            |
| Fund Balance                         | 679,853               | 1,274,144                 | 902,340                | 500,000                     | 500,000                       | (774,144)                          |
| General Fund Contributions           | \$62,644,744          | \$64,019,468              | \$68,358,054           | \$71,284,773                | \$65,838,394                  | 1,818,926                          |
| Total Source of Funds                | \$103,201,919         | \$109,065,659             | \$112,821,642          | \$116,045,347               | \$110,545,838                 | 1,480,179                          |

## Summary of Recommendation

The Recommended Budget for the Sheriff's Office is \$110,545,838, financed by \$44,207,444 in revenues, \$500,000 in restricted fund balance, and \$65,838,394 in General Fund Contributions (GFC). The budget increases expenditures by \$1,480,179 over the FY 2017-18 Adopted Budget to meet higher costs associated with negotiated raises, pensions, insurance programs, and cost plan allocation charges.

The Recommended Budget includes \$3,648,804 in augmentations to continue to employ 35 filled positions and support four vacant positions. Without the increased funding, the Office would not be able to continue this staffing due to the previously mentioned fiscal pressures. The retained 39 positions are mainly for patrol operations and to maintain the mandated staffing level at the Jail.

The Recommended Budget includes a total of 444.0 positions, representing a decrease of 14 positions from the FY 2017-18 Adopted Budget.

## Budget Impacts

Due to fiscal pressures, the Sheriff's Office no longer has sufficient funding to continue 14 positions, including a vacant Chief Deputy Sheriff for the Corrections Operations Bureau, two vacant deputies supporting court operations, vacant Patrol Sergeant, vacant Investigative Sergeant, filled Vehicle Abatement Officer, one filled and one vacant Corrections Specialist, two vacant accounting positions, two vacant Records Specialists, one vacant Senior Civil Clerk, and one vacant Crime Prevention Specialist.

In total, the Sheriff's Office lacks funding to continue two filled positions and 12 vacancies next fiscal year. The Office has expressed concern over the loss of the Chief Deputy Sheriff position, vacant since April 2017, stating this position will help

ensure appropriate oversight of Jail operations and the Jail expansion project. The Chief Deputy position would be responsible for developing and monitoring staffing plans and ensuring the Jail is meeting the demands of the Hernandez Implementation plan. Other planned responsibilities include: primary liaison with County Counsel for active Jail litigation cases and other claims; ensuring safety and security of the Jail facility, working with County Counsel to manage risk and Title 15 compliance; overseeing appropriate care and housing of inmates; and ensuring compliance with applicable laws and standards.

The Office states that the loss of 24/7 Corrections Specialist positions will increase overtime or require diversion of time from deputies.

The Office is concerned that losing two accounting positions will further delay work in processing vendor payments and potentially result in loss of revenue, while the loss of two vacancies in the Records and Warrants Unit will negatively impact the Office's ability to keep up with records management and maintenance of centralized files of criminal and traffic warrants.

The discontinued Senior Civil Clerk helps the Office process, enforce, and maintain civil processes; the Office is concerned that losing this position increases risk of complaints or legal actions over the handling of civil matters and would also shift workload to other staff, possibly increasing overtime costs.

The Office states that loss of two supervisory positions (Patrol Sergeant and Investigative Sergeant) would erode supervision and training of employees, including an influx of recent hires.

The Sheriff's Office also addresses vehicle abatement and homeless encampments throughout the unincorporated area. The Office added a Vehicle Abatement Officer last fiscal year and increased abatement efforts throughout the County. The Office worked with other County stakeholders to address problem areas on Lapis Road, Monte Road, and forested areas near Prunedale and Monterey. The Office is concerned that losing one of these staff would hinder the Office's efforts and risk adding blight.

The Office is concerned the loss of a Crime Prevention Specialist position would impact community outreach. The position organizes Neighborhood Watch programs, National Night Out events and Children's Summer Programs to name a few.

Additionally, the Recommended Budget does not provide flexibility to address potential contingencies, such as payouts for accrued leave credits upon separation from County service or costs associated with an aging Jail facility. Unplanned maintenance and equipment repairs for the Jail facility have been an annual occurrence. Also, the evolving nature of the public safety realignment requires the Sheriff's Office to have a certain degree of budgetary flexibility to respond to the changing needs for inmate programs.

---

### **Department Operational Accomplishments**

Provided additional training regarding open source information and access to controlled law enforcement databases.

Completed an internal review of all contracts within the Sheriff's Office. A contract tracking system was implemented. Nearly all contracts were brought up-to-date and are in compliance with County policies and procedures.

The Sheriff's Office worked with the Central Coast Labor Council (CCLC) through a contract with the Health Department to set up a protocol for CCLC employees to enroll inmates within 60 days of release from the Monterey County Jail (MCJ) into Medi-Cal. While this process has helped to get MCJ inmates enrolled in Medi-Cal in the short-term, it is not a long-term solution.

Weapons lockers have been purchased and installed for three separate areas of the Monterey County Jail. The Sheriff's Office continues to evaluate the need for reallocating existing gun lockers due to the shifting of employee entrances due to the jail expansion construction.

Completed improvements necessitated by the Hernandez litigation, including: new cameras and upgrades to existing cameras, replacement of jail control stations, Americans with Disabilities Act (ADA) improvements and repairs, and suicide mitigation improvements. These measures have helped improve the safety and security of the Monterey County Jail facility.

The Monterey County Jail Expansion project funded with AB 900 monies is on track to be completed in early FY 2019-20. Foundation footings have been poured with concrete and preparations are being made for the pouring of the foundations for the Administrative Building and the security housing areas.

---

### **Department Operational Goals**

The Sheriff's Office continues to work with the County Administrative Office (CAO) and the Department of Social Services to develop a longer-term solution for the inmate medical program. The Sheriff's Office's goal is to take the momentum from the progress in 2018 to enroll inmates into Medi-Cal and catapult that into a longer-term solution that enables our inmate population to leave the jail with Medi-Cal coverage and for the Office to collect reimbursable costs through the Affordable Care Act (ACA).

Continue to improve operations to meet the standards necessitated by the settlement reached in the Hernandez vs. County of Monterey litigation with the goal of attaining substantial compliance resulting in the conclusion of court mandated monitoring.

Reassign sufficient personnel to the Coastal and South County Stations to provide 24-hour coverage to those areas.

Enter into a Memorandum of Understanding with the Carmel Unified School District to jointly support the assignment of a School Resource Officer to the Carmel High School.

---

### **Pending Issues**

The Public Safety building lacks basic security, such as ballistic glass at the front counter, doors that secure properly, and protective measures to prevent unauthorized access to the roof of the building. An intruder can gain access by simply scaling a one foot wall. This is a security risk. Both Sheriff's sub-stations have antiquated security systems as well. The Jail perimeter security fencing is substandard and falling, which endangers employees and risks escape from inmates. The Jail also suffers from large-scale infrastructure failures, such as boilers and generators. The HVAC system in the Public Safety building and Jail is regularly failing. Employees use portable heaters in the winter and prop open doors in the summer. Electrical cords from heaters and fans pose a trip and fall hazard. The use of portable heaters poses a risk in work

areas that contain chemicals, such as the crime lab. The opening of doors poses a risk to the security of the building. Budget constraints prevent the Office from addressing safety and security at the Office.

The State Trial Court funding is not sufficient to sustain current staffing in the Court Services Division. Court Security funding is a top legislative priority for the California State Sheriff's Association (CSSA). The Sheriff's Office is working with the CSSA legislative team to lobby for additional funding. The Sheriff's staff will participate in the CSSA legislation days in May of 2018 and will meet with State law makers to seek additional funding. The Office continues to work with local Superior Court staff to ensure staffing falls within the funding allotment given by the State. There was a push in the State last year to draft legislation for the way bail is determined for in-custody defendants. Despite the push for reform no changes were made to the bail system as it relates to California. However, there is an increased push this year that is likely to lead to changes of the bail system. It remains unknown how the eventual final product will affect the operation of the Office but the Office will meet its obligations regarding any changes to the bail system.

Inmates housed in the County Jail are eligible to have inpatient medical stays exceeding 24 hours covered by the State Medi-Cal Inmate Program (MCIP) starting April 1, 2017. Participation in the program requires the Office to directly pay for all inpatient hospitalizations. During FY 2017-18, 47 inmate stays were covered by MCIP, and 23 are pending application processing. It is critical that the Office maintains a high enrollment percentage to utilize State and Federal funding for inpatient stays, versus General Fund dollars. The Office is dependent on its network of eligibility workers at Natividad Medical Center and Department of Social Services to achieve enrollment. The Office has a partnership with the Health Department and a health grantee to enroll those who are 30-60 days prior to release from Jail into the Medi-Cal program. Full statistics are not available, but based on available data, 102 persons had Medi-Cal applications completed, and 145 were released or grantees were unable to make contact. The Office would like to have more resources to enroll this high-risk, hard-to-reach population.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

|                                                       | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-------------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Fiscal (SHE001)                                       | 1,139,237             | 1,061,652                 | 1,098,850              | 1,249,889                      | 1,034,410                        | (27,242)                              | 001          | 8224                |
| Civil Unit (SHE001)                                   | 781,222               | 758,983                   | 780,017                | 839,601                        | 791,150                          | 32,167                                | 001          | 8225                |
| Coroner (SHE002)                                      | 1,991,724             | 2,088,724                 | 2,071,175              | 2,289,362                      | 2,287,012                        | 198,288                               | 001          | 8226                |
| Professional Standards (SHE001)                       | 2,699,792             | 2,443,500                 | 2,305,114              | 1,825,255                      | 1,740,345                        | (703,155)                             | 001          | 8227                |
| Records and Warrants (SHE001)                         | 2,122,779             | 2,188,566                 | 2,164,135              | 2,457,197                      | 2,169,220                        | (19,346)                              | 001          | 8229                |
| Custody Administration (SHE003)                       | 4,877,774             | 7,906,190                 | 9,591,835              | 9,210,523                      | 8,292,811                        | 386,621                               | 001          | 8233                |
| Custody Administration (SHE006)                       | 159,148               | 180,000                   | 6,774,144              | 210,000                        | 210,000                          | 30,000                                | 022          | 8233                |
| Court Services (SHE003)                               | 4,570,668             | 4,839,259                 | 3,794,522              | 5,162,062                      | 4,848,246                        | 8,987                                 | 001          | 8234                |
| Court Services (SHE006)                               | 4,859,506             | 5,674,144                 | 0                      | 4,900,000                      | 4,900,000                        | (774,144)                             | 022          | 8234                |
| Transportation (SHE003)                               | 2,528,703             | 2,190,481                 | 2,952,065              | 2,344,499                      | 2,344,499                        | 154,018                               | 001          | 8235                |
| Inmate Medical (SHE004)                               | 9,159,327             | 9,264,171                 | 9,763,306              | 9,727,842                      | 9,727,842                        | 463,671                               | 001          | 8237                |
| Jail Operations (SHE003)                              | 25,008,201            | 25,205,275                | 27,205,307             | 27,332,557                     | 26,225,694                       | 1,020,419                             | 001          | 8238                |
| Jail Operations (SHE006)                              | 667,950               | 620,000                   | 0                      | 620,000                        | 620,000                          | 0                                     | 022          | 8238                |
| Inmate Programs (SHE003)                              | 844,662               | 958,275                   | 938,451                | 1,089,186                      | 1,089,186                        | 130,911                               | 001          | 8239                |
| Jail Support Services (SHE003)                        | 3,475,572             | 3,693,703                 | 3,372,836              | 3,577,695                      | 3,398,471                        | (295,232)                             | 001          | 8240                |
| Enforcement Operations and<br>Administration (SHE001) | 17,619,342            | 20,465,760                | 19,304,102             | 22,331,531                     | 20,758,583                       | 292,823                               | 001          | 8242                |
| Enforcement Operations and<br>Administration (SHE006) | 169,351               | 250,000                   | 0                      | 350,000                        | 350,000                          | 100,000                               | 022          | 8242                |
| Investigations (SHE001)                               | 4,418,144             | 4,560,266                 | 4,418,070              | 4,359,745                      | 4,215,972                        | (344,294)                             | 001          | 8245                |
| Investigations (SHE006)                               | 268,645               | 330,000                   | 0                      | 350,000                        | 350,000                          | 20,000                                | 022          | 8245                |
| Narcotics (SHE006)                                    | 175,400               | 220,000                   | 0                      | 220,000                        | 220,000                          | 0                                     | 022          | 8246                |
| Community Services (SHE001)                           | 5,602,833             | 4,510,076                 | 6,366,168              | 4,585,191                      | 4,476,438                        | (33,638)                              | 001          | 8250                |
| Sheriff's Office Administration<br>(SHE001)           | 7,340,259             | 8,292,741                 | 8,505,292              | 8,599,853                      | 8,412,600                        | 119,859                               | 001          | 8273                |
| Administration Bureau (SHE001)                        | 2,721,679             | 1,363,893                 | 1,416,253              | 1,850,247                      | 1,520,247                        | 156,354                               | 001          | 8400                |
| Special Enforcement (SHE001)                          | 0                     | 0                         | 0                      | 563,112                        | 563,112                          | 563,112                               | 001          | 8497                |
| Subtotal                                              | \$103,201,919         | \$109,065,659             | \$112,821,642          | \$116,045,347                  | \$110,545,838                    | 1,480,179                             |              |                     |

Sheriff-Coroner

## Budget Units

|                                              | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|----------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Fiscal                                       | 1,139,237             | 1,061,652                 | 1,098,850              | 1,249,889                      | 1,034,410                        | (27,242)                              |
| Civil Unit                                   | 781,222               | 758,983                   | 780,017                | 839,601                        | 791,150                          | 32,167                                |
| Coroner                                      | 1,991,724             | 2,088,724                 | 2,071,175              | 2,289,362                      | 2,287,012                        | 198,288                               |
| Professional Standards                       | 2,699,792             | 2,443,500                 | 2,305,114              | 1,825,255                      | 1,740,345                        | (703,155)                             |
| Records and Warrants                         | 2,122,779             | 2,188,566                 | 2,164,135              | 2,457,197                      | 2,169,220                        | (19,346)                              |
| Custody Administration                       | 5,036,923             | 8,086,190                 | 16,365,979             | 9,420,523                      | 8,502,811                        | 416,621                               |
| Court Services                               | 9,430,173             | 10,513,403                | 3,794,522              | 10,062,062                     | 9,748,246                        | (765,157)                             |
| Inmate Medical                               | 9,159,327             | 9,264,171                 | 9,763,306              | 9,727,842                      | 9,727,842                        | 463,671                               |
| Jail Operations                              | 25,676,151            | 25,825,275                | 27,205,307             | 27,952,557                     | 26,845,694                       | 1,020,419                             |
| Inmate Programs                              | 844,662               | 958,275                   | 938,451                | 1,089,186                      | 1,089,186                        | 130,911                               |
| Jail Support Services                        | 3,475,572             | 3,693,703                 | 3,372,836              | 3,577,695                      | 3,398,471                        | (295,232)                             |
| Enforcement Operations and<br>Administration | 17,788,693            | 20,715,760                | 19,304,102             | 22,681,531                     | 21,108,583                       | 392,823                               |
| Investigations                               | 4,686,789             | 4,890,266                 | 4,418,070              | 4,709,745                      | 4,565,972                        | (324,294)                             |
| Narcotics                                    | 175,400               | 220,000                   | 0                      | 220,000                        | 220,000                          | 0                                     |
| Community Services                           | 5,602,833             | 4,510,076                 | 6,366,168              | 4,585,191                      | 4,476,438                        | (33,638)                              |
| Sheriff's Office Administration              | 7,340,259             | 8,292,741                 | 8,505,292              | 8,599,853                      | 8,412,600                        | 119,859                               |
| Administration Bureau                        | 2,721,679             | 1,363,893                 | 1,416,253              | 1,850,247                      | 1,520,247                        | 156,354                               |
| Transportation                               | 2,528,703             | 2,190,481                 | 2,952,065              | 2,344,499                      | 2,344,499                        | 154,018                               |
| Special Enforcement                          | 0                     | 0                         | 0                      | 563,112                        | 563,112                          | 563,112                               |
| Subtotal                                     | \$103,201,919         | \$109,065,659             | \$112,821,642          | \$116,045,347                  | \$110,545,838                    | 1,480,179                             |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                                | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 10B05                  | SHERIFF                                             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 12A10                  | CHIEF DEPUTY SHERIFF                                | 3.00                      | 3.00                      | 2.00                             | -1.00  |
| 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                              | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT                   | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14H33                  | CRIMINAL INTELLIGENCE SPECIALIST                    | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 16F41                  | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II         | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B12                  | ACCOUNTANT III                                      | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 20B93                  | FINANCE MANAGER II                                  | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 34E22                  | FORENSIC EVIDENCE TECHNICIAN                        | 2.00                      | 2.00                      | 2.00                             | 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                      | 1.00                             | -1.00  |
| 36A22                  | DEPUTY SHERIFF-OPERATIONS                           | 118.00                    | 118.00                    | 118.00                           | 0.00   |
| 36A23                  | SHERIFFS SERGEANT                                   | 20.00                     | 40.00                     | 39.00                            | -1.00  |
| 36A24                  | SHERIFFS INVESTIGATIVE SERGEANT                     | 4.00                      | 4.00                      | 3.00                             | -1.00  |
| 36A81                  | SHERIFFS CAPTAIN                                    | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 36A82                  | SHERIFFS COMMANDER                                  | 11.00                     | 11.00                     | 11.00                            | 0.00   |
| 36E21                  | DEPUTY SHERIFF-CORRECTIONS                          | 142.00                    | 144.00                    | 142.00                           | -2.00  |
| 36E23                  | CORRECTIONAL SERGEANT                               | 20.00                     | 0.00                      | 0.00                             | 0.00   |
| 43J09                  | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 3.00                      | 3.00                      | 3.00                             | 0.00   |



## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                         | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|----------------------------------------------|------------------------|------------------------|----------------------------|--------|
|                     | SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS |                        |                        |                            |        |
| 43J15               | COORDINATOR                                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50S01               | FORENSIC AUTOPSY TECHNICIAN                  | 1.00                   | 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                   | 1.00                       | -1.00  |
| 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        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 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                   | 1.00                       | -1.00  |
| 80I06               | SHERIFFS PROPERTY TECHNICIAN                 | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80I07               | CORRECTIONS SPECIALIST                       | 14.00                  | 14.00                  | 12.00                      | -2.00  |
| 80I08               | SENIOR CORRECTIONS SPECIALIST                | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 80I10               | CUSTODY AND CONTROL SPECIALIST               | 30.00                  | 30.00                  | 30.00                      | 0.00   |
| 80I15               | SHERIFFS RECORDS SPECIALIST I                | 4.00                   | 4.00                   | 2.00                       | -2.00  |
| 80I16               | SHERIFFS RECORDS SPECIALIST II               | 16.00                  | 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                   | 2.00                   | 1.00                       | -1.00  |
| 80J21               | ACCOUNT CLERK                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J22               | SENIOR ACCOUNT CLERK                         | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                        | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| Total               |                                              | 456.00                 | 458.00                 | 444.00                     | -14.00 |

## Augmentation Request

| Dept | Request Code        | Request Name                                               | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|------|---------------------|------------------------------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 2300 | 2300-8224-001-AUG27 | 1 ACCOUNTING TECHNICIAN FOR INMATE MEDICAL PROGRAM         | Request New Position       | 72,056           | 1.00           | 0           | 0.00      |
| 2300 | 2300-8224-001-AUG8  | VACANT 1 SENIOR ACCOUNT CLERK                              | Status Quo Vacant Position | 66,094           | 1.00           | 0           | 0.00      |
| 2300 | 2300-8224-001-AUG9  | VACANT 1 ACCOUNTING CLERICAL SUPERVISOR                    | Status Quo Vacant Position | 77,329           | 1.00           | 0           | 0.00      |
| 2300 | 2300-8225-001-AUG10 | VACANT 1 SENIOR CIVIL CLERK                                | Status Quo Vacant Position | 48,451           | 1.00           | 0           | 0.00      |
| 2300 | 2300-8227-001-AUG21 | REALLOCATION 1 VACANT CRIME PREVENTION SPECIALIST TO MA II | Status Quo Vacant Position | 84,910           | 1.00           | 0           | 0.00      |
| 2300 | 2300-8229-001-AUG11 | VACANT 2 RECORDS SPECIALIST I                              | Status Quo Vacant Position | 128,579          | 2.00           | 0           | 0.00      |
| 2300 | 2300-8229-001-AUG22 | 2 RECORDS SPECIALIST II-WARRANTS                           | Request New Position       | 53,130           | 2.00           | 0           | 0.00      |
| 2300 | 2300-8229-001-AUG28 | 1 RECORDS SPECIALIST II FOR PATROL                         | Request New Position       | 53,138           | 1.00           | 0           | 0.00      |
| 2300 | 2300-8233-001-AUG12 | VACANT 1 CORRECTIONS CHIEF DEPUTY                          | Status Quo Vacant Position | 183,951          | 1.00           | 0           | 0.00      |
| 2300 | 2300-8234-001-AUG1  | FILLED 1 BAILIFF                                           | Status Quo Filled Position | 177,486          | 1.00           | 0           | 0.00      |
| 2300 | 2300-8234-001-AUG13 | VACANT 1 BAILIFF                                           | Status Quo Vacant Position | 136,330          | 1.00           | 0           | 0.00      |
| 2300 | 2300-8238-001-AUG14 | VACANT 1 CORRECTIONS DEPUTY                                | Status Quo Vacant Position | 124,410          | 1.00           | 124,410     | 1.00      |
| 2300 | 2300-8238-001-AUG15 | VACANT 5 CUSTODY AND CONTROL SPECIALIST                    | Status Quo Vacant Position | 89,619           | 5.00           | 89,619      | 5.00      |
| 2300 | 2300-8238-001-AUG2  | FILLED 1 JAIL SERGEANT                                     | Status Quo Filled Position | 94,934           | 1.00           | 94,934      | 1.00      |

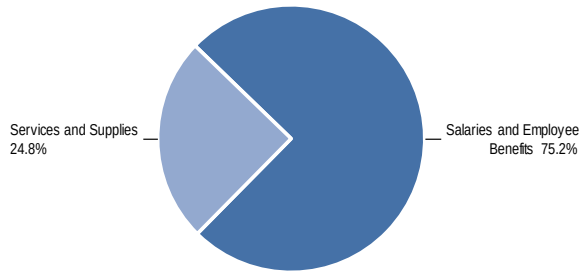
## Augmentation Request

| Dept               | Request Code        | Request Name                                             | Request Type               | Requested Amount | Requested FTEs | Rec. Amount      | Rec. FTEs    |
|--------------------|---------------------|----------------------------------------------------------|----------------------------|------------------|----------------|------------------|--------------|
| 2300               | 2300-8238-001-AUG23 | FILLED 1 CORRECTIONS DEPUTY                              | Status Quo Filled Position | 124,410          | 1.00           | 124,410          | 1.00         |
| 2300               | 2300-8238-001-AUG24 | 9 CORRECTIONS DEPUTY FOR JAIL EXPANSION                  | Request New Position       | 775,973          | 9.00           | 0                | 0.00         |
| 2300               | 2300-8238-001-AUG25 | 9 CUSTODY AND CONTROL SPECIALIST FOR JAIL EXPANSION      | Request New Position       | 130,890          | 9.00           | 0                | 0.00         |
| 2300               | 2300-8238-001-AUG3  | FILLED 1 JAIL COMMANDER                                  | Status Quo Filled Position | 279,492          | 1.00           | 279,492          | 1.00         |
| 2300               | 2300-8238-001-AUG31 | JAIL IDENTIFICATION SYSTEM                               | Status Quo Other           | 200,000          | 0.00           | 0                | 0.00         |
| 2300               | 2300-8238-001-AUG4  | FILLED 5 CORRECTIONS DEPUTY                              | Status Quo Filled Position | 465,034          | 5.00           | 465,034          | 5.00         |
| 2300               | 2300-8240-001-AUG16 | FILLED 2 CORRECTIONS SPECIALIST                          | Status Quo Filled Position | 142,530          | 2.00           | 0                | 0.00         |
| 2300               | 2300-8240-001-AUG26 | 3 INMATE SERVICES SPECIALIST FOR JAIL EXPANSION          | Request New Position       | 36,694           | 3.00           | 0                | 0.00         |
| 2300               | 2300-8242-001-AUG17 | VACANT 1 PATROL SERGEANT                                 | Status Quo Vacant Position | 136,852          | 1.00           | 0                | 0.00         |
| 2300               | 2300-8242-001-AUG18 | VACANT 1 PATROL COMMANDER                                | Status Quo Vacant Position | 219,138          | 1.00           | 219,138          | 1.00         |
| 2300               | 2300-8242-001-AUG29 | 1 PATROL SERGEANT, 6 DEPUTY & SS FOR MARIJUANA ENF. UNIT | Request New Position       | 1,436,096        | 7.00           | 0                | 0.00         |
| 2300               | 2300-8242-001-AUG5  | FILLED 1 PATROL SERGEANT                                 | Status Quo Filled Position | 128,544          | 1.00           | 128,544          | 1.00         |
| 2300               | 2300-8242-001-AUG6  | FILLED 20 PATROL DEPUTY                                  | Status Quo Filled Position | 1,691,144        | 20.00          | 1,691,144        | 20.00        |
| 2300               | 2300-8245-001-AUG19 | VACANT 1 INVESTIGATIVE SERGEANT                          | Status Quo Vacant Position | 143,773          | 1.00           | 0                | 0.00         |
| 2300               | 2300-8245-001-AUG20 | VACANT 3 INVESTIGATIONS DETECTIVE                        | Status Quo Vacant Position | 432,079          | 3.00           | 432,079          | 3.00         |
| 2300               | 2300-8250-001-AUG7  | FILLED 1 VEHICLE ABATEMENT OFFICER                       | Status Quo Filled Position | 108,753          | 1.00           | 0                | 0.00         |
| 2300               | 2300-8400-001-AUG30 | MOBILE COMPUTERS                                         | Status Quo Other           | 300,000          | 0.00           | 0                | 0.00         |
| 2300               | 2300-8400-001-AUG32 | WINDOWS 10 UPGRADE                                       | Status Quo Other           | 30,000           | 0.00           | 0                | 0.00         |
| <b>Grand Total</b> |                     |                                                          |                            | <b>8,171,819</b> | <b>85.00</b>   | <b>3,648,804</b> | <b>39.00</b> |

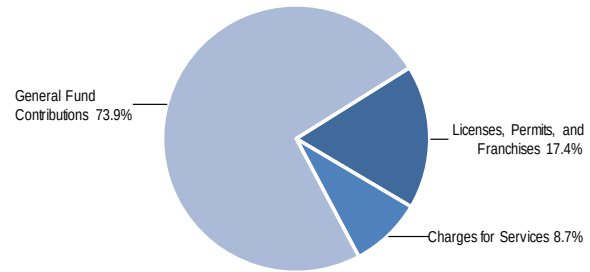
# Fiscal

(Budget Unit 8224— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 859,708               | 799,525                   | 828,701                | 993,195                     | 777,716                       | (21,809)                           |
| Services and Supplies          | 279,528               | 262,127                   | 270,149                | 256,694                     | 256,694                       | (5,433)                            |
| Subtotal                       | \$1,139,237           | \$1,061,652               | \$1,098,850            | \$1,249,889                 | \$1,034,410                   | (27,242)                           |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 173,131               | 180,000                   | 180,000                | 180,000                     | 180,000                       | 0                                  |
| Charges for Services              | 54,435                | 90,000                    | 90,000                 | 90,000                      | 90,000                        | 0                                  |
| Subtotal                          | \$227,566             | \$270,000                 | \$270,000              | \$270,000                   | \$270,000                     | 0                                  |
| General Fund Contributions        | \$911,671             | \$791,652                 | \$828,850              | \$979,889                   | \$764,410                     | (27,242)                           |
| Total Source of Funds             | \$1,139,237           | \$1,061,652               | \$1,098,850            | \$1,249,889                 | \$1,034,410                   | (27,242)                           |

## Unit Description

This unit supports most of the financial responsibilities of the Sheriff's Office, including: budget, payroll, personnel management, 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.

## Recommended 2018-19 Positions

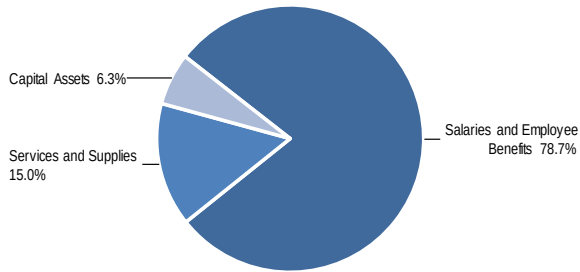
| Classification Code | Classification Label  | FTE  |
|---------------------|-----------------------|------|
| 14C30               | MANAGEMENT ANALYST II | 1.00 |
| 20B12               | ACCOUNTANT III        | 1.00 |
| 20B93               | FINANCE MANAGER II    | 1.00 |
| 80J22               | SENIOR ACCOUNT CLERK  | 1.00 |
| 80J30               | ACCOUNTING TECHNICIAN | 3.00 |
| Total               |                       | 7.00 |

Sheriff-Coroner

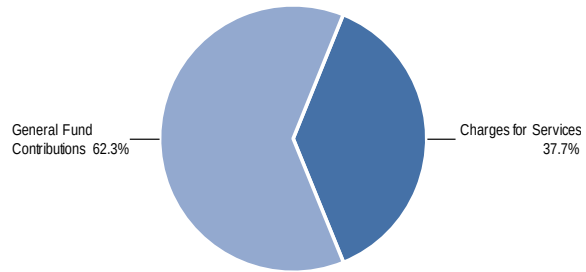
# Civil Unit

(Budget Unit 8225— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 645,573               | 641,483                   | 654,541                | 671,121                     | 622,670                       | (18,813)                           |
| Services and Supplies          | 74,220                | 82,500                    | 90,476                 | 118,480                     | 118,480                       | 35,980                             |
| Other Charges                  | (78,512)              | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 139,941               | 35,000                    | 35,000                 | 50,000                      | 50,000                        | 15,000                             |
| Subtotal                       | \$781,222             | \$758,983                 | \$780,017              | \$839,601                   | \$791,150                     | 32,167                             |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 4,834                 | 11,000                    | 5,000                  | 0                           | 0                             | (11,000)                           |
| Charges for Services              | 285,734               | 250,000                   | 250,000                | 298,480                     | 298,480                       | 48,480                             |
| Subtotal                          | \$290,568             | \$261,000                 | \$255,000              | \$298,480                   | \$298,480                     | 37,480                             |
| General Fund Contributions        | \$490,654             | \$497,983                 | \$525,017              | \$541,121                   | \$492,670                     | (5,313)                            |
| Total Source of Funds             | \$781,222             | \$758,983                 | \$780,017              | \$839,601                   | \$791,150                     | 32,167                             |

## Unit Description

This unit processes and serves 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.

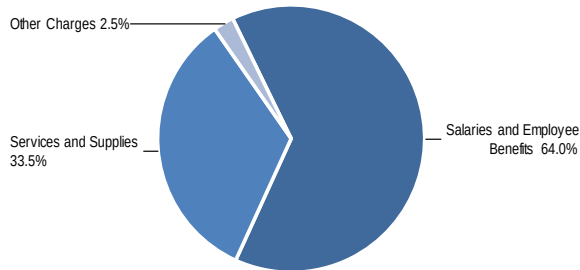
## Recommended 2018-19 Positions

| Classification Code | Classification Label           | FTE  |
|---------------------|--------------------------------|------|
| 34G21               | CIVIL PROCESS SERVER           | 1.00 |
| 36A22               | DEPUTY SHERIFF-OPERATIONS      | 1.00 |
| 80I01               | SENIOR CIVIL CLERK             | 1.00 |
| 80J20               | ACCOUNTING CLERICAL SUPERVISOR | 1.00 |
| 80J21               | ACCOUNT CLERK                  | 1.00 |
| 80J30               | ACCOUNTING TECHNICIAN          | 1.00 |
| Total               |                                | 6.00 |

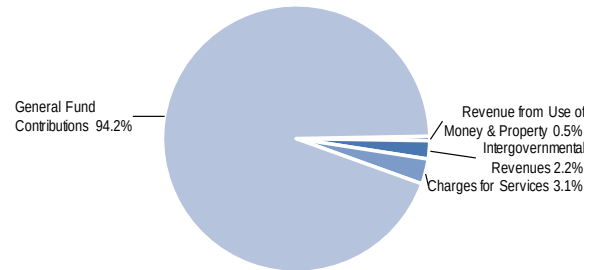
# Coroner

(Budget Unit 8226— Fund 001— Appropriation Unit SHE002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,211,195             | 1,316,006                 | 1,335,097              | 1,464,591                   | 1,464,591                     | 148,585                            |
| Services and Supplies          | 662,002               | 668,599                   | 700,323                | 768,150                     | 765,800                       | 97,201                             |
| Other Charges                  | 82,237                | 100,237                   | 35,755                 | 56,621                      | 56,621                        | (43,616)                           |
| Capital Assets                 | 36,290                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 0                     | 3,882                     | 0                      | 0                           | 0                             | (3,882)                            |
| Subtotal                       | \$1,991,724           | \$2,088,724               | \$2,071,175            | \$2,289,362                 | \$2,287,012                   | 198,288                            |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 12,000                | 12,000                    | 12,000                 | 12,000                      | 12,000                        | 0                                  |
| Intergovernmental Revenues           | 42,094                | 50,000                    | 68,000                 | 50,000                      | 50,000                        | 0                                  |
| Charges for Services                 | 47,356                | 60,000                    | 77,000                 | 70,000                      | 70,000                        | 10,000                             |
| Miscellaneous Revenues               | 48                    | 2,000                     | 2,000                  | 2,000                       | 2,000                         | 0                                  |
| Other Financing Sources              | 423                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$101,920             | \$124,000                 | \$159,000              | \$134,000                   | \$134,000                     | 10,000                             |
| General Fund Contributions           | \$1,889,803           | \$1,964,724               | \$1,912,175            | \$2,155,362                 | \$2,153,012                   | 188,288                            |
| Total Source of Funds                | \$1,991,724           | \$2,088,724               | \$2,071,175            | \$2,289,362                 | \$2,287,012                   | 198,288                            |

## 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.

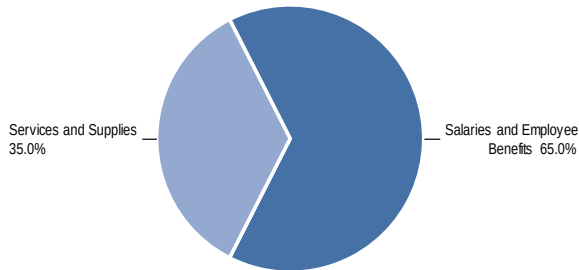
## Recommended 2018-19 Positions

| Classification Code | Classification Label            | FTE  |
|---------------------|---------------------------------|------|
| 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 |

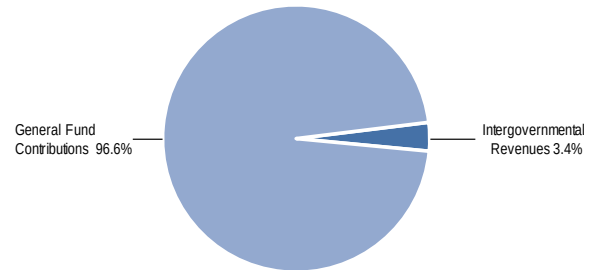
# Professional Standards

(Budget Unit 8227— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,531,089             | 1,506,000                 | 1,599,114              | 1,215,981                   | 1,131,071                     | (374,929)                          |
| Services and Supplies          | 1,168,703             | 937,500                   | 706,000                | 609,274                     | 609,274                       | (328,226)                          |
| Subtotal                       | \$2,699,792           | \$2,443,500               | \$2,305,114            | \$1,825,255                 | \$1,740,345                   | (703,155)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 1,328                 | 60,000                    | 60,000                 | 60,000                      | 60,000                        | 0                                  |
| Subtotal                   | \$1,328               | \$60,000                  | \$60,000               | \$60,000                    | \$60,000                      | 0                                  |
| General Fund Contributions | \$2,698,464           | \$2,383,500               | \$2,245,114            | \$1,765,255                 | \$1,680,345                   | (703,155)                          |
| Total Source of Funds      | \$2,699,792           | \$2,443,500               | \$2,305,114            | \$1,825,255                 | \$1,740,345                   | (703,155)                          |

## Unit Description

This unit oversees internal affairs, applicant and volunteer background checks, training, and public information requests. The unit commander is the Sheriff's Office Equal Employment Officer and the Loss Prevention Committee Chair.

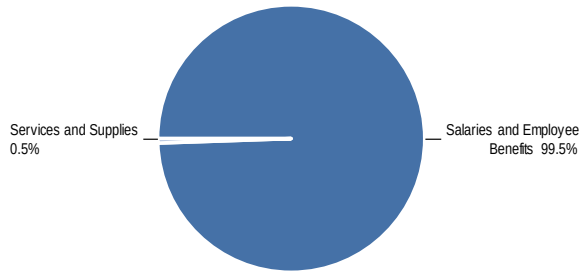
## Recommended 2018-19 Positions

| Classification Code | Classification Label      | FTE  |
|---------------------|---------------------------|------|
| 36A22               | DEPUTY SHERIFF-OPERATIONS | 1.00 |
| 36A23               | SHERIFFS SERGEANT         | 2.00 |
| 36A82               | SHERIFFS COMMANDER        | 1.00 |
| 80A32               | SENIOR SECRETARY          | 1.00 |
| Total               |                           | 5.00 |

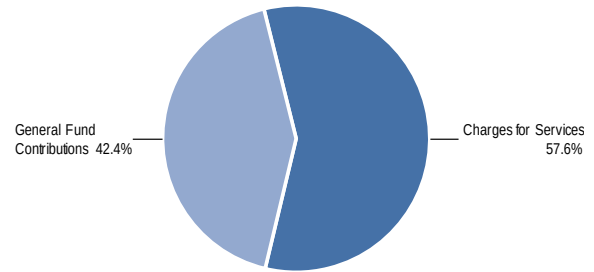
# Records and Warrants

(Budget Unit 8229— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,116,075             | 2,178,566                 | 2,152,135              | 2,445,697                   | 2,157,720                     | (20,846)                           |
| Services and Supplies          | 11,669                | 10,000                    | 12,000                 | 11,500                      | 11,500                        | 1,500                              |
| Other Charges                  | (4,965)               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$2,122,779           | \$2,188,566               | \$2,164,135            | \$2,457,197                 | \$2,169,220                   | (19,346)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 2,115                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services       | 1,090,605             | 919,000                   | 919,000                | 1,303,130                   | 1,250,000                     | 331,000                            |
| Subtotal                   | \$1,092,720           | \$919,000                 | \$919,000              | \$1,303,130                 | \$1,250,000                   | 331,000                            |
| General Fund Contributions | \$1,030,059           | \$1,269,566               | \$1,245,135            | \$1,154,067                 | \$919,220                     | (350,346)                          |
| Total Source of Funds      | \$2,122,779           | \$2,188,566               | \$2,164,135            | \$2,457,197                 | \$2,169,220                   | (19,346)                           |

## 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 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.

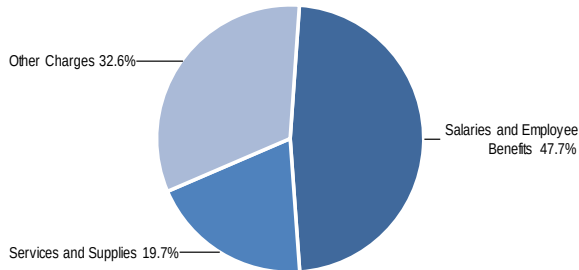
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 80115               | SHERIFFS RECORDS SPECIALIST I      | 2.00  |
| 80116               | SHERIFFS RECORDS SPECIALIST II     | 16.00 |
| 80117               | SENIOR SHERIFFS RECORDS SPECIALIST | 4.00  |
| 80120               | SHERIFFS RECORDS SUPERVISOR        | 2.00  |
| Total               |                                    | 24.00 |

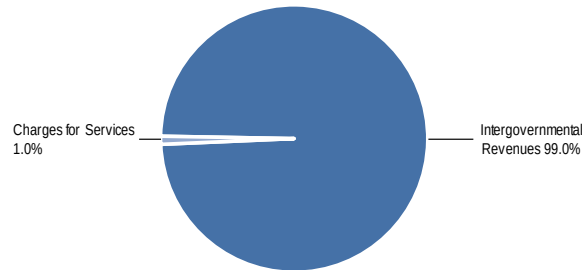
# Custody Administration

(Budget Unit 8233— Fund 001— Appropriation Unit SHE003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,571,609             | 3,785,025                 | 3,510,985              | 4,142,727                   | 3,958,776                     | 173,751                            |
| Services and Supplies          | 999,286               | 2,501,671                 | 2,475,958              | 2,367,323                   | 1,633,562                     | (868,109)                          |
| Other Charges                  | 1,306,879             | 1,619,494                 | 3,604,892              | 2,700,473                   | 2,700,473                     | 1,080,979                          |
| Subtotal                       | \$4,877,774           | \$7,906,190               | \$9,591,835            | \$9,210,523                 | \$8,292,811                   | 386,621                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 9,773,177             | 10,319,097                | 10,256,192             | 10,398,388                  | 10,398,388                    | 79,291                             |
| Charges for Services       | 65,197                | 105,000                   | 105,000                | 100,000                     | 100,000                       | (5,000)                            |
| Miscellaneous Revenues     | 3,935                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources    | 159,148               | 0                         | 430,000                | 0                           | 0                             | 0                                  |
| Subtotal                   | \$10,001,457          | \$10,424,097              | \$10,791,192           | \$10,498,388                | \$10,498,388                  | 74,291                             |
| General Fund Contributions | (\$5,123,683)         | (\$2,517,907)             | (\$1,199,357)          | (\$1,287,865)               | (\$2,205,577)                 | 312,330                            |
| Total Source of Funds      | \$4,877,774           | \$7,906,190               | \$9,591,835            | \$9,210,523                 | \$8,292,811                   | 386,621                            |

## 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 including: 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 COB develops policies and procedures and coordinates with County Counsel and other agencies on policies, procedures, claims and lawsuit responses. The COB ensures that mandated inspections are completed, develops remediation plans for noted

deficiencies, coordinates new jail construction initiatives and oversees the inmate phone contract. In addition, the COB audits bureau functions and provides recommendations for improvements when necessary.

## Recommended 2018-19 Positions

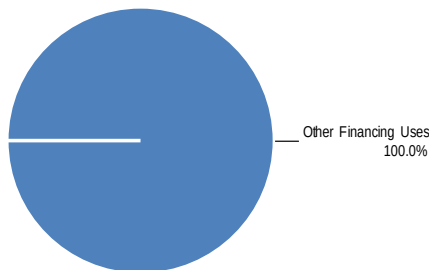
| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 36A81               | SHERIFFS CAPTAIN     | 1.00 |
| 36A82               | SHERIFFS COMMANDER   | 1.00 |
| Total               |                      | 2.00 |



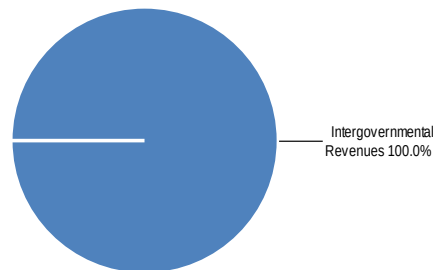
# Custody Administration

(Budget Unit 8233— Fund 022— Appropriation Unit SHE006)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 159,148               | 180,000                   | 6,774,144              | 210,000                     | 210,000                       | 30,000                             |
| Subtotal             | \$159,148             | \$180,000                 | \$6,774,144            | \$210,000                   | \$210,000                     | 30,000                             |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 159,148               | 180,000                   | 180,000                | 210,000                     | 210,000                       | 30,000                             |
| Subtotal                   | \$159,148             | \$180,000                 | \$180,000              | \$210,000                   | \$210,000                     | 30,000                             |
| Fund Balance               | 0                     | 0                         | 6,594,144              | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$159,148             | \$180,000                 | \$6,774,144            | \$210,000                   | \$210,000                     | 30,000                             |

## Unit Description

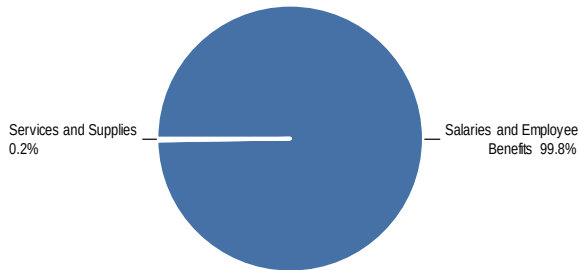
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

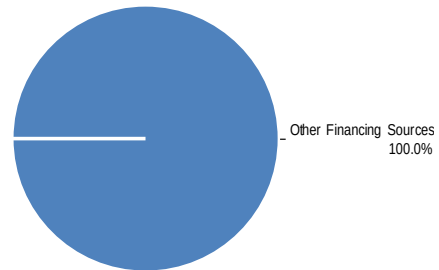
# Court Services

(Budget Unit 8234— Fund 001— Appropriation Unit SHE003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 4,241,217             | 4,819,943                 | 3,771,042              | 5,150,662                   | 4,836,846                     | 16,903                             |
| Services and Supplies          | 134,810               | 10,000                    | 23,480                 | 11,400                      | 11,400                        | 1,400                              |
| Other Charges                  | 194,641               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 0                     | 9,316                     | 0                      | 0                           | 0                             | (9,316)                            |
| Subtotal                       | \$4,570,668           | \$4,839,259               | \$3,794,522            | \$5,162,062                 | \$4,848,246                   | 8,987                              |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 2,561                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources    | 4,860,981             | 5,674,144                 | 4,900,000              | 4,900,000                   | 4,900,000                     | (774,144)                          |
| Subtotal                   | \$4,863,542           | \$5,674,144               | \$4,900,000            | \$4,900,000                 | \$4,900,000                   | (774,144)                          |
| General Fund Contributions | (\$292,874)           | (\$834,885)               | (\$1,105,478)          | \$262,062                   | (\$51,754)                    | 783,131                            |
| Total Source of Funds      | \$4,570,668           | \$4,839,259               | \$3,794,522            | \$5,162,062                 | \$4,848,246                   | 8,987                              |

## Unit Description

This unit manages most aspects of security services for the Superior Court of California in Monterey County. The Court has 19 judicial officers located at five court locations including Salinas, Monterey, Marina, and the Juvenile and Drug Court.

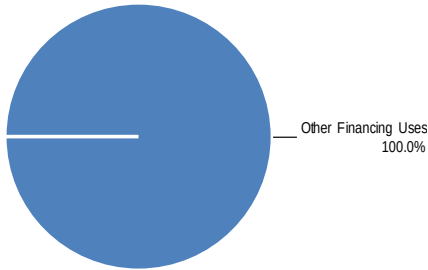
## Recommended 2018-19 Positions

| Classification Code | Classification Label       | FTE   |
|---------------------|----------------------------|-------|
| 36A23               | SHERIFFS SERGEANT          | 2.00  |
| 36A82               | SHERIFFS COMMANDER         | 1.00  |
| 36E21               | DEPUTY SHERIFF-CORRECTIONS | 23.00 |
| Total               |                            | 26.00 |

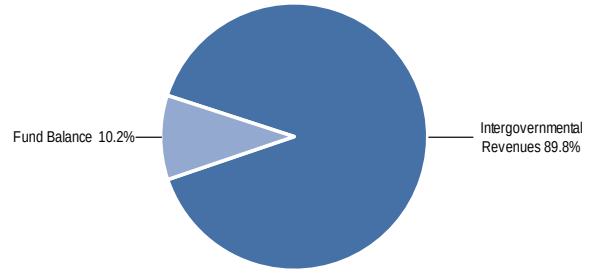
# Court Services

(Budget Unit 8234— Fund 022— Appropriation Unit SHE006)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 4,859,506             | 5,674,144                 | 0                      | 4,900,000                   | 4,900,000                     | (774,144)                          |
| Subtotal             | \$4,859,506           | \$5,674,144               | \$0                    | \$4,900,000                 | \$4,900,000                   | (774,144)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 4,189,096             | 4,400,000                 | 4,278,340              | 4,400,000                   | 4,400,000                     | 0                                  |
| Subtotal                   | \$4,189,096           | \$4,400,000               | \$4,278,340            | \$4,400,000                 | \$4,400,000                   | 0                                  |
| Fund Balance               | 670,410               | 1,274,144                 | (4,278,340)            | 500,000                     | 500,000                       | (774,144)                          |
| Total Source of Funds      | \$4,859,506           | \$5,674,144               | \$0                    | \$4,900,000                 | \$4,900,000                   | (774,144)                          |

## Unit Description

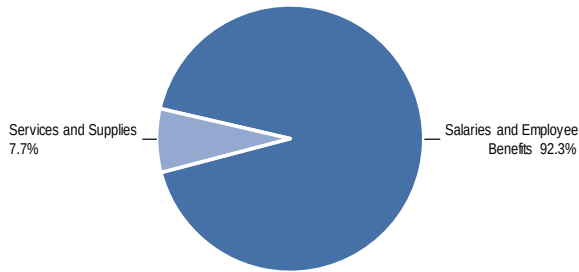
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

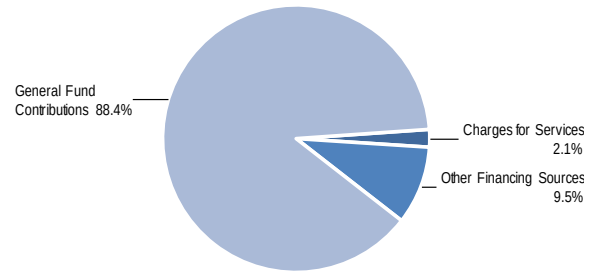
# Transportation

(Budget Unit 8235— Fund 001— Appropriation Unit SHE003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,367,241             | 2,069,270                 | 2,801,373              | 2,164,307                   | 2,164,307                     | 95,037                             |
| Services and Supplies          | 154,511               | 121,211                   | 150,692                | 180,192                     | 180,192                       | 58,981                             |
| Other Charges                  | 6,951                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$2,528,703           | \$2,190,481               | \$2,952,065            | \$2,344,499                 | \$2,344,499                   | 154,018                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 20,260                | 50,000                    | 50,000                 | 50,000                      | 50,000                        | 0                                  |
| Other Financing Sources    | 184,481               | 200,528                   | 200,528                | 222,368                     | 222,368                       | 21,840                             |
| Subtotal                   | \$204,742             | \$250,528                 | \$250,528              | \$272,368                   | \$272,368                     | 21,840                             |
| General Fund Contributions | \$2,323,962           | \$1,939,953               | \$2,701,537            | \$2,072,131                 | \$2,072,131                   | 132,178                            |
| Total Source of Funds      | \$2,528,703           | \$2,190,481               | \$2,952,065            | \$2,344,499                 | \$2,344,499                   | 154,018                            |

## Unit Description

This unit safely transports over 22,000 inmates to and from appointments, court and other penal institutions in and outside the State of California. The Unit has a fleet of three buses and eleven vans that are specially equipped with caging and lift equipment for security transportation and travels 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.

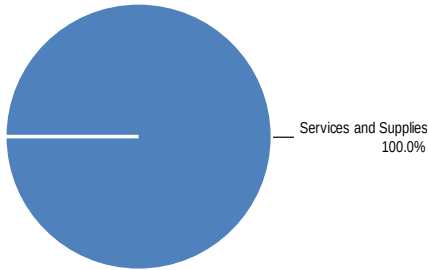
## Recommended 2018-19 Positions

| Classification Code | Classification Label       | FTE   |
|---------------------|----------------------------|-------|
| 36A23               | SHERIFFS SERGEANT          | 1.00  |
| 36E21               | DEPUTY SHERIFF-CORRECTIONS | 11.00 |
| Total               |                            | 12.00 |

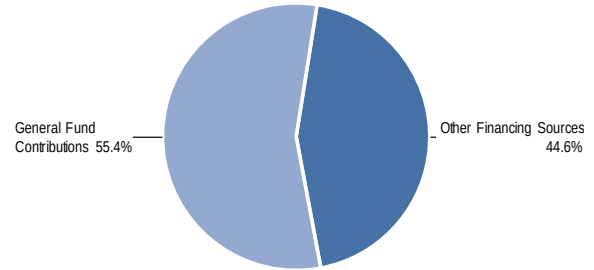
# Inmate Medical

(Budget Unit 8237— Fund 001— Appropriation Unit SHE004)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 1                         | 0                      | 0                           | 0                             | (1)                                |
| Services and Supplies          | 9,159,327             | 9,264,170                 | 9,763,306              | 9,727,842                   | 9,727,842                     | 463,672                            |
| Subtotal                       | \$9,159,327           | \$9,264,171               | \$9,763,306            | \$9,727,842                 | \$9,727,842                   | 463,671                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Miscellaneous Revenues     | 5,000                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources    | 4,352,239             | 4,430,690                 | 4,430,690              | 4,334,548                   | 4,334,548                     | (96,142)                           |
| Subtotal                   | \$4,357,239           | \$4,430,690               | \$4,430,690            | \$4,334,548                 | \$4,334,548                   | (96,142)                           |
| General Fund Contributions | \$4,802,088           | \$4,833,481               | \$5,332,616            | \$5,393,294                 | \$5,393,294                   | 559,813                            |
| Total Source of Funds      | \$9,159,327           | \$9,264,171               | \$9,763,306            | \$9,727,842                 | \$9,727,842                   | 463,671                            |

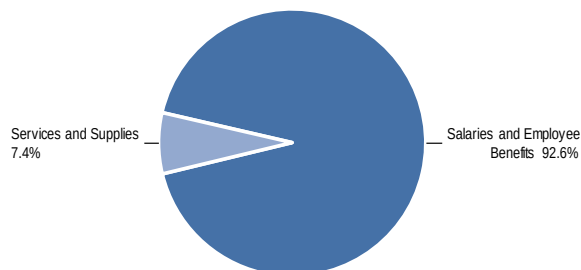
## Unit Description

This program monitors and oversees the inmate medical services provider. The County contracts to provide inmate medical, dental, and psychological services.

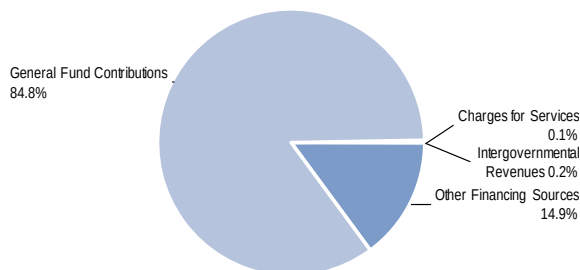
# Jail Operations

(Budget Unit 8238— Fund 001— Appropriation Unit SHE003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 23,016,517            | 22,857,656                | 24,765,716             | 25,055,149                  | 24,292,286                    | 1,434,630                          |
| Services and Supplies          | 1,883,557             | 1,916,491                 | 2,089,591              | 2,077,408                   | 1,933,408                     | 16,917                             |
| Other Charges                  | 55,612                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 52,515                | 350,000                   | 350,000                | 200,000                     | 0                             | (350,000)                          |
| Other Financing Uses           | 0                     | 81,128                    | 0                      | 0                           | 0                             | (81,128)                           |
| Subtotal                       | \$25,008,201          | \$25,205,275              | \$27,205,307           | \$27,332,557                | \$26,225,694                  | 1,020,419                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 33,400                | 50,000                    | 50,000                 | 50,000                      | 50,000                        | 0                                  |
| Charges for Services       | 43,523                | 30,000                    | 30,000                 | 30,000                      | 30,000                        | 0                                  |
| Other Financing Sources    | 2,794,009             | 4,064,907                 | 4,064,907              | 3,898,404                   | 3,898,404                     | (166,503)                          |
| Subtotal                   | \$2,870,932           | \$4,144,907               | \$4,144,907            | \$3,978,404                 | \$3,978,404                   | (166,503)                          |
| General Fund Contributions | \$22,137,269          | \$21,060,368              | \$23,060,400           | \$23,354,153                | \$22,247,290                  | 1,186,922                          |
| Total Source of Funds      | \$25,008,201          | \$25,205,275              | \$27,205,307           | \$27,332,557                | \$26,225,694                  | 1,020,419                          |

## Unit Description

This unit 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. This sub-unit oversees and

monitors prisoners "realigned" from State to County custody as a result of AB 109.

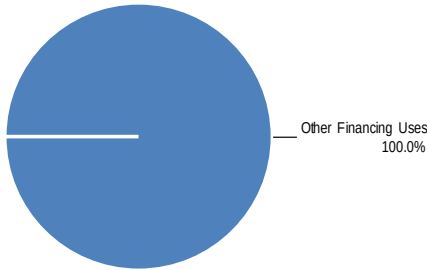
## Recommended 2018-19 Positions

| Classification Code | Classification Label             | FTE    |
|---------------------|----------------------------------|--------|
| 14H33               | CRIMINAL INTELLIGENCE SPECIALIST | 1.00   |
| 36A23               | SHERIFFS SERGEANT                | 17.00  |
| 36A82               | SHERIFFS COMMANDER               | 3.00   |
| 36E21               | DEPUTY SHERIFF-CORRECTIONS       | 108.00 |
| 80I10               | CUSTODY AND CONTROL SPECIALIST   | 30.00  |
| Total               |                                  | 159.00 |

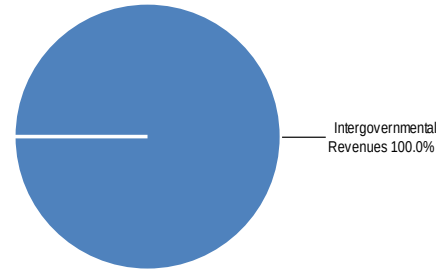
# Jail Operations

(Budget Unit 8238— Fund 022— Appropriation Unit SHE006)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 667,950               | 620,000                   | 0                      | 620,000                     | 620,000                       | 0                                  |
| Subtotal             | \$667,950             | \$620,000                 | \$0                    | \$620,000                   | \$620,000                     | 0                                  |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 616,828               | 620,000                   | 613,464                | 620,000                     | 620,000                       | 0                                  |
| Subtotal                   | \$616,828             | \$620,000                 | \$613,464              | \$620,000                   | \$620,000                     | 0                                  |
| Fund Balance               | 51,122                | 0                         | (613,464)              | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$667,950             | \$620,000                 | \$0                    | \$620,000                   | \$620,000                     | 0                                  |

## Unit Description

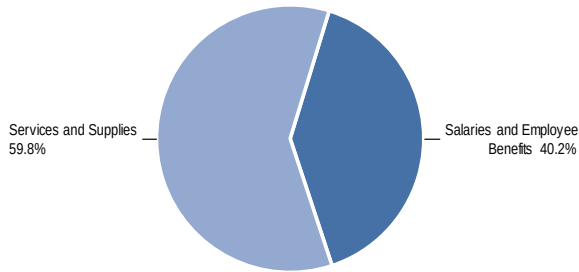
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

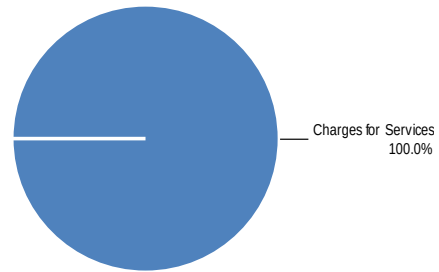
# Inmate Programs

(Budget Unit 8239— Fund 001— Appropriation Unit SHE003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 433,123               | 601,388                   | 583,356                | 437,686                     | 437,686                       | (163,702)                          |
| Services and Supplies          | 376,782               | 356,887                   | 355,095                | 651,500                     | 651,500                       | 294,613                            |
| Other Charges                  | 34,757                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$844,662             | \$958,275                 | \$938,451              | \$1,089,186                 | \$1,089,186                   | 130,911                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 844,663               | 1,140,918                 | 1,140,918              | 1,222,495                   | 1,222,495                     | 81,577                             |
| Subtotal                   | \$844,663             | \$1,140,918               | \$1,140,918            | \$1,222,495                 | \$1,222,495                   | 81,577                             |
| General Fund Contributions | \$0                   | (\$182,643)               | (\$202,467)            | (\$133,309)                 | (\$133,309)                   | 49,334                             |
| Total Source of Funds      | \$844,662             | \$958,275                 | \$938,451              | \$1,089,186                 | \$1,089,186                   | 130,911                            |

## Unit Description

This unit oversees all in-custody and custody alternative programs in the County Jail system. This includes the Inmate Welfare Fund and associated programs, such as educational programs, occupational training, religious instruction, individual/family services, and mail and library services. More than 255 volunteers support this activity.

## Recommended 2018-19 Positions

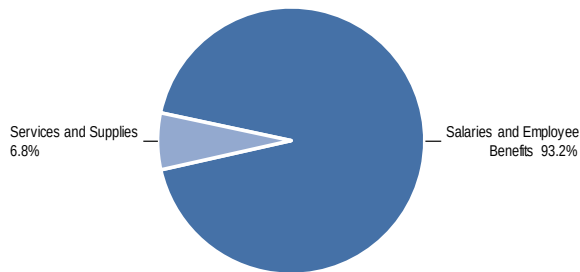
| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 70N10               | INMATE SERVICES SPECIALIST        | 4.00 |
| 72A40               | SENIOR INMATE SERVICES SPECIALIST | 1.00 |
| Total               |                                   | 5.00 |



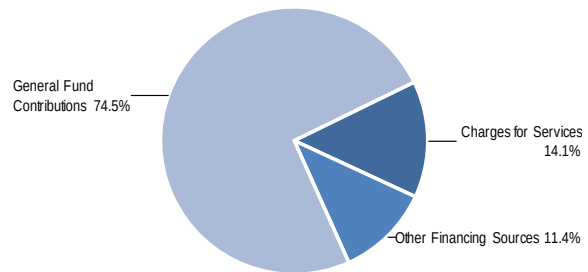
# Jail Support Services

(Budget Unit 8240— Fund 001— Appropriation Unit SHE003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,894,559             | 3,140,203                 | 2,924,836              | 3,340,695                   | 3,165,971                     | 25,768                             |
| Services and Supplies          | 560,159               | 553,500                   | 448,000                | 237,000                     | 232,500                       | (321,000)                          |
| Other Charges                  | 20,854                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$3,475,572           | \$3,693,703               | \$3,372,836            | \$3,577,695                 | \$3,398,471                   | (295,232)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 485,680               | 480,000                   | 480,000                | 480,000                     | 480,000                       | 0                                  |
| Miscellaneous Revenues     | 15                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources    | 324,569               | 354,581                   | 354,581                | 386,746                     | 386,746                       | 32,165                             |
| Subtotal                   | \$810,264             | \$834,581                 | \$834,581              | \$866,746                   | \$866,746                     | 32,165                             |
| General Fund Contributions | \$2,665,309           | \$2,859,122               | \$2,538,255            | \$2,710,949                 | \$2,531,725                   | (327,397)                          |
| Total Source of Funds      | \$3,475,572           | \$3,693,703               | \$3,372,836            | \$3,577,695                 | \$3,398,471                   | (295,232)                          |

## Unit Description

This unit manages and audits the inmate food service and commissary contract with Aramark, purchases equipment and supplies for the Corrections Operations Bureau, performs general maintenance and upkeep of the Jail facility, and oversees facility improvement projects. This unit also manages the Jail records unit, which maintains all custody records and is the point of contact for the public. Additionally this unit 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.

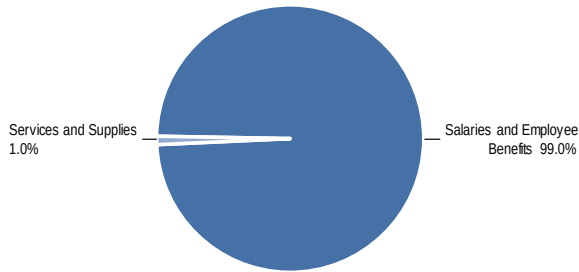
## Recommended 2018-19 Positions

| Classification Code | Classification Label            | FTE   |
|---------------------|---------------------------------|-------|
| 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          | 12.00 |
| 80I08               | SENIOR CORRECTIONS SPECIALIST   | 3.00  |
| 80I20               | SHERIFFS RECORDS SUPERVISOR     | 2.00  |
| Total               |                                 | 32.00 |

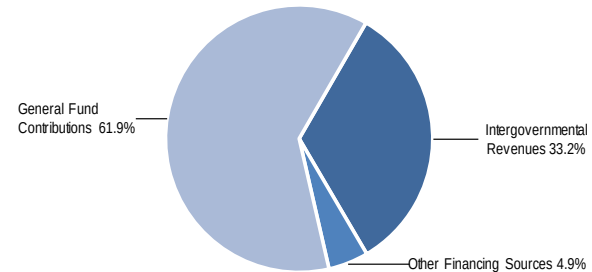
# Enforcement Operations and Administration

(Budget Unit 8242— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 17,347,352            | 19,987,088                | 18,834,704             | 21,766,241                  | 20,553,693                    | 566,605                            |
| Services and Supplies          | 272,564               | 349,798                   | 469,398                | 365,290                     | 204,890                       | (144,908)                          |
| Other Charges                  | (574)                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 0                     | 0                         | 0                      | 200,000                     | 0                             | 0                                  |
| Other Financing Uses           | 0                     | 128,874                   | 0                      | 0                           | 0                             | (128,874)                          |
| Subtotal                       | \$17,619,342          | \$20,465,760              | \$19,304,102           | \$22,331,531                | \$20,758,583                  | 292,823                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 3,334                 | 0                         | 0                      | 11,000                      | 11,000                        | 11,000                             |
| Intergovernmental Revenues        | 35,599                | 6,823,393                 | 6,781,839              | 6,890,770                   | 6,890,770                     | 67,377                             |
| Charges for Services              | 486,543               | 651,959                   | 651,959                | 0                           | 0                             | (651,959)                          |
| Other Financing Sources           | 177,949               | 250,000                   | 250,000                | 1,007,245                   | 1,007,245                     | 757,245                            |
| Subtotal                          | \$703,425             | \$7,725,352               | \$7,683,798            | \$7,909,015                 | \$7,909,015                   | 183,663                            |
| General Fund Contributions        | \$16,915,917          | \$12,740,408              | \$11,620,304           | \$14,422,516                | \$12,849,568                  | 109,160                            |
| Total Source of Funds             | \$17,619,342          | \$20,465,760              | \$19,304,102           | \$22,331,531                | \$20,758,583                  | 292,823                            |

## Unit Description

This unit is managed by a chief and commanders who are responsible for all aspects of enforcement operations including 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. The Central Patrol 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 Division. The Coastal Patrol 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. The South County 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. The 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.

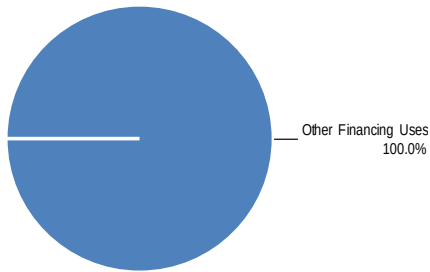
### Recommended 2018-19 Positions

| Classification Code | Classification Label      | FTE    |
|---------------------|---------------------------|--------|
| 12A10               | CHIEF DEPUTY SHERIFF      | 1.00   |
| 36A22               | DEPUTY SHERIFF-OPERATIONS | 100.00 |
| 36A23               | SHERIFFS SERGEANT         | 15.00  |
| 36A82               | SHERIFFS COMMANDER        | 2.00   |
| Total               |                           | 118.00 |

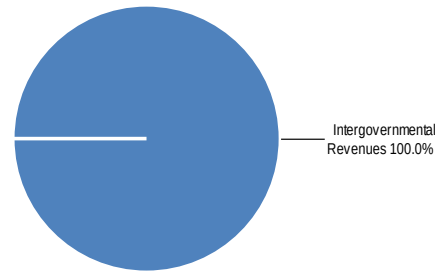
# Enforcement Operations and Administration

(Budget Unit 8242— Fund 022— Appropriation Unit SHE006)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 169,351               | 250,000                   | 0                      | 350,000                     | 350,000                       | 100,000                            |
| Subtotal             | \$169,351             | \$250,000                 | \$0                    | \$350,000                   | \$350,000                     | 100,000                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 211,030               | 250,000                   | 250,000                | 350,000                     | 350,000                       | 100,000                            |
| Subtotal                   | \$211,030             | \$250,000                 | \$250,000              | \$350,000                   | \$350,000                     | 100,000                            |
| Fund Balance               | (41,679)              | 0                         | (250,000)              | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$169,351             | \$250,000                 | \$0                    | \$350,000                   | \$350,000                     | 100,000                            |

## Unit Description

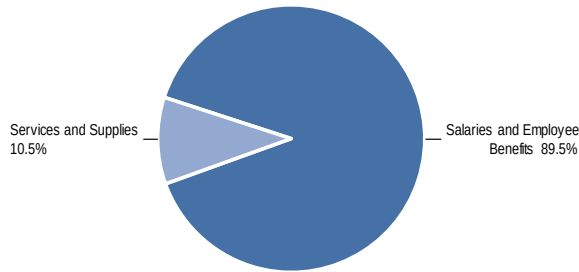
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

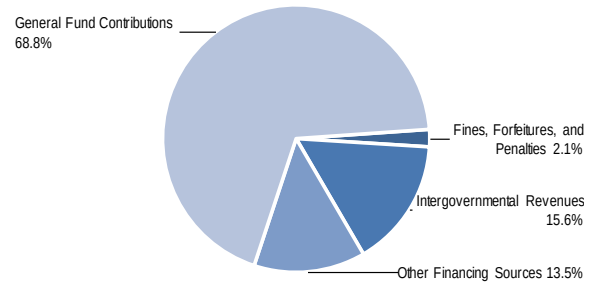
# Investigations

(Budget Unit 8245— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 3,742,923             | 4,001,740                 | 3,843,244              | 3,917,370                   | 3,773,597                     | (228,143)                          |
| Services and Supplies          | 644,342               | 558,526                   | 574,826                | 442,375                     | 442,375                       | (116,151)                          |
| Other Charges                  | 30,879                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$4,418,144           | \$4,560,266               | \$4,418,070            | \$4,359,745                 | \$4,215,972                   | (344,294)                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 85,401                | 120,000                   | 120,000                | 88,000                      | 88,000                        | (32,000)                           |
| Intergovernmental Revenues        | 495,507               | 659,000                   | 659,000                | 658,000                     | 658,000                       | (1,000)                            |
| Other Financing Sources           | 444,045               | 546,830                   | 546,830                | 570,000                     | 570,000                       | 23,170                             |
| Subtotal                          | \$1,024,954           | \$1,325,830               | \$1,325,830            | \$1,316,000                 | \$1,316,000                   | (9,830)                            |
| General Fund Contributions        | \$3,393,190           | \$3,234,436               | \$3,092,240            | \$3,043,745                 | \$2,899,972                   | (334,464)                          |
| Total Source of Funds             | \$4,418,144           | \$4,560,266               | \$4,418,070            | \$4,359,745                 | \$4,215,972                   | (344,294)                          |

## 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.

## Recommended 2018-19 Positions

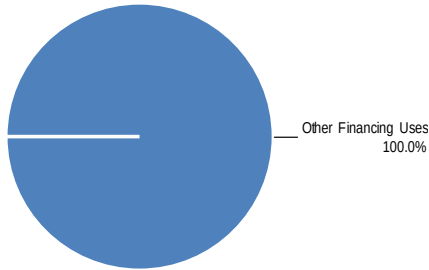
| Classification Code | Classification Label                     | FTE   |
|---------------------|------------------------------------------|-------|
| 34E22               | FORENSIC EVIDENCE TECHNICIAN             | 2.00  |
| 34E30               | SUPERVISING FORENSIC EVIDENCE TECHNICIAN | 1.00  |
| 36A22               | DEPUTY SHERIFF-OPERATIONS                | 12.00 |
| 36A24               | SHERIFFS INVESTIGATIVE SERGEANT          | 2.00  |
| 36A82               | SHERIFFS COMMANDER                       | 1.00  |
| 80E22               | OFFICE ASSISTANT III                     | 1.00  |
| 80I06               | SHERIFFS PROPERTY TECHNICIAN             | 2.00  |
| Total               |                                          | 21.00 |

Sheriff-Coroner

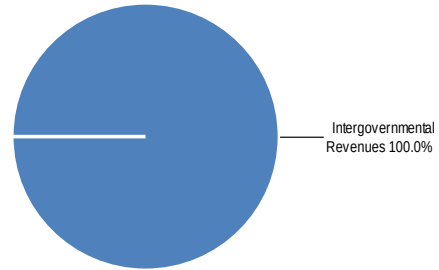
# Investigations

(Budget Unit 8245— Fund 022— Appropriation Unit SHE006)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 268,645               | 330,000                   | 0                      | 350,000                     | 350,000                       | 20,000                             |
| Subtotal             | \$268,645             | \$330,000                 | \$0                    | \$350,000                   | \$350,000                     | 20,000                             |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 268,645               | 330,000                   | 330,000                | 350,000                     | 350,000                       | 20,000                             |
| Subtotal                   | \$268,645             | \$330,000                 | \$330,000              | \$350,000                   | \$350,000                     | 20,000                             |
| Fund Balance               | 0                     | 0                         | (330,000)              | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$268,645             | \$330,000                 | \$0                    | \$350,000                   | \$350,000                     | 20,000                             |

## Unit Description

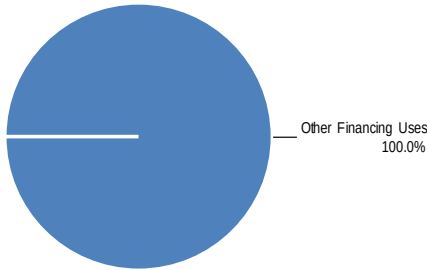
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

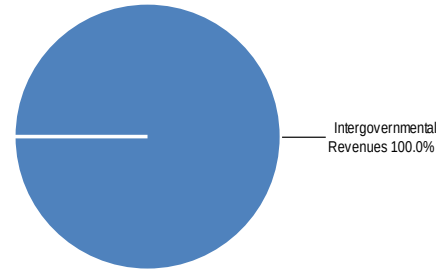
# Narcotics

(Budget Unit 8246— Fund 022— Appropriation Unit SHE006)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 175,400               | 220,000                   | 0                      | 220,000                     | 220,000                       | 0                                  |
| Subtotal             | \$175,400             | \$220,000                 | \$0                    | \$220,000                   | \$220,000                     | 0                                  |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 175,400               | 220,000                   | 220,000                | 220,000                     | 220,000                       | 0                                  |
| Subtotal                   | \$175,400             | \$220,000                 | \$220,000              | \$220,000                   | \$220,000                     | 0                                  |
| Fund Balance               | 0                     | 0                         | (220,000)              | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$175,400             | \$220,000                 | \$0                    | \$220,000                   | \$220,000                     | 0                                  |

## Unit Description

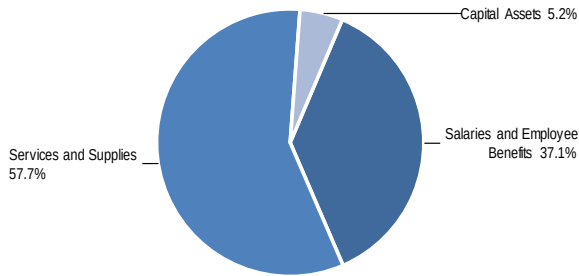
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

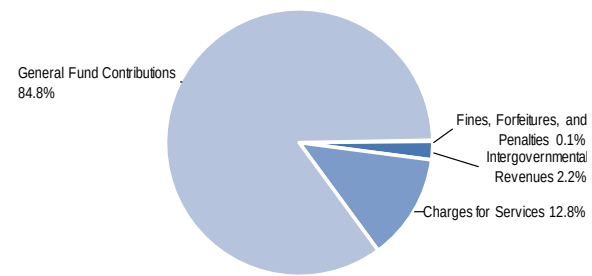
# Community Services

(Budget Unit 8250— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,508,673             | 1,099,839                 | 2,423,632              | 1,770,259                   | 1,661,506                     | 561,667                            |
| Services and Supplies          | 2,030,142             | 1,880,237                 | 2,483,820              | 2,581,932                   | 2,581,932                     | 701,695                            |
| Other Charges                  | (2,667)               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 1,066,685             | 0                         | 270,000                | 233,000                     | 233,000                       | 233,000                            |
| Other Financing Uses           | 0                     | 1,530,000                 | 1,188,716              | 0                           | 0                             | (1,530,000)                        |
| Subtotal                       | \$5,602,833           | \$4,510,076               | \$6,366,168            | \$4,585,191                 | \$4,476,438                   | (33,638)                           |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 0                     | 0                         | 0                      | 5,000                       | 5,000                         | 5,000                              |
| Intergovernmental Revenues        | 297,304               | 110,000                   | 110,000                | 100,000                     | 100,000                       | (10,000)                           |
| Charges for Services              | 0                     | 0                         | 310,000                | 575,000                     | 575,000                       | 575,000                            |
| Other Financing Sources           | 6,255                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                          | \$303,559             | \$110,000                 | \$420,000              | \$680,000                   | \$680,000                     | 570,000                            |
| General Fund Contributions        | \$5,299,274           | \$4,400,076               | \$5,946,168            | \$3,905,191                 | \$3,796,438                   | (603,638)                          |
| Total Source of Funds             | \$5,602,833           | \$4,510,076               | \$6,366,168            | \$4,585,191                 | \$4,476,438                   | (33,638)                           |

## Unit Description

This unit 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. The Unit also manages the Sheriff's Office fleet of vehicles, all volunteer units (Reserves, Mounted, Aero Squad, Sheriff's Emergency Assistance Team), and other specialized teams.

This unit manages the Search and Rescue Team (SAR). Pursuant to 26614 of the California Government Code, the Sheriff has the authority to search for and rescue missing persons in the County. Each year, the SAR Team and the Dive Team 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. The SAR Team provides the search and rescue services for these victims.

In FY 2016-17, the Sheriff's Office expanded the Sheriff's Emergency Assistance Team (SEAT). This volunteer unit provides support personnel to respond to events and provide such services as traffic control, manning 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 resurrected the Explorer Post. The Post provides an avenue for teenaged youth to participate in Sheriff's Office activities while providing limited personnel resources for major events throughout the County.



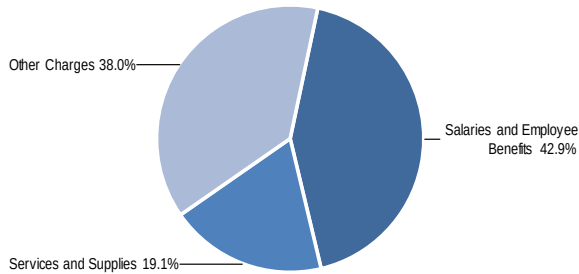
### Recommended 2018-19 Positions

| Classification Code | Classification Label                  | FTE  |
|---------------------|---------------------------------------|------|
| 34P31               | VEHICLE ABATEMENT ENFORCEMENT OFFICER | 1.00 |
| 36A23               | SHERIFFS SERGEANT                     | 2.00 |
| 36A82               | SHERIFFS COMMANDER                    | 1.00 |
| 60S21               | CRIME PREVENTION SPECIALIST           | 1.00 |
| 72C25               | VEHICLE MAINTENANCE COORDINATOR       | 1.00 |
| 80E22               | OFFICE ASSISTANT III                  | 1.00 |
| Total               |                                       | 7.00 |

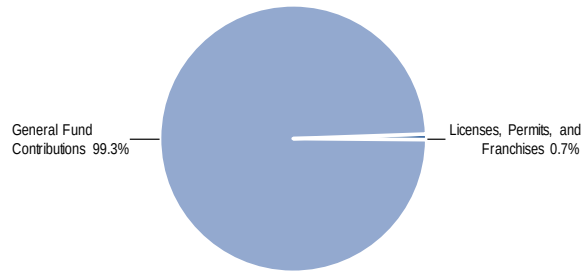
# Sheriff's Office Administration

(Budget Unit 8273— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 3,334,770             | 3,443,442                 | 3,329,875              | 3,612,077                   | 3,612,077                     | 168,635                            |
| Services and Supplies          | 1,905,644             | 2,708,282                 | 2,796,568              | 1,791,164                   | 1,603,911                     | (1,104,371)                        |
| Other Charges                  | 2,099,845             | 2,141,017                 | 2,378,849              | 3,196,612                   | 3,196,612                     | 1,055,595                          |
| Subtotal                       | \$7,340,259           | \$8,292,741               | \$8,505,292            | \$8,599,853                 | \$8,412,600                   | 119,859                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 51,757                | 57,000                    | 63,000                 | 57,000                      | 57,000                        | 0                                  |
| Intergovernmental Revenues        | 6,505,809             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services              | 275                   | 10,000                    | 10,000                 | 5,000                       | 5,000                         | (5,000)                            |
| Miscellaneous Revenues            | 457                   | 10,000                    | 10,000                 | 5,000                       | 5,000                         | (5,000)                            |
| Subtotal                          | \$6,558,298           | \$77,000                  | \$83,000               | \$67,000                    | \$67,000                      | (10,000)                           |
| General Fund Contributions        | \$781,962             | \$8,215,741               | \$8,422,292            | \$8,532,853                 | \$8,345,600                   | 129,859                            |
| Total Source of Funds             | \$7,340,259           | \$8,292,741               | \$8,505,292            | \$8,599,853                 | \$8,412,600                   | 119,859                            |

## Unit Description

The Sheriff's Office Administration Unit is an executive management team that 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.

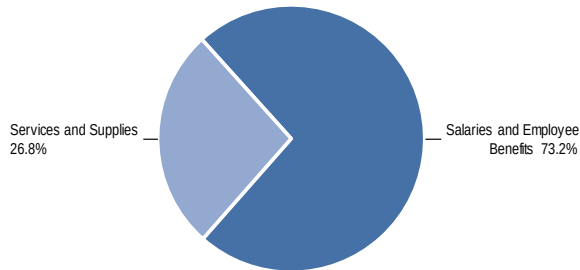
## Recommended 2018-19 Positions

| Classification Code | Classification Label                  | FTE  |
|---------------------|---------------------------------------|------|
| 10B05               | SHERIFF                               | 1.00 |
| 12A13               | UNDERSHERIFF                          | 1.00 |
| 80A34               | SENIOR SECRETARY-CONFIDENTIAL         | 1.00 |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL | 1.00 |
| Total               |                                       | 4.00 |

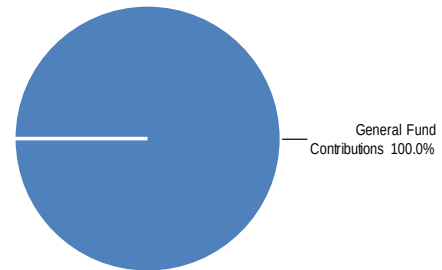
# Administration Bureau

(Budget Unit 8400— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,051,708             | 1,024,116                 | 1,076,476              | 1,112,247                   | 1,112,247                     | 88,131                             |
| Services and Supplies          | 1,663,466             | 339,777                   | 339,777                | 438,000                     | 408,000                       | 68,223                             |
| Other Charges                  | (4,750)               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 11,256                | 0                         | 0                      | 300,000                     | 0                             | 0                                  |
| Subtotal                       | \$2,721,679           | \$1,363,893               | \$1,416,253            | \$1,850,247                 | \$1,520,247                   | 156,354                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 0                     | 0                         | 21,000                 | 0                           | 0                             | 0                                  |
| Subtotal                   | \$0                   | \$0                       | \$21,000               | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$2,721,679           | \$1,363,893               | \$1,395,253            | \$1,850,247                 | \$1,520,247                   | 156,354                            |
| Total Source of Funds      | \$2,721,679           | \$1,363,893               | \$1,416,253            | \$1,850,247                 | \$1,520,247                   | 156,354                            |

## Unit Description

The Administration Bureau oversees all units in the Administration Bureau and directly supervises Human Resources, Workers' Compensation program, and information technology systems support.

## Recommended 2018-19 Positions

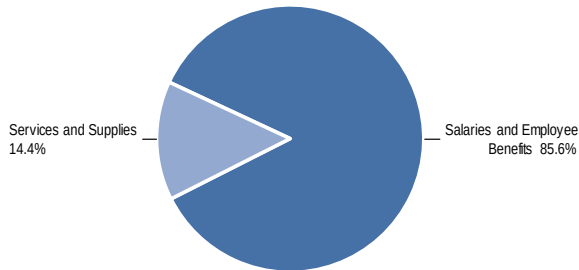
| Classification Code | Classification Label                                        | FTE  |
|---------------------|-------------------------------------------------------------|------|
| 12A10               | CHIEF DEPUTY SHERIFF                                        | 1.00 |
| 14C70               | ADMINISTRATIVE SERVICES ASSISTANT                           | 1.00 |
| 16F41               | DEPARTMENTAL INFORMATION SYSTEMS<br>MANAGER II              | 1.00 |
| 43J09               | SENIOR DEPARTMENTAL INFORMATION SYSTEMS<br>COORDINATOR      | 3.00 |
| 43J15               | SUPERVISING DEPARTMENTAL INFORMATION<br>SYSTEMS COORDINATOR | 1.00 |
| Total               |                                                             | 7.00 |

Sheriff-Coroner

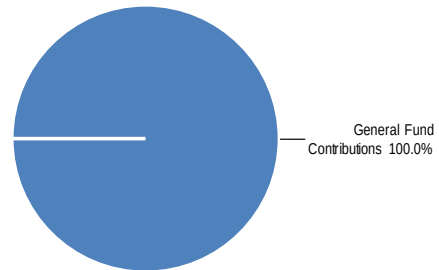
# Special Enforcement

(Budget Unit 8497— Fund 001— Appropriation Unit SHE001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 0                         | 0                      | 482,112                     | 482,112                       | 482,112                            |
| Services and Supplies          | 0                     | 0                         | 0                      | 81,000                      | 81,000                        | 81,000                             |
| Subtotal                       | \$0                   | \$0                       | \$0                    | \$563,112                   | \$563,112                     | 563,112                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$0                   | \$0                       | \$0                    | \$563,112                   | \$563,112                     | 563,112                            |
| Total Source of Funds      | \$0                   | \$0                       | \$0                    | \$563,112                   | \$563,112                     | 563,112                            |

## Unit Description

This unit responds to many critical or high risk incidents outside the training, experience and equipment capabilities of patrol deputies, including the Special Weapons and Tactical Team (SWAT)/Hostage Negotiators (HNT), the Mobile Field Force (MFF) which is capable of responding to protests and civil disobedience and the Bomb Squad/Weapons of Mass Destruction Team. Additionally, this unit manages the Office's Terrorism Liaison Officers, whom liaison between the Sheriff's Office and the Northern California Regional Intelligence Center (NCRIC), the

Office's Crime Analysts Unit, which conducts analysis of crime and crime trends, and the acquisition, training and daily operations of the Canine Unit.

## Recommended 2018-19 Positions

| Classification Code | Classification Label             | FTE  |
|---------------------|----------------------------------|------|
| 14H33               | CRIMINAL INTELLIGENCE SPECIALIST | 1.00 |
| 36A82               | SHERIFFS COMMANDER               | 1.00 |
| Total               |                                  | 2.00 |

# Probation

## Departmental Overview:

The Probation Department is an integral part of Monterey County's criminal justice system and protects 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, assisting victims, 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.

## Programs and Functions:

The Department manages the operation of all adult and juvenile probation services, including two 24-hour juvenile institutions, and programs which provide alternatives to detention or are designed to deter juveniles from entering the criminal justice system. Probation is composed of Administration and four operational divisions: Adult, Juvenile, Juvenile Hall and Youth Center. The Adult and Juvenile Divisions provide support to the Courts, supervise offenders under their jurisdiction, and manage alternative to detention programs. The Juvenile Division provides similar services to at-risk youth and their families. The two juvenile institutions, Juvenile Hall and Youth Center, provide safe custodial environments for adjudicated youth, as well as in-custody and re-entry rehabilitative services.

The Probation Department invests in an array of partnerships and collaborations with County agencies, law enforcement and criminal justice partners, educational institutions and service providers.

## Department's Contribution to Monterey County's Strategic Initiatives:

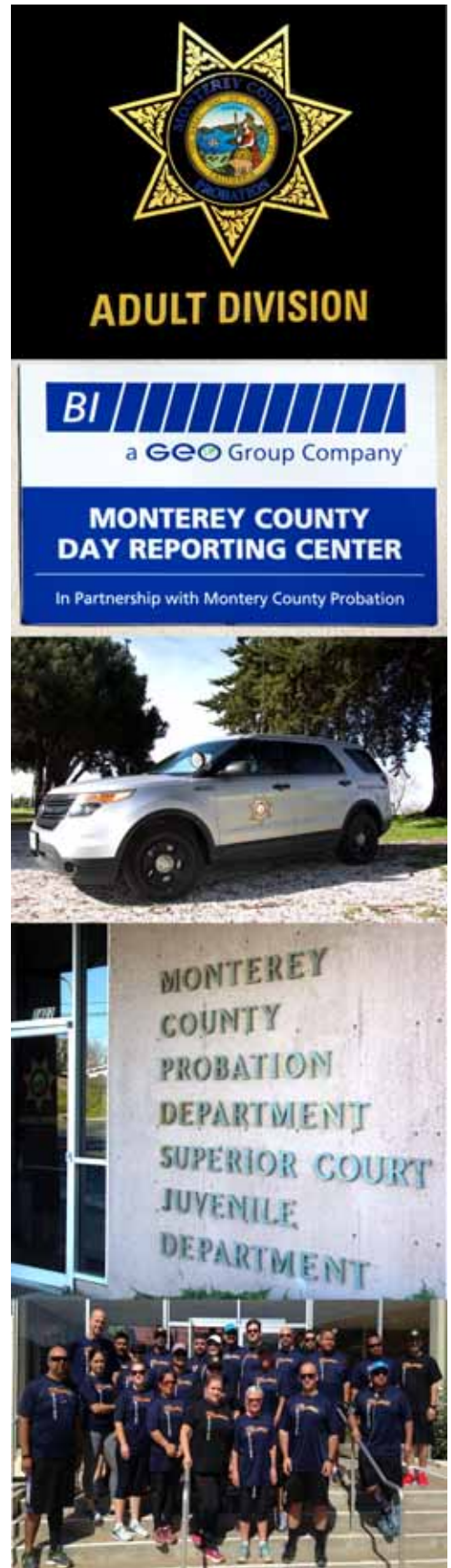
### *ADMINISTRATION, HEALTH AND HUMAN SERVICES, INFRASTRUCTURE*

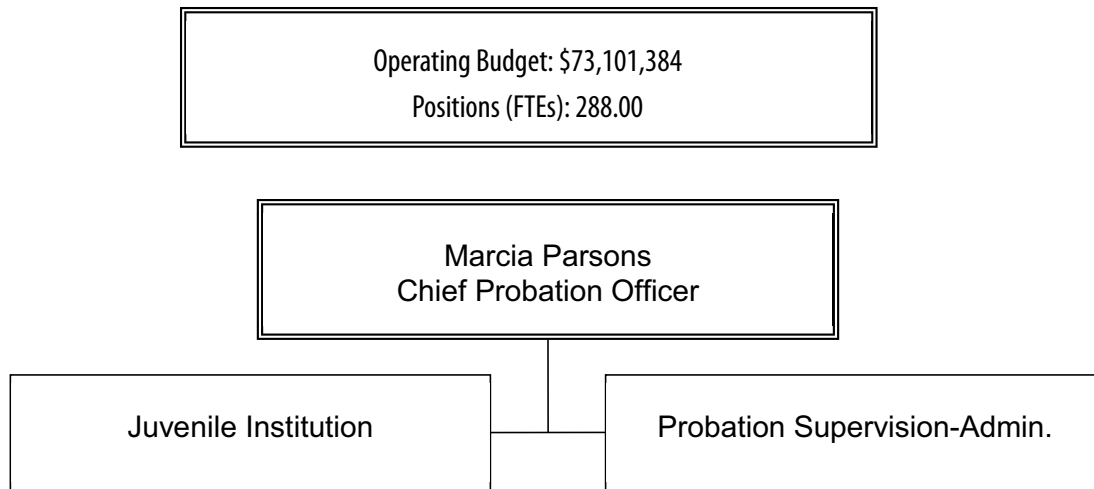
The Administrative Division manages departmental infrastructure and support services: fiscal, including collection of fines and fees and restitution to victims, personnel, safety, facilities, fleet, training and technology. The Department also manages referrals to services to adult and juvenile clients, serving at-risk youth, utilizing the therapeutic court model, and working with families to improve the home environment. In addition, the Department provides leadership in the construction of a new Juvenile Hall and in data sharing projects with the Courts and other criminal justice partners, as well as county agencies and service providers.

### *PUBLIC SAFETY*

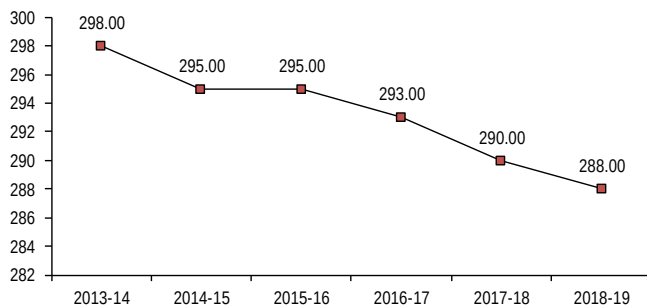
The Department uses evidence-based practices in correctional supervision of adult and juvenile offenders, campus-based safety and supervision through participation in therapeutic courts and alternatives to detention, re-entry services, and referral to services addressing criminogenic needs and providing support to client rehabilitation. The Department also fosters collaboration with criminal justice partners, local law enforcement agencies and service providers.

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.

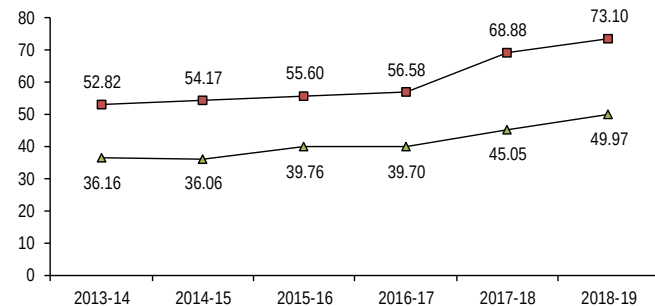




#### Staffing Trends



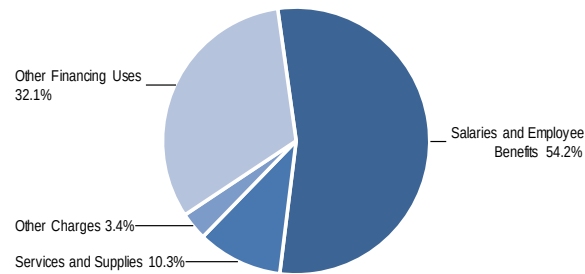
#### Expenditure/Revenue History (in millions)



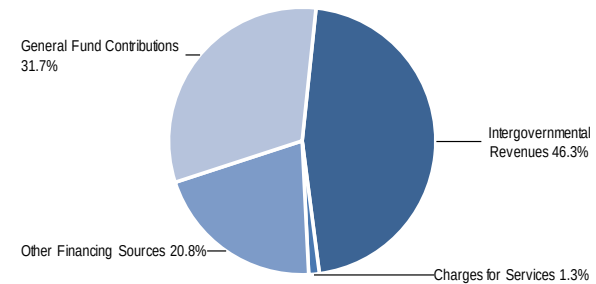
Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

| Key Performance Measures                                                                    | 2015-16<br>Actual | 2016-17<br>Actual | 2017-18<br>Mid-Year |
|---------------------------------------------------------------------------------------------|-------------------|-------------------|---------------------|
| Percent of adults who successfully complete probation. Target = 60%                         | 63%               | 63%               | 61%                 |
| Percent of juveniles who successfully complete probation. Target = 65%                      | 75%               | 67%               | 66%                 |
| Percent of employees who received an annual employee performance review (EPR). Target = 85% | 90%               | 87%               | 83%                 |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 34,345,506            | 38,192,275                | 38,192,275             | 39,917,886                  | 39,616,875                    | 1,424,600                          |
| Services and Supplies          | 6,753,649             | 8,078,377                 | 8,078,377              | 7,674,159                   | 7,550,033                     | (528,344)                          |
| Other Charges                  | 776,881               | 798,615                   | 2,291,564              | 2,580,933                   | 2,462,613                     | 1,663,998                          |
| Capital Assets                 | 225,306               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 14,478,376            | 20,840,958                | 20,315,151             | 23,471,863                  | 23,471,863                    | 2,630,905                          |
| Subtotal                       | \$56,579,717          | \$67,910,225              | \$68,877,367           | \$73,644,841                | \$73,101,384                  | 5,191,159                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 2,826                 | 6,572                     | 6,572                  | 6,572                       | 6,572                         | 0                                  |
| Intergovernmental Revenues        | 28,150,735            | 30,717,167                | 30,687,979             | 33,817,230                  | 33,817,230                    | 3,100,063                          |
| Charges for Services              | 986,424               | 1,076,631                 | 993,156                | 931,631                     | 931,631                       | (145,000)                          |
| Miscellaneous Revenues            | 17,936                | 9,996                     | 9,996                  | 9,996                       | 9,996                         | 0                                  |
| Other Financing Sources           | 10,541,175            | 13,354,239                | 13,354,239             | 15,200,344                  | 15,200,344                    | 1,846,105                          |
| Subtotal                          | \$39,699,096          | \$45,164,605              | \$45,051,942           | \$49,965,773                | \$49,965,773                  | 4,801,168                          |
| Fund Balance                      | (4,171,221)           | 0                         | (525,807)              | 0                           | 0                             | 0                                  |
| General Fund Contributions        | \$21,051,842          | \$22,745,620              | \$24,351,232           | \$23,679,068                | \$23,135,611                  | 389,991                            |
| Total Source of Funds             | \$56,579,717          | \$67,910,225              | \$68,877,367           | \$73,644,841                | \$73,101,384                  | 5,191,159                          |

## Summary of Recommendation

The FY 2018-19 Recommended Budget for Probation is \$73,101,384, a net increase of \$5,191,159. The Recommended Budget is financed by \$49,965,773 in program revenue and \$23,135,611 in General Fund Contributions (GFC). The increase in appropriations includes a significant rise of \$1.7 million in Countywide Cost Allocation Plan (COWCAP) charges and escalating compensation-related cost pressures of \$1.5 million in retirement contributions, negotiated raises, and higher workers' compensation insurance costs. Partly offsetting these higher costs is a \$0.7 million reduction from the elimination of the Enterprise Resources Planning (ERP) upgrade charges. Apart from rising expenditures, the Department expects a \$1.8 million increase in reimbursements financed by AB 109 Public Safety Realignment monies.

The Recommended Budget of \$73,101,384 continues to reflect two fund sources: the Local Revenue Fund budget of \$23,471,863 and a General Fund budget of \$49,629,521. Pursuant to State legislation, the Local Revenue Fund is a pass-through fund primarily for receipt of AB 109 Public Safety Realignment monies. The

Department's AB 109 positions and operations are paid from the General Fund and reimbursed from the Local Revenue Fund 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, Public Defender, Health and Social Services in the form of operating transfers from Probation to the recipient departments.

The Recommended Budget includes an augmentation of \$1,207,571 to restore the Silver Star Youth Program's 9.5 at-risk filled positions, 1.0 at-risk filled position for the Juvenile Drug Court, and program services and supplies, which could no longer be funded beyond the current year within existing resources due to cost pressures. The Silver Star Youth Program in collaboration with Rancho Cielo, a non-profit organization, provides program infrastructure, supervision and coordination of services to minors on probation and at-risk youth.

The Recommended Budget includes a total of 288 positions, representing the loss of two vacant positions from the prior year, due to funding constraints.

---

## Budget Impacts

Despite improving economic conditions, County revenues are not keeping pace with significantly increasing costs. The Department continues to experience substantial increases in non-discretionary costs related to employee compensation and retirement, County infrastructure costs associated with housing and providing medical care to juvenile wards and COWCAP cost increases. As a result, the Recommended Budget includes the reduction of \$156,715 for the deletion of two vacant positions, including a Probation Aide assigned to Juvenile Alternative Programs and an Office Assistant II assigned to the Juvenile Division. The loss of these positions will lead to increased workloads and require prioritization to safeguard vital juvenile services. Further, the Recommended Budget does not include the Department's requested augmentations of \$327,694 to keep up with costs for housing and providing medical care to juvenile wards and to meet obligations related to leave accrual buybacks.

---

## Department Operational Accomplishments

Completed a project in collaboration with the Superior Court to manage the electronic exchange of juvenile data through a portal for the upload of all documents filed with the Juvenile Court. Designed and compiled a procedural desk manual for staff dedicated to the project.

Conducted a pilot project for the implementation of the Graduated Responses and Incentives Matrix (GRM) evaluated by BetasGov for juvenile clients where results validated that the existing strategies used to respond to violations of probation provide similar results as the Matrix approach.

Completed all required County and State processes to include finalizing financial support, and completed Phase I of the new Juvenile Hall facility to allow for starting of construction. A temporary perimeter has been installed and environmental tests conducted. The property has been leveled and the pylons foundation installed.

Implemented an evidence-based victim awareness program integrated by victims of crime presentations to youth in custody at the Youth Center and obtained train-the trainer certification for six officers for an evidence-based curriculum, Forward Thinking, and trained all officers and supervisors on the curriculum.

Collaborated with Restorative Justice Partners, Inc. to host on-going victim speaker events for Youth Center residents.

Through evidence-based supervision practices and rehabilitative services, met the targeted goal for Return to Prison Rate (RPR) for offenders under probation supervision, including post release community supervision, mandatory supervision and felony probationers. RPR occurs when offenders are terminated from supervision and sent to prison for a revocation or new crime. For the period July 1, 2017 through December 30, 2017, the RPR was 1.28%, thus amply meeting the benchmark of less than 10%.

Completed an initial 3-day training for Effective Practices in Community Supervision (EPICS) to Probation Officers provided by a national leader, University of Cincinnati Corrections Institute (UCCI). EPICS teaches structured social learning and cognitive-based therapy in one-on-one interactions with offenders.

Created a framework for a five-year Strategic Data Plan with study sessions and review of mandates and presentations to executives, managers and supervisors on data and quality assurance. Hired additional staff and identified existing staff resources to dedicate to data projects.

Identified three mission-critical measurements for adult offenders: 1) New convictions during supervision; 2) Reduction of risk to recidivate based on reassessments; 3) Convictions occurring 1, 2 and 3 years beyond the completion of supervision (limited to crimes in Monterey County). Enhanced Probation's Case Management System to capture new convictions. Initiated quality assurance and workload statistics to reinforce the frequency of risk and needs assessment tools and ensure that reassessments are conducted regularly.

---

## Department Operational Goals

Complete document sharing process with exchanges with the District Attorney and the Public Defender's Office.

Implement Graduated Responses and Incentives Matrix strategies to ensure standardized responses to juvenile violations of probation. Enhance Probation's Case Management System to capture graduated responses to violations of probation.

Complete Phase I construction of the Juvenile Hall to include remodel of the dorm and new construction of three housing units, gym, school, and medical areas, as well as the booking area/sally port.

Implement the evidence-based victim awareness curriculum, Forward Thinking, as a component of the journaling system for all Youth Center residents.

Continue the ongoing goal of implementing evidence-based supervision practices with the objective of RPR at less than 10%.

Review and adopt five-year Strategic Data Plan. Identify goals and activities for the first year of implementation.

Continue to enhance quality assurance and analyze workload for risk assessments and re-assessments. Develop queries, reports and methodology to measure reduction of recidivism risk, based on re-assessments. Work with the Information Technology Department to establish access to Court data and the integration of public safety department data.

Expand Restorative Justice tools and practices at the Silver Star Resource Center.

---

## 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. 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. However, the formula for allocation of growth funds is not yet permanent, and could be revisited in the following years.

The Department is incurring additional costs for mandated core training required by Title 15 for part-time and temporary Juvenile



Institutions Officers. Increasing mandated Standard and Training for Corrections (STC) costs challenge the Department's ability to cover all training expenses.

While the impacts of Proposition 57 on the adult offender population are not yet known, it is anticipated that it will increase the number of juveniles committed to the State Department of Juvenile Justice (DJJ) and increase County costs related to their custody.

The annual Department of Juvenile Justice placement rate was established in July 2012 at \$24,000 per juvenile; this placement cost continues to pose a potential cost impact to FY 2018-19, based on the amount of youth in State custody and their commitment time.

The Continuum of Care Reform (CCR) will affect the length of stay in out-of-home placement for juvenile wards of the Court; the Department will be involved in activities to facilitate and expedite

the child's return to a family-type setting with the use of resource families, while reducing the use of congregate (group home) care. CCR will impact departmental operations with additional responsibilities, and its placement process and use of various levels of foster care for juvenile justice youth.

Proposition 63, passed by the voters in November 2017 requires the Department to ensure that all individuals, including those not under supervision, who are statutorily prohibited from possessing firearms, have relinquished their firearms prior to sentencing. This mandate comes to the Department with no funding attached and has created a full-time workload for one of our Adult officers; a workload the Department is currently absorbing.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-----------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Alternative Programs (PRO001)     | 3,515,065             | 3,431,956                 | 3,431,956              | 3,012,400                      | 2,923,459                        | (508,497)                             | 001          | 8162                |
| Alternative Programs (PRO002)     | 2,727,037             | 1,568,290                 | 1,344,036              | 1,684,672                      | 1,684,672                        | 116,382                               | 022          | 8162                |
| Juvenile Hall (PRO001)            | 7,803,938             | 9,079,596                 | 9,381,963              | 11,250,352                     | 11,093,715                       | 2,014,119                             | 001          | 8163                |
| Youth Center (PRO001)             | 8,191,955             | 8,771,534                 | 8,771,534              | 9,078,701                      | 9,003,263                        | 231,729                               | 001          | 8164                |
| Youth Center (PRO002)             | 1,446,618             | 3,654,906                 | 3,654,906              | 4,695,135                      | 4,695,135                        | 1,040,229                             | 022          | 8164                |
| Adult Probation (PRO001)          | 13,099,148            | 15,392,814                | 15,532,743             | 16,162,557                     | 16,146,046                       | 753,232                               | 001          | 8165                |
| Adult Probation (PRO002)          | 9,929,518             | 13,873,449                | 14,672,146             | 15,391,370                     | 15,391,370                       | 1,517,921                             | 022          | 8165                |
| Juvenile Probation (PRO001)       | 6,084,723             | 6,570,468                 | 6,570,468              | 6,963,829                      | 6,880,637                        | 310,169                               | 001          | 8166                |
| Juvenile Probation (PRO002)       | 375,203               | 1,744,313                 | 644,063                | 1,700,686                      | 1,700,686                        | (43,627)                              | 022          | 8166                |
| Probation Administration (PRO001) | 3,406,512             | 3,822,899                 | 4,873,552              | 3,705,139                      | 3,582,401                        | (240,498)                             | 001          | 8167                |
| Subtotal                          | \$56,579,717          | \$67,910,225              | \$68,877,367           | \$73,644,841                   | \$73,101,384                     | 5,191,159                             |              |                     |

## Budget Units

|                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Juvenile Hall            | 7,803,938             | 9,079,596                 | 9,381,963              | 11,250,352                     | 11,093,715                       | 2,014,119                             |
| Youth Center             | 9,638,573             | 12,426,440                | 12,426,440             | 13,773,836                     | 13,698,398                       | 1,271,958                             |
| Adult Probation          | 23,028,666            | 29,266,263                | 30,204,889             | 31,553,927                     | 31,537,416                       | 2,271,153                             |
| Juvenile Probation       | 6,459,926             | 8,314,781                 | 7,214,531              | 8,664,515                      | 8,581,323                        | 266,542                               |
| Probation Administration | 3,406,512             | 3,822,899                 | 4,873,552              | 3,705,139                      | 3,582,401                        | (240,498)                             |
| Alternative Programs     | 6,242,102             | 5,000,246                 | 4,775,992              | 4,697,072                      | 4,608,131                        | (392,115)                             |
| Subtotal                 | \$56,579,717          | \$67,910,225              | \$68,877,367           | \$73,644,841                   | \$73,101,384                     | 5,191,159                             |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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                      | 0.00                      | 0.00                             | 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 | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 16C87                  | BUSINESS TECHNOLOGY ANALYST II    | 1.00                      | 1.00                      | 1.00                             | 0.00   |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                                | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-----------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 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                  | 15.50                      | -1.00  |
| 60F22               | PROBATION OFFICER II                                | 72.00                  | 72.00                  | 72.00                      | 0.00   |
| 60F23               | PROBATION OFFICER III                               | 25.00                  | 24.00                  | 24.00                      | 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                  | 73.00                  | 73.00                      | 0.00   |
| 60F90               | SENIOR JUVENILE INSTITUTIONS OFFICER                | 14.00                  | 13.00                  | 13.00                      | 0.00   |
| 60I02               | PROGRAM MANAGER II                                  | 0.00                   | 1.00                   | 1.00                       | 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                                    | 1.00                   | 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                  | 14.00                      | -1.00  |
| 80E22               | OFFICE ASSISTANT III                                | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 80E82               | SUPERVISING OFFICE ASSISTANT II                     | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80J22               | SENIOR ACCOUNT CLERK                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J30               | ACCOUNTING TECHNICIAN                               | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 80W21               | WORD PROCESSOR                                      | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| Total               |                                                     | 293.00                 | 290.00                 | 288.00                     | -2.00  |

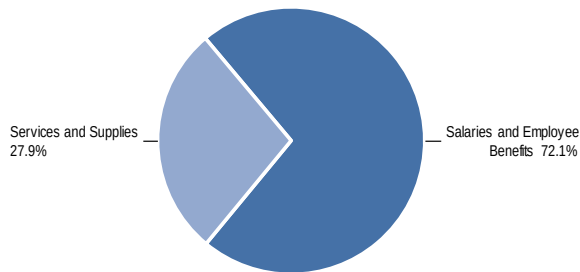
## Augmentation Request

| Dept        | Request Code         | Request Name                                                 | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|----------------------|--------------------------------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 2550        | 2550-8162-001-AUG1   | Filled 9.5 FTEs COWCAP Silver Star Youth                     | Status Quo Filled Position | 1,207,571        | 9.50           | 1,207,571   | 9.50      |
| 2550        | 2550-8162-001-AUG1.5 | Filled 1.0 FTE PO II - Juvenile Drug Court                   | Status Quo Filled Position | 0                | 1.00           | 0           | 1.00      |
| 2550        | 2550-8162-001-AUG5   | Vac Prob Aide-Juvenile Transport Alternative Program Support | Status Quo Vacant Position | 83,212           | 1.00           | 0           | 0.00      |
| 2550        | 2550-8163-001-AUG2   | Vac 3.0 JIO II - JH Home Supervision Program                 | Status Quo Vacant Position | 0                | 3.00           | 0           | 3.00      |
| 2550        | 2550-8163-001-AUG3   | Vac 3.0 JIO II - JH Community Work Service                   | Status Quo Vacant Position | 0                | 3.00           | 0           | 3.00      |
| 2550        | 2550-8163-001-AUG4   | Vac JIO II-JH YC In-Custody Programs and Supervision         | Status Quo Vacant Position | 0                | 1.00           | 0           | 1.00      |
| 2550        | 2550-8163-001-AUG9   | Leave Buyback M Unit                                         | Status Quo Other           | 144,296          | 0.00           | 0           | 0.00      |
| 2550        | 2550-8164-001-AUG8   | Wards Medical Care                                           | Status Quo Other           | 65,078           | 0.00           | 0           | 0.00      |
| 2550        | 2550-8166-001-AUG6   | Vac OAIL-Juvenile Case Support                               | Status Quo Vacant Position | 73,503           | 1.00           | 0           | 0.00      |
| 2550        | 2550-8167-001-AUG7   | Division of Juvenile Justice Youth Facilities                | Status Quo Other           | 118,320          | 0.00           | 0           | 0.00      |
| Grand Total |                      |                                                              |                            | 1,691,980        | 19.50          | 1,207,571   | 17.50     |

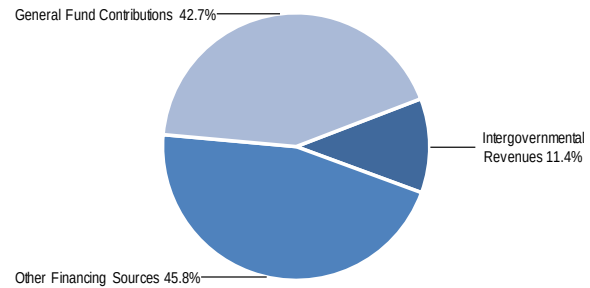
# Alternative Programs

(Budget Unit 8162— Fund 001— Appropriation Unit PR0001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,472,176             | 2,609,983                 | 2,609,983              | 2,191,073                   | 2,107,861                     | (502,122)                          |
| Services and Supplies          | 787,820               | 821,973                   | 821,973                | 821,327                     | 815,598                       | (6,375)                            |
| Other Charges                  | 82,309                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 172,760               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$3,515,065           | \$3,431,956               | \$3,431,956            | \$3,012,400                 | \$2,923,459                   | (508,497)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 593,541               | 843,360                   | 843,360                | 333,871                     | 333,871                       | (509,489)                          |
| Miscellaneous Revenues     | 132                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources    | 1,380,219             | 1,223,290                 | 1,223,290              | 1,340,238                   | 1,340,238                     | 116,948                            |
| Subtotal                   | \$1,973,892           | \$2,066,650               | \$2,066,650            | \$1,674,109                 | \$1,674,109                   | (392,541)                          |
| General Fund Contributions | \$1,541,173           | \$1,365,306               | \$1,365,306            | \$1,338,291                 | \$1,249,350                   | (115,956)                          |
| Total Source of Funds      | \$3,515,065           | \$3,431,956               | \$3,431,956            | \$3,012,400                 | \$2,923,459                   | (508,497)                          |

## Unit Description

The Alternative Programs unit includes a variety of programs directed at adjudicated and at-risk youth. These programs include the Silver Star Youth Program Day 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 Unit provides services in the continuum of care ranging from prevention and intervention to education and employment counseling in an effort to reduce the incidence of juvenile delinquency and gang involvement.

## Recommended 2018-19 Positions

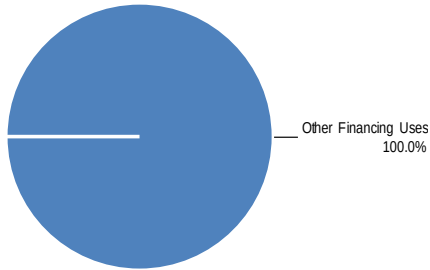
| Classification Code | Classification Label       | FTE   |
|---------------------|----------------------------|-------|
| 20B11               | ACCOUNTANT II              | 1.00  |
| 60F02               | PROBATION AIDE             | 6.50  |
| 60F22               | PROBATION OFFICER II       | 5.00  |
| 60F23               | PROBATION OFFICER III      | 2.00  |
| 60F84               | PROBATION SERVICES MANAGER | 2.00  |
| 80E21               | OFFICE ASSISTANT II        | 2.00  |
| Total               |                            | 18.50 |

Probation

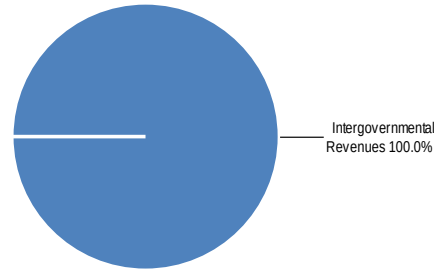
# Alternative Programs

(Budget Unit 8162— Fund 022— Appropriation Unit PR0002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 2,727,037             | 1,568,290                 | 1,344,036              | 1,684,672                   | 1,684,672                     | 116,382                            |
| Subtotal             | \$2,727,037           | \$1,568,290               | \$1,344,036            | \$1,684,672                 | \$1,684,672                   | 116,382                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 3,623,974             | 1,568,290                 | 1,568,290              | 1,684,672                   | 1,684,672                     | 116,382                            |
| Subtotal                   | \$3,623,974           | \$1,568,290               | \$1,568,290            | \$1,684,672                 | \$1,684,672                   | 116,382                            |
| Fund Balance               | (896,937)             | 0                         | (224,254)              | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$2,727,037           | \$1,568,290               | \$1,344,036            | \$1,684,672                 | \$1,684,672                   | 116,382                            |

## Unit Description

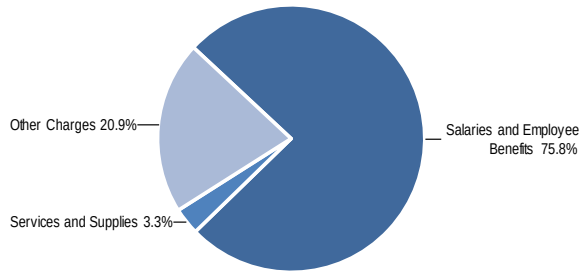
The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment" - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes 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 realignment programs' payments.

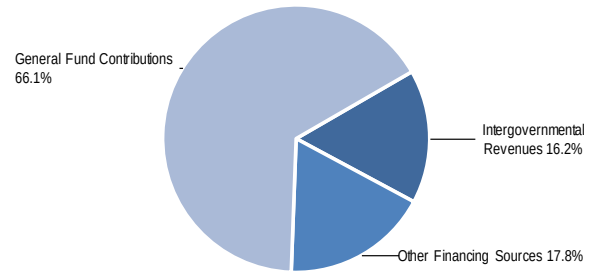
# Juvenile Hall

(Budget Unit 8163— Fund 001— Appropriation Unit PR0001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 7,021,787             | 7,964,391                 | 7,964,391              | 8,552,522                   | 8,408,226                     | 443,835                            |
| Services and Supplies          | 555,504               | 583,332                   | 583,332                | 375,996                     | 363,655                       | (219,677)                          |
| Other Charges                  | 217,297               | 531,873                   | 834,240                | 2,321,834                   | 2,321,834                     | 1,789,961                          |
| Capital Assets                 | 9,351                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$7,803,938           | \$9,079,596               | \$9,381,963            | \$11,250,352                | \$11,093,715                  | 2,014,119                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 1,602,791             | 1,743,084                 | 1,743,084              | 1,791,249                   | 1,791,249                     | 48,165                             |
| Charges for Services       | 178,433               | 149,500                   | 66,025                 | 4,500                       | 4,500                         | (145,000)                          |
| Miscellaneous Revenues     | 7,691                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources    | 508,951               | 1,028,085                 | 1,028,085              | 1,970,244                   | 1,970,244                     | 942,159                            |
| Subtotal                   | \$2,297,865           | \$2,920,669               | \$2,837,194            | \$3,765,993                 | \$3,765,993                   | 845,324                            |
| General Fund Contributions | \$5,506,073           | \$6,158,927               | \$6,544,769            | \$7,484,359                 | \$7,327,722                   | 1,168,795                          |
| Total Source of Funds      | \$7,803,938           | \$9,079,596               | \$9,381,963            | \$11,250,352                | \$11,093,715                  | 2,014,119                          |

## 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, the Probation Department, 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, the Department operates the Home Supervision Program as a detention alternative that enables minors to return to their homes during the Court adjudication process.

## Recommended 2018-19 Positions

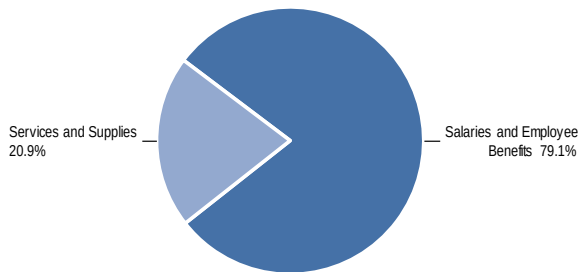
| Classification Code | Classification Label                 | FTE   |
|---------------------|--------------------------------------|-------|
| 60F84               | PROBATION SERVICES MANAGER           | 1.00  |
| 60F85               | PROBATION DIVISION MANAGER           | 1.00  |
| 60F87               | 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 |

Probation

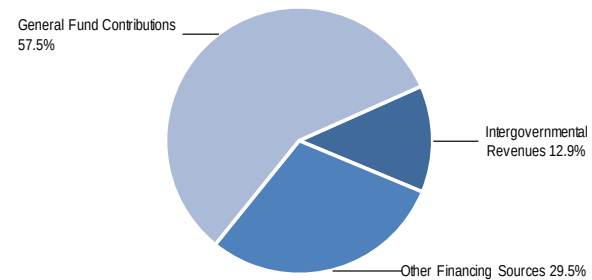
# Youth Center

(Budget Unit 8164— Fund 001— Appropriation Unit PR0001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 6,272,895             | 6,712,558                 | 6,712,558              | 7,122,268                   | 7,122,268                     | 409,710                            |
| Services and Supplies          | 1,739,361             | 2,058,976                 | 2,058,976              | 1,956,433                   | 1,880,995                     | (177,981)                          |
| Other Charges                  | 174,496               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 5,203                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$8,191,955           | \$8,771,534               | \$8,771,534            | \$9,078,701                 | \$9,003,263                   | 231,729                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 1,072,417             | 1,164,361                 | 1,164,361              | 1,164,361                   | 1,164,361                     | 0                                  |
| Charges for Services       | 21,753                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues     | 8,140                 | 5,996                     | 5,996                  | 5,996                       | 5,996                         | 0                                  |
| Other Financing Sources    | 2,368,218             | 2,626,821                 | 2,626,821              | 2,657,710                   | 2,657,710                     | 30,889                             |
| Subtotal                   | \$3,470,528           | \$3,797,178               | \$3,797,178            | \$3,828,067                 | \$3,828,067                   | 30,889                             |
| General Fund Contributions | \$4,721,426           | \$4,974,356               | \$4,974,356            | \$5,250,634                 | \$5,175,196                   | 200,840                            |
| Total Source of Funds      | \$8,191,955           | \$8,771,534               | \$8,771,534            | \$9,078,701                 | \$9,003,263                   | 231,729                            |

## Unit Description

The Monterey County Youth Center is a local 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's cognitive behavioral approach is focused on building trusting relationships with positive adult role models (staff), developing better decision making skills and learning strategies to reduce anger by attending group and individual counseling sessions along with receiving substance abuse, mental health and educational services.

Rehabilitation opportunities are offered in collaboration with other County agencies and departments, as well as private and business sectors of the community. The Youth Center's environment is designed to address anti-social/illegal behavior and thinking patterns in youth while promoting acceptance of personal responsibility; increasing self-awareness, enhancing resilience and personal coping mechanisms, and encouraging pro-social attitudes and behaviors.

The Aftercare/Re-entry portion of the program is spent in the community and can last from six to twelve months. All residents are placed on electronic monitoring when they first start aftercare. The goal of re-entry is to transition the youth successfully back into their family and the community through supervision, connection to resources and continued therapeutic treatment and support.

**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>      | <b>FTE</b> |
|----------------------------|----------------------------------|------------|
| 60F02                      | PROBATION AIDE                   | 3.00       |
| 60F22                      | PROBATION OFFICER II             | 2.00       |
| 60F23                      | PROBATION OFFICER III            | 2.00       |
| 60F84                      | PROBATION SERVICES MANAGER       | 1.00       |
| 60F85                      | PROBATION DIVISION MANAGER       | 1.00       |
| 60F87                      | JUVENILE INSTITUTIONS SUPERVISOR | 4.00       |

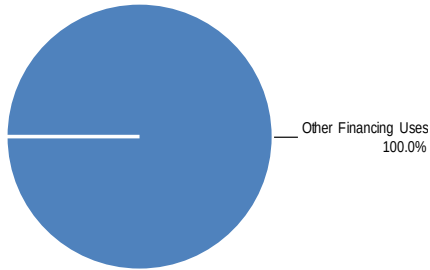
**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>          | <b>FTE</b> |
|----------------------------|--------------------------------------|------------|
| 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                      |                                      | 51.50      |

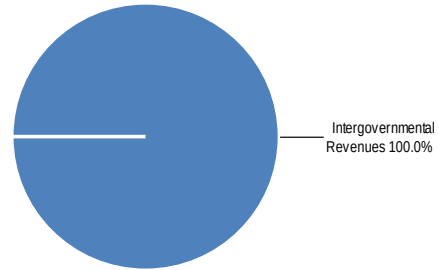
# Youth Center

(Budget Unit 8164— Fund 022— Appropriation Unit PR0002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 1,446,618             | 3,654,906                 | 3,654,906              | 4,695,135                   | 4,695,135                     | 1,040,229                          |
| Subtotal             | \$1,446,618           | \$3,654,906               | \$3,654,906            | \$4,695,135                 | \$4,695,135                   | 1,040,229                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 1,996,831             | 3,654,906                 | 3,654,906              | 4,695,135                   | 4,695,135                     | 1,040,229                          |
| Subtotal                   | \$1,996,831           | \$3,654,906               | \$3,654,906            | \$4,695,135                 | \$4,695,135                   | 1,040,229                          |
| Fund Balance               | (550,213)             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$1,446,618           | \$3,654,906               | \$3,654,906            | \$4,695,135                 | \$4,695,135                   | 1,040,229                          |

## 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

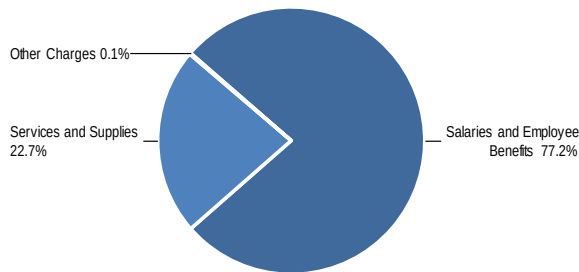
created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realignment programs' payments.



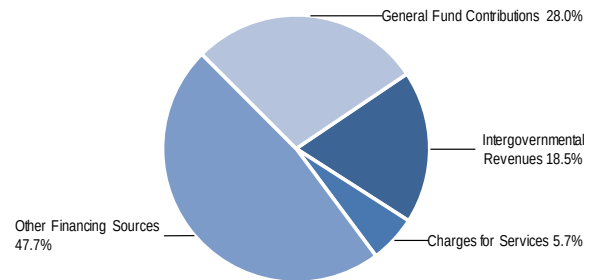
# Adult Probation

(Budget Unit 8165— Fund 001— Appropriation Unit PR0001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 10,368,209            | 12,019,672                | 12,019,672             | 12,459,904                  | 12,459,904                    | 440,232                            |
| Services and Supplies          | 2,653,121             | 3,489,889                 | 3,489,889              | 3,679,472                   | 3,662,961                     | 173,072                            |
| Other Charges                  | 61,051                | (116,747)                 | 23,182                 | 23,181                      | 23,181                        | 139,928                            |
| Capital Assets                 | 16,767                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$13,099,148          | \$15,392,814              | \$15,532,743           | \$16,162,557                | \$16,146,046                  | 753,232                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 2,826                 | 6,572                     | 6,572                  | 6,572                       | 6,572                         | 0                                  |
| Intergovernmental Revenues        | 2,606,281             | 2,342,184                 | 2,312,996              | 2,987,619                   | 2,987,619                     | 645,435                            |
| Charges for Services              | 673,712               | 927,131                   | 927,131                | 927,131                     | 927,131                       | 0                                  |
| Miscellaneous Revenues            | 1,813                 | 2,000                     | 2,000                  | 2,000                       | 2,000                         | 0                                  |
| Other Financing Sources           | 5,530,283             | 6,896,706                 | 6,896,706              | 7,696,442                   | 7,696,442                     | 799,736                            |
| Subtotal                          | \$8,814,914           | \$10,174,593              | \$10,145,405           | \$11,619,764                | \$11,619,764                  | 1,445,171                          |
| General Fund Contributions        | \$4,284,234           | \$5,218,221               | \$5,387,338            | \$4,542,793                 | \$4,526,282                   | (691,939)                          |
| Total Source of Funds             | \$13,099,148          | \$15,392,814              | \$15,532,743           | \$16,162,557                | \$16,146,046                  | 753,232                            |

## 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 referral of adult offenders to community treatment interventions. Special services include supervision by electronic monitoring, Pretrial Services, Drug Treatment Court, Mental Health Court (Creating New Choices-CNC), Driving Under the Influence Court, Veterans Treatment Court, Adult Day Reporting Center, 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).

Officers conduct risk and needs assessments using the Ohio Risk Assessment System to identify and address criminogenic needs based on risk level and the Ontario Domestic Assault Risk Assessment as a risk assessment tool for domestic violence.

The Adult Division is also responsible for supervision in the community of the realigned populations being released from the Division of Juvenile Justice and the California Department of Corrections and Rehabilitation. In addition to the supervision of these populations, this responsibility also entails coordination with the State, Monterey County Jail, and the Court.

**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>      | <b>FTE</b> |
|----------------------------|----------------------------------|------------|
| 14C31                      | MANAGEMENT ANALYST III           | 1.00       |
| 16C87                      | BUSINESS TECHNOLOGY ANALYST II   | 1.00       |
| 20B10                      | ACCOUNTANT I                     | 1.00       |
|                            | DEPARTMENTAL INFORMATION SYSTEMS |            |
| 43J05                      | COORDINATOR                      | 1.00       |
| 60F02                      | PROBATION AIDE                   | 3.00       |
| 60F22                      | PROBATION OFFICER II             | 44.00      |
| 60F23                      | PROBATION OFFICER III            | 13.00      |

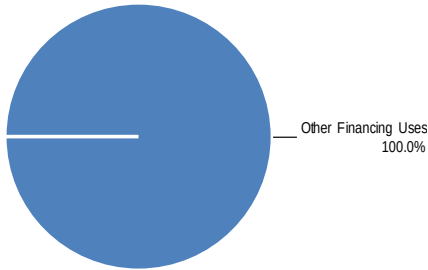
**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>     | <b>FTE</b> |
|----------------------------|---------------------------------|------------|
| 60F84                      | PROBATION SERVICES MANAGER      | 6.00       |
| 60F85                      | PROBATION DIVISION MANAGER      | 1.00       |
| 60I02                      | PROGRAM MANAGER II              | 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                      |                                 | 86.00      |

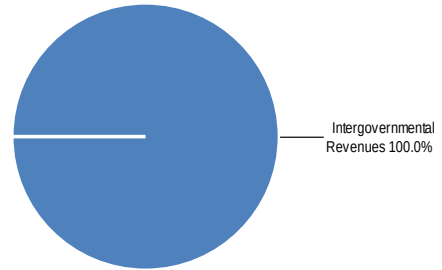
# Adult Probation

(Budget Unit 8165— Fund 022— Appropriation Unit PR0002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 9,929,518             | 13,873,449                | 14,672,146             | 15,391,370                  | 15,391,370                    | 1,517,921                          |
| Subtotal             | \$9,929,518           | \$13,873,449              | \$14,672,146           | \$15,391,370                | \$15,391,370                  | 1,517,921                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 12,679,008            | 13,873,449                | 13,873,449             | 15,391,370                  | 15,391,370                    | 1,517,921                          |
| Subtotal                   | \$12,679,008          | \$13,873,449              | \$13,873,449           | \$15,391,370                | \$15,391,370                  | 1,517,921                          |
| Fund Balance               | (2,749,490)           | 0                         | 798,697                | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$9,929,518           | \$13,873,449              | \$14,672,146           | \$15,391,370                | \$15,391,370                  | 1,517,921                          |

## Unit Description

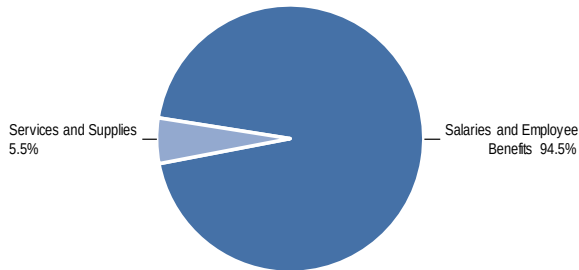
The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment" - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes 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 realignment programs' payments.

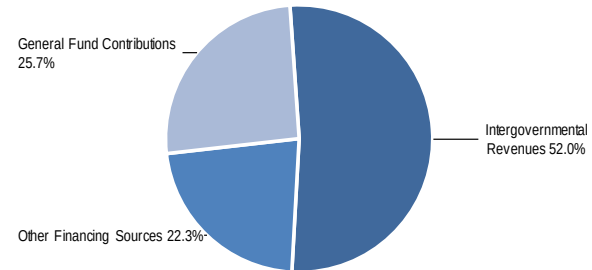
# Juvenile Probation

(Budget Unit 8166— Fund 001— Appropriation Unit PR0001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,696,310             | 6,227,454                 | 6,227,454              | 6,806,495                   | 6,732,992                     | 505,538                            |
| Services and Supplies          | 457,657               | 587,401                   | 587,401                | 401,721                     | 392,032                       | (195,369)                          |
| Other Charges                  | (69,244)              | (244,387)                 | (244,387)              | (244,387)                   | (244,387)                     | 0                                  |
| Subtotal                       | \$6,084,723           | \$6,570,468               | \$6,570,468            | \$6,963,829                 | \$6,880,637                   | 310,169                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 3,348,947             | 3,107,222                 | 3,107,222              | 3,576,769                   | 3,576,769                     | 469,547                            |
| Charges for Services       | 1,287                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues     | 0                     | 2,000                     | 2,000                  | 2,000                       | 2,000                         | 0                                  |
| Other Financing Sources    | 753,504               | 1,579,337                 | 1,579,337              | 1,535,710                   | 1,535,710                     | (43,627)                           |
| Subtotal                   | \$4,103,738           | \$4,688,559               | \$4,688,559            | \$5,114,479                 | \$5,114,479                   | 425,920                            |
| General Fund Contributions | \$1,980,985           | \$1,881,909               | \$1,881,909            | \$1,849,350                 | \$1,766,158                   | (115,751)                          |
| Total Source of Funds      | \$6,084,723           | \$6,570,468               | \$6,570,468            | \$6,963,829                 | \$6,880,637                   | 310,169                            |

## 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, 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, 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 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 to identify criminogenic 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.

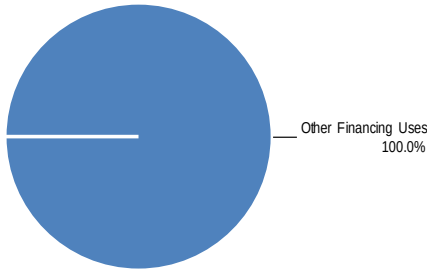
## Recommended 2018-19 Positions

| Classification Code | Classification Label            | FTE   |
|---------------------|---------------------------------|-------|
| 14C30               | MANAGEMENT ANALYST II           | 1.00  |
| 60F02               | PROBATION AIDE                  | 3.00  |
| 60F22               | PROBATION OFFICER II            | 21.00 |
| 60F23               | PROBATION OFFICER III           | 7.00  |
| 60F84               | PROBATION SERVICES MANAGER      | 3.00  |
| 60F85               | PROBATION DIVISION MANAGER      | 1.00  |
| 80E21               | OFFICE ASSISTANT II             | 4.00  |
| 80E22               | OFFICE ASSISTANT III            | 4.00  |
| 80E82               | SUPERVISING OFFICE ASSISTANT II | 1.00  |
| 80W21               | WORD PROCESSOR                  | 2.00  |
| Total               |                                 | 47.00 |

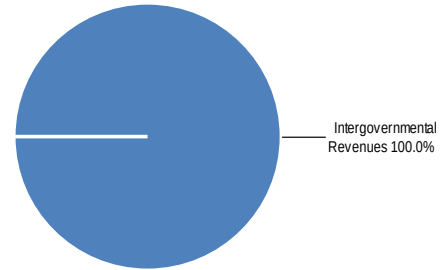
# Juvenile Probation

(Budget Unit 8166— Fund 022— Appropriation Unit PR0002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 375,203               | 1,744,313                 | 644,063                | 1,700,686                   | 1,700,686                     | (43,627)                           |
| Subtotal             | \$375,203             | \$1,744,313               | \$644,063              | \$1,700,686                 | \$1,700,686                   | (43,627)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 349,784               | 1,744,313                 | 1,744,313              | 1,700,686                   | 1,700,686                     | (43,627)                           |
| Subtotal                   | \$349,784             | \$1,744,313               | \$1,744,313            | \$1,700,686                 | \$1,700,686                   | (43,627)                           |
| Fund Balance               | 25,419                | 0                         | (1,100,250)            | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$375,203             | \$1,744,313               | \$644,063              | \$1,700,686                 | \$1,700,686                   | (43,627)                           |

## Unit Description

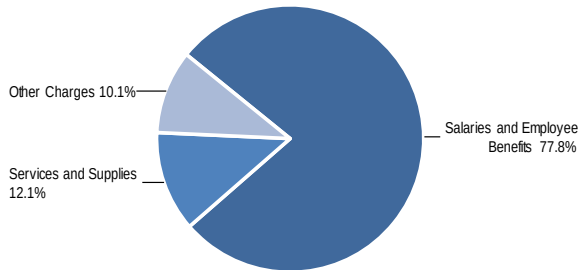
The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment" - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes 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 realignment programs' payments.

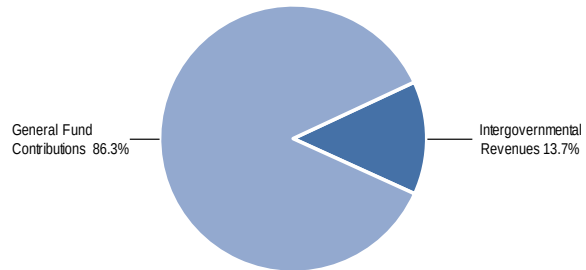
# Probation Administration

(Budget Unit 8167— Fund 001— Appropriation Unit PR0001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,514,130             | 2,658,217                 | 2,658,217              | 2,785,624                   | 2,785,624                     | 127,407                            |
| Services and Supplies          | 560,186               | 536,806                   | 536,806                | 439,210                     | 434,792                       | (102,014)                          |
| Other Charges                  | 310,972               | 627,876                   | 1,678,529              | 480,305                     | 361,985                       | (265,891)                          |
| Capital Assets                 | 21,225                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$3,406,512           | \$3,822,899               | \$4,873,552            | \$3,705,139                 | \$3,582,401                   | (240,498)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 277,162               | 675,998                   | 675,998                | 491,498                     | 491,498                       | (184,500)                          |
| Charges for Services       | 111,240               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues     | 160                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$388,562             | \$675,998                 | \$675,998              | \$491,498                   | \$491,498                     | (184,500)                          |
| General Fund Contributions | \$3,017,951           | \$3,146,901               | \$4,197,554            | \$3,213,641                 | \$3,090,903                   | (55,998)                           |
| Total Source of Funds      | \$3,406,512           | \$3,822,899               | \$4,873,552            | \$3,705,139                 | \$3,582,401                   | (240,498)                          |

## Unit Description

The Administration Division provides a wide range of infrastructure services to the Department, including fiscal management, human resources and employee training and development, including arming for sworn officers, facilities and fleet management, and information technology.

## Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 11A06               | CHIEF PROBATION OFFICER           | 1.00 |
| 12C35               | ASSISTANT CHIEF PROBATION OFFICER | 1.00 |
| 14C30               | MANAGEMENT ANALYST II             | 2.00 |
| 14C31               | MANAGEMENT ANALYST III            | 1.00 |
| 14H03               | PERSONNEL TECHNICIAN-CONFIDENTIAL | 1.00 |

## Recommended 2018-19 Positions

| Classification Code | Classification Label                    | FTE   |
|---------------------|-----------------------------------------|-------|
|                     | DEPARTMENTAL INFORMATION SYSTEMS        |       |
| 16F40               | MANAGER I                               | 1.00  |
| 20B10               | ACCOUNTANT I                            | 1.00  |
| 20B12               | ACCOUNTANT III                          | 1.00  |
| 20B93               | FINANCE MANAGER II                      | 1.00  |
|                     | SENIOR DEPARTMENTAL INFORMATION SYSTEMS |       |
| 43J09               | COORDINATOR                             | 2.00  |
| 60F84               | PROBATION SERVICES MANAGER              | 1.00  |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL   | 1.00  |
| 80J22               | SENIOR ACCOUNT CLERK                    | 1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                   | 4.00  |
|                     | Total                                   | 19.00 |



This page intentionally left blank.



# Agricultural Commissioner

## Departmental Overview:

The Agricultural Commissioner/Sealer of Weights and Measures is required by law to act as the local enforcement agency for specific laws and regulations pertaining to agriculture and business. Responsibilities include: protecting the health and safety of workers, the public, and the environment; safeguarding the County from the introduction of harmful pests and diseases detrimental to agriculture; promoting and protecting agriculture; and assuring business and consumer confidence in the marketplace.

## Programs and Functions:

Pesticide use enforcement, plant quarantine, pest exclusion, pest detection, fruit and vegetable standardization, nursery, seed, and weights and measures enforcement are major programs. The Agricultural Commissioner also performs pest management activities within the County, and provides phytosanitary certification services that enable export of our agricultural products. An annual Crop Report tabulates the gross value of agricultural production in the County. Under the Sealer of Weights and Measures, staff registers and verifies the accuracy of all commercial weighing and measuring devices, to maintain equity in the marketplace and for the protection of the consumer.

## Department's Contribution to Monterey County's Strategic Initiatives:

### *ECONOMIC DEVELOPMENT*

Agricultural regulatory programs ensure a healthy and viable agricultural economy by maintaining a level playing field and excluding harmful pest and diseases, and preventing illegal residues on agricultural commodities. Phytosanitary certification facilitates exportation of agricultural products, while annual crop reports and associated economic reports quantify the contribution of agriculture to the local economy. Agricultural education programs support the industry and educate policy makers. The Weights and Measures program maintains equity in the marketplace and protects consumers.

### *ADMINISTRATION*

Active recruitment of women and minorities, focus on retention and advancement with investment in training, and fostering a culture of teamwork and inclusivity.

### *HEALTH AND HUMAN SERVICES*

Pesticide Use Enforcement program protects farm workers, the public and the environment from exposure, and investigates all possible pesticide-related reports of illness, injury or environmental effect.

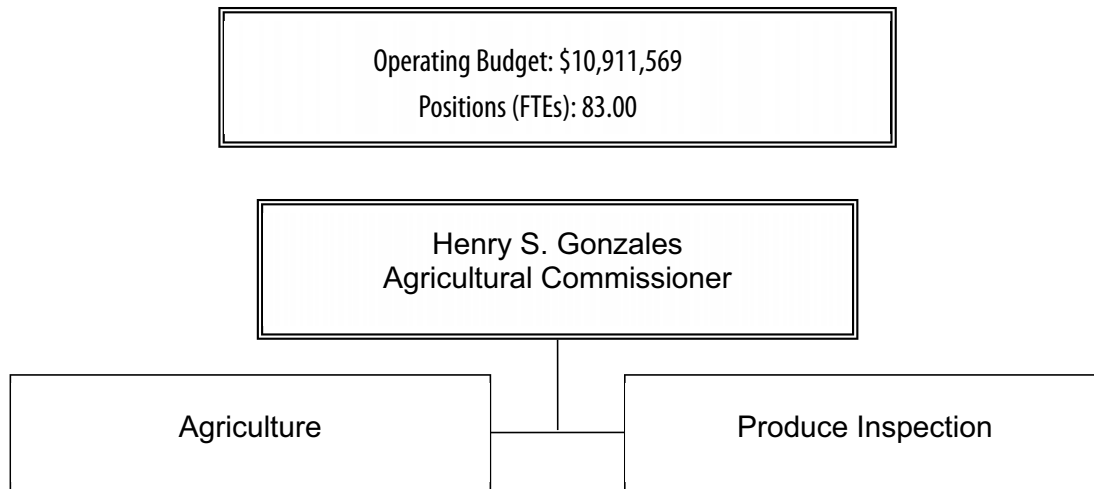
### *INFRASTRUCTURE*

Prevention of excessive erosion protects County roads and drainage systems. The Office contracts with the Resource Conservation District to provide assistance to small farmers to control erosion and holds annual "Ag Expo" and seminars to educate Spanish-speaking growers about conservation practices.

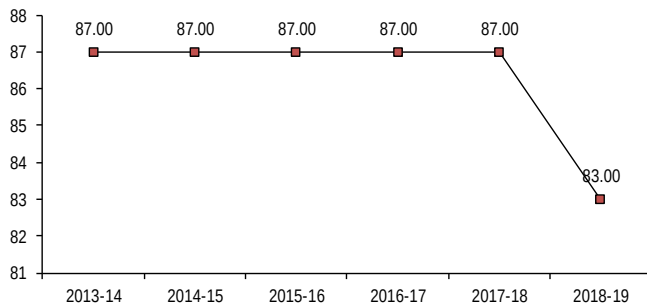
### *PUBLIC SAFETY*

Pesticide Use Enforcement program protects farm workers, the public and the environment from exposure to pesticides. Preventing the introduction of invasive pests eliminates the need to apply more pesticides.

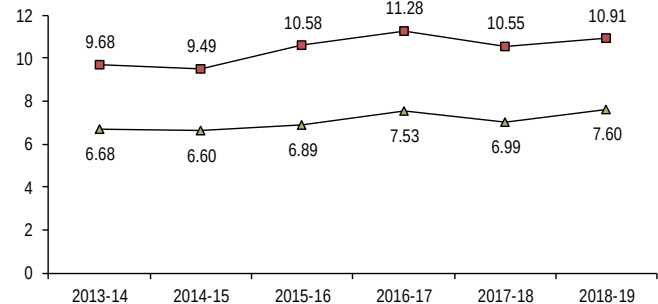




#### Staffing Trends



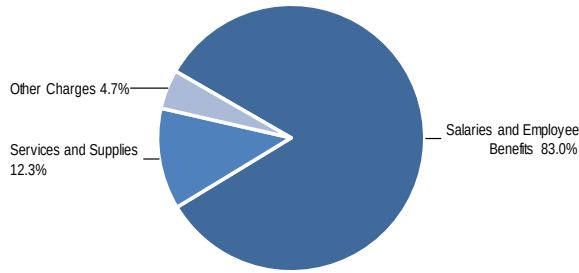
#### Expenditure/Revenue History (in millions)



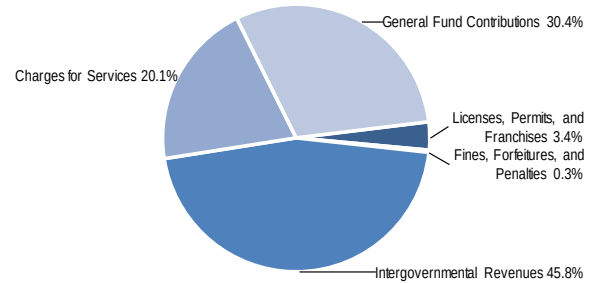
The Agricultural Commissioner enforces state and local regulations in concert with state agencies to protect agriculture, human health and safety, and the environment. Primary programs are Pesticide Use Enforcement, Plant Quarantine and Fruit and Vegetable Standardization.

| Key Performance Measures                                | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|---------------------------------------------------------|----------------|----------------|------------------|
| Phytosanitary Certificates for Commodity Export issued. | 24,741         | 36,296         | 14,333           |
| Pest detection traps set for target insects.            | 3,709          | 3,734          | 3,279            |
| Pesticide use monitoring inspections completed.         | 1,769.         | 1,696          | 873              |
| Pesticide Use Training and Outreach Sessions delivered. | 36             | 32             | 32               |
| Weighing and Measuring Devices inspected.               | 6,876          | 6,790          | 2,722            |
| Consumer complains investigated.                        | 38             | 34             | 20               |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 7,388,776             | 8,520,367                 | 8,505,012              | 9,297,456                   | 9,054,941                     | 534,574                            |
| Services and Supplies          | 2,773,810             | 1,889,667                 | 1,889,667              | 1,781,923                   | 1,337,292                     | (552,375)                          |
| Other Charges                  | (64,833)              | 160,998                   | 127,207                | 518,236                     | 518,236                       | 357,238                            |
| Capital Assets                 | 146,767               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 1,031,879             | 26,733                    | 26,733                 | 1,100                       | 1,100                         | (25,633)                           |
| Subtotal                       | \$11,276,398          | \$10,597,765              | \$10,548,619           | \$11,598,715                | \$10,911,569                  | 313,804                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 375,027               | 360,000                   | 360,000                | 370,000                     | 370,000                       | 10,000                             |
| Fines, Forfeitures, and Penalties | 42,366                | 25,000                    | 25,000                 | 30,000                      | 30,000                        | 5,000                              |
| Intergovernmental Revenues        | 4,886,536             | 4,598,580                 | 4,598,580              | 4,996,727                   | 4,996,727                     | 398,147                            |
| Charges for Services              | 2,220,019             | 2,055,446                 | 2,006,300              | 2,196,832                   | 2,196,832                     | 141,386                            |
| Miscellaneous Revenues            | 4,084                 | 2,100                     | 2,100                  | 2,100                       | 2,100                         | 0                                  |
| Subtotal                          | \$7,528,033           | \$7,041,126               | \$6,991,980            | \$7,595,659                 | \$7,595,659                   | 554,533                            |
| General Fund Contributions        | \$3,748,365           | \$3,556,639               | \$3,556,639            | \$4,003,056                 | \$3,315,910                   | (240,729)                          |
| Total Source of Funds             | \$11,276,398          | \$10,597,765              | \$10,548,619           | \$11,598,715                | \$10,911,569                  | 313,804                            |

## Summary of Recommendation

The Recommended Budget for the Agricultural Commissioner's Office is \$10,911,569, financed by \$7,595,659 in revenues and \$3,315,910 in General Fund Contributions (GFC). The Recommended Budget increases appropriations by \$313,804 due to higher costs associated with negotiated raises and pension costs, and an increase in the County wide Cost Allocation Plan (COWCAP) charges. Increased revenues of \$554,533 due to an increase in State Unclaimed Gas Tax lowers the Office's GFC by \$240,729.

The Recommended Budget includes 83 positions, a reduction of 4 positions from the FY 2017-18 Adopted Budget. The elimination of these positions was necessary to close the funding gap created by cost pressures the Office could not absorb with the increased revenues.

## Budget Impacts

Increased non-discretionary costs and the loss of four positions will impact the Office's service delivery. The Office will redirect existing resources to maintain efficiencies; however, the loss of four

positions will reduce its flexibility, diminish its ability to deal with new issues and eliminate the required supervisory position for the South County facility under development.

The Recommended Budget does not include any of the Office's requested augmentations, which include restoration of two vacant positions, funding for building maintenance and Quagga mussel prevention at the lakes, and support for legal contracts and Agricultural Education. Without the augmentations, the Office states it will not meet its Maintenance of Effort (MOE) requirements.

## Department Operational Accomplishments

Four Agricultural Inspector/Biologists were promoted in the flexibly staffed series. Twenty three professional licensing examinations have been passed by staff.

The Fumigation Notification Pilot Project was implemented with three schools in North Monterey County. The issue of pesticide use around schools has been a major focus of the Agricultural Commissioner's Office. As a separate pilot project, a grant-funded community engagement process has largely been completed and a

web site under development will provide information to parents and schools about agricultural pesticide use around their schools.

Cannabis pesticide use education and outreach materials were developed and one educational session was held with 90 attendees. Thirty four cannabis operations received training and Operator ID Numbers to report pesticide use. Eight business records audits were completed.

The Pest Detection Program was successful in finding a target insect pest, the Asian Citrus Psyllid, at several locations near Salinas. This resulted in the treatment of surrounding properties, and the establishment of a quarantine area. A delimitation survey is underway and no additional psyllids have been found at any of the sites. New quarantine regulations were implemented with County lemon producers.

USDA regulatory actions against strawberry shippers for violations of the Light Brown Apple Moth quarantine resulted in County issuance of approximately 11,000 phytosanitary certificates.

Weights & Measures conducted 131 quality control inspections, including 16 inspections involving price scanners. Scanner inspections resulted in two civil penalties for consumer overcharges totaling \$900. Twenty nine consumer complaints were investigated, including 15 involving petroleum products. Weights & Measures staff registered nine Cannabis weighing devices and provided information on Weighmaster licenses.

The County completed the first comprehensive California Environmental Quality Act (CEQA) analysis of the USDA-APHIS Wildlife Services Integrated Wildlife Damage Management Program. The Board certified the final Environmental Impact Report (EIR) and authorized the Agricultural Commissioner to sign a new five-year Cooperative Services Agreement to cost share for two Wildlife Services Specialists to address animal damage management in the County.

The Department successfully explained to California Department of Food and Agriculture (CDFA) the circumstances that caused the Department to not meet its MOE. The Office's estimate was low for COWCAP and there was a year-end increase in revenues due to regulatory actions.

## Department Operational Goals

Continue and expand pesticide use enforcement activities with Cannabis cultivators, including active field enforcement.

Achieve full compliance with weights and measures requirements for Cannabis businesses.

Increase Monterey County Certified Organic clients by 20% during FY 2018-19. Improve program efficiency to manage the increase within existing staffing levels.

Implement new Taiwan inspection protocols and procedures, and similarly develop procedures for new China strawberry export program. Review program costs and align phytosanitary fees with program costs.

Continue implementation of pesticides and schools regulations, working with schools and growers. Continue Pesticides and Schools Pilot Project in North County and expand to include additional schools.

Retain Unclaimed Gas Tax (UGT) revenue by maximizing expenditures and providing information to the State to justify expenditures below the five year average.

## Pending Issues

The Department will work with the CDFA to continue exclusion and detection efforts for the European Grape Vine Moth the Asian Citrus Psyllid, Glassy-winged Sharpshooter and other target pests. LBAM quarantines by Canada and Mexico continue to be an issue requiring significant staff resources. China has opened their borders to U.S Strawberries, and the protocol requires intensive inspection. Taiwan quarantine protocol also requires intensive inspections. Fee schedules for quarantine inspections must be adjusted to achieve cost recovery.

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. New regulations for the use of pesticides around schools have required the dedication of significant staff time to work with schools and growers.

## Policy Considerations

Failure to meet maintenance of effort in FY 2016-17 and maintain net county cost at or above the five-year rolling average required justification of financial hardship to retain unclaimed gas tax revenue (UGT) of approximately \$1.25 million. The Office is unsure it will meet MOE in FY 2017-18, and again in FY 2018-19 due to the UGT pool expected to double in the future. Additionally, changes in the COWCAP charges may impact MOE.

## Appropriation Expenditure Detail

|                                            | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|--------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Agriculture/Weights & Measures<br>(AGR001) | 10,420,813            | 9,472,319                 | 9,472,319              | 10,484,599                     | 9,798,349                        | 326,030                               | 001          | 8001                |
| Produce Inspection (AGR001)                | 855,585               | 1,125,446                 | 1,076,300              | 1,114,116                      | 1,113,220                        | (12,226)                              | 001          | 8002                |
| Subtotal                                   | \$11,276,398          | \$10,597,765              | \$10,548,619           | \$11,598,715                   | \$10,911,569                     | 313,804                               |              |                     |

## Budget Units

|                                | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Agriculture/Weights & Measures | 10,420,813            | 9,472,319                 | 9,472,319              | 10,484,599                     | 9,798,349                        | 326,030                               |
| Produce Inspection             | 855,585               | 1,125,446                 | 1,076,300              | 1,114,116                      | 1,113,220                        | (12,226)                              |
| Subtotal                       | \$11,276,398          | \$10,597,765              | \$10,548,619           | \$11,598,715                   | \$10,911,569                     | 313,804                               |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                                        | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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                                      | 3.00                      | 3.00                      | 2.00                             | -1.00  |
| 14H03                  | PERSONNEL TECHNICIAN-CONFIDENTIAL                           | 2.00                      | 2.00                      | 1.00                             | -1.00  |
| 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                                         | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 30M22                  | PRODUCE INSPECTOR II                                        | 3.00                      | 3.00                      | 3.00                             | 0.00   |
| 30N05                  | AGRICULTURAL ASSISTANT II                                   | 17.00                     | 17.00                     | 17.00                            | 0.00   |
| 30N22                  | AGRICULTURAL INSPECTOR/BIOLOGIST III                        | 30.00                     | 30.00                     | 30.00                            | 0.00   |
| 30N50                  | AGRICULTURAL PROGRAMS BIOLOGIST                             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 30N80                  | DEPUTY AGRICULTURAL COMMISSIONER                            | 7.00                      | 7.00                      | 7.00                             | 0.00   |
| 30N81                  | CHIEF DEPUTY AGRICULTURAL COMMISSIONER                      | 3.00                      | 3.00                      | 3.00                             | 0.00   |
| 43J15                  | SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS<br>COORDINATOR | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 80A99                  | ADMINISTRATIVE SECRETARY-CONFIDENTIAL                       | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 80E22                  | OFFICE ASSISTANT III                                        | 4.00                      | 4.00                      | 3.00                             | -1.00  |
| 80G21                  | DATA ENTRY OPERATOR II                                      | 2.00                      | 2.00                      | 1.00                             | -1.00  |
| 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                     | 83.00                            | -4.00  |

## Augmentation Request

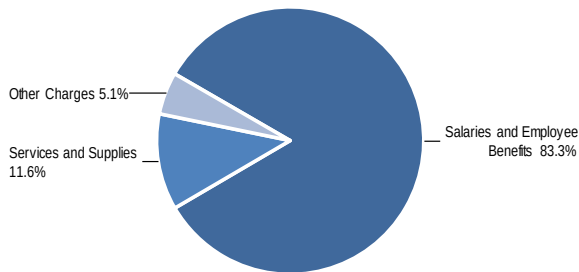
| Dept        | Request Code       | Request Name                     | Request Type               | Requested<br>Amount | Requested<br>FTEs | Rec.<br>Amount | Rec.<br>FTEs |
|-------------|--------------------|----------------------------------|----------------------------|---------------------|-------------------|----------------|--------------|
| 2810        | 2810-8001-001-AUG1 | Status Quo services and MOE      | Status Quo Other           | 266,185             | 0.00              | 0              | 0.00         |
| 2810        | 2810-8001-001-AUG2 | Positions                        | Status Quo Vacant Position | 137,150             | 2.00              | 0              | 0.00         |
| 2810        | 2810-8001-001-AUG3 | Ag Education and legal contracts | Status Quo Other           | 268,312             | 0.00              | 0              | 0.00         |
| Grand Total |                    |                                  |                            | 671,647             | 2.00              | 0              | 0.00         |

Agricultural Commissioner

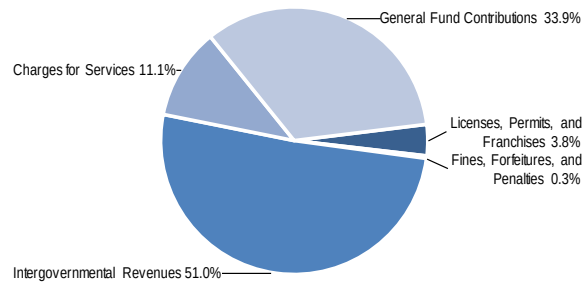
# Agriculture/Weights & Measures

(Budget Unit 8001— Fund 001— Appropriation Unit AGR001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 6,777,051             | 7,707,408                 | 7,656,626              | 8,399,189                   | 8,156,674                     | 449,266                            |
| Services and Supplies          | 2,516,118             | 1,637,642                 | 1,637,642              | 1,584,137                   | 1,140,402                     | (497,240)                          |
| Other Charges                  | (51,001)              | 100,998                   | 151,780                | 500,273                     | 500,273                       | 399,275                            |
| Capital Assets                 | 146,767               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 1,031,879             | 26,271                    | 26,271                 | 1,000                       | 1,000                         | (25,271)                           |
| Subtotal                       | \$10,420,813          | \$9,472,319               | \$9,472,319            | \$10,484,599                | \$9,798,349                   | 326,030                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 375,027               | 360,000                   | 360,000                | 370,000                     | 370,000                       | 10,000                             |
| Fines, Forfeitures, and Penalties | 42,366                | 25,000                    | 25,000                 | 30,000                      | 30,000                        | 5,000                              |
| Intergovernmental Revenues        | 4,886,536             | 4,598,580                 | 4,598,580              | 4,996,727                   | 4,996,727                     | 398,147                            |
| Charges for Services              | 1,364,435             | 930,000                   | 930,000                | 1,082,716                   | 1,082,716                     | 152,716                            |
| Miscellaneous Revenues            | 4,084                 | 2,100                     | 2,100                  | 2,100                       | 2,100                         | 0                                  |
| Subtotal                          | \$6,672,448           | \$5,915,680               | \$5,915,680            | \$6,481,543                 | \$6,481,543                   | 565,863                            |
| General Fund Contributions        | \$3,748,365           | \$3,556,639               | \$3,556,639            | \$4,003,056                 | \$3,316,806                   | (239,833)                          |
| Total Source of Funds             | \$10,420,813          | \$9,472,319               | \$9,472,319            | \$10,484,599                | \$9,798,349                   | 326,030                            |

## 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.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                 | FTE   |
|---------------------|--------------------------------------|-------|
| 11A02               | AGRICULTURAL COMMISSIONER            | 1.00  |
| 12C01               | ASSISTANT AGRICULTURAL COMMISSIONER  | 1.00  |
| 14B32               | SENIOR PERSONNEL ANALYST             | 1.00  |
| 14C31               | MANAGEMENT ANALYST III               | 1.00  |
| 14H03               | PERSONNEL TECHNICIAN-CONFIDENTIAL    | 1.00  |
| 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 |

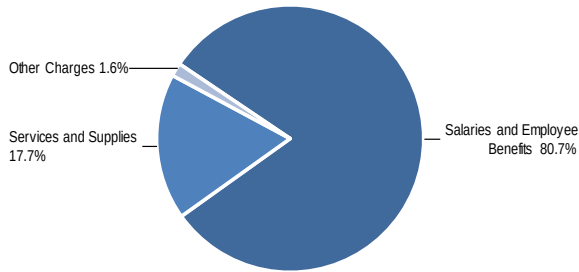
## Recommended 2018-19 Positions

| Classification Code | Classification Label                   | FTE   |
|---------------------|----------------------------------------|-------|
| 30N50               | AGRICULTURAL PROGRAMS BIOLOGIST        | 1.00  |
| 30N80               | DEPUTY AGRICULTURAL COMMISSIONER       | 6.00  |
| 30N81               | CHIEF DEPUTY AGRICULTURAL COMMISSIONER | 3.00  |
|                     | SUPERVISING DEPARTMENTAL INFORMATION   |       |
| 43J15               | SYSTEMS COORDINATOR                    | 1.00  |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL  | 1.00  |
| 80E22               | OFFICE ASSISTANT III                   | 2.00  |
| 80G21               | DATA ENTRY OPERATOR II                 | 1.00  |
| 80J22               | SENIOR ACCOUNT CLERK                   | 1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                  | 1.00  |
|                     | Total                                  | 67.00 |

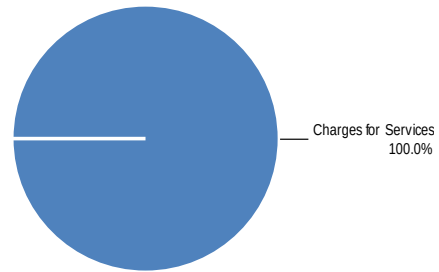
# Produce Inspection

(Budget Unit 8002— Fund 001— Appropriation Unit AGR001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 611,724               | 812,959                   | 848,386                | 898,267                     | 898,267                       | 85,308                             |
| Services and Supplies          | 257,692               | 252,025                   | 252,025                | 197,786                     | 196,890                       | (55,135)                           |
| Other Charges                  | (13,832)              | 60,000                    | (24,573)               | 17,963                      | 17,963                        | (42,037)                           |
| Other Financing Uses           | 0                     | 462                       | 462                    | 100                         | 100                           | (362)                              |
| Subtotal                       | \$855,585             | \$1,125,446               | \$1,076,300            | \$1,114,116                 | \$1,113,220                   | (12,226)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 855,585               | 1,125,446                 | 1,076,300              | 1,114,116                   | 1,114,116                     | (11,330)                           |
| Subtotal                   | \$855,585             | \$1,125,446               | \$1,076,300            | \$1,114,116                 | \$1,114,116                   | (11,330)                           |
| General Fund Contributions | \$0                   | \$0                       | \$0                    | \$0                         | (\$896)                       | (896)                              |
| Total Source of Funds      | \$855,585             | \$1,125,446               | \$1,076,300            | \$1,114,116                 | \$1,113,220                   | (12,226)                           |

## 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.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                 | FTE   |
|---------------------|--------------------------------------|-------|
| 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  |
| 80E22               | OFFICE ASSISTANT III                 | 1.00  |
| Total               |                                      | 16.00 |



# Resource Management Agency

## Departmental Overview:

The Resource Management Agency (RMA) centralizes a range of land use and capital services, including Building Services, Planning, Public Works, Facilities, and Parks to ensure reasonable and safe development, plan for future needs, manage infrastructure and County facilities, and protect natural resources.

## Programs and Functions:

The Land Use & Community Development Division manages land use functions, including: Building Services, Planning, Permit Center, Development Services, County Surveyor, Environmental Services, Compliance, and Park Planning.

The Public Works & Facilities Division maintains the County's infrastructure including: roads, bridges, County facilities, and Parks operations.

The Administrative Services Division provides services to support RMA operations.

## Department's Contribution to Monterey County's Strategic Initiatives:

### *ECONOMIC DEVELOPMENT*

Streamline the permitting and application process, as well as, develop regulations that provide opportunities to generate increased tax revenues.

### *ADMINISTRATION*

Utilize performance measures to monitor key public services and track trends that form organizational improvements and efficiencies.

### *HEALTH AND HUMAN SERVICES*

Promote health in all land use policy documents.

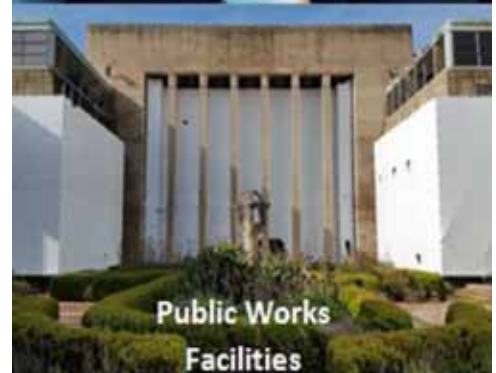
### *INFRASTRUCTURE*

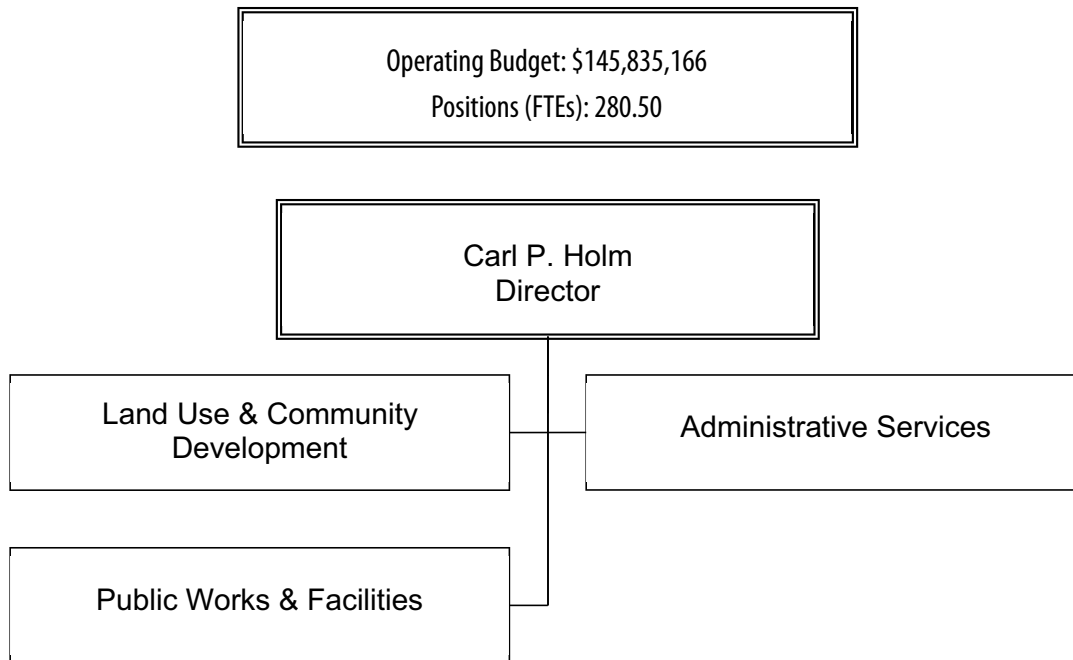
Ensure that projects funded in the Countywide Five-Year Capital Improvement Plan (CIP) are completed on schedule and on budget.

Continue to update and implement facility management plans and work to increase proactive maintenance.

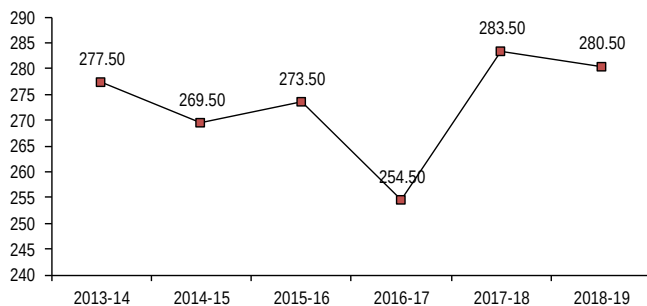
### *PUBLIC SAFETY*

Complete safety improvements, which provide safe facilities and environments for adult and juvenile inmates and staff.

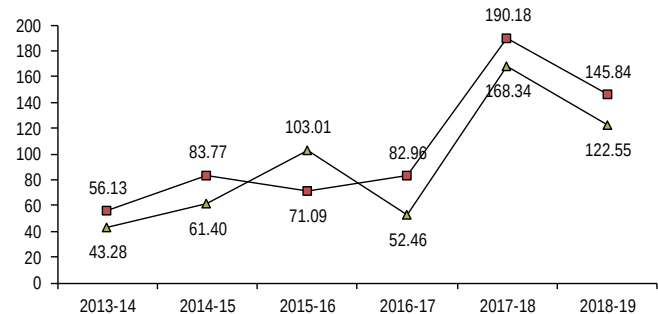




**Staffing Trends**



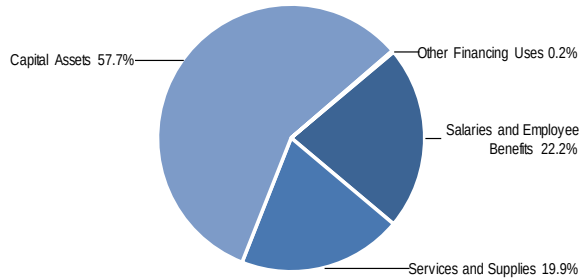
**Expenditure/Revenue History (in millions)**



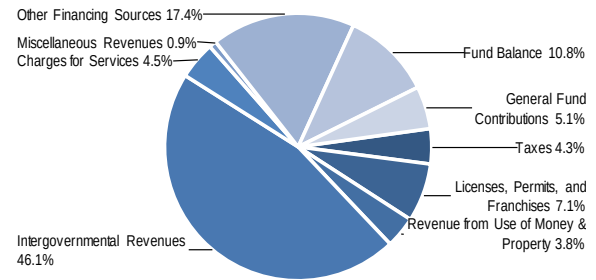
RMA utilizes these measures to inform operational improvements, assist in developing budgets, identify additional resources needed to achieve its targets, and where appropriate, to adjust the target to one that is achievable with limited resources.

| Key Performance Measures                                                                                                                                    | 2015-16<br>Actual | 2016-17<br>Actual | 2017-18<br>Mid-Year |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|---------------------|
| Percent of land discretionary permit applications decided by an initial study (ND/MND) completed within 180 days (legally required timeline). Target = 100% | 52%               | 30%               | 30%                 |
| Percent of County roads (1,234 miles) at Pavement Condition Index rating of 60 or above (modeled value). Target = 5%                                        | 5%                | 4%                | 4%                  |
| Percent of fully funded priority Capital Improvement Program (CIP) projects on scheduled and on budget. Target = 100%                                       | 72%               | 84%               | 88%                 |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 25,964,551            | 34,428,737                | 31,399,794             | 36,153,565                  | 34,587,319                    | 158,582                            |
| Services and Supplies          | 35,929,409            | 31,935,303                | 42,278,435             | 60,050,136                  | 30,988,366                    | (946,937)                          |
| Other Charges                  | (17,898,319)          | (9,473,072)               | (15,852,979)           | (9,951,516)                 | (9,951,516)                   | (478,444)                          |
| Capital Assets                 | 38,886,145            | 136,946,373               | 132,275,023            | 89,904,340                  | 89,904,340                    | (47,042,033)                       |
| Other Financing Uses           | 73,900                | 98,434                    | 81,457                 | 306,657                     | 306,657                       | 208,223                            |
| Subtotal                       | \$82,955,686          | \$193,935,775             | \$190,181,730          | \$176,463,182               | \$145,835,166                 | (48,100,609)                       |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 705,559               | 1,679,208                 | 6,363,232              | 6,520,272                   | 6,220,271                     | 4,541,063                          |
| Licenses, Permits, and Franchises    | 8,923,518             | 9,259,950                 | 9,863,332              | 10,298,188                  | 10,298,188                    | 1,038,238                          |
| Fines, Forfeitures, and Penalties    | 22,747                | 46,513                    | 53,409                 | 42,032                      | 42,032                        | (4,481)                            |
| Revenue from Use of Money & Property | 658,082               | 2,649,260                 | 4,791,841              | 5,549,524                   | 5,549,524                     | 2,900,264                          |
| Intergovernmental Revenues           | 13,314,361            | 90,819,799                | 107,258,361            | 67,160,373                  | 67,160,373                    | (23,659,426)                       |
| Charges for Services                 | 4,582,011             | 7,448,464                 | 6,797,539              | 6,587,742                   | 6,587,742                     | (860,722)                          |
| Miscellaneous Revenues               | 229,485               | 2,341,395                 | 2,255,921              | 1,323,585                   | 1,323,585                     | (1,017,810)                        |
| Other Financing Sources              | 24,028,730            | 27,326,342                | 30,951,485             | 25,372,165                  | 25,372,165                    | (1,954,177)                        |
| Subtotal                             | \$52,464,493          | \$141,570,931             | \$168,335,120          | \$122,853,881               | \$122,553,880                 | (19,017,051)                       |
| Fund Balance                         | 20,720,146            | 36,090,057                | 13,850,802             | 42,454,950                  | 15,789,505                    | (20,300,552)                       |
| General Fund Contributions           | \$9,771,048           | \$16,274,787              | \$7,995,808            | \$11,154,352                | \$7,491,782                   | (8,783,005)                        |
| Total Source of Funds                | \$82,955,687          | \$193,935,775             | \$190,181,730          | \$176,463,183               | \$145,835,167                 | (48,100,608)                       |

## Summary of Recommendation

The Recommended Budget for the Resource Management Agency is \$145,835,166, financed by \$122,553,880 in program revenue, \$7,491,782 in General Fund Contribution (GFC) and \$15,789,505 in other fund balances. The Recommended Budget decreases GFC by \$8,783,005, primarily due to a \$9,301,386 increase in Countywide Cost Allocation Plan (COWCAP) credits.

While the Recommended Budget includes increased cost due to negotiated salary increases, pensions, and worker's compensation, overall expenditures decrease \$48.1 million due to a reduction in building and planning consultant costs, as more work that has historically been outsourced will be taken on by in-house staff. The Recommended budget also reflects the end of the Enterprise Resource Planning Upgrade and related charges to the RMA, and a decrease in capital project activity related to the East/West Wing

renovation, Jail Security Improvement Project, and the Jail Housing Addition.

The Recommended Budget includes a decrease in revenue of \$19.0 million due to a \$23.7 million decline in federal and State funded major capital projects planned in FY 2018-19. The reduced federal and State funding is partially off-set by an increase of \$4.5 million in new funding for County roads from Measure X, an increase in fees of \$1.0 million for Planning, Building, and Land Use services, and an increase of \$2.7 million from Lakes revenue as Lake Nacimiento and Lake San Antonio North and South Shores are in full operations and large special events, such as the Wildflower Festival and the Lightning in a Bottle are under multi-year facility use agreements.

The Recommended Budget includes \$1,040,192 in recommended augmentations, including \$525,442 for operations and maintenance cost at the Schilling Complex and \$514,750 for increased utility

cost for shared facilities. Augmentation requests for the National Pollutant Discharge Elimination System (NPDES) street sweeping, base level maintenance activities for the annual chip seal program, vegetation and weed remediation, and proactive drainage maintenance and flood prevention will be funded with new revenue sources, such as the Transportation Agency of Monterey County (TAMC) Safety and Investment Plan Sales Tax measure (Measure X) and the Road Repair and Accountability Act of 2017 (SB1).

The Recommended Budget includes 280.5 positions, representing the loss of three positions temporarily restored for six months in FY 2017-18, the addition of one position funded by Measure X revenues, and the loss of one filled position.

---

## Budget Impacts

To cover increased costs with available GFC, the Department faced the elimination of 75 positions. Instead of eliminating positions, the Department identified opportunities to maximize fee revenue, utilize new funding sources, and reduce building and planning consultant costs. A fee study is in progress to determine the actual cost of providing fee-based services and new fees are expected to be implemented by July 1. The Transient Occupancy Tax (TOT) allocation to the Road Fund, which typically funds \$2.0 million for the annual chip seal program is being redirected to maintain Road Fund staffing levels. SB1 funds, which are restricted, are programed to fund the annual chip seal program. There is currently an effort to repeal SB 1, and as such the Department will need to closely monitor use of SB 1 funding for projects.

The Recommended Budget does not include augmentations to fund status quo activities including: \$200,000 for Nuisance Abatement; \$319,000 for General Plan Implementation; and \$200,000 for the Local Coastal Program. Partial funding was included in the Recommended Budget for Schilling building maintenance and operations and an increase in utility costs for shared County facilities.

A request to fund the Salinas Valley Groundwater Basin Study (SVGBS) in the amount of \$404,670, which is related to a litigation settlement associated with the 2010 General Plan, was not approved. The Department will revisit available funding for the SVGBS after the FY 2018-19 budget is adopted.

Other augmentation requests not included in the Recommended Budget include: \$150,000 for a Fire Mitigation Officer; \$25,000 for Museum Exhibits; \$150,000 for a Facility Management Program, Phase 1; \$1.5 million for the Permanent Repair of Elkhorn Tide Gates; \$200,000 for the Carmel Lagoon Sandbar; \$80,000 for the Carmel River Floodplain Restoration (CFREE); \$365,470 for the Carmel Lagoon Ecosystem Protection Barrier/Scenic Road Protective Structure (EPB/SRPS) project; funding for the 2017 Winter Storm repairs totaling \$24.5 million; and multiple requests for new positions totaling \$1.3 million.

---

## Department Operational Accomplishments

The Department completed recruitments for Deputy Directors of Land Use and Public Works and the Administrative Services Assistant which helped fulfill the vision to restructure support staff by division with a reduced number of positions. The Department also completed recruitment for Planning and Building Service Chiefs to fulfill the vision for structural changes to the land use division.

Class and Compensation Studies were initiated to: provide for specific Chief duties between Public Works, Facilities, and Parks to reflect technical specialty and expertise; consolidate Rangers and Parks Building and Grounds Workers into a Ranger series and similarly consolidate Road Maintenance Workers, Traffic Maintenance Workers and Bridge Maintenance Workers into one Maintenance Worker class for efficiency and distribution of resources and improve professional growth opportunities.

The Department completed various reorganizations. Parks operations were integrated into the Public Works division for efficiency utilizing shared resources. The Administrative Services Division was reorganized to provide better structure and reduce direct reports to the Deputy Director. The Special Programs Manager was shifted to the Administrative Division to lead Property Management, Special Districts, Grants, and Capital Improvement Projects. Management Analysts now report to Deputies. Building Services was restructured by deleting the Deputy Building Official and Supervising Building Inspector positions and integrating the Code Compliance Manager over Code Compliance and Building Inspection positions/functions.

A single parks facility use application was developed and the Concessionaire's Agreement template updated. The Department issued a Request for Proposal (RFP) for a new park reservation system, and the RFP has been tentatively awarded. Work began to update the County Parks Ordinance Chapter 14.12 and the Parks Fee Article.

Staff coordinated with land use agencies and stakeholders to complete local development of the Moss Landing Community Plan in calendar year 2018.

The Department increased the building inspection schedule for South County communities from one to two days per week to meet demand.

Vendor selection was underway for Electronic Document Review (EDR) for plan check to improve electronic permit processing. The Department implemented online payments in collaboration with the Treasurer's Office with integration into the online permit application system, including the online issuance of permits. The Department developed a manual for online permitting and trained staff.

The Department developed various regulations and programs for key land use issues. Cannabis regulations were adopted and amended to address revised State regulations regarding set back requirements. A draft ordinance for Short-term rentals (STR) was developed in response to the Planning Commission and outreach to community and Land Use Advisory Committees. Administrative Interpretations were documented in an Interim policy and draft Ordinance. Events will be addressed after the STR ordinance is complete. Oil drilling was addressed in a draft ordinance in response to Measure Z and community meetings. A land use fee schedule update is being analyzed and the fee program, including fee waivers, will be updated next fiscal year to represent a more efficient and effective permit processing. A draft Park Fee update is in process to represent more efficient and effective application of fees. The RMA fee waiver policy is being evaluated for land use permits. The Carmel Lagoon (EPB/SPRS) project has identified additional technical studies and stakeholder meetings to advance environmental analysis. The CRFREE Project conducted additional technical analysis and stakeholder meetings to advance environmental analysis. Public outreach was conducted for the

Salinas Valley Basin Study. The Department calibrated initial historical model (SVIHM-2014) using land use data through 2014 and issued an RFP and preliminary scope of work for consultant to conduct economic/land use forecasting.

The Department successfully relocated its Permit Center to the Schilling Place facility, established a new file organization system to track and reduce the incidence of missing files, integrated Environmental Health Bureau and Fire agencies into the permit center, and integrated the Monterey Peninsula Water Management District (MPWMD) into the review process. The Water Resources Agency (WRA) was also relocated to the Schilling facility.

The Department was awarded \$182,000 in Sustainable Agricultural Lands Conservation Program (SALC) funding to develop a program to mitigate loss of important farmland (2010 GP Policy AG-1.12), and is in the process of executing the grant agreement. Five easements have been recorded, and another five are in process.

Construction was initiated for the Jail Housing Project. The project is being managed within budget and on schedule and is estimated for completion in FY 2018-19.

Construction was initiated for the Juvenile Hall Project and the estimated project completion is FY 2018-19.

Construction for the East/West Wing Project continues to be managed within budget and on schedule. The project is estimated to be completed in Fall 2018.

The Department submitted 63 eligible Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) project worksheets totaling \$33.5 million for the 2017 Winter Storm damage repair projects and completed \$13.2 million in projects.

Prepared and submitted programs to TAMC and the State for Measure X and SB1 transportation funding and coordinated project funding to maximize benefit to Monterey County.

The Department presented a status report to the Board of Supervisors on the Road Fund's financial condition and developed a plan to sustain Road Fund operations given available funding resources.

The Department cleared Schilling Place swing space to begin tenant improvements for a Department Operational Center.

The Department formalized plans and policies to integrate Parks operations and staff into the RMA organization infrastructure, while maintaining Monterey County Parks' identity and to increase organizational effectiveness, promote inter-department coordination and partnerships and evaluated services to identify efficiencies and potential cost saving opportunities.

An outline for San Lorenzo Park Management Plan was presented to the Parks Committee, Parks Commission and stakeholders.

Completed a responsibilities matrix under current agreement with CalParks for Lake Nacimiento and Lake San Antonio facilities and extended the management agreement with CalParks through October 2018. An RFP for long-term concessionaire services (maintenance and infrastructure needs) for Lake Nacimiento and Lake San Antonio facilities is currently in the solicitation process.

---

## Department Operational Goals

Implement County Facility/Asset Management Program.

Improve Permit Processing Efficiency.

Enhance communication and responsiveness with the decision-makers, clients, and the public, using multiple strategies, including enhanced RMA website and increased use of social media to deliver timely, up to date information.

Improve Project Management to ensure adequate scope, budget and project staging, and identify and address issues promptly.

Institute program for replacing critical equipment.

Continue to seek sustainable funding/programs.

Implement organizational changes for improved efficiency, effectiveness and cost-savings.

---

## Pending Issues

Between July and September 2016, the Soberanes Fire burned over 132,000 acres in Monterey County. This disaster was followed by the 2016-17 winter storms which exacerbated County roadway damage caused during the 2016 Soberanes Fire, severely damaging several County roadways, resulting in temporary closures and emergency repairs. Estimated damages from the winter storms are \$64.4 million.

Monterey County is eligible for assistance from FEMA and State Office of Emergency Services (Cal OES) to repair damaged infrastructure, which provides up to 93 percent cost share combined between the federal government and the State. However, the exact percentage of a project the County will be reimbursed differs significantly based on factors like prior conditions.

On March 14, 2017, the Board of Supervisors approved \$16.8 million to finance critical repairs in response to the Soberanes Fire and winter storm disasters. On April 24, 2018, the Board of Supervisors approved a total of \$28.5 million in winter storm repair projects that were either committed/in process or accepted/obligated by FEMA. The \$16.8 million previously provided from the County Strategic Reserve reduces the funding need to \$11.8 million. The Board authorized the County to use up to \$11.8 million from NMC's Capital Projects Fund. This action was taken with the understanding that these funds would be replenished subject to Board review in two years.

Road Fund and capital funds are starting the year with no reserve funding. As such, emergencies will continue to cause pressure for general fund assistance.

There is an effort by several California Republicans in Congress to repeal SB1 through a constitutional amendment filed with the Secretary of State. If enacted, funds collected between November 1, 2017 and the time of passage of the proposed constitutional amendment would not need to be repaid by the County. However, if the repeal efforts are successful, RMA will need to re-prioritize the project list to only utilize Measure X and TOT, and defer some projects to future years. Due to the uncertainty, RMA is moving forward cautiously with projects funded through SB1. If the measure is successful, these funds will help develop a reserve for the Road Fund in case of emergencies.

Lakes operations is and will continue to report a negative net position until the Property and Improvement loan taken in 2007 matures in 2024. The Recommended Budget includes expenditures of \$6.0 million and \$6.0 million in revenue to reflect a structurally balanced budget; however, this is not reflective of the principal payment that erodes fund balance.

## Policy Considerations

There are no Policy Considerations.

## Appropriation Expenditure Detail

|                                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|---------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Building Services (RMA011)                  | 7,360,364             | 8,138,761                 | 7,723,689              | 6,874,699                      | 6,258,486                        | (1,880,275)                           | 001          | 8170                |
| Planning (RMA001)                           | 6,193,597             | 7,730,098                 | 6,480,637              | 6,889,918                      | 4,267,624                        | (3,462,474)                           | 001          | 8172                |
| Architectural Services (RMA003)             | (93,885)              | 1                         | (697,351)              | 535,723                        | 532,026                          | 532,025                               | 001          | 8173                |
| Facility Master Plan Projects<br>(RMA014)   | 20,435                | 0                         | 0                      | 0                              | 0                                | 0                                     | 402          | 8174                |
| Facility Master Plan Projects<br>(RMA015)   | 18,651,551            | 104,142,024               | 93,628,113             | 67,151,077                     | 66,705,607                       | (37,436,417)                          | 404          | 8174                |
| County Disposal Sites (RMA039)              | 213,205               | 221,895                   | 221,896                | 223,474                        | 223,474                          | 1,579                                 | 001          | 8175                |
| Facilities Maintenance (RMA006)             | (1,421,228)           | 150,098                   | (525,306)              | 413,985                        | 248,785                          | 98,687                                | 001          | 8176                |
| Courier (RMA005)                            | 759                   | 1,422                     | 1,422                  | 1,422                          | (1,472)                          | (2,894)                               | 001          | 8177                |
| Mail (RMA005)                               | 332                   | 642                       | 642                    | 643                            | (239)                            | (881)                                 | 001          | 8178                |
| Grounds (RMA006)                            | 602,539               | 669,452                   | 781,020                | 615,893                        | 612,244                          | (57,208)                              | 001          | 8181                |
| Utilities (RMA098)                          | 2,404,844             | 3,577,188                 | 3,937,107              | 3,920,564                      | 3,920,564                        | 343,376                               | 001          | 8182                |
| Real Property (RMA006)                      | 524,753               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8183                |
| Facilities Maintenance Projects<br>(RMA004) | 3,376,151             | 6,006,998                 | 3,846,084              | 2,227,585                      | 2,227,585                        | (3,779,413)                           | 401          | 8184                |
| Shuttle Operations (RMA007)                 | 244,470               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8188                |
| Litter Control (RMA002)                     | 395,392               | 492,411                   | 534,166                | 378,454                        | 377,086                          | (115,325)                             | 001          | 8194                |
| Road & Bridge Engineering<br>(RMA012)       | 20,260,289            | 28,357,291                | 42,917,738             | 52,690,161                     | 26,531,096                       | (1,826,195)                           | 002          | 8195                |
| Development Services (RMA010)               | 1,081,956             | 1,284,037                 | 1,202,053              | 1,219,260                      | 1,212,808                        | (71,229)                              | 001          | 8196                |
| County Sanitation District (RMA040)         | 1,406,559             | 918,412                   | 2,434,038              | 1,086,600                      | 1,086,600                        | 168,188                               | 151          | 8197                |
| County Sanitation District (RMA043)         | 0                     | 12,354                    | 1,500                  | 0                              | 0                                | (12,354)                              | 154          | 8197                |
| County Sanitation District (RMA045)         | 197,048               | 148,877                   | 158,219                | 157,973                        | 157,973                          | 9,096                                 | 156          | 8197                |
| County Sanitation District (RMA046)         | 79,392                | 79,871                    | 268,652                | 85,359                         | 85,359                           | 5,488                                 | 157          | 8197                |
| County Sanitation District (RMA091)         | 38,700                | 38,450                    | 38,450                 | 38,150                         | 38,150                           | (300)                                 | 306          | 8197                |
| County Sanitation District (RMA093)         | 35,200                | 34,750                    | 34,750                 | 35,250                         | 35,250                           | 500                                   | 310          | 8197                |
| County Service Areas (RMA047)               | 24,805                | 72,443                    | 72,443                 | 32,596                         | 32,596                           | (39,847)                              | 051          | 8198                |
| County Service Areas (RMA048)               | 57,206                | 66,619                    | 66,619                 | 59,484                         | 59,484                           | (7,135)                               | 052          | 8198                |
| County Service Areas (RMA049)               | 76                    | 5,750                     | 5,750                  | 0                              | 0                                | (5,750)                               | 053          | 8198                |
| County Service Areas (RMA052)               | 163,481               | 192,152                   | 212,952                | 136,130                        | 136,130                          | (56,022)                              | 056          | 8198                |
| County Service Areas (RMA053)               | 11,871                | 15,000                    | 8,500                  | 13,500                         | 13,500                           | (1,500)                               | 057          | 8198                |
| County Service Areas (RMA054)               | 497                   | 5,000                     | 2,500                  | 1,000                          | 1,000                            | (4,000)                               | 058          | 8198                |
| County Service Areas (RMA055)               | 4,990                 | 15,958                    | 6,958                  | 15,897                         | 15,897                           | (61)                                  | 059          | 8198                |
| County Service Areas (RMA056)               | 53,464                | 67,050                    | 67,050                 | 81,260                         | 81,260                           | 14,210                                | 060          | 8198                |
| County Service Areas (RMA057)               | 844                   | 31,000                    | 31,000                 | 14,000                         | 14,000                           | (17,000)                              | 061          | 8198                |
| County Service Areas (RMA058)               | 4,591                 | 31,902                    | 31,724                 | 37,438                         | 37,438                           | 5,536                                 | 062          | 8198                |
| County Service Areas (RMA059)               | 1,888                 | 12,717                    | 4,717                  | 13,786                         | 13,786                           | 1,069                                 | 063          | 8198                |
| County Service Areas (RMA060)               | 1,241                 | 14,000                    | 6,000                  | 10,500                         | 10,500                           | (3,500)                               | 064          | 8198                |
| County Service Areas (RMA061)               | 550                   | 11,000                    | 2,500                  | 3,500                          | 3,500                            | (7,500)                               | 065          | 8198                |
| County Service Areas (RMA062)               | 6,334                 | 16,394                    | 7,894                  | 18,110                         | 18,110                           | 1,716                                 | 066          | 8198                |
| County Service Areas (RMA063)               | 599                   | 11,000                    | 1,500                  | 2,500                          | 2,500                            | (8,500)                               | 067          | 8198                |
| County Service Areas (RMA064)               | 9,694                 | 9,250                     | 2,500                  | 2,000                          | 2,000                            | (7,250)                               | 068          | 8198                |

## Appropriation Expenditure Detail

|                                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|---------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| County Service Areas (RMA065)               | 7,432                 | 20,137                    | 13,887                 | 18,902                         | 18,902                           | (1,235)                               | 069          | 8198                |
| County Service Areas (RMA066)               | 461                   | 11,000                    | 1,500                  | 10,000                         | 10,000                           | (1,000)                               | 070          | 8198                |
| County Service Areas (RMA067)               | 425                   | 11,000                    | 1,000                  | 9,500                          | 9,500                            | (1,500)                               | 071          | 8198                |
| County Service Areas (RMA068)               | 17,659                | 36,793                    | 19,293                 | 25,925                         | 25,925                           | (10,868)                              | 072          | 8198                |
| County Service Areas (RMA069)               | 2,690                 | 13,622                    | 6,622                  | 16,707                         | 16,707                           | 3,085                                 | 073          | 8198                |
| County Service Areas (RMA070)               | 24,850                | 38,035                    | 35,035                 | 36,274                         | 36,274                           | (1,761)                               | 074          | 8198                |
| County Service Areas (RMA071)               | 59,260                | 57,200                    | 48,300                 | 43,306                         | 43,306                           | (13,894)                              | 075          | 8198                |
| County Service Areas (RMA072)               | 40,243                | 25,798                    | 175,507                | 25,992                         | 25,992                           | 194                                   | 076          | 8198                |
| County Service Areas (RMA073)               | 221,277               | 397,610                   | 209,651                | 406,108                        | 406,108                          | 8,498                                 | 077          | 8198                |
| County Service Areas (RMA074)               | 10,190                | 31,737                    | 117,822                | 25,966                         | 25,966                           | (5,771)                               | 078          | 8198                |
| County Service Areas (RMA075)               | 436                   | 16,000                    | 6,000                  | 15,500                         | 15,500                           | (500)                                 | 079          | 8198                |
| County Service Areas (RMA076)               | 15,659                | 41,000                    | 37,000                 | 11,500                         | 11,500                           | (29,500)                              | 080          | 8198                |
| County Service Areas (RMA077)               | 404                   | 10,000                    | 1,500                  | 1,500                          | 1,500                            | (8,500)                               | 081          | 8198                |
| County Service Areas (RMA078)               | 404                   | 11,000                    | 7,500                  | 13,500                         | 13,500                           | 2,500                                 | 082          | 8198                |
| County Service Areas (RMA079)               | 565                   | 16,000                    | 7,000                  | 16,000                         | 16,000                           | 0                                     | 083          | 8198                |
| County Service Areas (RMA080)               | 291                   | 10,000                    | 1,700                  | 3,700                          | 3,700                            | (6,300)                               | 084          | 8198                |
| County Service Areas (RMA081)               | 2,053                 | 12,461                    | 10,961                 | 4,019                          | 4,019                            | (8,442)                               | 085          | 8198                |
| County Service Areas (RMA082)               | 9,223                 | 26,000                    | 26,000                 | 13,500                         | 13,500                           | (12,500)                              | 086          | 8198                |
| County Service Areas (RMA083)               | 15,876                | 23,802                    | 62,802                 | 11,834                         | 11,834                           | (11,968)                              | 087          | 8198                |
| County Service Areas (RMA084)               | 7,893                 | 162,317                   | 28,861                 | 230,015                        | 230,015                          | 67,698                                | 088          | 8198                |
| County Service Areas (RMA085)               | 392                   | 11,000                    | 2,250                  | 13,250                         | 13,250                           | 2,250                                 | 089          | 8198                |
| County Service Areas (RMA086)               | 0                     | 1,368                     | 1,368                  | 0                              | 0                                | (1,368)                               | 090          | 8198                |
| County Service Areas (RMA087)               | 1,442                 | 33,000                    | 19,500                 | 11,500                         | 11,500                           | (21,500)                              | 091          | 8198                |
| County Service Areas (RMA088)               | 89,739                | 94,725                    | 92,969                 | 110,008                        | 110,008                          | 15,283                                | 093          | 8198                |
| County Service Areas (RMA090)               | 16,301                | 16,642                    | 16,642                 | 15,941                         | 15,941                           | (701)                                 | 312          | 8198                |
| RMA Administration (RMA013)                 | 2,259,728             | 1,279,172                 | (3,864,504)            | (842,888)                      | (1,179,229)                      | (2,458,401)                           | 001          | 8222                |
| Roads & Bridges- Maintenance<br>(RMA012)    | 12,995,403            | 14,182,381                | 15,339,825             | 18,018,714                     | 17,810,066                       | 3,627,685                             | 002          | 8443                |
| Environmental Services (RMA099)             | 1,276,299             | 1,543,081                 | 1,456,179              | 1,456,771                      | 1,290,230                        | (252,851)                             | 001          | 8444                |
| Capital Projects (RMA014)                   | 3,996,062             | 5,123,406                 | 2,737,768              | 1,590,339                      | 1,590,339                        | (3,533,067)                           | 402          | 8468                |
| Special District Administration<br>(RMA100) | (31,522)              | 0                         | 0                      | 0                              | (1,430)                          | (1,430)                               | 001          | 8469                |
| Park Operations (RMA006)                    | 0                     | 2,921,141                 | 3,651,075              | 3,813,874                      | 3,779,134                        | 857,993                               | 001          | 8475                |
| Fish & Game Propagation (RMA101)            | 0                     | 32,125                    | 32,147                 | 31,977                         | 31,977                           | (148)                                 | 006          | 8476                |
| Lake Operations (RMA102)                    | 0                     | 4,598,787                 | 5,889,595              | 5,993,698                      | 5,989,559                        | 1,390,772                             | 452          | 8477                |
| Property Management (RMA103)                | 0                     | 545,168                   | 470,849                | 322,359                        | 473,366                          | (71,802)                              | 001          | 8481                |
| Subtotal                                    | \$82,955,686          | \$193,935,775             | \$190,181,730          | \$176,463,182                  | \$145,835,166                    | (48,100,609)                          |              |                     |

## Budget Units

|                               | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|-------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Building Services             | 7,360,364             | 8,138,761                 | 7,723,689              | 6,874,699                      | 6,258,486                        | (1,880,275)                           |
| County Sanitation District    | 1,756,899             | 1,232,714                 | 2,935,609              | 1,403,332                      | 1,403,332                        | 170,618                               |
| County Service Areas          | 887,295               | 1,705,482                 | 1,481,277              | 1,532,148                      | 1,532,148                        | (173,334)                             |
| Architectural Services        | (93,885)              | 1                         | (697,351)              | 535,723                        | 532,026                          | 532,025                               |
| Facility Master Plan Projects | 18,671,985            | 104,142,024               | 93,628,113             | 67,151,077                     | 66,705,607                       | (37,436,417)                          |
| County Disposal Sites         | 213,205               | 221,895                   | 221,896                | 223,474                        | 223,474                          | 1,579                                 |
| Facilities Maintenance        | (1,421,228)           | 150,098                   | (525,306)              | 413,985                        | 248,785                          | 98,687                                |



## Budget Units

|                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|---------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Courier                         | 759                   | 1,422                     | 1,422                  | 1,422                          | (1,472)                          | (2,894)                               |
| Mail                            | 332                   | 642                       | 642                    | 643                            | (239)                            | (881)                                 |
| Grounds                         | 602,539               | 669,452                   | 781,020                | 615,893                        | 612,244                          | (57,208)                              |
| Utilities                       | 2,404,844             | 3,577,188                 | 3,937,107              | 3,920,564                      | 3,920,564                        | 343,376                               |
| Real Property                   | 524,753               | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Facilities Maintenance Projects | 3,376,151             | 6,006,998                 | 3,846,084              | 2,227,585                      | 2,227,585                        | (3,779,413)                           |
| Shuttle Operations              | 244,470               | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Litter Control                  | 395,392               | 492,411                   | 534,166                | 378,454                        | 377,086                          | (115,325)                             |
| Road & Bridge Engineering       | 20,260,289            | 28,357,291                | 42,917,738             | 52,690,161                     | 26,531,096                       | (1,826,195)                           |
| Development Services            | 1,081,956             | 1,284,037                 | 1,202,053              | 1,219,260                      | 1,212,808                        | (71,229)                              |
| RMA Administration              | 2,259,728             | 1,279,172                 | (3,864,504)            | (842,888)                      | (1,179,229)                      | (2,458,401)                           |
| Roads & Bridges- Maintenance    | 12,995,403            | 14,182,381                | 15,339,825             | 18,018,714                     | 17,810,066                       | 3,627,685                             |
| Environmental Services          | 1,276,299             | 1,543,081                 | 1,456,179              | 1,456,771                      | 1,290,230                        | (252,851)                             |
| Capital Projects                | 3,996,062             | 5,123,406                 | 2,737,768              | 1,590,339                      | 1,590,339                        | (3,533,067)                           |
| Planning                        | 6,193,597             | 7,730,098                 | 6,480,637              | 6,889,918                      | 4,267,624                        | (3,462,474)                           |
| Special District Administration | (31,522)              | 0                         | 0                      | 0                              | (1,430)                          | (1,430)                               |
| Lake Operations                 | 0                     | 4,598,787                 | 5,889,595              | 5,993,698                      | 5,989,559                        | 1,390,772                             |
| Fish & Game Propagation         | 0                     | 32,125                    | 32,147                 | 31,977                         | 31,977                           | (148)                                 |
| Property Management             | 0                     | 545,168                   | 470,849                | 322,359                        | 473,366                          | (71,802)                              |
| Park Operations                 | 0                     | 2,921,141                 | 3,651,075              | 3,813,874                      | 3,779,134                        | 857,993                               |
| Subtotal                        | \$82,955,686          | \$193,935,775             | \$190,181,730          | \$176,463,182                  | \$145,835,166                    | (48,100,609)                          |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                                  | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-------------------------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A19                  | PUBLIC WORKS DIRECTOR                                 | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 11A23                  | DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 11A24                  | DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES        | 0.00                      | 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                      | 0.00                      | 0.00                             | 0.00   |
| 11A29                  | DIRECTOR OF PLANNING                                  | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 11A32                  | DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES            | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 12C40                  | DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY            | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 12C41                  | ASSISTANT PUBLIC WORKS DIRECTOR                       | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14A10                  | PROJECT MANAGER I                                     | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14A11                  | PROJECT MANAGER II                                    | 3.00                      | 3.00                      | 5.00                             | 2.00   |
| 14A12                  | PROJECT MANAGER III                                   | 3.00                      | 2.00                      | 2.00                             | 0.00   |
| 14B21                  | ASSOCIATE PERSONNEL ANALYST                           | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 14B32                  | SENIOR PERSONNEL ANALYST                              | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14C30                  | MANAGEMENT ANALYST II                                 | 5.00                      | 5.00                      | 7.00                             | 2.00   |
| 14C31                  | MANAGEMENT ANALYST III                                | 4.00                      | 4.00                      | 4.00                             | 0.00   |
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT                     | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14C74                  | REAL PROPERTY SPECIALIST                              | 2.00                      | 2.00                      | 2.00                             | 0.00   |
| 14G02                  | MANAGEMENT ANALYST I                                  | 4.00                      | 3.00                      | 3.00                             | 0.00   |
| 14H03                  | PERSONNEL TECHNICIAN-CONFIDENTIAL                     | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14K50                  | CHIEF OF PLANNING                                     | 0.00                      | 1.00                      | 1.00                             | 0.00   |
| 14K51                  | RMA SERVICES MANAGER                                  | 7.00                      | 6.00                      | 6.00                             | 0.00   |
| 14K63                  | ARCHITECTURAL SERVICES MANAGER                        | 1.00                      | 1.00                      | 0.00                             | -1.00  |



# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                         | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|----------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 14N05               | ADMINISTRATIVE OPERATIONS MANAGER            | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C86               | BUSINESS TECHNOLOGY ANALYST I                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C87               | BUSINESS TECHNOLOGY ANALYST II               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16F41               | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16G24               | GIS ANALYST II                               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B10               | ACCOUNTANT I                                 | 0.00                   | 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                   | 0.00                   | 0.00                       | 0.00   |
| 20B95               | FINANCE MANAGER I                            | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 30D21               | BUILDING INSPECTOR II                        | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 30D22               | SENIOR BUILDING INSPECTOR                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 30D24               | BUILDING INSPECTOR SUPERVISOR                | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 30D25               | CHIEF OF BUILDING SERVICES                   | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 30D30               | DEPUTY BUILDING OFFICIAL                     | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 30D31               | CHIEF OF PUBLIC WORKS AND FACILITIES         | 0.00                   | 2.00                   | 2.00                       | 0.00   |
| 34P26               | CODE COMPLIANCE INSPECTOR II                 | 3.00                   | 4.00                   | 4.00                       | 0.00   |
| 34P27               | SENIOR CODE COMPLIANCE INSPECTOR             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 34X21               | GUARD                                        | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 41A10               | ASSISTANT ENGINEER                           | 7.00                   | 7.00                   | 7.00                       | 0.00   |
| 41A20               | CIVIL ENGINEER                               | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 41A22               | SENIOR CIVIL ENGINEER                        | 2.00                   | 2.00                   | 3.00                       | 1.00   |
| 41A85               | TRAFFIC ENGINEER                             | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 41A87               | CHIEF OF SURVEYS                             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 41B21               | BUILDING PLANS EXAMINER                      | 4.00                   | 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                   | 2.00                       | 1.00   |
| 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   |
| 41F23               | SUPERVISING PLANNER                          | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 41F85               | PARKS PLANNING MANAGER                       | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 43A22               | ENGINEERING AIDE III                         | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 43A23               | ENGINEERING TECHNICIAN                       | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 43B03               | WATER RESOURCES TECHNICIAN                   | 3.00                   | 3.00                   | 2.00                       | -1.00  |
| 43C10               | PERMIT TECHNICIAN I                          | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 43C11               | PERMIT TECHNICIAN II                         | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 43C12               | PERMIT TECHNICIAN III                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65C10               | PARKS MUSEUM ASSISTANT                       | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 65C23               | HISTORIC & CULTURAL AFFAIRS MANAGER          | 0.00                   | 1.00                   | 0.00                       | -1.00  |
| 68A30               | RANGE MASTER                                 | 0.00                   | 1.00                   | 0.00                       | -1.00  |
| 68A41               | COUNTY PARK RANGER II                        | 0.00                   | 4.00                   | 3.00                       | -1.00  |
| 68A42               | COUNTY PARK RANGER III                       | 0.00                   | 2.00                   | 2.00                       | 0.00   |
| 68A43               | COUNTY PARK RANGER SUPERVISOR                | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 68C02               | RANGE AIDE                                   | 0.00                   | 1.00                   | 0.00                       | -1.00  |
| 68E01               | COUNTY PARK RANGER MANAGER                   | 0.00                   | 1.00                   | 1.00                       | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

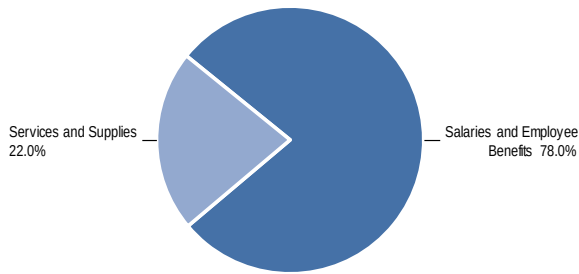
| <b>Classification Code</b> | <b>Classification Label</b>                       | <b>Adopted Budget 2016-17</b> | <b>Adopted Budget 2017-18</b> | <b>Recommended Budget 2018-19</b> | <b>Change</b> |
|----------------------------|---------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------|---------------|
| 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                          | 4.00                          | 4.00                              | 0.00          |
| 70M01                      | SHUTTLE DRIVER                                    | 1.00                          | 0.00                          | 0.00                              | 0.00          |
| 70N01                      | OFFICE MAINTENANCE WORKER                         | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 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                   | 3.00                          | 3.00                          | 3.00                              | 0.00          |
| 72B31                      | PARKS BUILDING & GROUNDS WORKER II                | 0.00                          | 7.00                          | 8.00                              | 1.00          |
| 72B32                      | PARKS BUILDING & GROUNDS WORKER SUPERVISOR        | 0.00                          | 2.00                          | 2.00                              | 0.00          |
| 72B40                      | PARKS UTILITIES & WATER SYSTEMS SPECIALIST        | 0.00                          | 2.00                          | 2.00                              | 0.00          |
| 72B41                      | SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST | 0.00                          | 1.00                          | 1.00                              | 0.00          |
| 74D12                      | ROAD MAINTENANCE WORKER                           | 19.00                         | 19.00                         | 19.00                             | 0.00          |
| 74D13                      | SENIOR ROAD MAINTENANCE WORKER                    | 8.00                          | 8.00                          | 8.00                              | 0.00          |
| 74D81                      | ASSISTANT ROAD SUPERINTENDENT                     | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 74D83                      | ROAD SUPERINTENDENT                               | 3.00                          | 3.00                          | 3.00                              | 0.00          |
| 74D84                      | ROAD MAINTENANCE SUPERINTENDENT                   | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 74D85                      | MAINTENANCE MANAGER                               | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 74E11                      | BRIDGE MAINTENANCE WORKER                         | 5.00                          | 4.00                          | 4.00                              | 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                                 | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 74I11                      | TRAFFIC MAINTENANCE WORKER                        | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 74I25                      | TRAFFIC MAINTENANCE SUPERINTENDENT                | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 74K50                      | SAFETY COORDINATOR/INVESTIGATOR                   | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 80A31                      | SECRETARY                                         | 6.00                          | 6.00                          | 6.00                              | 0.00          |
| 80A32                      | SENIOR SECRETARY                                  | 4.00                          | 4.00                          | 3.00                              | -1.00         |
| 80A33                      | ADMINISTRATIVE SECRETARY                          | 2.00                          | 3.00                          | 3.00                              | 0.00          |
| 80A99                      | ADMINISTRATIVE SECRETARY-CONFIDENTIAL             | 1.00                          | 0.00                          | 0.00                              | 0.00          |
| 80E20                      | OFFICE ASSISTANT I                                | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 80E21                      | OFFICE ASSISTANT II                               | 15.00                         | 17.00                         | 17.00                             | 0.00          |
| 80E22                      | OFFICE ASSISTANT III                              | 0.00                          | 1.00                          | 1.00                              | 0.00          |
| 80E80                      | PRINCIPAL OFFICE ASSISTANT                        | 3.00                          | 3.00                          | 2.00                              | -1.00         |
| 80E81                      | SUPERVISING OFFICE ASSISTANT I                    | 1.00                          | 1.00                          | 0.00                              | -1.00         |
| 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          |
| 80J20                      | ACCOUNTING CLERICAL SUPERVISOR                    | 0.00                          | 0.00                          | 1.00                              | 1.00          |
| 80J22                      | SENIOR ACCOUNT CLERK                              | 4.00                          | 5.00                          | 5.00                              | 0.00          |
| 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          |
| <b>Total</b>               |                                                   | <b>254.50</b>                 | <b>283.50</b>                 | <b>280.50</b>                     | <b>-3.00</b>  |

## Augmentation Request

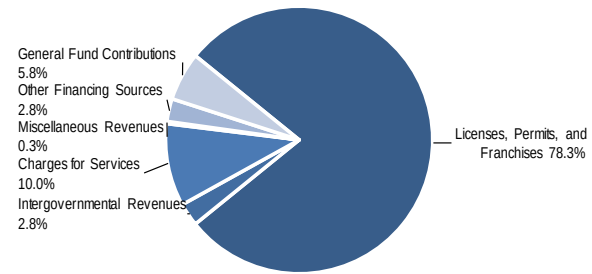
| Dept               | Request Code        | Request Name                                      | Request Type                                         | Requested Amount | Requested FTEs | Rec. Amount      | Rec. FTEs   |
|--------------------|---------------------|---------------------------------------------------|------------------------------------------------------|------------------|----------------|------------------|-------------|
| 3000               | 3000-8170-001-AUG1  | New Office Assistant II                           | Request New Position                                 | 73,503           | 1.00           | 0                | 0.00        |
| 3000               | 3000-8170-001-AUG25 | Nuisance Abatement Revolving Fund                 | Status Quo Other                                     | 200,000          | 0.00           | 0                | 0.00        |
| 3000               | 3000-8170-001-AUG6  | New Building Plan Examiner                        | Request New Position                                 | 141,655          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8170-001-AUG7  | New Code Compliance Inspector II                  | Request New Position                                 | 0                | 1.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG10 | New Associate Planner                             | Request New Position                                 | 132,133          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG11 | New Associate Planner                             | Request New Position                                 | 132,133          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG12 | New Associate Planner                             | Request New Position                                 | 132,133          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG13 | New Senior Planner                                | Request New Position                                 | 140,899          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG19 | Fire Mitigation Officer                           | New Program/Service w/ General Fund Funding          | 150,000          | 0.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG20 | Salinas Valley Groundwater Basin Study            | New Mandated Program/Service w/ General Fund Funding | 404,670          | 0.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG22 | General Plan Implementation                       | Status Quo Other                                     | 319,000          | 0.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG23 | Local Coastal Program                             | Status Quo Other                                     | 200,000          | 0.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG8  | New Associate Planner                             | Request New Position                                 | 132,133          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8172-001-AUG9  | New Associate Planner                             | Request New Position                                 | 132,133          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8176-001-AUG14 | Schilling M&O Expenditures excluding Utilities    | Status Quo Other                                     | 774,573          | 0.00           | 525,442          | 0.00        |
| 3000               | 3000-8176-001-AUG5  | Facility Management Program Phase I               | Capital Improvements                                 | 150,000          | 0.00           | 0                | 0.00        |
| 3000               | 3000-8182-001-AUG15 | Utility Cost for Shared Facilities                | Status Quo Other                                     | 763,991          | 0.00           | 514,750          | 0.00        |
| 3000               | 3000-8222-001-AUG3  | New Accountant III                                | Request New Position                                 | 141,991          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8444-001-AUG2  | New Water Resources Hydrologist                   | Request New Position                                 | 132,199          | 1.00           | 0                | 0.00        |
| 3000               | 3000-8475-001-AUG24 | Museum Exhibits                                   | New Program/Service w/ General Fund Funding          | 25,000           | 0.00           | 0                | 0.00        |
| 3000               | 3000-8195-002-AUG04 | Project Manager II                                | Request New Position                                 | 0                | 1.00           | 0                | 0.00        |
| 3000               | 3000-8195-002-AUG05 | Project Manager II                                | Request New Position                                 | 0                | 1.00           | 0                | 1.00        |
| 3000               | 3000-8195-002-AUG29 | Permanent Repair of Elkhorn Tide Gates            | Capital Improvements                                 | 1,500,000        | 0.00           | 0                | 0.00        |
| 3000               | 3000-8195-002-AUG31 | Winter Storm Repairs                              | Contribution to Other Funds                          | 24,500,000       | 0.00           | 0                | 0.00        |
| 3000               | 3000-8443-002-AUG17 | Carmel Lagoon Sandbar                             | Capital Improvements                                 | 200,000          | 0.00           | 0                | 0.00        |
| 3000               | 3000-8443-002-AUG26 | NPDES Street Sweeping                             | Status Quo Other                                     | 0                | 0.00           | 0                | 0.00        |
| 3000               | 3000-8443-002-AUG28 | Proactive Drainage Maintenance & Flood Prevention | New Program/Service w/ General Fund Funding          | 0                | 0.00           | 0                | 0.00        |
| 3000               | 3000-8443-002-AUG30 | Annual Chip Seal Program                          | Status Quo Other                                     | 0                | 0.00           | 0                | 0.00        |
| 3000               | 3000-8443-002-AUG33 | Vegetation & Weed Remediations                    | New Program/Service w/ Outside Funding               | 0                | 0.00           | 0                | 0.00        |
| 3000               | 3000-8174-404-AUG16 | Carmel River Floodplain Restoration (CRFREE)      | Capital Improvements                                 | 80,000           | 0.00           | 0                | 0.00        |
| 3000               | 3000-8174-404-AUG18 | Carmel Lagoon EPB-SRPS                            | Capital Improvements                                 | 365,470          | 0.00           | 0                | 0.00        |
| <b>Grand Total</b> |                     |                                                   |                                                      | <b>30,923,61</b> | <b>6</b>       | <b>1,040,192</b> | <b>1.00</b> |

# Land Use/Community Services

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 9,173,599             | 11,646,198                | 10,521,497             | 12,609,716                  | 11,340,179                    | (306,019)                          |
| Services and Supplies          | 4,482,901             | 5,038,442                 | 5,782,922              | 5,332,956                   | 3,190,993                     | (1,847,449)                        |
| Other Charges                  | 2,246,715             | 2,011,337                 | 513,139                | (1,502,024)                 | (1,502,024)                   | (3,513,361)                        |
| Capital Assets                 | 9,000                 | 0                         | 45,000                 | 0                           | 0                             | 0                                  |
| Subtotal                       | \$15,912,216          | \$18,695,977              | \$16,862,558           | \$16,440,648                | \$13,029,148                  | (5,666,829)                        |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                             | 0                     | 0                         | 0                      | 148,124                     | 0                             | 0                                  |
| Licenses, Permits, and Franchises | 8,396,288             | 8,470,269                 | 9,475,599              | 10,207,988                  | 10,207,988                    | 1,737,719                          |
| Intergovernmental Revenues        | 596,753               | 244,916                   | 308,503                | 364,786                     | 364,786                       | 119,870                            |
| Charges for Services              | 1,174,072             | 898,821                   | 1,015,667              | 1,299,439                   | 1,299,439                     | 400,618                            |
| Miscellaneous Revenues            | 59,631                | 26,032                    | 43,385                 | 36,088                      | 36,088                        | 10,056                             |
| Other Financing Sources           | 0                     | 358,727                   | 358,727                | 358,727                     | 358,727                       | 0                                  |
| Subtotal                          | \$10,226,743          | \$9,998,765               | \$11,201,881           | \$12,415,152                | \$12,267,028                  | 2,268,263                          |
| General Fund Contributions        | \$5,685,472           | \$8,697,212               | \$5,660,677            | \$4,025,496                 | \$762,120                     | (7,935,092)                        |
| Total Source of Funds             | \$15,912,216          | \$18,695,977              | \$16,862,558           | \$16,440,648                | \$13,029,148                  | (5,666,829)                        |

## Division Description

The Land Use and Community Development Division is comprised of the following Units: Building Services, Developments Services, Environmental Services, and Planning Services. Division responsibilities include: 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 Systems (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. Beginning in FY 2017-18, the Parks Department is integrated into the RMA. The parks planning and historian/museum coordination functions have been integrated into the Land Use and Community Development Division.

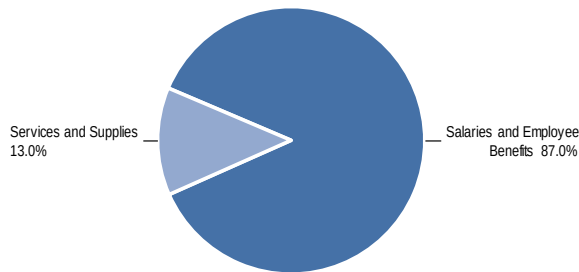
## Appropriation Expenditure Detail

|                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted | Fund Code | Budget Unit Code |
|---------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|-----------|------------------|
| Building Services (RMA011)      | 7,360,364             | 8,138,761                 | 7,723,689              | 6,874,699                   | 6,258,486                     | (1,880,275)                        | 001       | 8170             |
| Planning (RMA001)               | 6,193,597             | 7,730,098                 | 6,480,637              | 6,889,918                   | 4,267,624                     | (3,462,474)                        | 001       | 8172             |
| Development Services (RMA010)   | 1,081,956             | 1,284,037                 | 1,202,053              | 1,219,260                   | 1,212,808                     | (71,229)                           | 001       | 8196             |
| Environmental Services (RMA099) | 1,276,299             | 1,543,081                 | 1,456,179              | 1,456,771                   | 1,290,230                     | (252,851)                          | 001       | 8444             |
| Subtotal                        | \$15,912,216          | \$18,695,977              | \$16,862,558           | \$16,440,648                | \$13,029,148                  | (5,666,829)                        |           |                  |

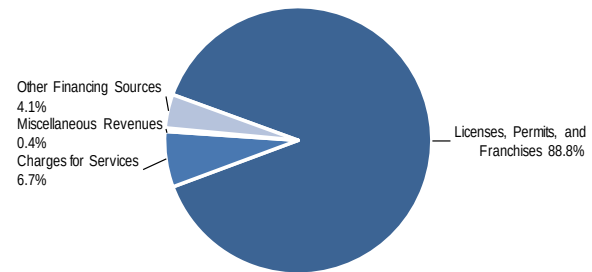
## Building Services

(Budget Unit 8170— Fund 001— Appropriation Unit RMA011)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 4,749,402             | 5,829,447                 | 5,506,620              | 6,371,641                   | 6,035,867                     | 206,420                            |
| Services and Supplies          | 1,576,438             | 1,552,423                 | 2,006,993              | 1,185,060                   | 904,621                       | (647,802)                          |
| Other Charges                  | 1,025,524             | 756,891                   | 165,076                | (682,002)                   | (682,002)                     | (1,438,893)                        |
| Capital Assets                 | 9,000                 | 0                         | 45,000                 | 0                           | 0                             | 0                                  |
| Subtotal                       | \$7,360,364           | \$8,138,761               | \$7,723,689            | \$6,874,699                 | \$6,258,486                   | (1,880,275)                        |

### Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                             | 0                     | 0                         | 0                      | 148,124                     | 0                             | 0                                  |
| Licenses, Permits, and Franchises | 6,213,197             | 6,357,523                 | 7,245,266              | 7,833,082                   | 7,833,082                     | 1,475,559                          |
| Charges for Services              | 460,275               | 444,313                   | 471,704                | 593,736                     | 593,736                       | 149,423                            |
| Miscellaneous Revenues            | 31,667                | 25,932                    | 38,697                 | 35,988                      | 35,988                        | 10,056                             |
| Other Financing Sources           | 0                     | 358,727                   | 358,727                | 358,727                     | 358,727                       | 0                                  |
| Subtotal                          | \$6,705,139           | \$7,186,495               | \$8,114,394            | \$8,969,657                 | \$8,821,533                   | 1,635,038                          |
| General Fund Contributions        | \$655,225             | \$952,266                 | (\$390,705)            | (\$2,094,958)               | (\$2,563,047)                 | (3,515,313)                        |
| Total Source of Funds             | \$7,360,364           | \$8,138,761               | \$7,723,689            | \$6,874,699                 | \$6,258,486                   | (1,880,275)                        |

### Unit Description

The Building Services Unit issues 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. This Unit includes four programs and coordinates the review and approval of building permit applications with other related County agencies and 13 fire protection districts. The Permit Center provides agency-wide internal and external customer service through its Permit Counter, Call Center, Public Records, and Administrative Support teams. These teams assist the public with building and land use questions in person and over the phone, as

well as through processing permit applications and providing access to public records. Building Services Plan Check engineers and technicians review plans to ensure that building codes and other construction regulations are met. Building Inspection visits construction sites of permitted construction work to inspect and approve for compliance with various building codes. Inspectors also investigate construction work performed without permits, provide technical advice to customers in the field or in the office, and perform routine plan checks as time permits. Code Enforcement responds to and investigates complaints of violations regarding State and County building, zoning, housing and grading policies and help property owners bring their properties into compliance.

**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>      | <b>FTE</b> |
|----------------------------|----------------------------------|------------|
| 14C30                      | MANAGEMENT ANALYST II            | 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       |
| 30D25                      | CHIEF OF BUILDING SERVICES       | 1.00       |
| 34P26                      | CODE COMPLIANCE INSPECTOR II     | 4.00       |
| 34P27                      | SENIOR CODE COMPLIANCE INSPECTOR | 1.00       |
| 41B21                      | BUILDING PLANS EXAMINER          | 4.00       |
| 41B22                      | SENIOR BUILDING PLANS EXAMINER   | 1.00       |

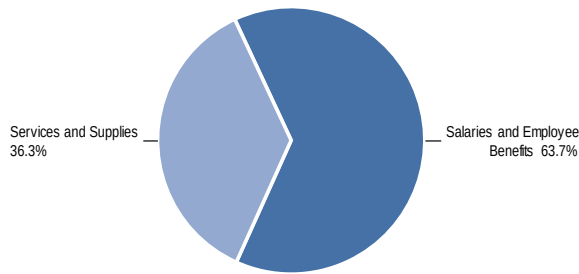
**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b> | <b>FTE</b> |
|----------------------------|-----------------------------|------------|
| 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       |
| 80A32                      | SENIOR SECRETARY            | 1.00       |
| 80A33                      | ADMINISTRATIVE SECRETARY    | 1.00       |
| 80E01                      | OFFICE ASSISTANT I          | 2.00       |
| 80E21                      | OFFICE ASSISTANT II         | 17.00      |
| 80E22                      | OFFICE ASSISTANT III        | 1.00       |
| 80E80                      | PRINCIPAL OFFICE ASSISTANT  | 2.00       |
| Total                      |                             | 58.00      |

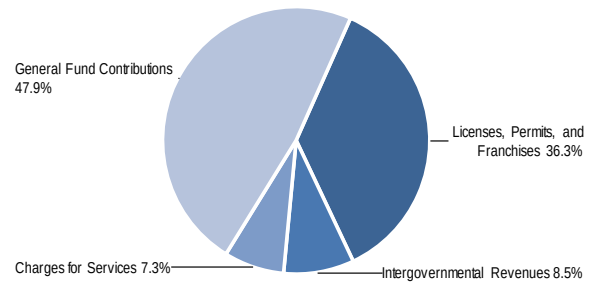
## Planning

(Budget Unit 8172— Fund 001— Appropriation Unit RMA001)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,210,264             | 3,510,971                 | 2,882,143              | 3,850,858                   | 3,049,294                     | (461,677)                          |
| Services and Supplies          | 2,492,969             | 2,750,583                 | 2,953,893              | 3,559,518                   | 1,738,788                     | (1,011,795)                        |
| Other Charges                  | 1,490,364             | 1,468,544                 | 644,601                | (520,458)                   | (520,458)                     | (1,989,002)                        |
| Subtotal                       | \$6,193,597           | \$7,730,098               | \$6,480,637            | \$6,889,918                 | \$4,267,624                   | (3,462,474)                        |

### Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 1,406,180             | 1,400,051                 | 1,408,440              | 1,549,284                   | 1,549,284                     | 149,233                            |
| Intergovernmental Revenues        | 509,907               | 59,916                    | 123,503                | 364,786                     | 364,786                       | 304,870                            |
| Charges for Services              | 192,094               | 171,751                   | 166,528                | 311,066                     | 311,066                       | 139,315                            |
| Miscellaneous Revenues            | 26,549                | 0                         | 15                     | 0                           | 0                             | 0                                  |
| Subtotal                          | \$2,134,730           | \$1,631,718               | \$1,698,486            | \$2,225,136                 | \$2,225,136                   | 593,418                            |
| General Fund Contributions        | \$4,058,867           | \$6,098,380               | \$4,782,151            | \$4,664,782                 | \$2,042,488                   | (4,055,892)                        |
| Total Source of Funds             | \$6,193,597           | \$7,730,098               | \$6,480,637            | \$6,889,918                 | \$4,267,624                   | (3,462,474)                        |

### Unit Description

Planning is primarily responsible for regulating development activity in the unincorporated areas of Monterey County, preparing and implementing land use policy and regulations, providing information to the public, and reviewing development projects to ensure compliance with the County's land use regulations governing planning, building construction and design, subdivisions, and grading and erosion control and assisting in the preparation of a County-wide Park Master Plan. This includes coordinating inter-agency review of land development. In addition, Planning has the responsibility of preparing and reviewing environmental documents for development within the 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, Cannabis Committee, Inter-Agency Review

(IAR), Airport Land Use Commission (ALUC), Land Use Advisory Committees(LUAC), Historical Committees and coordinates responses from County land use departments on land use programs and proposals by other jurisdictions.

### Recommended 2018-19 Positions

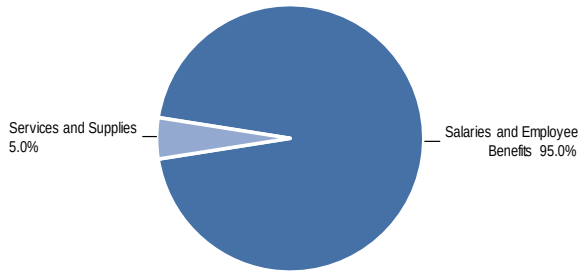
| Classification Code | Classification Label                      | FTE   |
|---------------------|-------------------------------------------|-------|
|                     | DEPUTY DIRECTOR OF LAND USE AND COMMUNITY |       |
| 11A23               | DEVELOPMENT                               | 1.00  |
| 14K50               | CHIEF OF PLANNING                         | 1.00  |
| 14K51               | RMA SERVICES MANAGER                      | 2.00  |
| 41F11               | ASSOCIATE PLANNER                         | 11.00 |
| 41F22               | SENIOR PLANNER                            | 3.00  |
| 41F23               | SUPERVISING PLANNER                       | 1.00  |
| 41F85               | PARKS PLANNING MANAGER                    | 1.00  |
| Total               |                                           | 20.00 |

Resource Management Agency

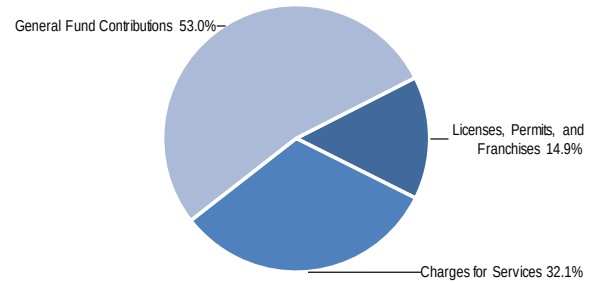
## Development Services

(Budget Unit 8196— Fund 001— Appropriation Unit RMA010)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,220,901             | 1,397,166                 | 1,244,332              | 1,432,908                   | 1,432,908                     | 35,742                             |
| Services and Supplies          | 44,930                | 155,080                   | 185,017                | 81,624                      | 75,172                        | (79,908)                           |
| Other Charges                  | (183,875)             | (268,209)                 | (227,296)              | (295,272)                   | (295,272)                     | (27,063)                           |
| Subtotal                       | \$1,081,956           | \$1,284,037               | \$1,202,053            | \$1,219,260                 | \$1,212,808                   | (71,229)                           |

### Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 119,941               | 116,830                   | 173,295                | 180,346                     | 180,346                       | 63,516                             |
| Charges for Services              | 517,661               | 277,757                   | 372,435                | 389,165                     | 389,165                       | 111,408                            |
| Miscellaneous Revenues            | 100                   | 100                       | 100                    | 100                         | 100                           | 0                                  |
| Subtotal                          | \$637,701             | \$394,687                 | \$545,830              | \$569,611                   | \$569,611                     | 174,924                            |
| General Fund Contributions        | \$444,254             | \$889,350                 | \$656,223              | \$649,649                   | \$643,197                     | (246,153)                          |
| Total Source of Funds             | \$1,081,956           | \$1,284,037               | \$1,202,053            | \$1,219,260                 | \$1,212,808                   | (71,229)                           |

### 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, transportation permits for oversize and overweight vehicles traveling in Monterey County and issuance of encroachment permits for public right-of-way. Revenue for this Unit is derived from service fees for map checking and improvement plan check and certain land use fees, reimbursable service agreements with other County agencies, and

permit fees for the transportation permits, encroachment permits, addressing and road naming and abandonment.

### Recommended 2018-19 Positions

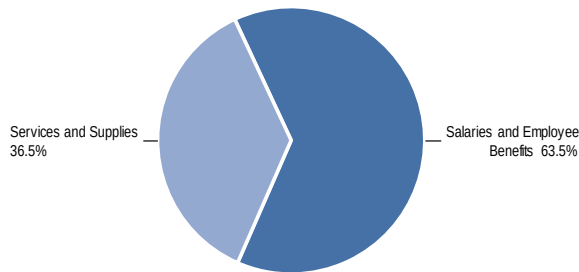
| Classification Code | Classification Label   | FTE   |
|---------------------|------------------------|-------|
| 14K51               | RMA SERVICES MANAGER   | 1.00  |
| 41A10               | ASSISTANT ENGINEER     | 2.00  |
| 41A20               | CIVIL ENGINEER         | 1.00  |
| 41A87               | CHIEF OF SURVEYS       | 1.00  |
| 43A22               | ENGINEERING AIDE III   | 1.00  |
| 43A23               | ENGINEERING TECHNICIAN | 4.00  |
| Total               |                        | 10.00 |



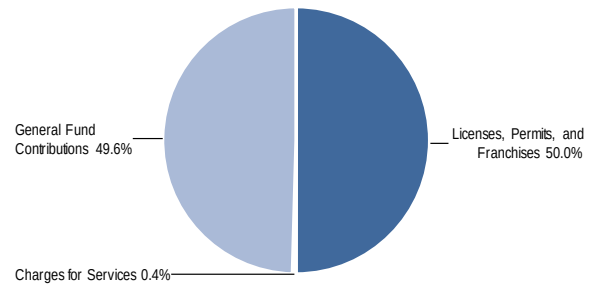
## Environmental Services

(Budget Unit 8444— Fund 001— Appropriation Unit RMA099)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 993,032               | 908,614                   | 888,402                | 954,309                     | 822,110                       | (86,504)                           |
| Services and Supplies          | 368,564               | 580,356                   | 637,019                | 506,754                     | 472,412                       | (107,944)                          |
| Other Charges                  | (85,298)              | 54,111                    | (69,242)               | (4,292)                     | (4,292)                       | (58,403)                           |
| Subtotal                       | \$1,276,299           | \$1,543,081               | \$1,456,179            | \$1,456,771                 | \$1,290,230                   | (252,851)                          |

### Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 656,970               | 595,865                   | 648,598                | 645,276                     | 645,276                       | 49,411                             |
| Intergovernmental Revenues        | 86,846                | 185,000                   | 185,000                | 0                           | 0                             | (185,000)                          |
| Charges for Services              | 4,042                 | 5,000                     | 5,000                  | 5,472                       | 5,472                         | 472                                |
| Miscellaneous Revenues            | 1,315                 | 0                         | 4,573                  | 0                           | 0                             | 0                                  |
| Subtotal                          | \$749,173             | \$785,865                 | \$843,171              | \$650,748                   | \$650,748                     | (135,117)                          |
| General Fund Contributions        | \$527,126             | \$757,216                 | \$613,008              | \$806,023                   | \$639,482                     | (117,734)                          |
| Total Source of Funds             | \$1,276,299           | \$1,543,081               | \$1,456,179            | \$1,456,771                 | \$1,290,230                   | (252,851)                          |

### 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 2018-19 represents year six of the effective NPDES Municipal General Permit during which the following program elements are required to be developed and/or implemented on an ongoing basis: Areas of Special Biological Significance (ASBS) Program, Education and Outreach Program, Public Involvement and Participation Program, Illicit Discharge

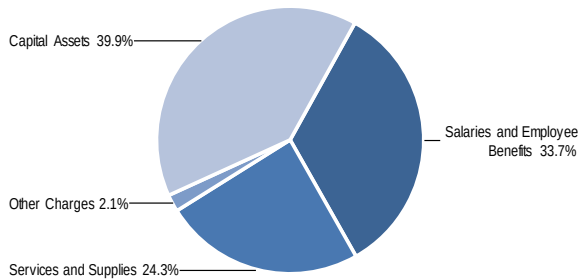
Detection and Elimination Program, Construction Site Storm Water Runoff Control Program, Pollution Prevention and Good Housekeeping for Municipal Operations Program, Post-Construction Storm Water Management Program, Total Maximum Daily Loads (TMDL) Compliance Program, Program Effectiveness Assessment and Improvement Plan, and Annual Reporting.

### Recommended 2018-19 Positions

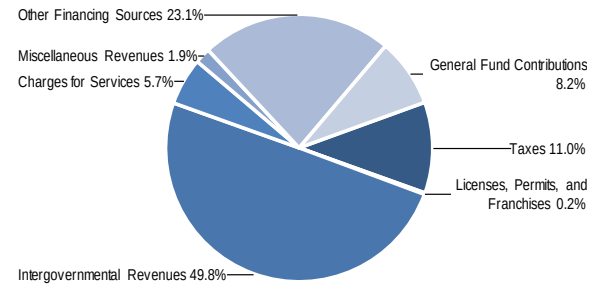
| Classification Code | Classification Label               | FTE  |
|---------------------|------------------------------------|------|
| 41A20               | CIVIL ENGINEER                     | 1.00 |
| 41C02               | WATER RESOURCES HYDROLOGIST        | 2.00 |
| 41C17               | SENIOR WATER RESOURCES HYDROLOGIST | 1.00 |
| 43B03               | WATER RESOURCES TECHNICIAN         | 2.00 |
| Total               |                                    | 6.00 |

# Public Works/Facilities

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 11,655,244            | 17,415,921                | 15,871,083             | 16,979,615                  | 16,827,738                    | (588,183)                          |
| Services and Supplies          | 18,398,147            | 9,602,098                 | 18,005,738             | 38,561,251                  | 12,136,761                    | 2,534,663                          |
| Other Charges                  | (6,204,723)           | (5,710,541)               | (2,174,681)            | 1,037,798                   | 1,037,798                     | 6,748,339                          |
| Capital Assets                 | 8,889,842             | 25,457,040                | 30,290,770             | 19,879,883                  | 19,879,883                    | (5,577,157)                        |
| Other Financing Uses           | 0                     | 8,257                     | 8,257                  | 8,257                       | 8,257                         | 0                                  |
| Subtotal                       | \$32,738,510          | \$46,772,775              | \$62,001,167           | \$76,466,804                | \$49,890,437                  | 3,117,662                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 0                     | 1,037,127                 | 5,719,138              | 5,636,651                   | 5,484,774                     | 4,447,647                          |
| Licenses, Permits, and Franchises    | 525,431               | 789,681                   | 386,733                | 90,000                      | 90,000                        | (699,681)                          |
| Fines, Forfeitures, and Penalties    | 22,747                | 32,830                    | 32,830                 | 32,880                      | 32,880                        | 50                                 |
| Revenue from Use of Money & Property | (43,439)              | 23,020                    | 25,872                 | 35,520                      | 35,520                        | 12,500                             |
| Intergovernmental Revenues           | 12,410,285            | 31,772,166                | 38,952,973             | 24,835,822                  | 24,835,822                    | (6,936,344)                        |
| Charges for Services                 | 1,498,012             | 2,936,749                 | 3,130,458              | 2,859,548                   | 2,859,548                     | (77,201)                           |
| Miscellaneous Revenues               | 6,167                 | 2,192,878                 | 2,060,860              | 934,481                     | 934,481                       | (1,258,397)                        |
| Other Financing Sources              | 14,997,076            | 5,480,243                 | 7,097,368              | 11,528,400                  | 11,528,400                    | 6,048,157                          |
| Subtotal                             | \$29,416,278          | \$44,264,694              | \$57,406,232           | \$45,953,302                | \$45,801,425                  | 1,536,731                          |
| Fund Balance                         | 4,032,310             | (531,536)                 | 2,047,796              | 26,200,000                  | (15,836)                      | 515,700                            |
| General Fund Contributions           | (\$710,078)           | \$3,039,617               | \$2,547,139            | \$4,313,502                 | \$4,104,848                   | 1,065,231                          |
| Total Source of Funds                | \$32,738,510          | \$46,772,775              | \$62,001,167           | \$76,466,804                | \$49,890,437                  | 3,117,662                          |

## Division Description

Public Works, Parks and Facilities Division is comprised of the following units: Architectural Services, Facilities Maintenance, Grounds, Litter Control, Roads & Bridges Engineering, Roads & Bridges Maintenance, and County Parks. This Division is

responsible for designing, building and maintaining the County's roadway infrastructure and County-owned facilities.

Parks administers, maintains and operates Royal Oaks, Jacks Peak, San Lorenzo, Toro, Manzanita and the Rifle and Pistol Range at Laguna Seca. The parks system benefits the community by providing locations for a vast assortment of outdoor recreational activities.

## Appropriation Expenditure Detail

|                                 | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted | Fund Code | Budget Unit Code |
|---------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|-----------|------------------|
| Architectural Services (RMA003) | (93,885)              | 1                         | (697,351)              | 535,723                     | 532,026                       | 532,025                            | 001       | 8173             |

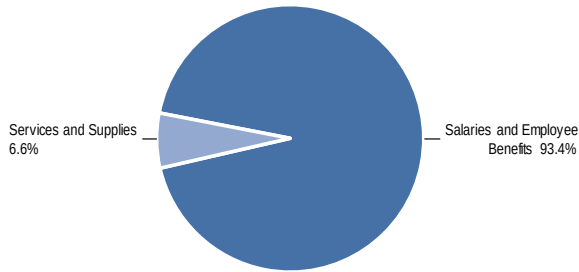
## Appropriation Expenditure Detail

|                                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Facilities Maintenance (RMA006)          | (1,421,228)           | 150,098                   | (525,306)              | 413,985                        | 248,785                          | 98,687                                | 001          | 8176                |
| Grounds (RMA006)                         | 602,539               | 669,452                   | 781,020                | 615,893                        | 612,244                          | (57,208)                              | 001          | 8181                |
| Litter Control (RMA002)                  | 395,392               | 492,411                   | 534,166                | 378,454                        | 377,086                          | (115,325)                             | 001          | 8194                |
| Road & Bridge Engineering<br>(RMA012)    | 20,260,289            | 28,357,291                | 42,917,738             | 52,690,161                     | 26,531,096                       | (1,826,195)                           | 002          | 8195                |
| Roads & Bridges- Maintenance<br>(RMA012) | 12,995,403            | 14,182,381                | 15,339,825             | 18,018,714                     | 17,810,066                       | 3,627,685                             | 002          | 8443                |
| Park Operations (RMA006)                 | 0                     | 2,921,141                 | 3,651,075              | 3,813,874                      | 3,779,134                        | 857,993                               | 001          | 8475                |
| Subtotal                                 | \$32,738,510          | \$46,772,775              | \$62,001,167           | \$76,466,804                   | \$49,890,437                     | 3,117,662                             |              |                     |

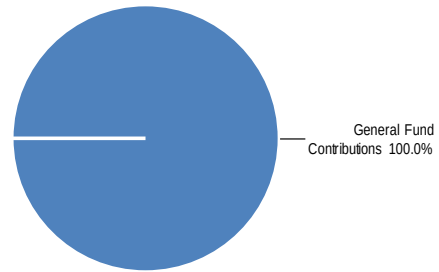
## Architectural Services

(Budget Unit 8173— Fund 001— Appropriation Unit RMA003)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 825,927               | 1,092,276                 | 788,597                | 891,846                     | 891,846                       | (200,430)                          |
| Services and Supplies          | 114,608               | 175,767                   | 94,342                 | 67,177                      | 63,480                        | (112,287)                          |
| Other Charges                  | (1,034,421)           | (1,268,042)               | (1,580,290)            | (423,300)                   | (423,300)                     | 844,742                            |
| Subtotal                       | (\$93,885)            | \$1                       | (\$697,351)            | \$535,723                   | \$532,026                     | 532,025                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | (\$93,885)            | \$1                       | (\$697,351)            | \$535,723                   | \$532,026                     | 532,025                            |
| Total Source of Funds      | (\$93,885)            | \$1                       | (\$697,351)            | \$535,723                   | \$532,026                     | 532,025                            |

### Unit Description

The Architectural Services unit provides project management for new construction, major renovation projects and facility maintenance and repair funded by the Capital Projects Fund 402 (Unit 8468), the Facilities Master Plan Implementation Fund 404 (Unit 8174), and the Facilities Maintenance Projects 401 (Unit 8184).

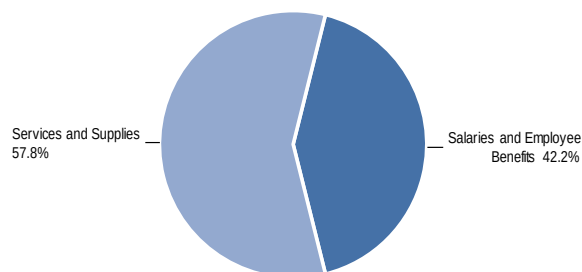
### Recommended 2018-19 Positions

| Classification Code | Classification Label                 | FTE  |
|---------------------|--------------------------------------|------|
| 14A11               | PROJECT MANAGER II                   | 3.00 |
| 14A12               | PROJECT MANAGER III                  | 1.00 |
| 30D31               | CHIEF OF PUBLIC WORKS AND FACILITIES | 1.00 |
| Total               |                                      | 5.00 |

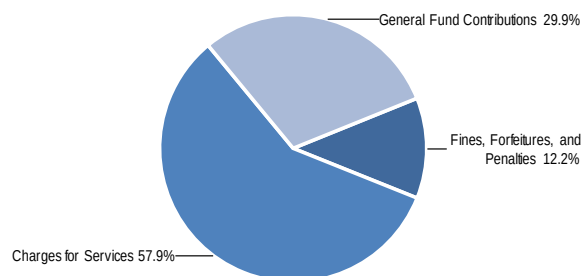
## Facilities Maintenance

(Budget Unit 8176— Fund 001— Appropriation Unit RMA006)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,968,515             | 2,350,511                 | 2,191,731              | 2,428,683                   | 2,428,683                     | 78,172                             |
| Services and Supplies          | 1,363,703             | 2,521,875                 | 3,670,252              | 3,486,710                   | 3,321,510                     | 799,635                            |
| Other Charges                  | (4,759,025)           | (4,722,288)               | (6,387,289)            | (5,501,408)                 | (5,501,408)                   | (779,120)                          |
| Capital Assets                 | 5,579                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | (\$1,421,228)         | \$150,098                 | (\$525,306)            | \$413,985                   | \$248,785                     | 98,687                             |

### Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties | 22,747                | 30,227                    | 30,227                 | 30,277                      | 30,277                        | 50                                 |
| Charges for Services              | 168,836               | 144,164                   | 144,164                | 144,164                     | 144,164                       | 0                                  |
| Subtotal                          | \$191,583             | \$174,391                 | \$174,391              | \$174,441                   | \$174,441                     | 50                                 |
| General Fund Contributions        | (\$1,612,810)         | (\$24,293)                | (\$699,697)            | \$239,544                   | \$74,344                      | 98,637                             |
| Total Source of Funds             | (\$1,421,228)         | \$150,098                 | (\$525,306)            | \$413,985                   | \$248,785                     | 98,687                             |

### Unit Description

This unit is responsible for facilities maintenance functions and administration of all County owned and leased buildings. The Facilities Maintenance budget provides for the daily activities associated with operating occupied facilities, i.e., building 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.

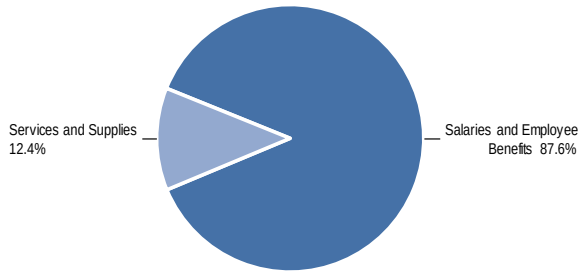
### Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 14C30               | MANAGEMENT ANALYST II              | 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  |
| Total               |                                    | 22.00 |

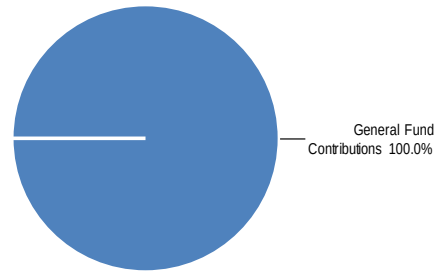
## Grounds

(Budget Unit 8181— Fund 001— Appropriation Unit RMA006)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 511,969               | 561,961                   | 553,811                | 536,363                     | 536,363                       | (25,598)                           |
| Services and Supplies          | 90,570                | 107,491                   | 227,209                | 79,530                      | 75,881                        | (31,610)                           |
| Subtotal                       | \$602,539             | \$669,452                 | \$781,020              | \$615,893                   | \$612,244                     | (57,208)                           |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$602,539             | \$669,452                 | \$781,020              | \$615,893                   | \$612,244                     | (57,208)                           |
| Total Source of Funds      | \$602,539             | \$669,452                 | \$781,020              | \$615,893                   | \$612,244                     | (57,208)                           |

### 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 of roads rights-of-ways.

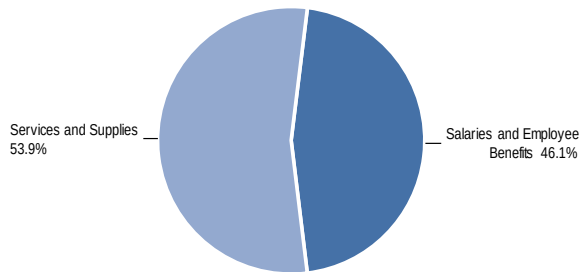
### Recommended 2018-19 Positions

| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 70C20               | SENIOR GROUNDSKEEPER | 1.00 |
| 70C21               | GROUNDSKEEPER        | 4.00 |
| 70C80               | GROUNDS SUPERVISOR   | 1.00 |
| Total               |                      | 6.00 |

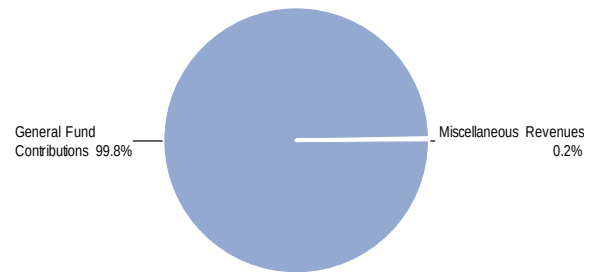
## Litter Control

(Budget Unit 8194— Fund 001— Appropriation Unit RMA002)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 171,291               | 184,149                   | 173,509                | 188,300                     | 188,300                       | 4,151                              |
| Services and Supplies          | 257,184               | 339,262                   | 394,970                | 221,322                     | 219,954                       | (119,308)                          |
| Other Charges                  | (33,083)              | (31,000)                  | (34,313)               | (31,168)                    | (31,168)                      | (168)                              |
| Subtotal                       | \$395,392             | \$492,411                 | \$534,166              | \$378,454                   | \$377,086                     | (115,325)                          |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Miscellaneous Revenues     | 1,314                 | 1,434                     | 1,434                  | 703                         | 703                           | (731)                              |
| Subtotal                   | \$1,314               | \$1,434                   | \$1,434                | \$703                       | \$703                         | (731)                              |
| General Fund Contributions | \$394,078             | \$490,977                 | \$532,732              | \$377,751                   | \$376,383                     | (114,594)                          |
| Total Source of Funds      | \$395,392             | \$492,411                 | \$534,166              | \$378,454                   | \$377,086                     | (115,325)                          |

### 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. Litter Removal: Litter clean-up from County roads and rights-of-way is a seven-day a week operation staffed by two County

employees known as Litter Guards who rotate their schedules. 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.

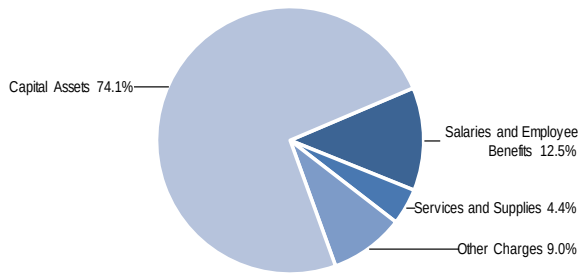
### Recommended 2018-19 Positions

| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 34X21               | GUARD                | 2.00 |
| Total               |                      | 2.00 |

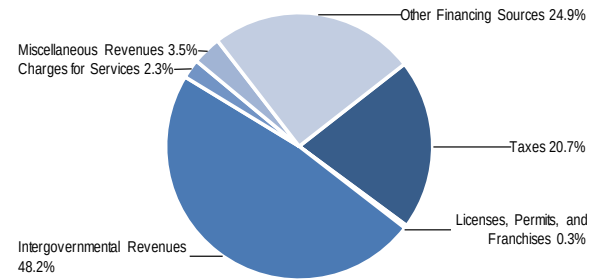
## Road & Bridge Engineering

(Budget Unit 8195— Fund 002— Appropriation Unit RMA012)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,282,037             | 3,143,377                 | 2,681,786              | 3,458,788                   | 3,306,911                     | 163,534                            |
| Services and Supplies          | 9,963,826             | (597,446)                 | 6,648,699              | 27,172,448                  | 1,165,260                     | 1,762,706                          |
| Other Charges                  | (869,838)             | 354,320                   | 3,490,211              | 2,388,908                   | 2,388,908                     | 2,034,588                          |
| Capital Assets                 | 8,884,264             | 25,457,040                | 30,097,042             | 19,670,017                  | 19,670,017                    | (5,787,023)                        |
| Subtotal                       | \$20,260,289          | \$28,357,291              | \$42,917,738           | \$52,690,161                | \$26,531,096                  | (1,826,195)                        |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 0                     | 1,037,127                 | 5,719,138              | 5,636,651                   | 5,484,774                     | 4,447,647                          |
| Licenses, Permits, and Franchises    | 525,431               | 789,681                   | 385,681                | 90,000                      | 90,000                        | (699,681)                          |
| Revenue from Use of Money & Property | (22,317)              | 0                         | 2,850                  | 12,500                      | 12,500                        | 12,500                             |
| Intergovernmental Revenues           | 3,415,979             | 21,917,719                | 29,671,716             | 12,794,203                  | 12,794,203                    | (9,123,516)                        |
| Charges for Services                 | 644,561               | 1,024,800                 | 199,643                | 618,454                     | 618,454                       | (406,346)                          |
| Miscellaneous Revenues               | 556                   | 2,185,301                 | 2,051,358              | 925,806                     | 925,806                       | (1,259,495)                        |
| Other Financing Sources              | 12,922,427            | 3,480,243                 | 5,096,283              | 6,612,547                   | 6,612,547                     | 3,132,304                          |
| Subtotal                             | \$17,486,637          | \$30,434,871              | \$43,126,669           | \$26,690,161                | \$26,538,284                  | (3,896,587)                        |
| Fund Balance                         | 2,773,652             | (2,077,580)               | (208,931)              | 26,000,000                  | (7,188)                       | 2,070,392                          |
| Total Source of Funds                | \$20,260,289          | \$28,357,291              | \$42,917,738           | \$52,690,161                | \$26,531,096                  | (1,826,195)                        |

### Unit Description

This Unit includes capital projects management for road and bridge projects and the Traffic Engineering Section.

The primary sources of revenue for this budget include State and federal grants, an allocation from the Transient Occupancy Tax, and a portion of the allocation that the County receives from the State Highway Users Tax (HUTA). Also, as of FY 2017-18 new Measure X and SB 1 revenue augment funding for road maintenance and safety projects.

### Recommended 2018-19 Positions

| Classification Code | Classification Label                           | FTE  |
|---------------------|------------------------------------------------|------|
|                     | DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES |      |
| 11A24               |                                                | 1.00 |
| 14A11               | PROJECT MANAGER II                             | 1.00 |
| 14A12               | PROJECT MANAGER III                            | 2.00 |



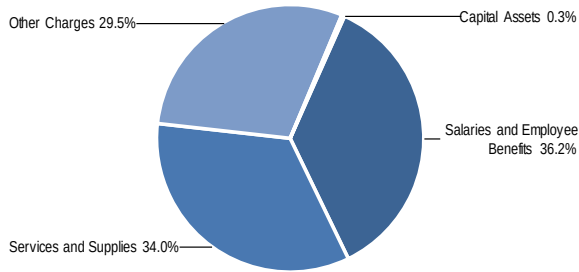
## Recommended 2018-19 Positions

| Classification Code | Classification Label                 | FTE   |
|---------------------|--------------------------------------|-------|
| 14C30               | MANAGEMENT ANALYST II                | 1.00  |
| 30D31               | CHIEF OF PUBLIC WORKS AND FACILITIES | 1.00  |
| 41A10               | ASSISTANT ENGINEER                   | 5.00  |
| 41A22               | SENIOR CIVIL ENGINEER                | 3.00  |
| 43A22               | ENGINEERING AIDE III                 | 1.00  |
| 43A23               | ENGINEERING TECHNICIAN               | 2.00  |
| 80A31               | SECRETARY                            | 1.00  |
| 80A32               | SENIOR SECRETARY                     | 1.00  |
| 80A33               | ADMINISTRATIVE SECRETARY             | 1.00  |
| Total               |                                      | 20.00 |

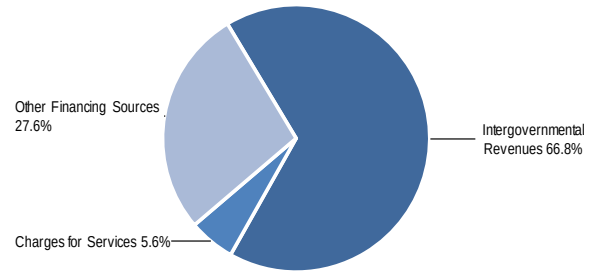
## Roads & Bridges- Maintenance

(Budget Unit 8443— Fund 002— Appropriation Unit RMA012)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,895,504             | 7,379,917                 | 6,897,904              | 6,437,770                   | 6,437,770                     | (942,147)                          |
| Services and Supplies          | 6,608,256             | 6,296,350                 | 5,687,286              | 6,253,578                   | 6,044,930                     | (251,420)                          |
| Other Charges                  | 491,643               | 497,857                   | 2,746,378              | 5,259,109                   | 5,259,109                     | 4,761,252                          |
| Capital Assets                 | 0                     | 0                         | 0                      | 60,000                      | 60,000                        | 60,000                             |
| Other Financing Uses           | 0                     | 8,257                     | 8,257                  | 8,257                       | 8,257                         | 0                                  |
| Subtotal                       | \$12,995,403          | \$14,182,381              | \$15,339,825           | \$18,018,714                | \$17,810,066                  | 3,627,685                          |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | (21,122)              | 7,735                     | 7,735                  | 7,735                       | 7,735                         | 0                                  |
| Intergovernmental Revenues           | 8,994,305             | 9,854,447                 | 9,281,257              | 11,891,753                  | 11,891,753                    | 2,037,306                          |
| Charges for Services                 | 684,616               | 768,512                   | 1,787,378              | 997,730                     | 997,730                       | 229,218                            |
| Miscellaneous Revenues               | 4,297                 | 5,643                     | 5,643                  | 5,643                       | 5,643                         | 0                                  |
| Other Financing Sources              | 2,074,649             | 2,000,000                 | 2,001,085              | 4,915,853                   | 4,915,853                     | 2,915,853                          |
| Subtotal                             | \$11,736,745          | \$12,636,337              | \$13,083,098           | \$17,818,714                | \$17,818,714                  | 5,182,377                          |
| Fund Balance                         | 1,258,658             | 1,546,044                 | 2,256,727              | 200,000                     | (8,648)                       | (1,554,692)                        |
| Total Source of Funds                | \$12,995,403          | \$14,182,381              | \$15,339,825           | \$18,018,714                | \$17,810,066                  | 3,627,685                          |

### Unit Description

This Unit maintains various infrastructure within the County Rights-of-way including: pavement, striping, traffic signals, traffic signs, pavement markings, curb, gutters, sidewalks, grading of shoulders, ditches and dirt roads, drainage culverts, bridges, trees & vegetation, remediation of illegal dumping of litter/debris/hazardous materials, sanitary sewer lift stations, dead animal removal, flood management of the Carmel Lagoon and emergency response to multi-hazards, as well as maintenance of over 60 miles of dirt roads within the Los Padres National Forest. The primary sources of revenue for this budget includes State Highway Users Tax, Transient Occupancy Tax, SB1, and a Regional Surface Transportation Program allocation.

### Recommended 2018-19 Positions

| Classification Code | Classification Label             | FTE   |
|---------------------|----------------------------------|-------|
| 14A10               | PROJECT MANAGER I                | 1.00  |
| 74D12               | ROAD MAINTENANCE WORKER          | 19.00 |
| 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        | 4.00  |
| 74E31               | SENIOR BRIDGE MAINTENANCE WORKER | 1.00  |

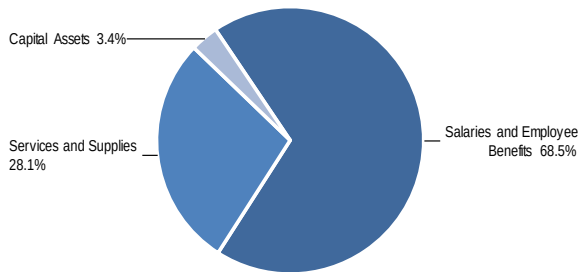
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 74E80               | ASSISTANT BRIDGE SUPERINTENDENT    | 1.00  |
| 74E81               | BRIDGE SUPERINTENDENT              | 1.00  |
| 74G21               | TREE TRIMMER                       | 2.00  |
| 74G22               | SENIOR TREE TRIMMER                | 1.00  |
| 74I11               | TRAFFIC MAINTENANCE WORKER         | 4.00  |
| 74I25               | TRAFFIC MAINTENANCE SUPERINTENDENT | 1.00  |
| 80A31               | SECRETARY                          | 1.00  |
| 80E90               | MAINTENANCE YARD CLERK             | 4.00  |
| 80E91               | MAINTENANCE INVENTORY & YARD CLERK | 1.00  |
| Total               |                                    | 58.00 |

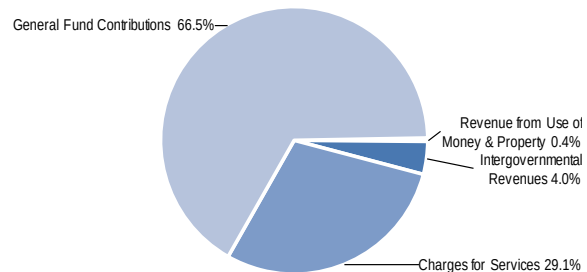
## Park Operations

(Budget Unit 8475— Fund 001— Appropriation Unit RMA006)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 2,703,730                 | 2,583,745              | 3,037,865                   | 3,037,865                     | 334,135                            |
| Services and Supplies          | 0                     | 758,799                   | 1,282,980              | 1,280,486                   | 1,245,746                     | 486,947                            |
| Other Charges                  | 0                     | (541,388)                 | (409,378)              | (654,343)                   | (654,343)                     | (112,955)                          |
| Capital Assets                 | 0                     | 0                         | 193,728                | 149,866                     | 149,866                       | 149,866                            |
| Subtotal                       | \$0                   | \$2,921,141               | \$3,651,075            | \$3,813,874                 | \$3,779,134                   | 857,993                            |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises    | 0                     | 0                         | 1,052                  | 0                           | 0                             | 0                                  |
| Fines, Forfeitures, and Penalties    | 0                     | 2,603                     | 2,603                  | 2,603                       | 2,603                         | 0                                  |
| Revenue from Use of Money & Property | 0                     | 15,285                    | 15,287                 | 15,285                      | 15,285                        | 0                                  |
| Intergovernmental Revenues           | 0                     | 0                         | 0                      | 149,866                     | 149,866                       | 149,866                            |
| Charges for Services                 | 0                     | 999,273                   | 999,273                | 1,099,200                   | 1,099,200                     | 99,927                             |
| Miscellaneous Revenues               | 0                     | 500                       | 2,425                  | 2,329                       | 2,329                         | 1,829                              |
| Subtotal                             | \$0                   | \$1,017,661               | \$1,020,640            | \$1,269,283                 | \$1,269,283                   | 251,622                            |
| General Fund Contributions           | \$0                   | \$1,903,480               | \$2,630,435            | \$2,544,591                 | \$2,509,851                   | 606,371                            |
| Total Source of Funds                | \$0                   | \$2,921,141               | \$3,651,075            | \$3,813,874                 | \$3,779,134                   | 857,993                            |

### Unit Description

Monterey County Parks has been established to protect and preserve the natural, historic, cultural and recreational resources in our community. The Monterey County RMA-Parks operates and maintains a system of County parks, which benefits the community by providing a vast assortment of outdoor recreational activities. The County's Parks System enriches the local community by providing an assortment of outdoor and recreational activities, while boosting local tourism and economic activity. Both our residents and visitors value our parks for access to outdoor spaces

to play and be active, exercise and participate in group sports and experience and discover the natural environment. Children, teens, adults, seniors, families, businesses, and community organizations benefit from the wide range of park amenities, open spaces, trails, sports fields and playing courts, playgrounds, facilities and associated programs. One of the primary goals is to provide, enhance and maintain opportunities for the public's enjoyment, inspiration, education, healthful living, personal development and cultural enrichment to make lives and communities better now and in the future.

**Recommended 2018-19 Positions**

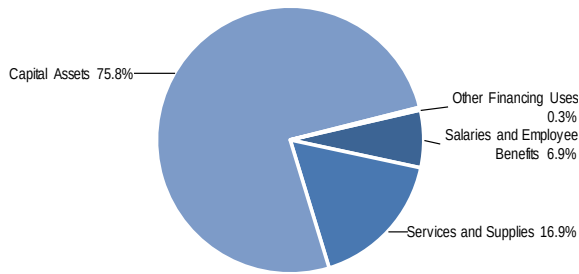
| <b>Classification Code</b> | <b>Classification Label</b>       | <b>FTE</b> |
|----------------------------|-----------------------------------|------------|
| 14N05                      | ADMINISTRATIVE OPERATIONS MANAGER | 1.00       |
| 65C10                      | PARKS MUSEUM ASSISTANT            | 1.00       |
| 68A41                      | COUNTY PARK RANGER II             | 3.00       |

**Recommended 2018-19 Positions**

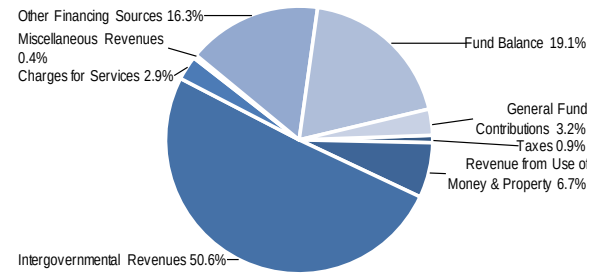
| <b>Classification Code</b> | <b>Classification Label</b>                       | <b>FTE</b> |
|----------------------------|---------------------------------------------------|------------|
| 68A42                      | COUNTY PARK RANGER III                            | 2.00       |
| 68A43                      | COUNTY PARK RANGER SUPERVISOR                     | 1.00       |
| 68E01                      | COUNTY PARK RANGER MANAGER                        | 1.00       |
| 72B31                      | PARKS BUILDING & GROUNDS WORKER II                | 8.00       |
| 72B32                      | PARKS BUILDING & GROUNDS WORKER SUPERVISOR        | 2.00       |
| 72B40                      | PARKS UTILITIES & WATER SYSTEMS SPECIALIST        | 2.00       |
| 72B41                      | SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST | 1.00       |
| 74H24                      | SANITATION WORKER                                 | 1.00       |
| 80A31                      | SECRETARY                                         | 1.00       |
| Total                      |                                                   | 24.00      |

# Administration/General Services

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,135,708             | 5,366,618                 | 5,007,214              | 6,564,234                   | 6,419,402                     | 1,052,784                          |
| Services and Supplies          | 13,048,360            | 17,294,763                | 18,489,775             | 16,155,929                  | 15,660,612                    | (1,634,151)                        |
| Other Charges                  | (13,940,310)          | (5,773,868)               | (14,191,437)           | (9,487,290)                 | (9,487,290)                   | (3,713,422)                        |
| Capital Assets                 | 29,987,303            | 111,489,333               | 101,939,253            | 70,024,457                  | 70,024,457                    | (41,464,876)                       |
| Other Financing Uses           | 73,900                | 90,177                    | 73,200                 | 298,400                     | 298,400                       | 208,223                            |
| Subtotal                       | \$34,304,961          | \$128,467,023             | \$111,318,005          | \$83,555,730                | \$82,915,581                  | (45,551,442)                       |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 705,559               | 642,081                   | 644,094                | 735,497                     | 735,497                       | 93,416                             |
| Licenses, Permits, and Franchises    | 1,800                 | 0                         | 1,000                  | 200                         | 200                           | 200                                |
| Fines, Forfeitures, and Penalties    | 0                     | 13,683                    | 20,579                 | 9,152                       | 9,152                         | (4,531)                            |
| Revenue from Use of Money & Property | 701,522               | 2,626,240                 | 4,765,969              | 5,514,004                   | 5,514,004                     | 2,887,764                          |
| Intergovernmental Revenues           | 307,323               | 58,802,717                | 67,996,885             | 41,959,765                  | 41,959,765                    | (16,842,952)                       |
| Charges for Services                 | 1,909,927             | 3,612,894                 | 2,651,414              | 2,428,755                   | 2,428,755                     | (1,184,139)                        |
| Miscellaneous Revenues               | 163,687               | 122,485                   | 151,676                | 353,016                     | 353,016                       | 230,531                            |
| Other Financing Sources              | 9,031,654             | 21,487,372                | 23,495,390             | 13,485,038                  | 13,485,038                    | (8,002,334)                        |
| Subtotal                             | \$12,821,472          | \$87,307,472              | \$99,727,007           | \$64,485,427                | \$64,485,427                  | (22,822,045)                       |
| Fund Balance                         | 16,687,836            | 36,621,593                | 11,803,006             | 16,254,950                  | 15,805,341                    | (20,816,252)                       |
| General Fund Contributions           | \$4,795,654           | \$4,537,958               | (\$212,008)            | \$2,815,354                 | \$2,624,814                   | (1,913,144)                        |
| Total Source of Funds                | \$34,304,961          | \$128,467,023             | \$111,318,005          | \$83,555,731                | \$82,915,582                  | (45,551,441)                       |

## Division Description

The Administration Services Division is comprised of the following units: County Disposal Sites; Courier Operations; Mail Operations; Property Management; Utilities; RMA Administration; Facility Master Plan Projects; Capital Projects; Facilities Maintenance Projects; Special Districts Administration; County Sanitation Districts; County Service Areas; Fish and Game Propagation; and

Lake Operations. 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 purview that provide support services across the County. This division also oversees the projects, programs and administrative functions within the East Garrison portion of the Fort Ord Redevelopment Area.

## Appropriation Expenditure Detail

|                                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|---------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Facility Master Plan Projects<br>(RMA014)   | 20,435                | 0                         | 0                      | 0                              | 0                                | 0                                     | 402          | 8174                |
| Facility Master Plan Projects<br>(RMA015)   | 18,651,551            | 104,142,024               | 93,628,113             | 67,151,077                     | 66,705,607                       | (37,436,417)                          | 404          | 8174                |
| County Disposal Sites (RMA039)              | 213,205               | 221,895                   | 221,896                | 223,474                        | 223,474                          | 1,579                                 | 001          | 8175                |
| Courier (RMA005)                            | 759                   | 1,422                     | 1,422                  | 1,422                          | (1,472)                          | (2,894)                               | 001          | 8177                |
| Mail (RMA005)                               | 332                   | 642                       | 642                    | 643                            | (239)                            | (881)                                 | 001          | 8178                |
| Utilities (RMA098)                          | 2,404,844             | 3,577,188                 | 3,937,107              | 3,920,564                      | 3,920,564                        | 343,376                               | 001          | 8182                |
| Real Property (RMA006)                      | 524,753               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8183                |
| Facilities Maintenance Projects<br>(RMA004) | 3,376,151             | 6,006,998                 | 3,846,084              | 2,227,585                      | 2,227,585                        | (3,779,413)                           | 401          | 8184                |
| Shuttle Operations (RMA007)                 | 244,470               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8188                |
| County Sanitation District (RMA040)         | 1,406,559             | 918,412                   | 2,434,038              | 1,086,600                      | 1,086,600                        | 168,188                               | 151          | 8197                |
| County Sanitation District (RMA043)         | 0                     | 12,354                    | 1,500                  | 0                              | 0                                | (12,354)                              | 154          | 8197                |
| County Sanitation District (RMA045)         | 197,048               | 148,877                   | 158,219                | 157,973                        | 157,973                          | 9,096                                 | 156          | 8197                |
| County Sanitation District (RMA046)         | 79,392                | 79,871                    | 268,652                | 85,359                         | 85,359                           | 5,488                                 | 157          | 8197                |
| County Sanitation District (RMA091)         | 38,700                | 38,450                    | 38,450                 | 38,150                         | 38,150                           | (300)                                 | 306          | 8197                |
| County Sanitation District (RMA093)         | 35,200                | 34,750                    | 34,750                 | 35,250                         | 35,250                           | 500                                   | 310          | 8197                |
| County Service Areas (RMA047)               | 24,805                | 72,443                    | 72,443                 | 32,596                         | 32,596                           | (39,847)                              | 051          | 8198                |
| County Service Areas (RMA048)               | 57,206                | 66,619                    | 66,619                 | 59,484                         | 59,484                           | (7,135)                               | 052          | 8198                |
| County Service Areas (RMA049)               | 76                    | 5,750                     | 5,750                  | 0                              | 0                                | (5,750)                               | 053          | 8198                |
| County Service Areas (RMA052)               | 163,481               | 192,152                   | 212,952                | 136,130                        | 136,130                          | (56,022)                              | 056          | 8198                |
| County Service Areas (RMA053)               | 11,871                | 15,000                    | 8,500                  | 13,500                         | 13,500                           | (1,500)                               | 057          | 8198                |
| County Service Areas (RMA054)               | 497                   | 5,000                     | 2,500                  | 1,000                          | 1,000                            | (4,000)                               | 058          | 8198                |
| County Service Areas (RMA055)               | 4,990                 | 15,958                    | 6,958                  | 15,897                         | 15,897                           | (61)                                  | 059          | 8198                |
| County Service Areas (RMA056)               | 53,464                | 67,050                    | 67,050                 | 81,260                         | 81,260                           | 14,210                                | 060          | 8198                |
| County Service Areas (RMA057)               | 844                   | 31,000                    | 31,000                 | 14,000                         | 14,000                           | (17,000)                              | 061          | 8198                |
| County Service Areas (RMA058)               | 4,591                 | 31,902                    | 31,724                 | 37,438                         | 37,438                           | 5,536                                 | 062          | 8198                |
| County Service Areas (RMA059)               | 1,888                 | 12,717                    | 4,717                  | 13,786                         | 13,786                           | 1,069                                 | 063          | 8198                |
| County Service Areas (RMA060)               | 1,241                 | 14,000                    | 6,000                  | 10,500                         | 10,500                           | (3,500)                               | 064          | 8198                |
| County Service Areas (RMA061)               | 550                   | 11,000                    | 2,500                  | 3,500                          | 3,500                            | (7,500)                               | 065          | 8198                |
| County Service Areas (RMA062)               | 6,334                 | 16,394                    | 7,894                  | 18,110                         | 18,110                           | 1,716                                 | 066          | 8198                |
| County Service Areas (RMA063)               | 599                   | 11,000                    | 1,500                  | 2,500                          | 2,500                            | (8,500)                               | 067          | 8198                |
| County Service Areas (RMA064)               | 9,694                 | 9,250                     | 2,500                  | 2,000                          | 2,000                            | (7,250)                               | 068          | 8198                |
| County Service Areas (RMA065)               | 7,432                 | 20,137                    | 13,887                 | 18,902                         | 18,902                           | (1,235)                               | 069          | 8198                |
| County Service Areas (RMA066)               | 461                   | 11,000                    | 1,500                  | 10,000                         | 10,000                           | (1,000)                               | 070          | 8198                |
| County Service Areas (RMA067)               | 425                   | 11,000                    | 1,000                  | 9,500                          | 9,500                            | (1,500)                               | 071          | 8198                |
| County Service Areas (RMA068)               | 17,659                | 36,793                    | 19,293                 | 25,925                         | 25,925                           | (10,868)                              | 072          | 8198                |
| County Service Areas (RMA069)               | 2,690                 | 13,622                    | 6,622                  | 16,707                         | 16,707                           | 3,085                                 | 073          | 8198                |
| County Service Areas (RMA070)               | 24,850                | 38,035                    | 35,035                 | 36,274                         | 36,274                           | (1,761)                               | 074          | 8198                |
| County Service Areas (RMA071)               | 59,260                | 57,200                    | 48,300                 | 43,306                         | 43,306                           | (13,894)                              | 075          | 8198                |
| County Service Areas (RMA072)               | 40,243                | 25,798                    | 175,507                | 25,992                         | 25,992                           | 194                                   | 076          | 8198                |
| County Service Areas (RMA073)               | 221,277               | 397,610                   | 209,651                | 406,108                        | 406,108                          | 8,498                                 | 077          | 8198                |
| County Service Areas (RMA074)               | 10,190                | 31,737                    | 117,822                | 25,966                         | 25,966                           | (5,771)                               | 078          | 8198                |
| County Service Areas (RMA075)               | 436                   | 16,000                    | 6,000                  | 15,500                         | 15,500                           | (500)                                 | 079          | 8198                |
| County Service Areas (RMA076)               | 15,659                | 41,000                    | 37,000                 | 11,500                         | 11,500                           | (29,500)                              | 080          | 8198                |
| County Service Areas (RMA077)               | 404                   | 10,000                    | 1,500                  | 1,500                          | 1,500                            | (8,500)                               | 081          | 8198                |
| County Service Areas (RMA078)               | 404                   | 11,000                    | 7,500                  | 13,500                         | 13,500                           | 2,500                                 | 082          | 8198                |

## Appropriation Expenditure Detail

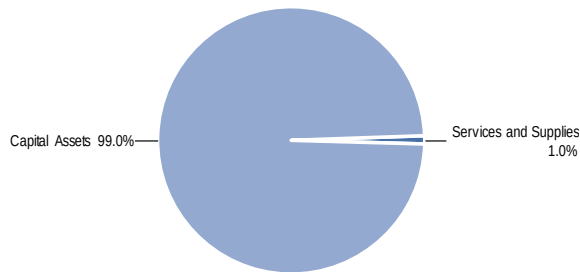
|                                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|---------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| County Service Areas (RMA079)               | 565                   | 16,000                    | 7,000                  | 16,000                         | 16,000                           | 0                                     | 083          | 8198                |
| County Service Areas (RMA080)               | 291                   | 10,000                    | 1,700                  | 3,700                          | 3,700                            | (6,300)                               | 084          | 8198                |
| County Service Areas (RMA081)               | 2,053                 | 12,461                    | 10,961                 | 4,019                          | 4,019                            | (8,442)                               | 085          | 8198                |
| County Service Areas (RMA082)               | 9,223                 | 26,000                    | 26,000                 | 13,500                         | 13,500                           | (12,500)                              | 086          | 8198                |
| County Service Areas (RMA083)               | 15,876                | 23,802                    | 62,802                 | 11,834                         | 11,834                           | (11,968)                              | 087          | 8198                |
| County Service Areas (RMA084)               | 7,893                 | 162,317                   | 28,861                 | 230,015                        | 230,015                          | 67,698                                | 088          | 8198                |
| County Service Areas (RMA085)               | 392                   | 11,000                    | 2,250                  | 13,250                         | 13,250                           | 2,250                                 | 089          | 8198                |
| County Service Areas (RMA086)               | 0                     | 1,368                     | 1,368                  | 0                              | 0                                | (1,368)                               | 090          | 8198                |
| County Service Areas (RMA087)               | 1,442                 | 33,000                    | 19,500                 | 11,500                         | 11,500                           | (21,500)                              | 091          | 8198                |
| County Service Areas (RMA088)               | 89,739                | 94,725                    | 92,969                 | 110,008                        | 110,008                          | 15,283                                | 093          | 8198                |
| County Service Areas (RMA090)               | 16,301                | 16,642                    | 16,642                 | 15,941                         | 15,941                           | (701)                                 | 312          | 8198                |
| RMA Administration (RMA013)                 | 2,259,728             | 1,279,172                 | (3,864,504)            | (842,888)                      | (1,179,229)                      | (2,458,401)                           | 001          | 8222                |
| Capital Projects (RMA014)                   | 3,996,062             | 5,123,406                 | 2,737,768              | 1,590,339                      | 1,590,339                        | (3,533,067)                           | 402          | 8468                |
| Special District Administration<br>(RMA100) | (31,522)              | 0                         | 0                      | 0                              | (1,430)                          | (1,430)                               | 001          | 8469                |
| Fish & Game Propagation (RMA101)            | 0                     | 32,125                    | 32,147                 | 31,977                         | 31,977                           | (148)                                 | 006          | 8476                |
| Lake Operations (RMA102)                    | 0                     | 4,598,787                 | 5,889,595              | 5,993,698                      | 5,989,559                        | 1,390,772                             | 452          | 8477                |
| Property Management (RMA103)                | 0                     | 545,168                   | 470,849                | 322,359                        | 473,366                          | (71,802)                              | 001          | 8481                |
| Subtotal                                    | \$34,304,961          | \$128,467,023             | \$111,318,005          | \$83,555,730                   | \$82,915,581                     | (45,551,442)                          |              |                     |



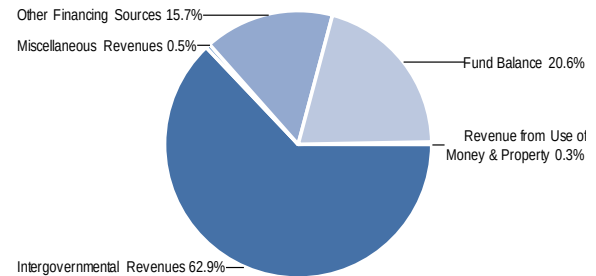
## Facility Master Plan Projects

(Budget Unit 8174— Fund 404— Appropriation Unit RMA015)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 3,043,933             | 446,134                   | 446,134                | 1,099,193                   | 653,723                       | 207,589                            |
| Other Charges         | (5,104,653)           | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets        | 20,712,270            | 103,695,890               | 93,181,979             | 66,051,884                  | 66,051,884                    | (37,644,006)                       |
| Subtotal              | \$18,651,551          | \$104,142,024             | \$93,628,113           | \$67,151,077                | \$66,705,607                  | (37,436,417)                       |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 231,481               | 100,000                   | 311,253                | 200,000                     | 200,000                       | 100,000                            |
| Intergovernmental Revenues           | 303,820               | 58,715,739                | 67,771,291             | 41,956,596                  | 41,956,596                    | (16,759,143)                       |
| Miscellaneous Revenues               | 193,639               | 122,029                   | 122,029                | 353,016                     | 353,016                       | 230,987                            |
| Other Financing Sources              | 979,311               | 17,372,504                | 17,300,208             | 10,462,313                  | 10,462,313                    | (6,910,191)                        |
| Subtotal                             | \$1,708,251           | \$76,310,272              | \$85,504,781           | \$52,971,925                | \$52,971,925                  | (23,338,347)                       |
| Fund Balance                         | 16,943,300            | 27,831,752                | 8,123,332              | 14,179,152                  | 13,733,682                    | (14,098,070)                       |
| Total Source of Funds                | \$18,651,551          | \$104,142,024             | \$93,628,113           | \$67,151,077                | \$66,705,607                  | (37,436,417)                       |

### Unit Description

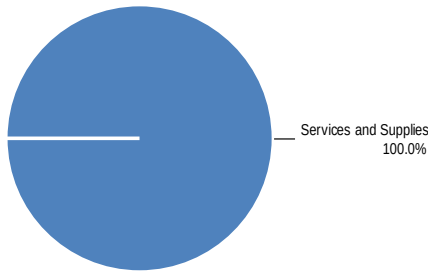
The Facilities Master Plan Implementation Projects Fund 404 was established to track the proceeds of and meet the reporting requirements for the issuance of Certificates of Participation

(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.

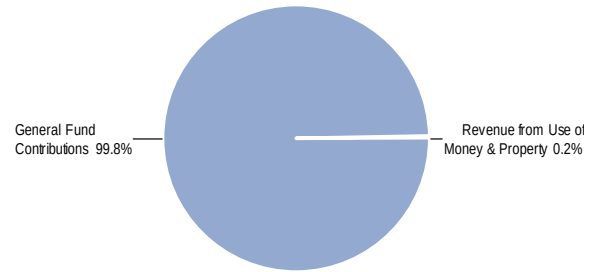
## County Disposal Sites

(Budget Unit 8175— Fund 001— Appropriation Unit RMA039)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 213,158               | 221,848                   | 221,848                | 223,426                     | 223,426                       | 1,578                              |
| Other Charges         | 47                    | 47                        | 48                     | 48                          | 48                            | 1                                  |
| Subtotal              | \$213,205             | \$221,895                 | \$221,896              | \$223,474                   | \$223,474                     | 1,579                              |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 425                   | 425                       | 425                    | 425                         | 425                           | 0                                  |
| Charges for Services                 | 425                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$850                 | \$425                     | \$425                  | \$425                       | \$425                         | 0                                  |
| General Fund Contributions           | \$212,355             | \$221,470                 | \$221,471              | \$223,049                   | \$223,049                     | 1,579                              |
| Total Source of Funds                | \$213,205             | \$221,895                 | \$221,896              | \$223,474                   | \$223,474                     | 1,579                              |

### Unit Description

The County Disposal Site (CDS) Program provides for the administration and inspection of two transfer stations and ten closed landfill disposal sites. Three of the landfills: Bradley, North

Shore Lake San Antonio and San Ardo also require groundwater and storm water monitoring and reporting. This unit provides for engineering consulting contracts to comply with mandated federal and State requirements for management of closed landfills.

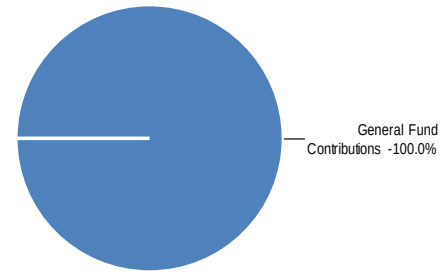
## Courier

(Budget Unit 8177— Fund 001— Appropriation Unit RMA005)

### Use of Funds

Intentionally Left Blank

### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 296,582               | 382,661                   | 372,380                | 364,435                     | 364,435                       | (18,226)                           |
| Services and Supplies          | 100,054               | 154,154                   | 95,388                 | 33,542                      | 30,648                        | (123,506)                          |
| Other Charges                  | (395,877)             | (535,393)                 | (466,346)              | (396,555)                   | (396,555)                     | 138,838                            |
| Subtotal                       | \$759                 | \$1,422                   | \$1,422                | \$1,422                     | (\$1,472)                     | (2,894)                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 1,422                 | 1,422                     | 1,422                  | 1,422                       | 1,422                         | 0                                  |
| Subtotal                   | \$1,422               | \$1,422                   | \$1,422                | \$1,422                     | \$1,422                       | 0                                  |
| General Fund Contributions | (\$663)               | \$0                       | \$0                    | \$0                         | (\$2,894)                     | (2,894)                            |
| Total Source of Funds      | \$759                 | \$1,422                   | \$1,422                | \$1,422                     | (\$1,472)                     | (2,894)                            |

### 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.

### Recommended 2018-19 Positions

| Classification Code | Classification Label  | FTE  |
|---------------------|-----------------------|------|
| 70F21               | COURIER               | 4.00 |
| 80023               | SENIOR MAILROOM CLERK | 1.00 |
| Total               |                       | 5.00 |

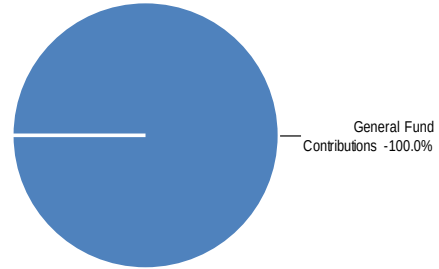
## Mail

(Budget Unit 8178— Fund 001— Appropriation Unit RMA005)

### Use of Funds

Intentionally Left Blank

### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 85,662                | 84,996                    | 44,296                 | 93,748                      | 93,748                        | 8,752                              |
| Services and Supplies          | 131,024               | 149,101                   | 121,462                | 107,619                     | 106,737                       | (42,364)                           |
| Other Charges                  | (216,354)             | (233,455)                 | (165,116)              | (200,724)                   | (200,724)                     | 32,731                             |
| Subtotal                       | \$332                 | \$642                     | \$642                  | \$643                       | (\$239)                       | (881)                              |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 642                   | 642                       | 642                    | 642                         | 642                           | 0                                  |
| Subtotal                   | \$642                 | \$642                     | \$642                  | \$642                       | \$642                         | 0                                  |
| General Fund Contributions | (\$310)               | \$0                       | \$0                    | \$1                         | (\$881)                       | (881)                              |
| Total Source of Funds      | \$332                 | \$642                     | \$642                  | \$643                       | (\$239)                       | (881)                              |

### Unit Description

Mail Services is responsible for collection, distribution, pre-sorting, and automated postage for outbound United State Postal Service mail as well as United Parcel Service shipments. Costs for this unit are entirely covered through charges for services.

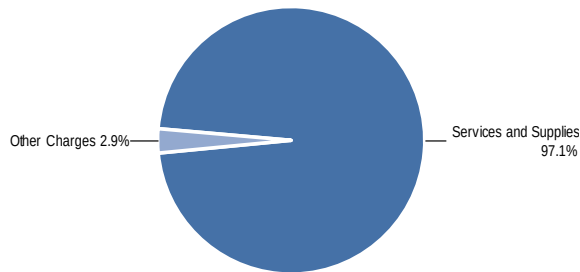
### Recommended 2018-19 Positions

| Classification<br>Code | Classification Label | FTE  |
|------------------------|----------------------|------|
| 80022                  | MAILROOM CLERK       | 1.50 |
| Total                  |                      | 1.50 |

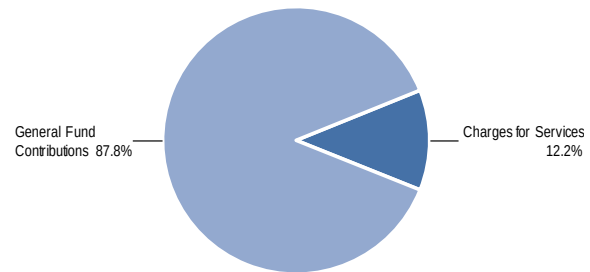
## Utilities

(Budget Unit 8182— Fund 001— Appropriation Unit RMA098)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 2,332,657             | 3,391,895                 | 3,822,723              | 3,806,180                   | 3,806,180                     | 414,285                            |
| Other Charges         | 72,187                | 185,293                   | 114,384                | 114,384                     | 114,384                       | (70,909)                           |
| Subtotal              | \$2,404,844           | \$3,577,188               | \$3,937,107            | \$3,920,564                 | \$3,920,564                   | 343,376                            |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 448,166               | 532,105                   | 492,431                | 476,809                     | 476,809                       | (55,296)                           |
| Subtotal                   | \$448,166             | \$532,105                 | \$492,431              | \$476,809                   | \$476,809                     | (55,296)                           |
| General Fund Contributions | \$1,956,678           | \$3,045,083               | \$3,444,676            | \$3,443,755                 | \$3,443,755                   | 398,672                            |
| Total Source of Funds      | \$2,404,844           | \$3,577,188               | \$3,937,107            | \$3,920,564                 | \$3,920,564                   | 343,376                            |

### 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. 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.

## Real Property

(Budget Unit 8183— Fund 001— Appropriation Unit RMA006)

### Use of Funds

Intentionally Left Blank

### Source of Funds

Intentionally Left Blank

### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 333,339               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Services and Supplies          | 186,772               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Charges                  | 4,641                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$524,753             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 307,799               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$307,799             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions           | \$216,954             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| Total Source of Funds                | \$524,753             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

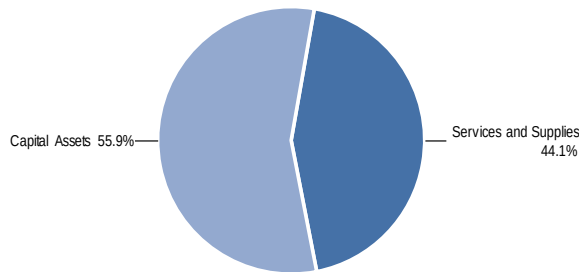
### Unit Description

Effective FY 2017-18, the Real Property Unit 8183 is reported under Property Management Unit 8481.

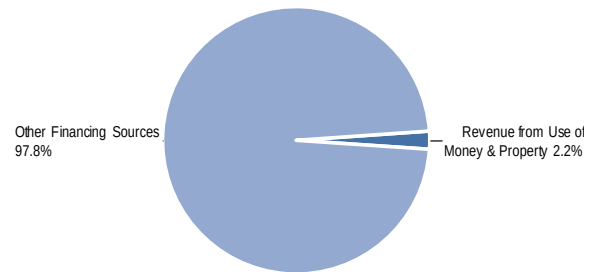
## Facilities Maintenance Projects

(Budget Unit 8184— Fund 401— Appropriation Unit RMA004)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 3,262,537             | 3,589,996                 | 3,716,655              | 2,220,093                   | 2,220,093                     | (1,369,903)                        |
| Other Charges         | (5,167,719)           | (2,695,105)               | (5,887,023)            | (2,801,529)                 | (2,801,529)                   | (106,424)                          |
| Capital Assets        | 5,281,333             | 5,095,130                 | 6,016,452              | 2,809,021                   | 2,809,021                     | (2,286,109)                        |
| Other Financing Uses  | 0                     | 16,977                    | 0                      | 0                           | 0                             | (16,977)                           |
| Subtotal              | \$3,376,151           | \$6,006,998               | \$3,846,084            | \$2,227,585                 | \$2,227,585                   | (3,779,413)                        |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 50,391                | 30,142                    | 48,350                 | 49,576                      | 49,576                        | 19,434                             |
| Intergovernmental Revenues           | 0                     | 83,829                    | 222,445                | 0                           | 0                             | (83,829)                           |
| Charges for Services                 | 175,308               | 0                         | 305,224                | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 2,936,788             | 3,003,479                 | 3,268,365              | 2,227,585                   | 2,227,585                     | (775,894)                          |
| Subtotal                             | \$3,162,487           | \$3,117,450               | \$3,844,384            | \$2,277,161                 | \$2,277,161                   | (840,289)                          |
| Fund Balance                         | 213,664               | 2,889,548                 | 1,700                  | (49,575)                    | (49,575)                      | (2,939,123)                        |
| Total Source of Funds                | \$3,376,151           | \$6,006,998               | \$3,846,084            | \$2,227,586                 | \$2,227,586                   | (3,779,412)                        |

### 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. No positions are budgeted in this fund. The staff responsible for managing projects performed

out of this unit is budgeted under Facilities Maintenance Unit 8176 or Architectural Services Unit 8173. Staff charges to specific work orders that enable their costs to be applied to the projects they are supporting which in turn reimburses the units the staff are budgeted under.

## Shuttle Operations

(Budget Unit 8188— Fund 001— Appropriation Unit RMA007)

### Use of Funds

Intentionally Left Blank

### Source of Funds

Intentionally Left Blank

### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 77,393                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Services and Supplies          | 167,077               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$244,470             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 50,000                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                   | \$50,000              | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$194,470             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| Total Source of Funds      | \$244,470             | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

### Unit Description

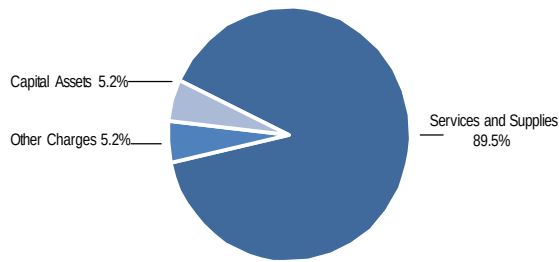
Beginning FY 2017-18, Shuttle Operations have been transferred to the County Administration Office.



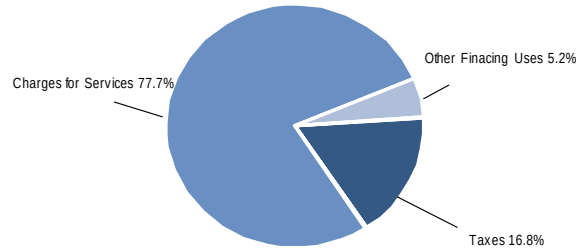
## County Sanitation District

(Budget Unit 8197— All Funds)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 1,608,086             | 1,086,279                 | 2,664,174              | 1,256,507                   | 1,256,507                     | 170,228                            |
| Other Charges         | 68,807                | 73,235                    | 73,235                 | 73,425                      | 73,425                        | 190                                |
| Capital Assets        | 6,106                 | 0                         | 125,000                | 0                           | 0                             | 0                                  |
| Other Financing Uses  | 73,900                | 73,200                    | 73,200                 | 73,400                      | 73,400                        | 200                                |
| Subtotal              | \$1,756,899           | \$1,232,714               | \$2,935,609            | \$1,403,332                 | \$1,403,332                   | 170,618                            |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 231,469               | 156,796                   | 158,372                | 235,850                     | 235,850                       | 79,054                             |
| Licenses, Permits, and Franchises    | 1,800                 | 0                         | 1,000                  | 200                         | 200                           | 200                                |
| Revenue from Use of Money & Property | 3,374                 | 2,081                     | 1,828                  | 1,833                       | 1,833                         | (248)                              |
| Intergovernmental Revenues           | 1,135                 | 733                       | 733                    | 750                         | 750                           | 17                                 |
| Charges for Services                 | 811,229               | 1,101,008                 | 1,101,158              | 1,091,000                   | 1,091,000                     | 89,992                             |
| Miscellaneous Revenues               | 0                     | 0                         | 12,045                 | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 490,416               | 89,059                    | 1,791,758              | 73,400                      | 73,400                        | (15,654)                           |
| Subtotal                             | \$1,539,423           | \$1,249,672               | \$2,966,894            | \$1,403,033                 | \$1,403,033                   | 153,361                            |
| Fund Balance                         | 217,475               | (16,958)                  | (31,285)               | 299                         | 299                           | 17,257                             |
| Total Source of Funds                | \$1,756,899           | \$1,262,714               | \$2,935,609            | \$1,403,332                 | \$1,403,332                   | 170,618                            |

### Unit Description

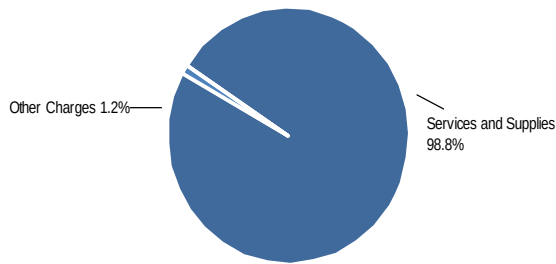
There are currently two active County Sanitation Districts (CSDs) (Pajaro and Boronda) for which the Board of Supervisors acts as the

governing body. The CSDs provide sanitation (wastewater collection) services. Boronda CSD includes the San Jerardo Water System (Zone 2), which provides potable water to the San Jerardo Cooperative.

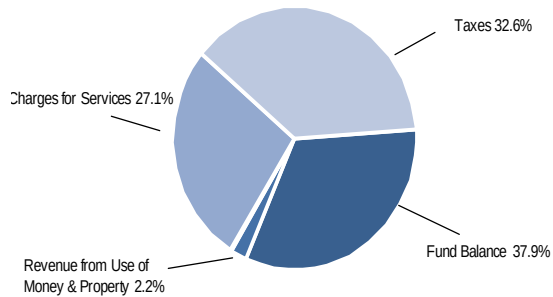
## County Service Areas

(Budget Unit 8198— All Funds)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 731,685               | 1,687,173                 | 1,462,968              | 1,514,499                   | 1,514,449                     | (172,674)                          |
| Other Charges         | 5,611                 | 18,309                    | 18,309                 | 17,649                      | 17,649                        | (660)                              |
| Capital Assets        | 150,000               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal              | \$887,296             | \$1,705,482               | \$1,481,277            | \$1,532,148                 | \$1,532,148                   | (173,334)                          |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 474,090               | 485,285                   | 485,722                | 499,649                     | 499,649                       | 14,362                             |
| Revenue from Use of Money & Property | 84,348                | 31,219                    | 31,853                 | 33,759                      | 33,759                        | 2,540                              |
| Intergovernmental Revenues           | 2,368                 | 2,416                     | 2,416                  | 2,419                       | 2,419                         | 3                                  |
| Charges for Services                 | 343,236               | 383,833                   | 456,276                | 415,914                     | 415,914                       | 32,081                             |
| Subtotal                             | \$15,209              | \$16,642                  | \$16,642               | \$15,941                    | \$15,941                      | (701)                              |
| Fund Balance                         | (16,747)              | 802,729                   | 505,010                | 580,409                     | 580,409                       | (222,320)                          |
| Total Source of Funds                | \$887,296             | \$1,705,482               | \$1,481,277            | \$1,532,148                 | \$1,532,148                   | (173,334)                          |

### Unit Description

The County has 40 individual 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.

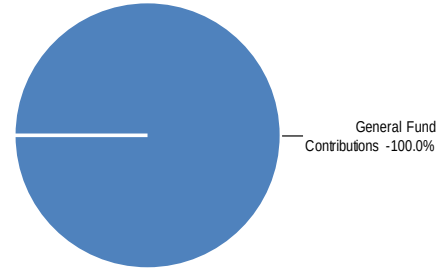
## RMA Administration

(Budget Unit 8222— Fund 001— Appropriation Unit RMA013)

### Use of Funds

Intentionally Left Blank

### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 4,126,267             | 3,792,414                 | 3,701,969              | 5,425,942                   | 5,118,848                     | 1,326,434                          |
| Services and Supplies          | 839,887               | 462,781                   | 580,253                | 331,319                     | 302,072                       | (160,709)                          |
| Other Charges                  | (2,706,427)           | (2,976,023)               | (8,146,726)            | (6,600,149)                 | (6,600,149)                   | (3,624,126)                        |
| Subtotal                       | \$2,259,728           | \$1,279,172               | (\$3,864,504)          | (\$842,888)                 | (\$1,179,229)                 | (2,458,401)                        |

### Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 12,036                | 7,766                     | 13,351                 | 8,563                       | 8,563                         | 797                                |
| Miscellaneous Revenues     | 0                     | 0                         | 300                    | 0                           | 0                             | 0                                  |
| Subtotal                   | \$12,036              | \$7,766                   | \$13,651               | \$8,563                     | \$8,563                       | 797                                |
| General Fund Contributions | \$2,247,692           | \$1,271,406               | (\$3,878,155)          | (\$851,451)                 | (\$1,187,792)                 | (2,459,198)                        |
| Total Source of Funds      | \$2,259,728           | \$1,279,172               | (\$3,864,504)          | (\$842,888)                 | (\$1,179,229)                 | (2,458,401)                        |

### 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 and Information Systems.

### Recommended 2018-19 Positions

| Classification Code | Classification Label                       | FTE  |
|---------------------|--------------------------------------------|------|
| 11A27               | RESOURCE MANAGEMENT AGENCY DIRECTOR        | 1.00 |
| 11A32               | DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES | 1.00 |
| 14B21               | ASSOCIATE PERSONNEL ANALYST                | 2.00 |
| 14C30               | MANAGEMENT ANALYST II                      | 3.00 |
| 14C31               | MANAGEMENT ANALYST III                     | 1.00 |
| 14C70               | ADMINISTRATIVE SERVICES ASSISTANT          | 1.00 |
| 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 |

### Recommended 2018-19 Positions

| Classification Code | Classification Label             | FTE  |
|---------------------|----------------------------------|------|
| 16C87               | BUSINESS TECHNOLOGY ANALYST II   | 1.00 |
|                     | DEPARTMENTAL INFORMATION SYSTEMS |      |
| 16F41               | MANAGER II                       | 1.00 |
| 16G24               | GIS ANALYST II                   | 1.00 |
| 20B10               | ACCOUNTANT I                     | 1.00 |
| 20B11               | ACCOUNTANT II                    | 2.00 |
| 20B12               | ACCOUNTANT III                   | 1.00 |
| 20B93               | FINANCE MANAGER II               | 1.00 |
| 20B95               | FINANCE MANAGER I                | 2.00 |

---

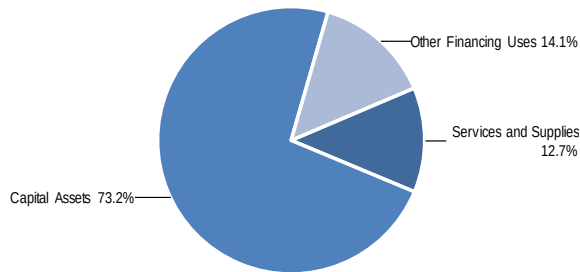
**Recommended 2018-19 Positions**

| <b>Classification<br/>Code</b> | <b>Classification Label</b>      | <b>FTE</b> |
|--------------------------------|----------------------------------|------------|
| 41A20                          | CIVIL ENGINEER                   | 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       |
| 80J20                          | ACCOUNTING CLERICAL SUPERVISOR   | 1.00       |
| 80J22                          | SENIOR ACCOUNT CLERK             | 5.00       |
| 80J30                          | ACCOUNTING TECHNICIAN            | 3.00       |
|                                | Total                            | 39.00      |

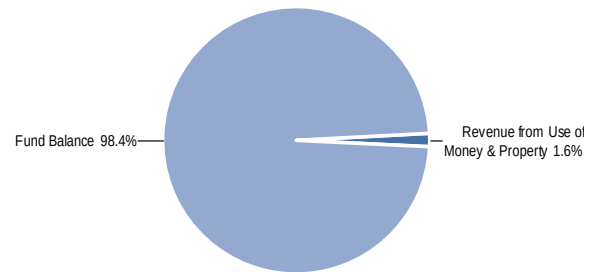
## Capital Projects

(Budget Unit 8468— Fund 402— Appropriation Unit RMA014)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 372,350               | 2,425,093                 | 267,735                | 201,787                     | 201,787                       | (2,223,306)                        |
| Other Charges         | (213,882)             | 0                         | (145,789)              | 0                           | 0                             | 0                                  |
| Capital Assets        | 3,837,594             | 2,698,313                 | 2,615,822              | 1,163,552                   | 1,163,552                     | (1,534,761)                        |
| Other Financing Uses  | 0                     | 0                         | 0                      | 225,000                     | 225,000                       | 225,000                            |
| Subtotal              | \$3,996,062           | \$5,123,406               | \$2,737,768            | \$1,590,339                 | \$1,590,339                   | (3,533,067)                        |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 23,703                | 15,738                    | 12,360                 | 25,444                      | 25,444                        | 9,706                              |
| Charges for Services                 | 67,464                | 0                         | 87,540                 | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues               | 22                    | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 3,793,260             | 0                         | 326,111                | 0                           | 0                             | 0                                  |
| Subtotal                             | \$3,884,448           | \$15,738                  | \$426,011              | \$25,444                    | \$25,444                      | 9,706                              |
| Fund Balance                         | 111,614               | 5,107,668                 | 2,311,757              | 1,564,895                   | 1,564,895                     | (3,542,773)                        |
| Total Source of Funds                | \$3,996,062           | \$5,123,406               | \$2,737,768            | \$1,590,339                 | \$1,590,339                   | (3,533,067)                        |

### 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 Agriculture Commissioner.

**Special District Administration**  
(Budget Unit 8469— Fund 001— Appropriation Unit RMA100)

**Use of Funds**

Intentionally Left Blank

**Source of Funds**

Intentionally Left Blank

**Use of Funds**

| <b>Expenditures</b>            | <b>Prior Year<br/>2016-17</b> | <b>Adopted Budget<br/>2017-18</b> | <b>CY Estimate<br/>2017-18</b> | <b>Requested Budget<br/>2018-19</b> | <b>Recommended Budget<br/>2018-19</b> | <b>Recommended Change<br/>from Adopted</b> |
|--------------------------------|-------------------------------|-----------------------------------|--------------------------------|-------------------------------------|---------------------------------------|--------------------------------------------|
| Salaries and Employee Benefits | 216,464                       | 265,595                           | 258,947                        | 283,750                             | 283,750                               | 18,155                                     |
| Services and Supplies          | 38,704                        | 53,120                            | 69,536                         | 14,732                              | 13,302                                | (39,818)                                   |
| Other Charges                  | (286,690)                     | (318,715)                         | (328,483)                      | (298,482)                           | (298,482)                             | 20,233                                     |
| Subtotal                       | (\$31,522)                    | \$0                               | \$0                            | \$0                                 | (\$1,430)                             | (1,430)                                    |

**Source of Funds**

| <b>Revenues</b>            | <b>Prior Year<br/>2016-17</b> | <b>Adopted Budget<br/>2017-18</b> | <b>CY Estimate<br/>2017-18</b> | <b>Requested Budget<br/>2018-19</b> | <b>Recommended Budget<br/>2018-19</b> | <b>Recommended Change<br/>from Adopted</b> |
|----------------------------|-------------------------------|-----------------------------------|--------------------------------|-------------------------------------|---------------------------------------|--------------------------------------------|
| Subtotal                   | \$0                           | \$0                               | \$0                            | \$0                                 | \$0                                   | 0                                          |
| General Fund Contributions | (\$31,522)                    | \$0                               | \$0                            | \$0                                 | (\$1,430)                             | (1,430)                                    |
| Total Source of Funds      | (\$31,522)                    | \$0                               | \$0                            | \$0                                 | (\$1,430)                             | (1,430)                                    |

**Unit Description**

Special Districts Administration is responsible for the management and oversight of the County's services districts, sanitation districts and closed landfills.

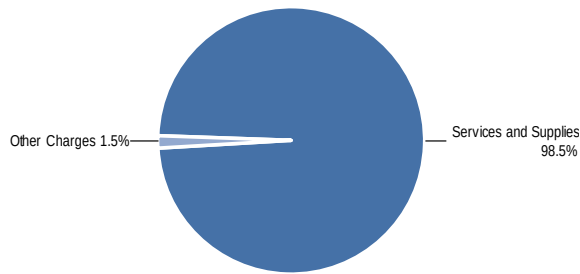
**Recommended 2018-19 Positions**

| <b>Classification<br/>Code</b> | <b>Classification Label</b> | <b>FTE</b> |
|--------------------------------|-----------------------------|------------|
| 14C30                          | MANAGEMENT ANALYST II       | 1.00       |
| 14C31                          | MANAGEMENT ANALYST III      | 1.00       |
| Total                          |                             | 2.00       |

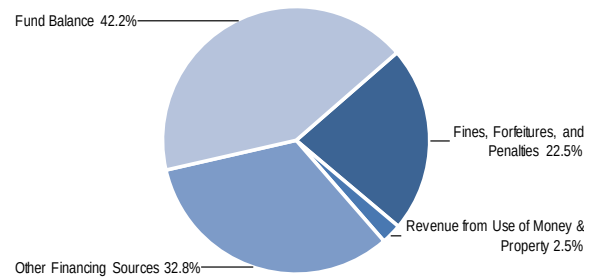
## Fish & Game Propagation

(Budget Unit 8476— Fund 006— Appropriation Unit RMA101)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 0                     | 32,125                    | 32,125                 | 31,503                      | 31,503                        | (622)                              |
| Other Charges         | 0                     | 0                         | 22                     | 474                         | 474                           | 474                                |
| Subtotal              | \$0                   | \$32,125                  | \$32,147               | \$31,977                    | \$31,977                      | (148)                              |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 0                     | 13,683                    | 13,683                 | 7,196                       | 7,196                         | (6,487)                            |
| Revenue from Use of Money & Property | 0                     | 581                       | 581                    | 791                         | 791                           | 210                                |
| Other Financing Sources              | 0                     | 10,500                    | 10,500                 | 10,500                      | 10,500                        | 0                                  |
| Subtotal                             | \$0                   | \$24,764                  | \$24,764               | \$18,487                    | \$18,487                      | (6,277)                            |
| Fund Balance                         | 0                     | 7,361                     | 7,383                  | 13,490                      | 13,490                        | 6,129                              |
| Total Source of Funds                | \$0                   | \$32,125                  | \$32,147               | \$31,977                    | \$31,977                      | (148)                              |

### Unit Description

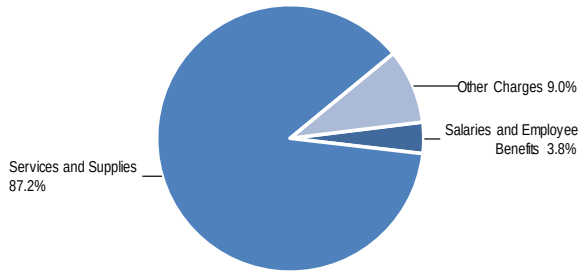
The Monterey County Fish and Game Advisory Commission supports the preservation and enhancement of the County's fish and wildlife resources, including finding ways to support local youth and outdoor education. The Commission is under the authority of the Monterey County Board of Supervisors and serves in an advisory capacity. Monterey County Parks personnel provides administration services and staff support to the Commission. The

Commission receives a percentage of fine monies from enforcement activities by the State Department of Fish and Wildlife Game Wardens. The Commission oversees the allocation of Fish and Game Propagation Funds generated from the fines received and recommends grant awards to the Board of Supervisors to fund qualified organizations and agencies undertaking fish and wildlife preservation, protection and educational projects or programs. In FY 2017-18, the Commission awarded 11 grants with a total funding request in the amount of \$60,783.

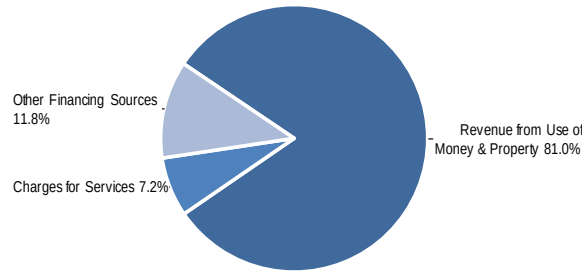
## Lake Operations

(Budget Unit 8477— Fund 452— Appropriation Unit RMA102)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 526,206                   | 322,322                | 225,943                     | 225,943                       | (300,263)                          |
| Services and Supplies          | 0                     | 3,386,154                 | 4,890,535              | 5,228,896                   | 5,224,757                     | 1,838,603                          |
| Other Charges                  | 0                     | 686,427                   | 676,738                | 538,859                     | 538,859                       | (147,568)                          |
| Subtotal                       | \$0                   | \$4,598,787               | \$5,889,595            | \$5,993,698                 | \$5,989,559                   | 1,390,772                          |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 0                     | 0                         | 6,896                  | 1,956                       | 1,956                         | 1,956                              |
| Revenue from Use of Money & Property | 0                     | 2,201,480                 | 3,975,678              | 4,879,817                   | 4,879,817                     | 2,678,337                          |
| Charges for Services                 | 0                     | 1,686,118                 | 293,370                | 434,405                     | 434,405                       | (1,251,713)                        |
| Miscellaneous Revenues               | 0                     | 456                       | 17,302                 | 0                           | 0                             | (456)                              |
| Other Financing Sources              | 0                     | 711,240                   | 711,240                | 711,240                     | 711,240                       | 0                                  |
| Subtotal                             | \$0                   | \$4,599,294               | \$5,004,486            | \$6,027,418                 | \$6,027,418                   | 1,428,124                          |
| Fund Balance                         | 0                     | (507)                     | 885,109                | (33,720)                    | (37,859)                      | (37,352)                           |
| Total Source of Funds                | \$0                   | \$4,598,787               | \$5,889,595            | \$5,993,698                 | \$5,989,559                   | 1,390,772                          |

### Unit Description

The Lakes Unit encompasses all aspects of the operations at Lake Nacimiento and Lake San Antonio. The lakes park facilities offer a spectrum of recreational opportunities for visitors including

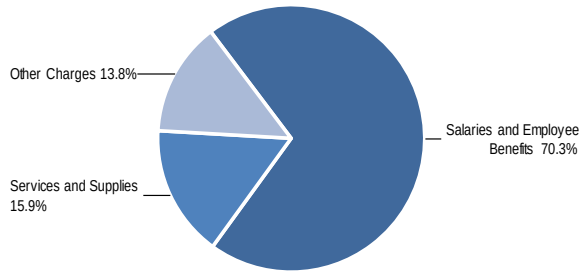
camping, day-use, fishing, furnished lodging, boat launch ramps, boating and water sport rentals, full-service marinas, general store, restaurant, snack bar and ancillary services. A management company is contracted to operate the marina, store, service station, restaurant and condominium units and lake view lodges.



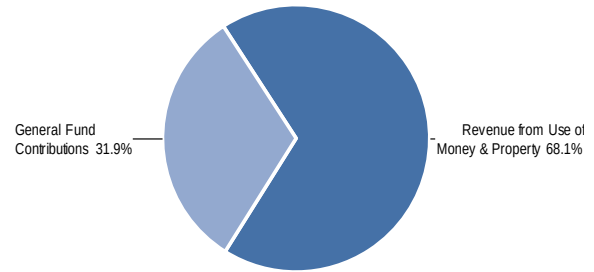
## Property Management

(Budget Unit 8481— Fund 001— Appropriation Unit RMA103)

### Use of Funds



### Source of Funds



### Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 314,746                   | 307,300                | 170,416                     | 332,678                       | 17,932                             |
| Services and Supplies          | 0                     | 208,910                   | 98,239                 | 86,633                      | 75,378                        | (133,532)                          |
| Other Charges                  | 0                     | 21,512                    | 65,310                 | 65,310                      | 65,310                        | 43,798                             |
| Subtotal                       | \$0                   | \$545,168                 | \$470,849              | \$322,359                   | \$473,366                     | (71,802)                           |

### Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 0                     | 244,574                   | 383,641                | 322,359                     | 322,359                       | 77,785                             |
| Other Financing Sources              | 0                     | 300,595                   | 87,208                 | 0                           | 0                             | (300,595)                          |
| Subtotal                             | \$0                   | \$545,169                 | \$470,849              | \$322,359                   | \$322,359                     | (222,810)                          |
| General Fund Contributions           | \$0                   | (\$1)                     | \$0                    | \$0                         | \$151,007                     | 151,008                            |
| Total Source of Funds                | \$0                   | \$545,168                 | \$470,849              | \$322,359                   | \$473,366                     | (71,802)                           |

### Unit Description

This Unit manages real property related to 83 owned facilities, 66 leased facilities, 42 County "as landlords" leases, and 451 owned parcels. This includes management of acquisition, sale, leases, and records affecting properties.

### Recommended 2018-19 Positions

| Classification Code | Classification Label     | FTE  |
|---------------------|--------------------------|------|
| 14C74               | REAL PROPERTY SPECIALIST | 2.00 |
| Total               |                          | 2.00 |



This page intentionally left blank.

# Health

## Departmental Overview:

Monterey County Health Department is responsible for protecting the health of the entire community by collaborating with partners and community residents to improve health and racial equity, enforcing laws and regulations to protect the public's health, and offering behavioral health, primary and specialty health care, and health education services.

## Programs and Functions:

The Health Department is organized into seven operational bureaus/divisions. The Administration Bureau provides infrastructure and support services. The Behavioral Health Bureau provides mental health and substance abuse services to the County residents. The Clinic Services Bureau provides comprehensive primary medical care, obstetrics, internal medicine, low acuity behavioral health, and communicable disease prevention services to all County residents. The Environmental Health Bureau safeguards the health and safety of residents by way of education and enforcement of federal, State and local environmental statutes. Emergency Medical Services (EMS) plans, coordinates, and evaluates the countywide EMS system. The Public Health Bureau registers birth and death certificates, provides laboratory analyses, coordinates care services to children and families, and implements programs that inform and educate individuals and communities to reduce health disparities. The Public Guardian/Administrator serves as the court appointed responsible party for vulnerable individuals unable or unwilling to meet their medical, housing, clothing, and physical needs.

## Department's Contribution to Monterey County's Strategic Initiatives:

### *ECONOMIC DEVELOPMENT*

Encouraging municipalities to consider health equity and "Health in All Policies" in future community development plans.

### *ADMINISTRATION*

Conducting ongoing quality improvement activities; using customer satisfaction survey results to improve public services.

### *HEALTH AND HUMAN SERVICES*

Ensuring equitable access to physical and emotional health services and working with community partners to address the root causes of health disparities.

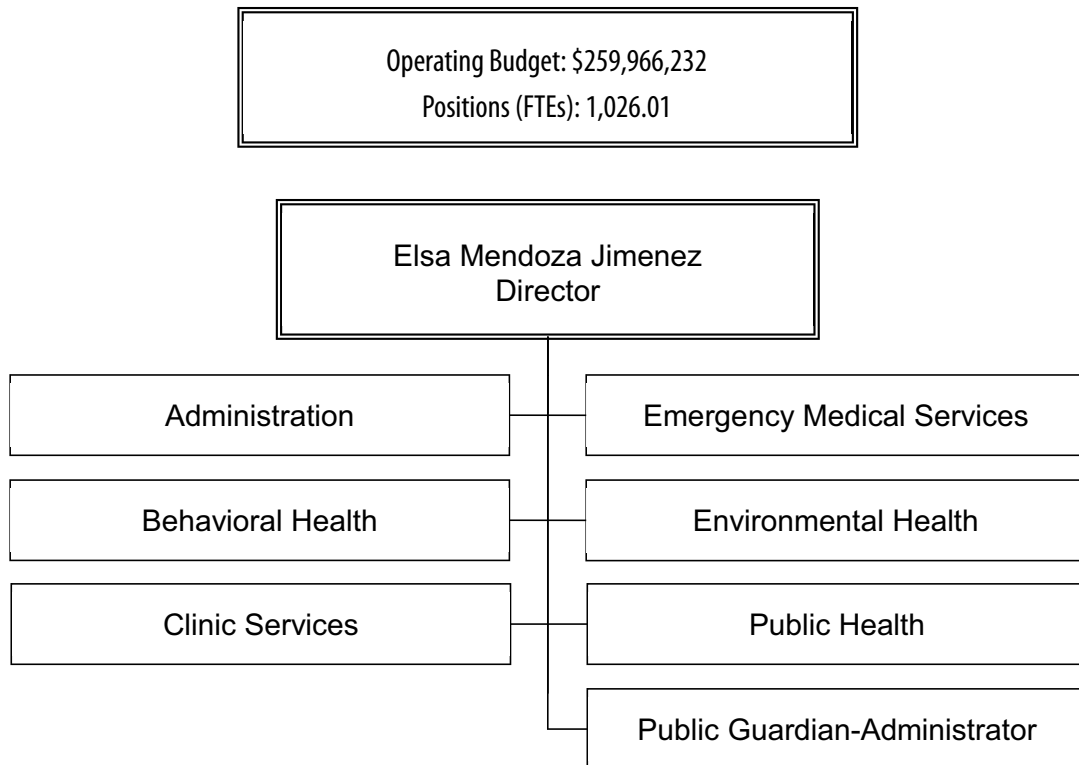
### *INFRASTRUCTURE*

Assuring well water, stream, and beach water quality through ongoing testing and public information announcements.

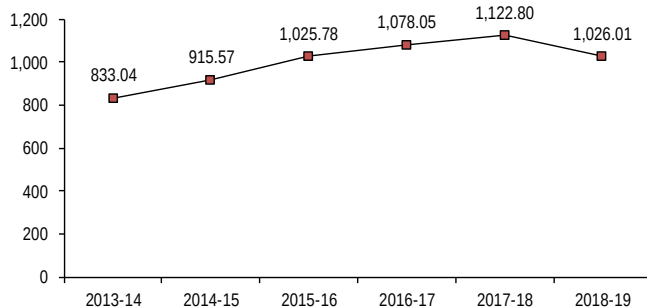
### *PUBLIC SAFETY*

Promoting protective factors against violence; advocating for the use of safety equipment and safe routes to school; assuring timely and appropriate pre-hospital transportation; and responding to disasters.

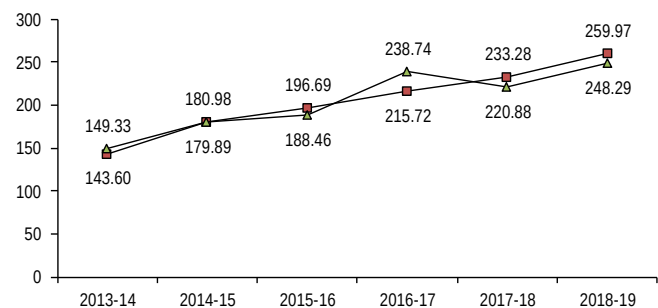




#### Staffing Trends



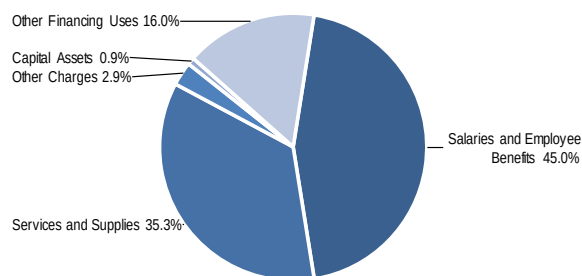
#### Expenditure/Revenue History (in millions)



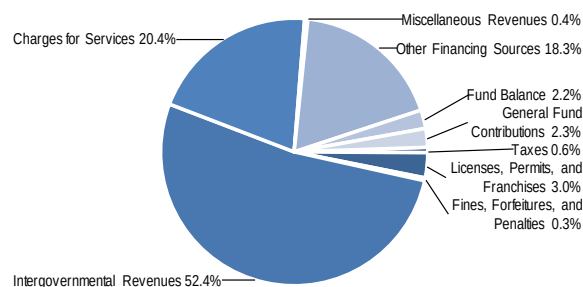
The Health Department protects the health of our entire community by offering primary, specialty, and mental health care, health education, enforcing laws and regulations to protect health and our environment, and by collaborating with partners to improve health equity.

| Key Performance Measures                                                                            | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-----------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| Inspections of high risk food facilities. Target >115.                                              | 113            | 92             | 114              |
| Decreased re-hospitalization of behavioral health clients within 30 days of discharge. Target >17%. | 13%            | 13%            | 14%              |
| Youth ages 3-17 with clinic-measured body mass calculations in the prior 6 months. Target >95%.     | 73%            | 80%            | 84%              |
| Children ages 2-5 enrolled in WIC who are at-risk for overweight. Target <17%.                      | 14%            | 15%            | 13.3%            |
| WIC-enrolled mothers providing any breastfeeding at 6 months. Target >43%.                          | 45%            | 47%            | 43.5%            |
| Public Guardian onsite visits with clients at least once per quarter. Target = 100%.                | 75%            | 75%            | 75%              |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 98,168,156            | 119,612,565               | 102,797,572            | 124,078,522                 | 116,907,454                   | (2,705,111)                        |
| Services and Supplies          | 83,210,288            | 93,702,043                | 87,635,953             | 96,815,031                  | 91,874,945                    | (1,827,098)                        |
| Other Charges                  | (2,228,866)           | 2,776,003                 | 3,386,773              | 7,417,931                   | 7,417,931                     | 4,641,928                          |
| Capital Assets                 | 1,811,715             | 100,000                   | 813,249                | 2,250,000                   | 2,250,000                     | 2,150,000                          |
| Other Financing Uses           | 34,754,322            | 41,183,364                | 38,642,809             | 45,054,551                  | 41,515,902                    | 332,538                            |
| Subtotal                       | \$215,715,616         | \$257,373,975             | \$233,276,356          | \$275,616,035               | \$259,966,232                 | 2,592,257                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 1,654,907             | 1,650,000                 | 1,654,000              | 1,654,000                   | 1,654,000                     | 4,000                              |
| Licenses, Permits, and Franchises    | 6,526,838             | 7,352,412                 | 7,181,963              | 7,849,989                   | 7,849,989                     | 497,577                            |
| Fines, Forfeitures, and Penalties    | 854,358               | 1,058,404                 | 938,823                | 908,819                     | 908,819                       | (149,585)                          |
| Revenue from Use of Money & Property | 353,523               | 154,951                   | 206,578                | 206,578                     | 206,578                       | 51,627                             |
| Intergovernmental Revenues           | 149,029,743           | 131,434,668               | 124,540,148            | 138,320,628                 | 136,041,040                   | 4,606,372                          |
| Charges for Services                 | 41,872,927            | 52,146,205                | 43,618,854             | 53,287,944                  | 53,087,609                    | 941,404                            |
| Miscellaneous Revenues               | 929,190               | 865,930                   | 1,016,911              | 983,279                     | 970,279                       | 104,349                            |
| Other Financing Sources              | 37,522,547            | 46,572,137                | 41,719,832             | 51,527,010                  | 47,567,433                    | 995,296                            |
| Subtotal                             | \$238,744,032         | \$241,234,707             | \$220,877,109          | \$254,738,247               | \$248,285,747                 | 7,051,040                          |
| Fund Balance                         | (29,136,775)          | 8,049,986                 | 2,822,239              | 12,105,826                  | 5,763,089                     | (2,286,897)                        |
| General Fund Contributions           | \$6,108,361           | \$8,089,282               | \$9,577,008            | \$8,771,962                 | \$5,917,396                   | (2,171,886)                        |
| Total Source of Funds                | \$215,715,618         | \$257,373,975             | \$233,276,356          | \$275,616,035               | \$259,966,232                 | 2,592,257                          |

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget includes appropriations of \$259,966,232 financed by revenues of \$248,285,747, general fund contribution (GFC) of \$5,917,396, and departmental Fund Balance of \$5,763,089. The appropriation and revenue levels are respectively \$2,592,257 and \$7,051,040 higher than the FY 2017-18 Adopted Budget. Increases in appropriations are primarily in primary care services, Behavioral Health, and Whole Person Care (WPC) and have corresponding increases in program revenues. Significant appropriation decreases occurred in Public Health, Children Medical Services and Health Administration.

The Recommended Budget also includes funding supporting 1,026.0 Full Time Equivalents (FTE), a reduction of 97.8 FTEs. Augmentations for \$813,964 are included in the Recommended Budget and reflect \$634,717 to restore six positions in the Public

Guardian's unit. Additional funding requests to restore 30.7 filled positions and 13.5 vacant positions and funding supporting the cannabis program are not included in the Recommended Budget.

## Budget Impacts

Due to AB 85 implementation, approximately \$9 million in local health revenues are redirected to the State. This has resulted in a reduction of 53 FTEs (25 filled and 28 vacant). Augmentation requests have been submitted to restore all filled positions but funding is not part of the Recommended Budget due to the County's fiscal constraints. The loss of staff will affect various programs and services throughout Public Health. It would mean the elimination of the WPC Pilot Project (focused on serving the high-risk, high-cost homeless population), and Targeted Case Management public health home visitation services. The communicable disease unit would be reduced by approximately 40% resulting in Tuberculosis and other communicable disease

units being understaffed. The potential impact would be that more individuals in the County could be exposed and acquire a communicable disease. The Public Health Chemistry Laboratory would be eliminated resulting in risk of exposure to unsafe drinking water and contaminated recreational water. Additionally, the Maternal, Child, Adolescent Health program would be reduced resulting in fewer services to high-risk women and their children.

The California Children's Services (CCS) demonstration project (Whole Child Model) aims to test two models of health care delivery for the CCS population to achieve desired outcomes of timely access to care, improved coordination of care, promotion of community based services, improved health outcomes, and greater cost effectiveness. Components of CCS will be under the responsibility of Monterey County's Managed Care Plan with implementation to start July 1, 2018. This results in reduction of funding for 29.4 FTEs (13 filled and 16.4 vacant). The Department requested augmentations to retain 3.7 filled position. However, they are not included in the Recommended Budget due to funding constraints.

The Recommended Budget includes funding for eight animal care services positions. Augmentations in the amount of \$541,454 for 7.5 positions (5.5 filled and 2.0 vacant) are not included, leaving the Department with inadequate staffing levels to perform all animal services functions, especially in the areas of sheltering and care of animals, resulting in increased euthanasia rates.

The Recommended Budget does not include requested augmentations to add five new positions at a cost of \$609,000 to meet the new demand for inspection of facilities involved in cannabis activities.

---

### Department Operational Accomplishments

Collaborated with Natividad Medical Center to issue two Request for Proposals to acquire electronic master patient index technology and population health management software to better coordinate services in the community.

Began the implementation of the Whole Child Model which will be effective July 1, 2018.

Began operations of the newly constructed primary care clinic in Seaside.

Developed implementation plan for the Health Department's Strategic Plan (2016-20) to achieve positive health outcomes for Monterey County residents focusing on development of policies that promote healthy behaviors.

Continued implementation of two new programs, WPC Pilot and Nurse Family Partnership (NFP). The WPC Pilot Program improves health outcomes by improving care coordination, case management, and data integration and sharing amongst health, social, public safety, and non-profit partners. The NFP Program assists first time parents to have a healthy pregnancy, become knowledgeable and responsible parents, and provide their babies with the best possible start in life.

Continued implementation of the Health Department's quality improvement plan and maintained ongoing quality improvement processes across the Department.

---

### Department Operational Goals

Complete 90% of employee annual performance appraisals on or before anniversary dates.

Conduct 24 Plan, Do, Study, Act (PDSA) exercises for programs serving vulnerable populations.

Submit five or more federal or State grant proposals valued at \$300,000 or more per fiscal year.

Assure 65% of Behavioral Health clients seeking services are seen by a clinician within 10 days.

Establish that less than 15% of Behavioral Health mental health unit clients are re-hospitalized within 30 days.

Improve equitable Behavioral Health access to services for new and existing clients by focusing on underserved County regions in proportion to the regions in which Medi-Cal recipients reside; Coast 14%, North 1%, Valley 50%, South 20%, and Other 5%.

Aid more than 70% of Primary Care Services diabetic patients to have Hemoglobin A1c levels of less than 9.

Help more than 65% of Primary Care Services patients with hypertension to have systolic blood pressure measurement less than 140 mm Hg and diastolic blood pressure less than 90 mm Hg.

Process 95% of Emergency Medical Technician/EMT-Paramedics' applications within seven business days of receipt.

Refer 95% of trauma complaints to the appropriate provider within three days of receipt.

Conduct annual inspection of 100% of current permitted high-risk food facilities.

Collect 100,000 pounds of recyclables/solid waste from beaches, agricultural lands, and open spaces.

Ensure that 100% of urgent Public Guardian client safety needs are addressed within five days of court appointment.

Encourage more than 39% of Women, Infant and Children (WIC) infant beneficiaries to receive breastfeeding at 12 months.

Work with WIC beneficiaries ages 2 to 5 years to strive for less than 18% to be considered overweight or at risk of overweight.

Demonstrate proficiency in lab testing at least 90% of the time.

Aid at least 90% of teen girls enrolled in the Postpone peer education training program to complete course.

Respond to infectious disease reports within Centers for Disease Control and Prevention and the California Department of Public Health recommended timeframes more than 85% of the time.

Facilitate provision of HIV tests to more than 75% of individuals with new syphilis infections within 30 days of their syphilis diagnosis.

Effectively operate 14 strategies to address homelessness in Monterey County.



## Pending Issues

The Monterey County WIC program, like other WIC programs in the State, is experiencing reduced participation and caseload which may result in reduced funding allocations beginning Federal Fiscal Year 2020. The WIC program is reassigning staff to WIC clinic sites that serve a denser eligible population according to Monterey County First 5 data.

The Department continues to implement a MOU with the Community Hospital of the Monterey Peninsula (CHOMP) to accept and investigate probate conservatorship referrals for patients admitted to the hospital but cannot be discharged until a safety plan is in place. Since January 1, 2018, the Bureau has seen a 16% increase in Lanterman Petris Short (LPS) referrals along with a significant number of referrals for probate conservatorships and decedent estates.

The Behavioral Health and primary care client population increased significantly since the Affordable Care Act's (ACA) inception. For example, Behavioral Health clients increased by 13% from FY 2015-16 to 2016-17 and approximately 53% since the ACA's implementation in 2014. The ACA provided enhanced Federal Financial Participation rates for new beneficiaries and for specific client populations; however, the future of the ACA remains uncertain. Any adopted legislation to repeal the ACA, partially or in its entirety, will have a fiscal impact on Behavioral Health and primary care revenues, affecting all levels of service. As the timeline and content of potential new legislation are unknown, the Department is unable to estimate the financial impact now.

California's Medi-Cal 2020 Waiver continues offering opportunities for counties to implement locally-based initiatives to improve population health outcomes and leverage federal revenues for implementation of pilot projects.

One of these opportunities is WPC, which aims to expand care coordination, improve data collection and sharing, and expand housing supportive services. The Department was successful in obtaining funding for this program for five years; but due to AB85 redirection, the program is in jeopardy of being eliminated in FY 2018-19. If the program is eliminated, there will be approximately \$7 million in annual services which will not be provided to the community.

Another pilot program is the Drug Medi-Cal Organized Delivery System which tests a new paradigm for delivery of health care services to Medi-Cal eligible individuals with substance use disorder (SUD). The goal is to increase access, improve care coordination, assure implementation of evidence based practices in SUD treatment, and assure greater administrative oversight for individuals achieving sustainable recovery. The Department was successful in negotiating a State contract bringing approximately \$26.6 million of revenues over three fiscal years to serve the

community. The program is under development and the Department should start delivering services at the end of FY 2017-18.

In 2016, the California Legislature passed and the Governor signed into law the No Place Like Home Initiative (AB 1618). Funded with Proposition 63 dollars, the initiative seeks to assist local communities in their efforts to prevent and address homelessness. The fiscal impact to the County has been estimated to be between \$1.5 to \$2 million. As of today, the implementation timeline and actual fiscal impact are unclear; however, in anticipation of decreased Mental Health Services Act funding, the Department has made spending adjustments in accordance with the estimated reduction.

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 on-going 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.

The CCS program will transition from the County to the State on July 1, 2018. This transition reduces funding of the remaining CCS program. CCS will continue to work with the State to identify budgeting and funding allocation resources and revised methodologies for distribution of available program funding.

## Policy Considerations

Resources and staffing reductions in FY 2017-18 in Communicable Disease Prevention and Control have already resulted in the suspension of investigation of 22 reportable events such as Valley Fever, Hepatitis B and Hepatitis C infections, Salmonella and Shigella infections, most Whooping Cough, and Chlamydia and Gonorrhea infections. The Department anticipates an increased risk of more frequent and severe illnesses to the public due to this reduction in communicable disease services. For example, the Department expects that a greater proportion of individuals with infectious gastrointestinal diseases will continue to prepare and serve food in local restaurants, will continue to provide direct health care services to hospital and clinic patients, and will continue to provide day care services while they are infectious. Infectious individuals working in these sensitive occupations will result in spread of disease to restaurant patrons, patients, and infants, toddlers and older adults. Additional reductions will result in further risk to public health and an inability to meet State and local mandates.

## Appropriation Expenditure Detail

|                                            | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|--------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Clinic Services Administration<br>(HEA007) | 4,717,999             | 7,627,041                 | 6,164,791              | 10,272,035                     | 10,267,450                       | 2,640,409                             | 001          | 8096                |
| Alisal Health Center (HEA007)              | 6,381,011             | 7,378,718                 | 7,420,563              | 8,907,542                      | 8,898,630                        | 1,519,912                             | 001          | 8097                |
| FQHC Billing (HEA007)                      | 1,035,949             | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8098                |

## Appropriation Expenditure Detail

|                                                            | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Laurel Family Practice (HEA007)                            | 5,387,836             | 8,442,938                 | 7,013,918              | 8,396,823                      | 8,390,459                        | (52,479)                              | 001          | 8099                |
| Laurel Internal Medicine (HEA007)                          | 2,750,533             | 4,028,713                 | 2,882,310              | 4,743,177                      | 4,739,360                        | 710,647                               | 001          | 8100                |
| Laurel Pediatrics (HEA007)                                 | 5,001,083             | 7,954,825                 | 5,786,345              | 7,894,703                      | 7,889,042                        | (65,783)                              | 001          | 8101                |
| Laurel Women's Health Clinic<br>(HEA007)                   | 1,536,476             | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8102                |
| Marina Health Center (HEA007)                              | 1,154,402             | 1,515,282                 | 1,388,414              | 1,714,075                      | 1,712,426                        | 197,144                               | 001          | 8103                |
| Public Health (HEA007)                                     | 6,965                 | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8104                |
| Seaside Family Health Center<br>(HEA007)                   | 8,159,928             | 11,415,721                | 8,240,366              | 11,302,657                     | 11,293,061                       | (122,660)                             | 001          | 8105                |
| Laurel Administration (HEA007)                             | 114,020               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8107                |
| Ambulance Service (HEA010)                                 | 1,691,753             | 2,416,301                 | 2,346,163              | 2,155,660                      | 2,155,660                        | (260,641)                             | 092          | 8108                |
| EMS Operating (HEA006)                                     | 205,294               | 125,000                   | 125,000                | 156,087                        | 154,897                          | 29,897                                | 001          | 8109                |
| Uncompensated Care (HEA009)                                | 443,157               | 825,000                   | 647,000                | 797,000                        | 797,000                          | (28,000)                              | 016          | 8111                |
| Consumer Health Protection<br>Services (HEA005)            | 1,946,912             | 2,382,247                 | 2,234,201              | 4,023,839                      | 3,411,477                        | 1,029,230                             | 001          | 8112                |
| Recycling and Resource Recovery<br>Services (HEA005)       | 480,518               | 707,189                   | 723,828                | 1,145,272                      | 1,144,781                        | 437,592                               | 001          | 8113                |
| Solid Waste Management Services<br>(HEA005)                | 312,084               | 725,158                   | 463,614                | 0                              | 0                                | (725,158)                             | 001          | 8114                |
| Environmental Health Review<br>Services (HEA005)           | 685,774               | 935,304                   | 854,559                | 1,156,886                      | 1,147,033                        | 211,729                               | 001          | 8115                |
| Hazardous Materials & Solid Waste<br>Management (HEA005)   | 1,183,355             | 1,436,112                 | 1,425,447              | 2,428,166                      | 2,426,250                        | 990,138                               | 001          | 8116                |
| Environmental Health Fiscal and<br>Administration (HEA005) | 2,367,410             | 2,142,693                 | 2,026,969              | 80,000                         | 77,223                           | (2,065,470)                           | 001          | 8117                |
| Public Guardian/Administrator/<br>Conservator (HEA008)     | 2,212,018             | 2,419,937                 | 2,430,300              | 1,991,021                      | 1,948,675                        | (471,262)                             | 001          | 8118                |
| Public Administrator (HEA008)                              | 13                    | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8119                |
| Public Guardian (HEA008)                                   | 3,472                 | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8120                |
| Children's Medical Services<br>(HEA004)                    | 6,278,781             | 6,915,751                 | 6,359,869              | 5,476,993                      | 5,046,700                        | (1,869,051)                           | 001          | 8121                |
| Public Health (HEA003)                                     | 15,401,840            | 18,528,767                | 17,718,309             | 20,609,079                     | 14,863,340                       | (3,665,427)                           | 001          | 8124                |
| Drinking Water Protection (HEA005)                         | 1,164,532             | 1,489,549                 | 1,444,513              | 1,936,581                      | 1,935,001                        | 445,452                               | 001          | 8272                |
| Behavioral Health (HEA012)                                 | 99,180,447            | 107,761,314               | 102,032,624            | 117,172,583                    | 112,936,165                      | 5,174,851                             | 023          | 8410                |
| Behavioral Health (HEA015)                                 | 13,751,974            | 15,802,000                | 15,000,000             | 15,043,847                     | 15,043,847                       | (758,153)                             | 022          | 8410                |
| Behavioral Health (HEA016)                                 | 9,855,548             | 12,369,000                | 10,300,716             | 11,900,000                     | 11,900,000                       | (469,000)                             | 025          | 8410                |
| Health Realignment (HEA013)                                | 10,649,826            | 12,273,282                | 12,889,352             | 13,509,275                     | 9,970,626                        | (2,302,656)                           | 025          | 8424                |
| Health Dept. Administration<br>(HEA014)                    | 2,343,814             | 3,249,525                 | 3,115,423              | 2,329,955                      | 1,902,824                        | (1,346,701)                           | 001          | 8438                |
| Animal Services (HEA001)                                   | 1,845,164             | 2,323,307                 | 2,083,594              | 2,401,882                      | 1,845,474                        | (477,833)                             | 001          | 8442                |
| Bienestar Salinas (HEA007)                                 | 185,770               | 305,655                   | 236,926                | 324,915                        | 324,733                          | 19,078                                | 001          | 8446                |
| Marina Integrative Clinic (HEA007)                         | 63,536                | 215,721                   | 53,944                 | 101,526                        | 101,494                          | (114,227)                             | 001          | 8447                |
| Laurel Vista (HEA007)                                      | 963,232               | 2,227,041                 | 1,059,834              | 2,125,799                      | 2,125,638                        | (101,403)                             | 001          | 8448                |
| Clinic Services Quality Improvement<br>(HEA007)            | 2,262,973             | 2,161,769                 | 2,175,476              | 1,068,093                      | 1,067,242                        | (1,094,527)                           | 001          | 8449                |
| Customer Service Center (HEA007)                           | 887,069               | 1,222,726                 | 961,464                | 1,226,843                      | 1,226,003                        | 3,277                                 | 001          | 8450                |
| Whole Person Care (HEA017)                                 | 3,103,146             | 8,050,389                 | 5,670,524              | 13,223,721                     | 13,223,721                       | 5,173,332                             | 023          | 8473                |
| Subtotal                                                   | \$215,715,616         | \$257,373,975             | \$233,276,356          | \$275,616,035                  | \$259,966,232                    | 2,592,257                             |              |                     |



## Budget Units

|                                                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|---------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Behavioral Health Administration                  | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Clinic Services Administration                    | 4,717,999             | 7,627,041                 | 6,164,791              | 10,272,035                     | 10,267,450                       | 2,640,409                             |
| Alisal Health Center                              | 6,381,011             | 7,378,718                 | 7,420,563              | 8,907,542                      | 8,898,630                        | 1,519,912                             |
| FQHC Billing                                      | 1,035,949             | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Laurel Family Practice                            | 5,387,836             | 8,442,938                 | 7,013,918              | 8,396,823                      | 8,390,459                        | (52,479)                              |
| Laurel Internal Medicine                          | 2,750,533             | 4,028,713                 | 2,882,310              | 4,743,177                      | 4,739,360                        | 710,647                               |
| Laurel Pediatrics                                 | 5,001,083             | 7,954,825                 | 5,786,345              | 7,894,703                      | 7,889,042                        | (65,783)                              |
| Laurel Women's Health Clinic                      | 1,536,476             | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Marina Health Center                              | 1,154,402             | 1,515,282                 | 1,388,414              | 1,714,075                      | 1,712,426                        | 197,144                               |
| Public Health                                     | 6,965                 | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Seaside Family Health Center                      | 8,159,928             | 11,415,721                | 8,240,366              | 11,302,657                     | 11,293,061                       | (122,660)                             |
| Ambulance Service                                 | 1,691,753             | 2,416,301                 | 2,346,163              | 2,155,660                      | 2,155,660                        | (260,641)                             |
| EMS Operating                                     | 205,294               | 125,000                   | 125,000                | 156,087                        | 154,897                          | 29,897                                |
| Uncompensated Care                                | 443,157               | 825,000                   | 647,000                | 797,000                        | 797,000                          | (28,000)                              |
| Public Guardian/Administrator/<br>Conservator     | 2,212,018             | 2,419,937                 | 2,430,300              | 1,991,021                      | 1,948,675                        | (471,262)                             |
| Public Administrator                              | 13                    | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Public Guardian                                   | 3,472                 | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Health Administration                             | 0                     | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Laurel Administration                             | 114,020               | 0                         | 0                      | 0                              | 0                                | 0                                     |
| Consumer Health Protection Services               | 1,946,912             | 2,382,247                 | 2,234,201              | 4,023,839                      | 3,411,477                        | 1,029,230                             |
| Recycling and Resource Recovery<br>Services       | 480,518               | 707,189                   | 723,828                | 1,145,272                      | 1,144,781                        | 437,592                               |
| Environmental Health Review Services              | 685,774               | 935,304                   | 854,559                | 1,156,886                      | 1,147,033                        | 211,729                               |
| Hazardous Materials & Solid Waste<br>Management   | 1,183,355             | 1,436,112                 | 1,425,447              | 2,428,166                      | 2,426,250                        | 990,138                               |
| Environmental Health Fiscal and<br>Administration | 2,367,410             | 2,142,693                 | 2,026,969              | 80,000                         | 77,223                           | (2,065,470)                           |
| Drinking Water Protection                         | 1,164,532             | 1,489,549                 | 1,444,513              | 1,936,581                      | 1,935,001                        | 445,452                               |
| Children's Medical Services                       | 6,278,781             | 6,915,751                 | 6,359,869              | 5,476,993                      | 5,046,700                        | (1,869,051)                           |
| Public Health                                     | 15,401,840            | 18,528,767                | 17,718,309             | 20,609,079                     | 14,863,340                       | (3,665,427)                           |
| Behavioral Health                                 | 122,787,969           | 135,932,314               | 127,333,340            | 144,116,430                    | 139,880,012                      | 3,947,698                             |
| Health Realignment                                | 10,649,826            | 12,273,282                | 12,889,352             | 13,509,275                     | 9,970,626                        | (2,302,656)                           |
| Clinic Services Quality Improvement               | 2,262,973             | 2,161,769                 | 2,175,476              | 1,068,093                      | 1,067,242                        | (1,094,527)                           |
| Customer Service Center                           | 887,069               | 1,222,726                 | 961,464                | 1,226,843                      | 1,226,003                        | 3,277                                 |
| Bienestar Salinas                                 | 185,770               | 305,655                   | 236,926                | 324,915                        | 324,733                          | 19,078                                |
| Marina Integrative Clinic                         | 63,536                | 215,721                   | 53,944                 | 101,526                        | 101,494                          | (114,227)                             |
| Laurel Vista                                      | 963,232               | 2,227,041                 | 1,059,834              | 2,125,799                      | 2,125,638                        | (101,403)                             |
| Animal Services                                   | 1,845,164             | 2,323,307                 | 2,083,594              | 2,401,882                      | 1,845,474                        | (477,833)                             |
| Health Dept. Administration                       | 2,343,814             | 3,249,525                 | 3,115,423              | 2,329,955                      | 1,902,824                        | (1,346,701)                           |
| Whole Person Care                                 | 3,103,146             | 8,050,389                 | 5,670,524              | 13,223,721                     | 13,223,721                       | 5,173,332                             |
| Solid Waste Management Services                   | 312,084               | 725,158                   | 463,614                | 0                              | 0                                | (725,158)                             |
| Subtotal                                          | \$215,715,616         | \$257,373,975             | \$233,276,356          | \$275,616,035                  | \$259,966,232                    | 2,592,257                             |

Health

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>                         | <b>Adopted Budget 2016-17</b> | <b>Adopted Budget 2017-18</b> | <b>Recommended Budget 2018-19</b> | <b>Change</b> |
|----------------------------|-----------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------|---------------|
| 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                          | 4.00                          | 4.00                              | 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                               | 10.00                         | 12.00                         | 9.00                              | -3.00         |
| 14C31                      | MANAGEMENT ANALYST III                              | 12.00                         | 13.00                         | 12.00                             | -1.00         |
| 14C48                      | PUBLIC HEALTH PROGRAM MANAGER II                    | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 14C80                      | PUBLIC HEALTH PROGRAM MANAGER I                     | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 14G02                      | MANAGEMENT ANALYST I                                | 8.00                          | 7.00                          | 6.00                              | -1.00         |
| 14H03                      | PERSONNEL TECHNICIAN-CONFIDENTIAL                   | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 14H66                      | OUTPATIENT SERVICES DIRECTOR                        | 1.00                          | 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               | 12.00                         | 12.00                         | 13.00                             | 1.00          |
| 14K44                      | ASSISTANT BUREAU CHIEF                              | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 14K61                      | ENVIRONMENTAL HEALTH PROGRAM MANAGER                | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 14N06                      | OPERATIONS MANAGER                                  | 3.00                          | 3.00                          | 3.00                              | 0.00          |
| 14N10                      | OUTPATIENT SERVICES MANAGER I                       | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 14N11                      | OUTPATIENT SERVICES MANAGER II                      | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 16C87                      | BUSINESS TECHNOLOGY ANALYST II                      | 4.00                          | 3.00                          | 2.00                              | -1.00         |
| 16C88                      | BUSINESS TECHNOLOGY ANALYST III                     | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 16C93                      | BUSINESS TECHNOLOGY ANALYST IV                      | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 16F41                      | DEPARTMENTAL INFORMATION SYSTEMS MANAGER II         | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 20B10                      | ACCOUNTANT I                                        | 3.00                          | 3.00                          | 3.00                              | 0.00          |
| 20B11                      | ACCOUNTANT II                                       | 7.00                          | 7.00                          | 6.00                              | -1.00         |
| 20B12                      | ACCOUNTANT III                                      | 5.00                          | 4.00                          | 4.00                              | 0.00          |
| 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                          | 3.00                              | -4.00         |
| 25G30                      | CA CHILDRENS SERVICES CASE WORKER III               | 1.00                          | 1.00                          | 0.00                              | -1.00         |
| 30J01                      | ENVIRONMENTAL HEALTH TECHNICIAN                     | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 30J21                      | ENVIRONMENTAL HEALTH SPECIALIST II                  | 20.00                         | 21.00                         | 19.00                             | -2.00         |
| 30J31                      | ENVIRONMENTAL HEALTH SPECIALIST III                 | 12.00                         | 12.00                         | 12.00                             | 0.00          |
| 30J81                      | RECYCLING/RESOURCE RECOVERY SPECIALIST              | 0.00                          | 0.00                          | 2.00                              | 2.00          |
| 30J84                      | ENVIRONMENTAL HEALTH SPECIALIST IV                  | 7.00                          | 7.00                          | 8.00                              | 1.00          |
| 34C01                      | ANIMAL CONTROL OFFICER                              | 3.00                          | 3.00                          | 2.00                              | -1.00         |
| 34C02                      | SENIOR ANIMAL CONTROL OFFICER                       | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 34C11                      | ANIMAL SERVICES SUPERVISOR                          | 1.00                          | 0.00                          | 0.00                              | 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                          | 0.00                              | -1.00         |
| 43J04                      | DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST         | 10.00                         | 10.00                         | 9.00                              | -1.00         |
| 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          |
|                            | SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS        |                               |                               |                                   |               |
| 43J15                      | COORDINATOR                                         | 2.00                          | 2.00                          | 1.00                              | -1.00         |
| 50B12                      | EMERGENCY MEDICAL SERVICES ANALYST                  | 2.00                          | 4.00                          | 4.00                              | 0.00          |
| 50C22                      | PUBLIC HEALTH MICROBIOLOGIST II                     | 2.00                          | 2.00                          | 1.00                              | -1.00         |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                                   | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|--------------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 50C23               | SENIOR PUBLIC HEALTH MICROBIOLOGIST                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50C70               | ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50C80               | DIRECTOR PUBLIC HEALTH LABORATORY                      | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50C81               | PUBLIC HEALTH CHEMIST                                  | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 50E21               | LABORATORY HELPER                                      | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 50E23               | LABORATORY ASSISTANT                                   | 1.00                   | 3.00                   | 1.00                       | -2.00  |
| 50F20               | OCCUPATIONAL THERAPIST                                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50F23               | OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN | 4.00                   | 4.00                   | 2.90                       | -1.10  |
| 50G23               | PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN     | 5.00                   | 5.00                   | 3.41                       | -1.59  |
| 50G25               | SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN       | 2.00                   | 2.00                   | 1.80                       | -0.20  |
| 50G31               | SUPERVISING THERAPIST-MED THER PROG                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50J01               | CHRONIC DISEASE PREVENTION SPECIALIST I                | 28.00                  | 28.00                  | 24.00                      | -4.00  |
| 50J11               | CHRONIC DISEASE PREVENTION SPECIALIST II               | 16.00                  | 14.00                  | 10.00                      | -4.00  |
| 50J21               | CHRONIC DISEASE PREVENTION COORDINATOR                 | 10.50                  | 15.00                  | 10.00                      | -5.00  |
| 50K18               | HEALTH PROGRAM COORDINATOR                             | 5.00                   | 5.00                   | 5.00                       | 0.00   |
| 50K19               | HEALTH EDUCATION ASSISTANT                             | 6.00                   | 5.00                   | 4.00                       | -1.00  |
| 50K22               | HEALTH EDUCATOR                                        | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 50K23               | SENIOR HEALTH EDUCATOR                                 | 3.00                   | 2.00                   | 2.00                       | 0.00   |
| 50L22               | PUBLIC HEALTH NUTRITIONIST II                          | 5.50                   | 4.50                   | 0.50                       | -4.00  |
| 50L80               | SUPERVISING PUBLIC HEALTH NUTRITIONIST                 | 4.00                   | 4.00                   | 3.00                       | -1.00  |
| 50M21               | REGISTERED VETERINARY TECHNICIAN                       | 0.75                   | 0.50                   | 0.50                       | 0.00   |
| 50M80               | VETERINARIAN                                           | 0.00                   | 0.50                   | 0.50                       | 0.00   |
| 50N11               | PUBLIC HEALTH EPIDEMIOLOGIST II                        | 2.00                   | 4.00                   | 4.00                       | 0.00   |
| 50N22               | SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST               | 0.00                   | 0.00                   | 0.00                       | 0.00   |
| 50U16               | BEHAVIORAL HEALTH AIDE                                 | 20.05                  | 22.05                  | 20.05                      | -2.00  |
| 50U42               | MEDICAL ASSISTANT                                      | 164.00                 | 180.00                 | 172.00                     | -8.00  |
| 52A21               | CLINIC NURSE                                           | 4.00                   | 4.00                   | 1.00                       | -3.00  |
| 52A22               | SENIOR CLINIC NURSE                                    | 10.00                  | 10.00                  | 13.00                      | 3.00   |
| 52A97               | NURSE PRACTITIONER II                                  | 9.00                   | 10.00                  | 12.00                      | 2.00   |
| 52A98               | NURSE PRACTITIONER III                                 | 5.00                   | 7.00                   | 5.00                       | -2.00  |
| 52E01               | PUBLIC HEALTH LICENSED VOCATIONAL NURSE                | 11.00                  | 11.00                  | 1.00                       | -10.00 |
| 52E20               | DIRECTOR OF PUBLIC HEALTH NURSING                      | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 52E22               | PUBLIC HEALTH NURSE II                                 | 21.00                  | 23.00                  | 14.75                      | -8.25  |
| 52E23               | PUBLIC HEALTH NURSE III                                | 5.00                   | 5.00                   | 3.00                       | -2.00  |
| 52E80               | SUPERVISING PUBLIC HEALTH NURSE                        | 7.00                   | 8.00                   | 5.75                       | -2.25  |
| 54B04               | GENERAL INTERNIST                                      | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 54B12               | CONTRACT PHYSICIAN                                     | 52.05                  | 52.05                  | 52.15                      | 0.10   |
| 54B13               | CLINIC SERVICES MEDICAL DIRECTOR                       | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 54B90               | CLINIC PHYSICIAN II                                    | 6.00                   | 5.00                   | 5.00                       | 0.00   |
| 54C02               | PHYSICIAN ASSISTANT II                                 | 10.50                  | 11.50                  | 11.50                      | 0.00   |
| 60A21               | CLINICAL PSYCHOLOGIST                                  | 14.50                  | 14.50                  | 14.50                      | 0.00   |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II                           | 199.30                 | 199.30                 | 197.30                     | -2.00  |
| 60B23               | BEHAVIORAL HEALTH UNIT SUPERVISOR                      | 25.00                  | 28.00                  | 28.00                      | 0.00   |
| 60B25               | SENIOR PSYCHIATRIC SOCIAL WORKER                       | 15.00                  | 17.00                  | 18.00                      | 1.00   |
| 60B26               | CRISIS INTERVENTION SPECIALIST II                      | 4.00                   | 4.00                   | 0.00                       | -4.00  |
| 60C22               | SOCIAL WORKER III                                      | 32.40                  | 32.40                  | 37.40                      | 5.00   |
| 60C24               | SOCIAL WORKER V                                        | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 60I10               | DEPUTY DIRECTOR BEHAVIORAL HEALTH                      | 3.00                   | 3.00                   | 3.00                       | 0.00   |

Health

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                        | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 60L01               | PATIENT RIGHTS ADVOCATE                     | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 60P22               | COMMUNITY SERVICE AIDE III                  | 5.00                   | 5.00                   | 3.00                       | -2.00  |
| 60P23               | COMMUNITY SERVICE AIDE IV                   | 2.00                   | 2.00                   | 0.00                       | -2.00  |
| 60V11               | BEHAVIORAL HEALTH GROUP COUNSELOR II        | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 70B01               | ANIMAL CARE TECHNICIAN I                    | 0.50                   | 0.50                   | 0.00                       | -0.50  |
| 70B03               | ANIMAL CARE TECHNICIAN II                   | 3.00                   | 5.00                   | 2.00                       | -3.00  |
| 70B04               | SENIOR ANIMAL CARE TECHNICIAN               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 72A23               | BUILDING MAINTENANCE WORKER                 | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 80A31               | SECRETARY                                   | 2.00                   | 2.00                   | 1.00                       | -1.00  |
| 80A32               | SENIOR SECRETARY                            | 3.00                   | 3.00                   | 4.00                       | 1.00   |
| 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                         | 8.00                   | 6.00                   | 4.00                       | -2.00  |
| 80E22               | OFFICE ASSISTANT III                        | 23.00                  | 28.00                  | 13.00                      | -15.00 |
| 80E80               | PRINCIPAL OFFICE ASSISTANT                  | 7.00                   | 7.00                   | 5.00                       | -2.00  |
| 80E81               | SUPERVISING OFFICE ASSISTANT I              | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 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                   | 7.00                   | 6.00                       | -1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                       | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 80K20               | CLINIC OFFICE SUPERVISOR                    | 4.00                   | 4.00                   | 2.00                       | -2.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR                | 6.00                   | 6.00                   | 8.00                       | 2.00   |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II          | 52.00                  | 53.00                  | 61.00                      | 8.00   |
| 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           | 20.00                  | 19.00                  | 18.00                      | -1.00  |
| 80M04               | SUPERVISING PATIENT ACCOUNT REPRESENTATIVE  | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80U21               | TELEPHONE OPERATOR                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Total               |                                             | 1,078.05               | 1,122.80               | 1,026.01                   | -96.79 |

## Augmentation Request

| Dept | Request Code        | Request Name                               | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|------|---------------------|--------------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 4000 | 4000-8112-001-AUG1  | Cannabis NEW ENV HEALTH SPECIALIST IV      | Request New Position       | 148,042          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8112-001-AUG2  | NEW ENV HEALTH SPECIALIST II               | Request New Position       | 126,192          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8112-001-AUG3  | NEW ENV HEALTH SPECIALIST II               | Request New Position       | 126,192          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8112-001-AUG4  | NEW ENVI HEALTH SPECIALIST III             | Request New Position       | 135,078          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8112-001-AUG5  | NEW-OFFICE ASSISTANT II                    | Request New Position       | 73,503           | 1.00           | 0           | 0.00      |
| 4000 | 4000-8113-001-AUG1  | NEW-RECYCLING/RESOURCE RECOVERY SPECIALIST | Request New Position       | 0                | 1.00           | 0           | 1.00      |
| 4000 | 4000-8113-001-AUG2  | NEW-RECYCLING/RESOURCE RECOVERY SPECIALIST | Request New Position       | 0                | 1.00           | 0           | 1.00      |
| 4000 | 4000-8118-001-AUG1  | Status Quo Filled Deputy Public Guardian   | Status Quo Filled Position | 114,108          | 1.00           | 114,108     | 1.00      |
| 4000 | 4000-8118-001-AUG2  | Status Quo Filled Deputy Public Guardian   | Status Quo Filled Position | 114,108          | 1.00           | 114,108     | 1.00      |
| 4000 | 4000-8118-001-AUG3  | PG AUG3 - POA                              | Status Quo Filled Position | 84,500           | 1.00           | 84,500      | 1.00      |
| 4000 | 4000-8118-001-AUG4  | PG AUG4 - OM                               | Status Quo Filled Position | 165,288          | 1.00           | 165,288     | 1.00      |
| 4000 | 4000-8118-001-AUG5  | PG AUG5 - OAI                              | Status Quo Filled Position | 73,503           | 1.00           | 73,503      | 1.00      |
| 4000 | 4000-8118-001-AUG6  | PG AUG6 - SR. ACCT CLRK                    | Status Quo Filled Position | 83,210           | 1.00           | 83,210      | 1.00      |
| 4000 | 4000-8121-001-AUG10 | PH PHYSICAL THERAPIST CCS/MTP Vac Aug10    | Status Quo Vacant Position | 0                | 0.25           | 0           | 0.00      |

## Augmentation Request

| Dept | Request Code        | Request Name                                        | Request Type               | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|------|---------------------|-----------------------------------------------------|----------------------------|------------------|----------------|-------------|-----------|
| 4000 | 4000-8121-001-AUG11 | PH PHYSICAL THERAPIST CCS/MTP Vac Aug11             | Status Quo Filled Position | 0                | 0.24           | 0           | 0.00      |
| 4000 | 4000-8121-001-AUG12 | PH SENIOR THERAPIST CCS/MTP Vac Aug12               | Status Quo Vacant Position | 0                | 0.20           | 0           | 0.00      |
| 4000 | 4000-8121-001-AUG2  | PH NURSE CCS/MTP Vac Aug2                           | Status Quo Vacant Position | 0                | 0.25           | 0           | 0.00      |
| 4000 | 4000-8121-001-AUG4  | PH PHYSICIAN grant funded CCAH Vac Aug4             | Request New Position       | 0                | 0.10           | 0           | 0.10      |
| 4000 | 4000-8121-001-AUG5  | PH OCCUPATIONAL THERAPIST CCS/MTP Vac Aug5          | Status Quo Vacant Position | 0                | 0.40           | 0           | 0.00      |
| 4000 | 4000-8121-001-AUG6  | PH OCCUPATIONAL THERAPIST CCS/MTP Vac Aug6          | Status Quo Vacant Position | 0                | 0.20           | 0           | 0.00      |
| 4000 | 4000-8121-001-AUG7  | PH OFFICE ASSISTANT III MTP patient scheduling Aug7 | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8121-001-AUG8  | PH OFFICE ASSISTANT III MTP patient scheduling Aug8 | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8121-001-AUG9  | PH PHYSICAL THERAPIST CCS/MTP Vac Aug9              | Status Quo Vacant Position | 0                | 0.10           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG11 | PH CSA IV TB outbreak Aug11                         | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG12 | PH CSA IV TB outbreak Aug12                         | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG13 | PH LVN CD STD outbreak Aug13                        | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG14 | PH LVN TB outbreak immigrants Aug14                 | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG16 | PH LVN CD complex diseases Aug16                    | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG2  | PH Nurse CD prevents disease outbreak Vac Aug2      | Status Quo Vacant Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG20 | PH Lab Assistant Lab Aug20                          | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG21 | PH CHEMIST LAB Aug21                                | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG22 | PH Microbiologist Lab outbreaks Vac Aug22           | Status Quo Vacant Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG23 | PH WATER QLT SPEC LAB Ag beach Aug23                | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG24 | PH BHA WPC homeless Aug24                           | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG25 | PH OA III WPC homeless Aug25                        | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG26 | PH LVN WPC homeless Aug26                           | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG27 | PH LVN WPC homeless Aug27                           | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG28 | PH LVN WPC homeless Aug28                           | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG29 | PH LVN WPC homeless Aug29                           | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG3  | PH CSA II WIC expand services Vac Aug3              | Status Quo Vacant Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG30 | PH NURSE II WPC homesless Aug30                     | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG31 | PH NURSE II WPC homesless Aug31                     | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG32 | PH NURSE II WPC homesless Aug32                     | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG33 | PH NURSE II WPC homesless Aug33                     | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG34 | PH SPHN WPC leads team Aug34                        | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG35 | PH ACCT II \$5M grant rev \$0.5M indirect rev Aug35 | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG36 | PH NUTRITIONIST II TCM diabetes obesity Aug36       | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG37 | PH NUTRITIONIST II TCM diabetes obesity Aug37       | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG39 | PH NURSE II TCM fragile infants children Vac Aug39  | Status Quo Vacant Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG4  | PH CSA II WIC expand services Vac Aug4              | Status Quo Vacant Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG40 | PH CDPC CANNABIS engagement Vac Aug40               | Request New Position       | 216,256          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG41 | PH CDPC CANNABIS media Vac Aug41                    | Request New Position       | 216,256          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG42 | PH CDPSII CANNABIS engagement Vac Aug42             | Request New Position       | 202,603          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG45 | PH CDPC CANNABIS outreach Vac Aug45                 | Request New Position       | 246,429          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG46 | PH OA III CANNABIS media Vac Aug46                  | Request New Position       | 132,715          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG48 | PH CSA III TCM/NFP child health Vac Aug48           | Status Quo Vacant Position | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG49 | PH HEA nutrition Aug49                              | Status Quo Filled Position | 0                | 1.00           | 0           | 0.00      |

Health

## Augmentation Request

| Dept | Request Code        | Request Name                                   | Request Type                                    | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|------|---------------------|------------------------------------------------|-------------------------------------------------|------------------|----------------|-------------|-----------|
| 4000 | 4000-8124-001-AUG5  | PH CSA II WIC expand services Vac Aug5         | Status Quo Vacant Position                      | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG50 | Targeted Case Management (TCM) audit payback.  | New Mandated Program/Service w/ Outside Funding | 0                | 0.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG6  | PH CSA II WIC expand services Vac Aug6         | Status Quo Vacant Position                      | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG7  | PH LABORATORY HELPER LAB Vac Aug7              | Status Quo Vacant Position                      | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8124-001-AUG8  | PH LABORATORY ASSISTANT LAB Vac Aug8           | Status Quo Vacant Position                      | 0                | 1.00           | 0           | 0.00      |
| 4000 | 4000-8438-001-AUG1  | HDADM AUG1-SART                                | Status Quo Other                                | 90,000           | 0.00           | 90,000      | 0.00      |
| 4000 | 4000-8438-001-AUG2  | New MAII - Cannabis                            | Request New Position                            | 142,598          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8438-001-AUG3  | New MAII - Cannabis                            | Request New Position                            | 142,598          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8438-001-AUG4  | New EPI II - Cannabis                          | Request New Position                            | 134,062          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG10 | Status Quo Vacant Animal Control Officer       | Status Quo Vacant Position                      | 68,779           | 1.00           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG11 | FILLED-ANIMAL CARE TECHNICIAN I                | Status Quo Filled Position                      | 38,048           | 0.50           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG13 | FILLED-ANIMAL CARE TECHNICIAN II               | Status Quo Filled Position                      | 84,107           | 1.00           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG15 | FILLED-OFFCE ASSISTANT II                      | Status Quo Filled Position                      | 73,503           | 1.00           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG16 | FILLED-OFFICE ASSISTANT III                    | Status Quo Filled Position                      | 78,602           | 1.00           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG2  | FILLED-ANIMAL CARE TECHNICIAN II               | Status Quo Filled Position                      | 31,271           | 0.50           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG3  | FILLED-ANIMAL CARE TECHNICIAN II               | Status Quo Filled Position                      | 31,283           | 0.50           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG4  | FILLED-ANIMAL CARE TECHNICIAN II               | Status Quo Filled Position                      | 31,271           | 0.50           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG5  | FILLED-ANIMAL CARE TECHNICIAN II               | Status Quo Filled Position                      | 31,087           | 0.50           | 0           | 0.00      |
| 4000 | 4000-8442-001-AUG6  | VACANT-OFFICE ASSISTANT II                     | Status Quo Vacant Position                      | 73,503           | 1.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG1  | AUG-Cannabis New PSW II                        | Request New Position                            | 104,062          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG10 | AUG-Cannabis Youth Outpatient                  | New Program/Service w/ General Fund Funding     | 352,725          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG11 | AUG-Cannabis Youth Residential                 | New Program/Service w/ General Fund Funding     | 835,785          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG12 | AUG-Cannabis Adults SUD Treatment              | New Program/Service w/ General Fund Funding     | 438,820          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG13 | AUG-New Sr. Secretary Baseline                 | Request New Position                            | 89,247           | 1.00           | 89,247      | 1.00      |
| 4000 | 4000-8410-023-AUG2  | AUG-Cannabs New PSW II                         | Request New Position                            | 104,062          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG3  | AUG-CAnnabis New PSW II                        | Request New Position                            | 104,062          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG4  | AUG-Cannabis New PSW II                        | Request New Position                            | 104,062          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG5  | AUG-Cannabis New PSW II                        | Request New Position                            | 104,062          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG6  | AUG-Cannabis New PSW II                        | Request New Position                            | 104,062          | 1.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG7  | AUG-Cannabis P&EI So Cty                       | New Program/Service w/ General Fund Funding     | 139,303          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG8  | AUG-Cannabis P&EI Salinas                      | New Program/Service w/ General Fund Funding     | 136,955          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8410-023-AUG9  | AUG-Cannabis P&EI Peninsula                    | New Program/Service w/ General Fund Funding     | 123,207          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG10 | PH CSA IV TB outbreak Aug12                    | Status Quo Filled Position                      | 76,881           | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG11 | PH LVN CD STD outbreak Aug13                   | Status Quo Filled Position                      | 98,260           | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG12 | PH LVN TB outbreak immigrants Aug14            | Status Quo Filled Position                      | 98,260           | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG14 | PH LVN CD complex diseases Aug16               | Status Quo Filled Position                      | 170,504          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG18 | PH Lab Assistant Lab Aug20                     | Status Quo Filled Position                      | 59,295           | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG19 | PH CHEMIST LAB Aug21                           | Status Quo Filled Position                      | 94,916           | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG2  | PH Nurse CD prevents disease outbreak Vac Aug2 | Status Quo Vacant Position                      | 161,726          | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG20 | PH Microbiologist Lab outbreaks Vac Aug22      | Status Quo Vacant Position                      | 89,465           | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG21 | PH WATER QLT SPEC LAB Ag beach Aug23           | Status Quo Filled Position                      | 91,358           | 0.00           | 0           | 0.00      |
| 4000 | 4000-8424-025-AUG22 | PH BHA WPC homeless Aug24                      | Status Quo Filled Position                      | 43,065           | 0.00           | 0           | 0.00      |

## Augmentation Request

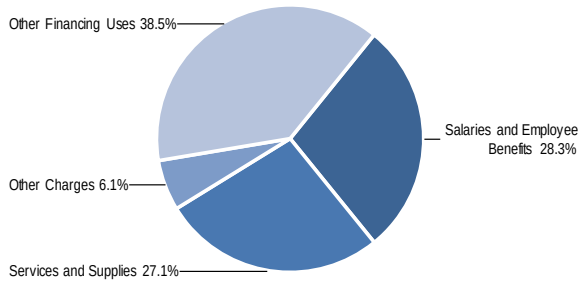
| Dept               | Request Code        | Request Name                                        | Request Type                                       | Requested Amount | Requested FTEs | Rec. Amount    | Rec. FTEs   |
|--------------------|---------------------|-----------------------------------------------------|----------------------------------------------------|------------------|----------------|----------------|-------------|
| 4000               | 4000-8424-025-AUG23 | PH OA III WPC homeless Aug25                        | Status Quo Filled Position                         | 44,586           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG24 | PH LVN WPC homeless Aug26                           | Status Quo Filled Position                         | 55,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG25 | PH LVN WPC homeless Aug27                           | Status Quo Filled Position                         | 55,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG26 | PH LVN WPC homeless Aug28                           | Status Quo Filled Position                         | 55,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG27 | PH LVN WPC homeless Aug29                           | Status Quo Filled Position                         | 55,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG28 | PH NURSE II WPC homesless Aug30                     | Status Quo Filled Position                         | 91,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG29 | PH NURSE II WPC homesless Aug31                     | Status Quo Filled Position                         | 91,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG3  | PH CSA II WIC expand services Vac Aug3              | Status Quo Vacant Position                         | 43,052           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG30 | PH NURSE II WPC homesless Aug32                     | Status Quo Filled Position                         | 91,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG31 | PH NURSE II WPC homesless Aug33                     | Status Quo Filled Position                         | 91,736           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG32 | PH SPHN WPC leads team Aug34                        | Status Quo Filled Position                         | 97,461           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG33 | PH ACCT II \$5M grant rev \$0.5M indirect rev Aug35 | Status Quo Filled Position                         | 100,000          | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG34 | PH NUTRITIONIST II TCM diabetes obesity Aug36       | Status Quo Filled Position                         | 88,695           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG35 | PH NUTRITIONIST II TCM diabetes obesity Aug37       | Status Quo Filled Position                         | 88,695           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG37 | PH NURSE II TCM fragile infants children Vac Aug39  | Status Quo Vacant Position                         | 94,000           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG39 | PH CSA III TCM/NFP child health Vac Aug48           | Status Quo Vacant Position                         | 47,000           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG4  | PH CSA II WIC expand services Vac Aug4              | Status Quo Vacant Position                         | 43,052           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG40 | PH HEA nutrition Aug49                              | Status Quo Filled Position                         | 100,796          | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG47 | Targeted Case Management (TCM) audit<br>payback.    | New Mandated Program/Service w/<br>Outside Funding | 970,000          | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG5  | PH CSA II WIC expand services Vac Aug5              | Status Quo Vacant Position                         | 43,052           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG6  | PH CSA II WIC expand services Vac Aug6              | Status Quo Vacant Position                         | 43,053           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG7  | PH LABORATORY HELPER LAB Vac Aug7                   | Status Quo Vacant Position                         | 39,891           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG8  | PH LABORATORY ASSISTANT LAB Vac Aug8                | Status Quo Vacant Position                         | 44,817           | 0.00           | 0              | 0.00        |
| 4000               | 4000-8424-025-AUG9  | PH CSA IV TB outbreak Aug11                         | Status Quo Filled Position                         | 76,881           | 0.00           | 0              | 0.00        |
| <b>Grand Total</b> |                     |                                                     |                                                    | <b>9,587,758</b> | <b>72.24</b>   | <b>813,964</b> | <b>9.10</b> |

Health

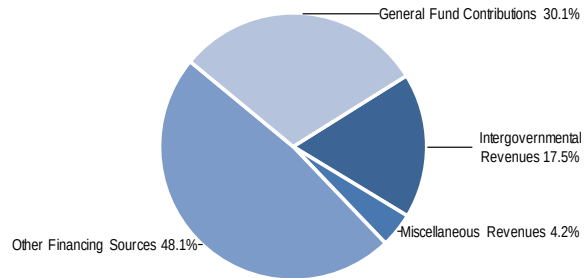
# Clinic Services Administration

(Budget Unit 8096— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,362,365             | 2,721,348                 | 2,492,344              | 2,908,149                   | 2,908,149                     | 186,801                            |
| Services and Supplies          | 2,404,290             | 3,968,070                 | 3,047,910              | 2,783,503                   | 2,778,918                     | (1,189,152)                        |
| Other Charges                  | 951,344               | 937,623                   | 624,537                | 630,212                     | 630,212                       | (307,411)                          |
| Other Financing Uses           | 0                     | 0                         | 0                      | 3,950,171                   | 3,950,171                     | 3,950,171                          |
| Subtotal                       | \$4,717,999           | \$7,627,041               | \$6,164,791            | \$10,272,035                | \$10,267,450                  | 2,640,409                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 178                   | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 1,276,961             | 1,524,438                 | 814,005                | 1,801,564                   | 1,801,564                     | 277,126                            |
| Charges for Services                 | 565,494               | 0                         | 911,530                | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues               | 65,000                | 403,048                   | 21,000                 | 430,000                     | 430,000                       | 26,952                             |
| Other Financing Sources              | 0                     | 0                         | 615,000                | 4,941,991                   | 4,941,991                     | 4,941,991                          |
| Subtotal                             | \$1,907,633           | \$1,927,486               | \$2,361,535            | \$7,173,555                 | \$7,173,555                   | 5,246,069                          |
| General Fund Contributions           | \$2,810,366           | \$5,699,555               | \$3,803,256            | \$3,098,480                 | \$3,093,895                   | (2,605,660)                        |
| Total Source of Funds                | \$4,717,999           | \$7,627,041               | \$6,164,791            | \$10,272,035                | \$10,267,450                  | 2,640,409                          |

## Unit Description

The Clinic Services Administration Unit provides leadership, administrative support, fiscal reporting and oversight, service delivery and strategic planning, contracting, provider credentialing and all administrative functions necessary to maintain and expand Federally Qualified Health Center Look-Alike (FQHC-LA) status. The Unit also performs all medical payor and patient billing and accepts and processes applications for a sliding fee discount program to those at or below the 200% Federal Poverty Level Income guideline, in compliance with FQHC regulations.

## Recommended 2018-19 Positions

| Classification Code | Classification Label         | FTE  |
|---------------------|------------------------------|------|
| 12E04               | BUREAU CHIEF                 | 1.00 |
| 14C31               | MANAGEMENT ANALYST III       | 2.00 |
| 14G02               | MANAGEMENT ANALYST I         | 1.00 |
| 14H66               | OUTPATIENT SERVICES DIRECTOR | 1.00 |



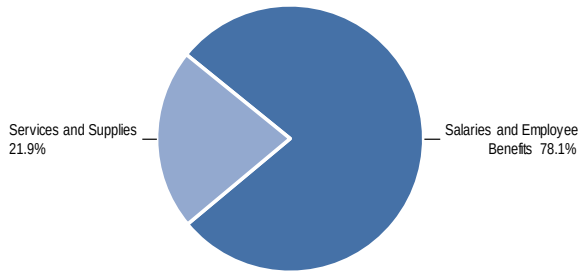
## Recommended 2018-19 Positions

| Classification Code | Classification Label                       | FTE   |
|---------------------|--------------------------------------------|-------|
| 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                       | 2.00  |
| 80J22               | SENIOR ACCOUNT CLERK                       | 1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                      | 1.00  |
| 80M02               | PATIENT ACCOUNT REPRESENTATIVE II          | 13.00 |
| 80M04               | SUPERVISING PATIENT ACCOUNT REPRESENTATIVE | 1.00  |
| Total               |                                            | 27.00 |

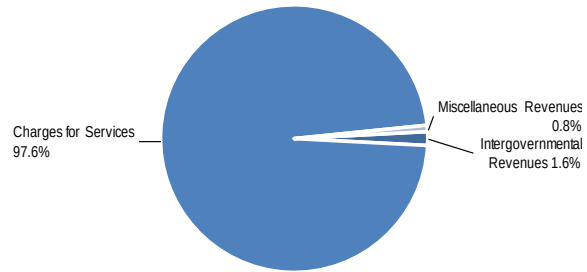
# Alisal Health Center

(Budget Unit 8097— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,129,318             | 5,903,267                 | 5,626,818              | 6,950,902                   | 6,950,902                     | 1,047,635                          |
| Services and Supplies          | 1,211,081             | 1,475,451                 | 1,793,745              | 1,956,640                   | 1,947,728                     | 472,277                            |
| Capital Assets                 | 40,611                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$6,381,011           | \$7,378,718               | \$7,420,563            | \$8,907,542                 | \$8,898,630                   | 1,519,912                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 20,000                | 20,000                    | 113,000                | 160,000                     | 160,000                       | 140,000                            |
| Charges for Services       | 7,512,286             | 8,557,743                 | 7,625,158              | 9,475,926                   | 9,475,926                     | 918,183                            |
| Miscellaneous Revenues     | 0                     | 17,000                    | 51,000                 | 75,000                      | 75,000                        | 58,000                             |
| Subtotal                   | \$7,532,286           | \$8,594,743               | \$7,789,158            | \$9,710,926                 | \$9,710,926                   | 1,116,183                          |
| General Fund Contributions | (\$1,151,275)         | (\$1,216,025)             | (\$368,595)            | (\$803,384)                 | (\$812,296)                   | 403,729                            |
| Total Source of Funds      | \$6,381,011           | \$7,378,718               | \$7,420,563            | \$8,907,542                 | \$8,898,630                   | 1,519,912                          |

## Unit Description

East Alisal Health Center is a community health clinic serving the east Salinas area offering primary care and preventive health services. It serves children and pregnant women and provides perinatal and postpartum education for parents. The clinic also offers walk-in immunizations and sexually transmitted disease testing and treatment. Free legal assistance is available on-site in partnership with California Rural Legal Assistance (CRLA).

## Recommended 2018-19 Positions

| Classification Code | Classification Label                      | FTE   |
|---------------------|-------------------------------------------|-------|
| 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                         | 36.00 |
| 52A21               | CLINIC NURSE                              | 1.00  |
| 52A22               | SENIOR CLINIC NURSE                       | 1.00  |

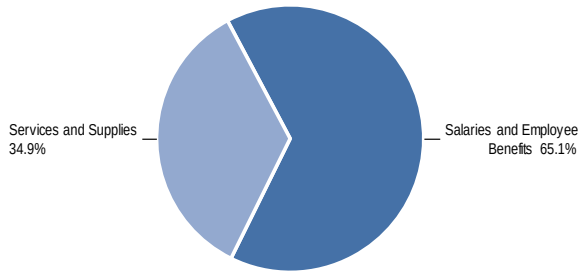
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 52A97               | NURSE PRACTITIONER II              | 1.00  |
| 52A98               | NURSE PRACTITIONER III             | 1.00  |
| 54B12               | CONTRACT PHYSICIAN                 | 5.00  |
| 54B90               | CLINIC PHYSICIAN II                | 4.00  |
| 54C03               | PHYSICIAN ASSISTANT                | 1.00  |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II       | 1.00  |
| 60C22               | SOCIAL WORKER III                  | 1.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR       | 1.00  |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II | 1.00  |
| Total               |                                    | 58.00 |

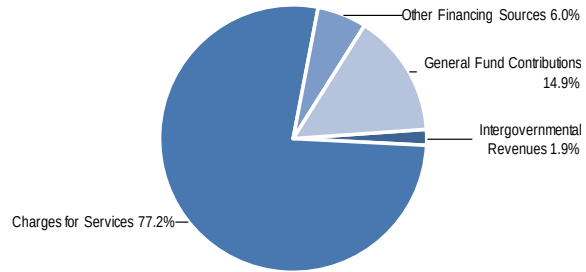
# Laurel Family Practice

(Budget Unit 8099— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,765,750             | 5,692,602                 | 4,733,522              | 5,461,685                   | 5,461,685                     | (230,917)                          |
| Services and Supplies          | 2,622,087             | 2,750,336                 | 2,280,396              | 2,935,138                   | 2,928,774                     | 178,438                            |
| Subtotal                       | \$5,387,836           | \$8,442,938               | \$7,013,918            | \$8,396,823                 | \$8,390,459                   | (52,479)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 0                     | 20,000                    | 115,000                | 160,000                     | 160,000                       | 140,000                            |
| Charges for Services       | 7,967,810             | 7,683,767                 | 8,061,190              | 6,478,438                   | 6,478,438                     | (1,205,329)                        |
| Miscellaneous Revenues     | 102,000               | 17,000                    | 76,500                 | 0                           | 0                             | (17,000)                           |
| Other Financing Sources    | 0                     | 750,000                   | 450,000                | 500,000                     | 500,000                       | (250,000)                          |
| Subtotal                   | \$8,069,810           | \$8,470,767               | \$8,702,690            | \$7,138,438                 | \$7,138,438                   | (1,332,329)                        |
| General Fund Contributions | (\$2,681,974)         | (\$27,829)                | (\$1,688,772)          | \$1,258,385                 | \$1,252,021                   | 1,279,850                          |
| Total Source of Funds      | \$5,387,836           | \$8,442,938               | \$7,013,918            | \$8,396,823                 | \$8,390,459                   | (52,479)                           |

## Unit Description

Laurel Family Practice Clinic serves as a collaborative training site for 30 Natividad Medical Center Family Practice residents. The clinic provides primary care and preventative health services, including obstetric and family medicine services and procedures.

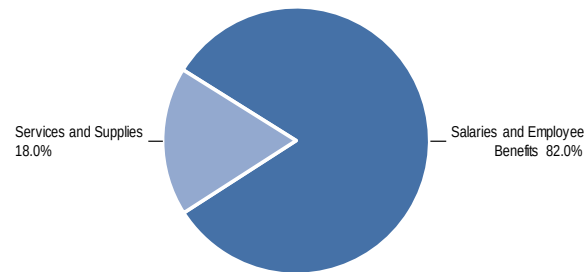
## Recommended 2018-19 Positions

| Classification Code | Classification Label                      | FTE   |
|---------------------|-------------------------------------------|-------|
| 14N11               | OUTPATIENT SERVICES MANAGER II            | 1.00  |
| 43J04               | DEPARTMENTAL INFORMATION SYSTEMS SPECLIST | 1.00  |
| 50U42               | MEDICAL ASSISTANT                         | 32.00 |
| 52A22               | SENIOR CLINIC NURSE                       | 2.00  |
| 52A98               | NURSE PRACTITIONER III                    | 1.00  |
| 54B12               | CONTRACT PHYSICIAN                        | 1.00  |
| 54C03               | PHYSICIAN ASSISTANT                       | 2.00  |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II              | 1.00  |
| 60B25               | SENIOR PSYCHIATRIC SOCIAL WORKER          | 1.00  |
| 80K20               | CLINIC OFFICE SUPERVISOR                  | 1.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR              | 2.00  |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II        | 9.00  |
| Total               |                                           | 54.00 |

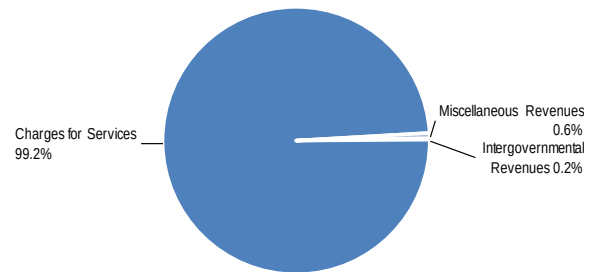
# Laurel Internal Medicine

(Budget Unit 8100— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 2,115,734             | 3,262,388                 | 2,383,310              | 3,887,627                   | 3,887,627                     | 625,239                            |
| Services and Supplies          | 629,628               | 766,325                   | 499,000                | 855,550                     | 851,733                       | 85,408                             |
| Capital Assets                 | 5,170                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$2,750,533           | \$4,028,713               | \$2,882,310            | \$4,743,177                 | \$4,739,360                   | 710,647                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 20,000                | 20,000                    | 10,000                 | 10,000                      | 10,000                        | (10,000)                           |
| Charges for Services       | 3,129,624             | 4,395,337                 | 3,136,883              | 6,150,908                   | 6,150,908                     | 1,755,571                          |
| Miscellaneous Revenues     | 29,750                | 17,000                    | 17,000                 | 39,500                      | 39,500                        | 22,500                             |
| Subtotal                   | \$3,179,374           | \$4,432,337               | \$3,163,883            | \$6,200,408                 | \$6,200,408                   | 1,768,071                          |
| General Fund Contributions | (\$428,842)           | (\$403,624)               | (\$281,573)            | (\$1,457,231)               | (\$1,461,048)                 | (1,057,424)                        |
| Total Source of Funds      | \$2,750,533           | \$4,028,713               | \$2,882,310            | \$4,743,177                 | \$4,739,360                   | 710,647                            |

## Unit Description

Laurel Internal Medicine Clinic is a Level III Patient Centered Medical Home certified by the National Committee for Quality Assurance (NCQA), providing primary care and preventive health services and mental health services. The clinic accepts referrals from safety net providers for complex internal medicine care and mild to moderate mental health services.

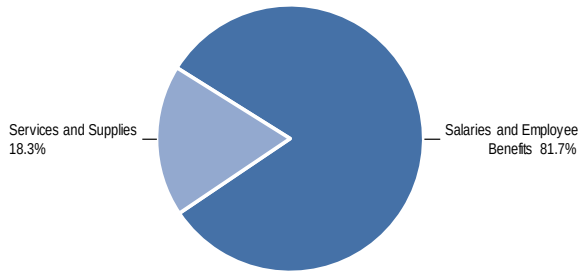
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 14N10               | OUTPATIENT SERVICES MANAGER I      | 1.00  |
| 50U42               | MEDICAL ASSISTANT                  | 14.00 |
| 52A22               | SENIOR CLINIC NURSE                | 2.00  |
| 52A97               | NURSE PRACTITIONER II              | 2.00  |
| 54B04               | GENERAL INTERNIST                  | 1.00  |
| 54B12               | CONTRACT PHYSICIAN                 | 4.50  |
| 54C03               | PHYSICIAN ASSISTANT                | 1.00  |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II       | 1.00  |
| 60C22               | SOCIAL WORKER III                  | 1.00  |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II | 4.00  |
| Total               |                                    | 31.50 |

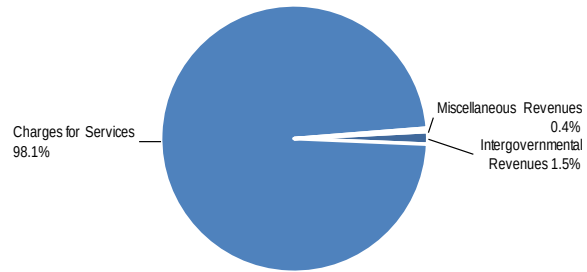
# Laurel Pediatrics

(Budget Unit 8101— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 3,853,898             | 6,596,993                 | 4,768,053              | 6,443,797                   | 6,443,797                     | (153,196)                          |
| Services and Supplies          | 1,197,296             | 1,372,832                 | 1,018,292              | 1,450,906                   | 1,445,245                     | 72,413                             |
| Other Charges                  | (50,110)              | (15,000)                  | 0                      | 0                           | 0                             | 15,000                             |
| Subtotal                       | \$5,001,083           | \$7,954,825               | \$5,786,345            | \$7,894,703                 | \$7,889,042                   | (65,783)                           |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 135,918               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 75,913                | 20,000                    | 13,000                 | 160,000                     | 160,000                       | 140,000                            |
| Charges for Services                 | 6,072,066             | 11,369,381                | 7,606,144              | 10,520,199                  | 10,520,199                    | (849,182)                          |
| Miscellaneous Revenues               | 46,750                | 42,500                    | 17,000                 | 46,750                      | 46,750                        | 4,250                              |
| Subtotal                             | \$6,330,647           | \$11,431,881              | \$7,636,144            | \$10,726,949                | \$10,726,949                  | (704,932)                          |
| General Fund Contributions           | (\$1,329,564)         | (\$3,477,056)             | (\$1,849,799)          | (\$2,832,246)               | (\$2,837,907)                 | 639,149                            |
| Total Source of Funds                | \$5,001,083           | \$7,954,825               | \$5,786,345            | \$7,894,703                 | \$7,889,042                   | (65,783)                           |

## Unit Description

Laurel Pediatrics Clinic provides pediatric primary care, preventative health services, and mental health services. The clinic serves as a referral clinic for safety net providers for acute pediatric cases.

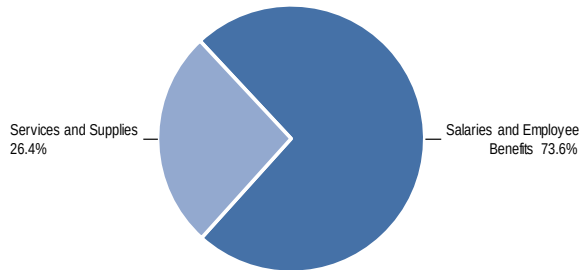
## Recommended 2018-19 Positions

| Classification Code | Classification Label                      | FTE   |
|---------------------|-------------------------------------------|-------|
| 14N11               | OUTPATIENT SERVICES MANAGER II            | 1.00  |
| 43J04               | DEPARTMENTAL INFORMATION SYSTEMS SPECLIST | 1.00  |
| 50K19               | HEALTH EDUCATION ASSISTANT                | 1.00  |
| 50U42               | MEDICAL ASSISTANT                         | 25.00 |
| 52A22               | SENIOR CLINIC NURSE                       | 2.00  |
| 52A97               | NURSE PRACTITIONER II                     | 2.00  |
| 54B12               | CONTRACT PHYSICIAN                        | 9.05  |
| 54C03               | PHYSICIAN ASSISTANT                       | 2.00  |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II              | 1.00  |
| 60C22               | SOCIAL WORKER III                         | 1.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR              | 2.00  |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II        | 7.00  |
| Total               |                                           | 54.05 |

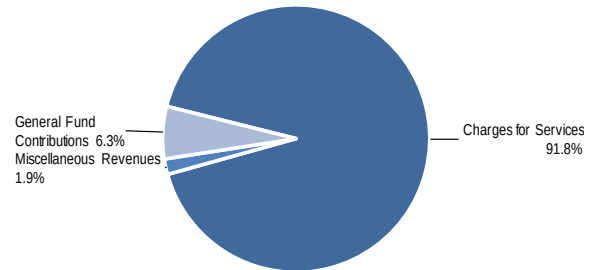
# Marina Health Center

(Budget Unit 8103— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 780,843               | 1,165,455                 | 1,071,110              | 1,275,393                   | 1,275,393                     | 109,938                            |
| Services and Supplies          | 393,226               | 369,494                   | 317,304                | 458,349                     | 456,700                       | 87,206                             |
| Other Charges                  | (19,667)              | (19,667)                  | 0                      | (19,667)                    | (19,667)                      | 0                                  |
| Subtotal                       | \$1,154,402           | \$1,515,282               | \$1,388,414            | \$1,714,075                 | \$1,712,426                   | 197,144                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 20,000                | 20,000                    | 10,000                 | 0                           | 0                             | (20,000)                           |
| Charges for Services       | 1,475,523             | 1,539,791                 | 1,560,680              | 1,572,042                   | 1,572,042                     | 32,251                             |
| Miscellaneous Revenues     | 15,000                | 32,000                    | 23,500                 | 32,000                      | 32,000                        | 0                                  |
| Subtotal                   | \$1,510,523           | \$1,591,791               | \$1,594,180            | \$1,604,042                 | \$1,604,042                   | 12,251                             |
| General Fund Contributions | (\$356,121)           | (\$76,509)                | (\$205,766)            | \$110,033                   | \$108,384                     | 184,893                            |
| Total Source of Funds      | \$1,154,402           | \$1,515,282               | \$1,388,414            | \$1,714,075                 | \$1,712,426                   | 197,144                            |

## Unit Description

The Marina Health Center is a small clinic offering primary care and preventive services in the Marina area.

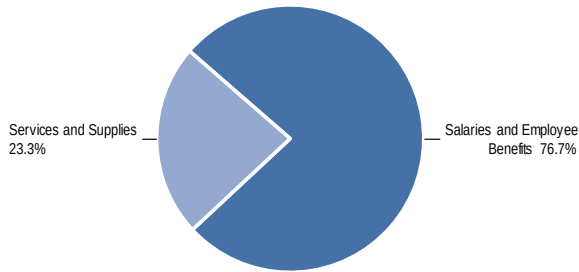
## Recommended 2018-19 Positions

| Classification Code | Classification Label         | FTE   |
|---------------------|------------------------------|-------|
| 50U42               | MEDICAL ASSISTANT            | 7.00  |
| 52A22               | SENIOR CLINIC NURSE          | 1.00  |
| 54B12               | CONTRACT PHYSICIAN           | 1.00  |
| 54C03               | PHYSICIAN ASSISTANT          | 1.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR | 1.00  |
| Total               |                              | 11.00 |

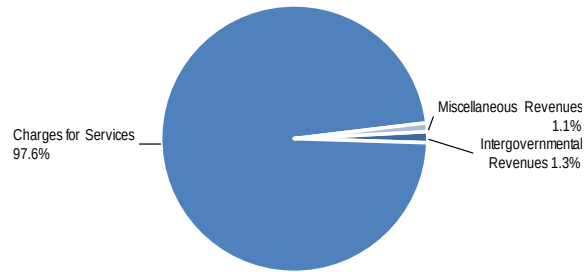
# Seaside Family Health Center

(Budget Unit 8105— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,518,017             | 7,845,883                 | 5,949,417              | 8,660,245                   | 8,660,245                     | 814,362                            |
| Services and Supplies          | 2,635,657             | 3,569,838                 | 2,290,949              | 2,642,412                   | 2,632,816                     | (937,022)                          |
| Capital Assets                 | 6,254                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$8,159,928           | \$11,415,721              | \$8,240,366            | \$11,302,657                | \$11,293,061                  | (122,660)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 467,750               | 1,270,000                 | 201,000                | 160,000                     | 160,000                       | (1,110,000)                        |
| Charges for Services       | 8,876,863             | 10,665,890                | 9,182,603              | 11,833,905                  | 11,833,905                    | 1,168,015                          |
| Miscellaneous Revenues     | 106,750               | 94,000                    | 196,000                | 128,000                     | 128,000                       | 34,000                             |
| Other Financing Sources    | 0                     | 450,000                   | 0                      | 0                           | 0                             | (450,000)                          |
| Subtotal                   | \$9,451,363           | \$12,479,890              | \$9,579,603            | \$12,121,905                | \$12,121,905                  | (357,985)                          |
| General Fund Contributions | (\$1,291,435)         | (\$1,064,169)             | (\$1,339,237)          | (\$819,248)                 | (\$828,844)                   | 235,325                            |
| Total Source of Funds      | \$8,159,928           | \$11,415,721              | \$8,240,366            | \$11,302,657                | \$11,293,061                  | (122,660)                          |

## Unit Description

The Seaside Family Health Center is a large primary care clinic serving the Monterey Peninsula with primary care and preventative health services. Medical services include obstetric and gynecological care, pediatrics, mental health, and internal medicine.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                      | FTE   |
|---------------------|-------------------------------------------|-------|
| 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                         | 39.00 |
| 52A22               | SENIOR CLINIC NURSE                       | 2.00  |
| 52A97               | NURSE PRACTITIONER II                     | 3.00  |



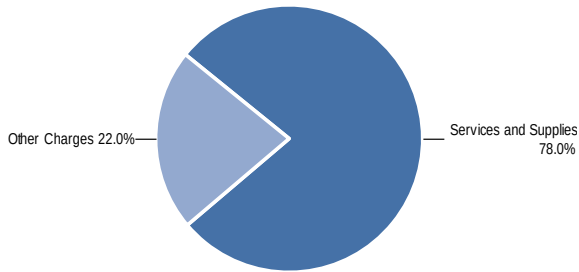
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 52A98               | NURSE PRACTITIONER III             | 1.00  |
| 54B04               | GENERAL INTERNIST                  | 1.00  |
| 54B12               | CONTRACT PHYSICIAN                 | 8.00  |
| 54B90               | CLINIC PHYSICIAN II                | 1.00  |
| 54C03               | PHYSICIAN ASSISTANT                | 1.00  |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II       | 1.00  |
| 60C22               | SOCIAL WORKER III                  | 1.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR       | 1.00  |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II | 10.00 |
| Total               |                                    | 73.00 |

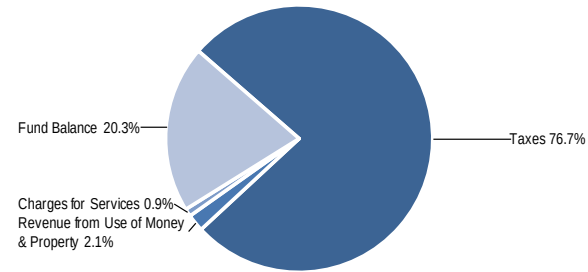
# Ambulance Service

(Budget Unit 8108— Fund 092— Appropriation Unit HEA010)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 1,217,496             | 1,841,301                 | 1,771,163              | 1,680,660                   | 1,680,660                     | (160,641)                          |
| Other Charges         | 474,257               | 575,000                   | 575,000                | 475,000                     | 475,000                       | (100,000)                          |
| Subtotal              | \$1,691,753           | \$2,416,301               | \$2,346,163            | \$2,155,660                 | \$2,155,660                   | (260,641)                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 1,654,907             | 1,650,000                 | 1,654,000              | 1,654,000                   | 1,654,000                     | 4,000                              |
| Revenue from Use of Money & Property | 45,779                | 35,000                    | 45,000                 | 45,000                      | 45,000                        | 10,000                             |
| Charges for Services                 | 22,138                | 25,000                    | 22,000                 | 20,000                      | 20,000                        | (5,000)                            |
| Subtotal                             | \$1,722,823           | \$1,710,000               | \$1,721,000            | \$1,719,000                 | \$1,719,000                   | 9,000                              |
| Fund Balance                         | (31,070)              | 706,301                   | 625,163                | 436,660                     | 436,660                       | (269,641)                          |
| Total Source of Funds                | \$1,691,753           | \$2,416,301               | \$2,346,163            | \$2,155,660                 | \$2,155,660                   | (260,641)                          |

## Unit Description

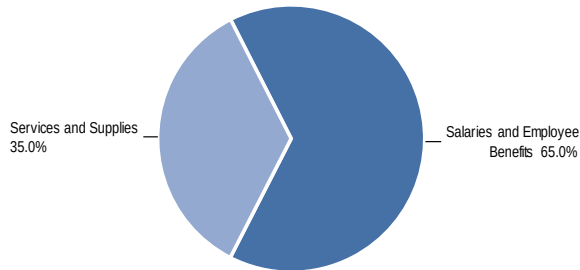
County Service Area (CSA) 74 was created to finance a countywide paramedic Emergency Medical Services (EMS) program. On March 7, 2000, Monterey County voters approved Measure A,

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 to fund the countywide paramedic EMS system, which provides advanced life-saving support to victims in response to emergency calls.

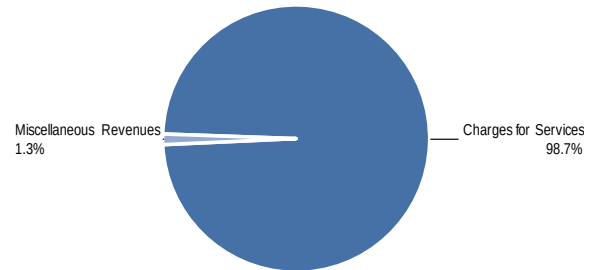
# EMS Operating

(Budget Unit 8109— Fund 001— Appropriation Unit HEA006)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 849,571               | 1,255,808                 | 1,213,626              | 1,313,872                   | 1,313,872                     | 58,064                             |
| Services and Supplies          | 696,783               | 869,485                   | 930,608                | 707,284                     | 706,094                       | (163,391)                          |
| Other Charges                  | (1,346,975)           | (2,000,293)               | (2,019,234)            | (1,865,069)                 | (1,865,069)                   | 135,224                            |
| Capital Assets                 | 5,915                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$205,294             | \$125,000                 | \$125,000              | \$156,087                   | \$154,897                     | 29,897                             |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 125,000               | 125,000                   | 125,000                | 154,087                     | 154,087                       | 29,087                             |
| Miscellaneous Revenues     | 41,417                | 0                         | 0                      | 2,000                       | 2,000                         | 2,000                              |
| Subtotal                   | \$166,417             | \$125,000                 | \$125,000              | \$156,087                   | \$156,087                     | 31,087                             |
| General Fund Contributions | \$38,877              | \$0                       | \$0                    | \$0                         | (\$1,190)                     | (1,190)                            |
| Total Source of Funds      | \$205,294             | \$125,000                 | \$125,000              | \$156,087                   | \$154,897                     | 29,897                             |

## 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 CSA 74 Fund 092 and the Uncompensated Care Fund 016.

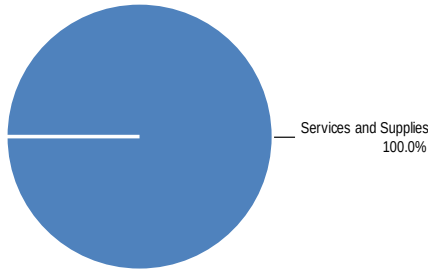
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE  |
|---------------------|------------------------------------|------|
| 12E04               | BUREAU CHIEF                       | 1.00 |
| 14C31               | MANAGEMENT ANALYST III             | 1.00 |
| 50B12               | EMERGENCY MEDICAL SERVICES ANALYST | 4.00 |
| 50K18               | HEALTH PROGRAM COORDINATOR         | 1.00 |
| 50N11               | PUBLIC HEALTH EPIDEMIOLOGIST II    | 1.00 |
| 80A31               | SECRETARY                          | 1.00 |
| Total               |                                    | 9.00 |

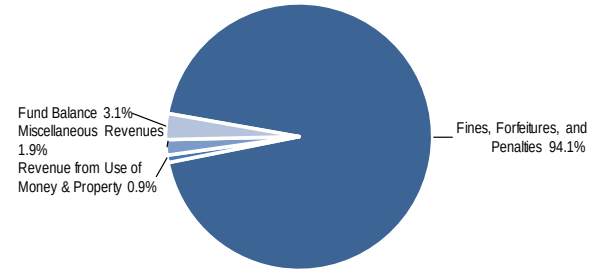
# Uncompensated Care

(Budget Unit 8111— Fund 016— Appropriation Unit HEA009)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 443,157               | 600,000                   | 450,000                | 797,000                     | 797,000                       | 197,000                            |
| Other Charges         | 0                     | 225,000                   | 197,000                | 0                           | 0                             | (225,000)                          |
| Subtotal              | \$443,157             | \$825,000                 | \$647,000              | \$797,000                   | \$797,000                     | (28,000)                           |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 602,984               | 850,000                   | 750,000                | 750,000                     | 750,000                       | (100,000)                          |
| Revenue from Use of Money & Property | 13,538                | 3,500                     | 7,000                  | 7,000                       | 7,000                         | 3,500                              |
| Miscellaneous Revenues               | 7,244                 | 5,000                     | 5,000                  | 15,000                      | 15,000                        | 10,000                             |
| Subtotal                             | \$623,766             | \$858,500                 | \$762,000              | \$772,000                   | \$772,000                     | (86,500)                           |
| Fund Balance                         | (180,609)             | (33,500)                  | (115,000)              | 25,000                      | 25,000                        | 58,500                             |
| Total Source of Funds                | \$443,157             | \$825,000                 | \$647,000              | \$797,000                   | \$797,000                     | (28,000)                           |

## Unit Description

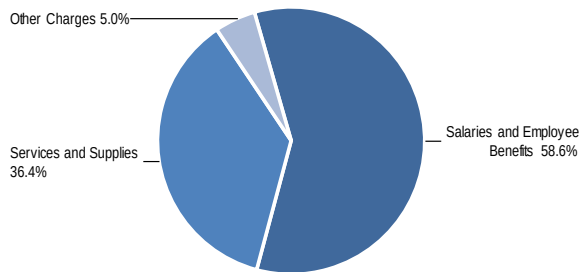
Uncompensated Care Fund 016 was established in 1989 to provide for collection and distribution of fine proceeds authorized by the California State Legislature through Senate Bill (SB) 612 and SB 1773. These laws allow counties to levy an assessment of \$4.00 per \$10.00 of fines for specified traffic violations. Pursuant to State Law, 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 EMS and for other emergency medical services as follows: 58% to reimburse physicians for a portion of unreimbursed indigent services/bad debt costs; 25% to reimburse hospitals which provide a disproportionate share of unreimbursed emergency medical care; and 17% to support the Health Department's EMS Agency activities.

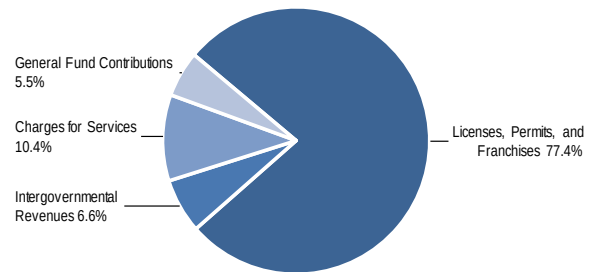
# Consumer Health Protection Services

(Budget Unit 8112— Fund 001— Appropriation Unit HEA005)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,726,784             | 1,841,623                 | 1,677,396              | 2,608,272                   | 1,999,265                     | 157,642                            |
| Services and Supplies          | 285,089               | 540,624                   | 556,805                | 1,246,567                   | 1,243,212                     | 702,588                            |
| Other Charges                  | (64,961)              | 0                         | 0                      | 169,000                     | 169,000                       | 169,000                            |
| Subtotal                       | \$1,946,912           | \$2,382,247               | \$2,234,201            | \$4,023,839                 | \$3,411,477                   | 1,029,230                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 2,199,452             | 2,378,822                 | 2,378,822              | 2,641,000                   | 2,641,000                     | 262,178                            |
| Fines, Forfeitures, and Penalties | 0                     | 1                         | 0                      | 0                           | 0                             | (1)                                |
| Intergovernmental Revenues        | 68,466                | 95,500                    | 95,500                 | 225,000                     | 225,000                       | 129,500                            |
| Charges for Services              | 302,734               | 252,303                   | 157,500                | 356,380                     | 356,380                       | 104,077                            |
| Miscellaneous Revenues            | 22,322                | 3                         | 3                      | 0                           | 0                             | (3)                                |
| Other Financing Sources           | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Subtotal                          | \$2,592,973           | \$2,726,630               | \$2,631,826            | \$3,222,380                 | \$3,222,380                   | 495,750                            |
| General Fund Contributions        | (\$646,061)           | (\$344,383)               | (\$397,625)            | \$801,459                   | \$189,097                     | 533,480                            |
| Total Source of Funds             | \$1,946,912           | \$2,382,247               | \$2,234,201            | \$4,023,839                 | \$3,411,477                   | 1,029,230                          |

## 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 spa inspections, vector control, agricultural field toilet inspections, tobacco licensing inspections, the Childhood Lead Poisoning Prevention Program, detention facilities and other general health protection activities.

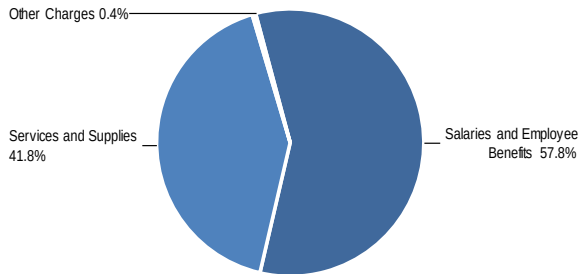
## Recommended 2018-19 Positions

| Classification Code | Classification Label                | FTE   |
|---------------------|-------------------------------------|-------|
| 30J21               | ENVIRONMENTAL HEALTH SPECIALIST II  | 9.00  |
| 30J31               | ENVIRONMENTAL HEALTH SPECIALIST III | 3.00  |
| 30J84               | ENVIRONMENTAL HEALTH SPECIALIST IV  | 2.00  |
| 80E21               | OFFICE ASSISTANT II                 | 2.00  |
| 80E80               | PRINCIPAL OFFICE ASSISTANT          | 3.00  |
| Total               |                                     | 19.00 |

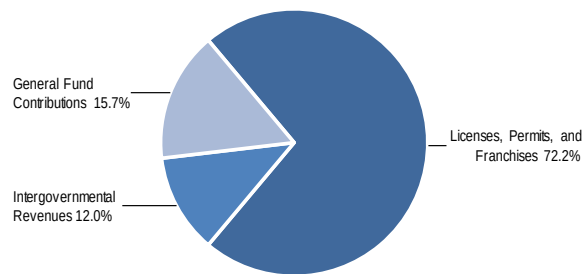
# Recycling and Resource Recovery Services

(Budget Unit 8113— Fund 001— Appropriation Unit HEA005)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 274,542               | 374,231                   | 330,870                | 661,828                     | 661,828                       | 287,597                            |
| Services and Supplies          | 200,975               | 327,958                   | 387,958                | 478,444                     | 477,953                       | 149,995                            |
| Other Charges                  | 5,000                 | 5,000                     | 5,000                  | 5,000                       | 5,000                         | 0                                  |
| Subtotal                       | \$480,518             | \$707,189                 | \$723,828              | \$1,145,272                 | \$1,144,781                   | 437,592                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 507,419               | 677,325                   | 677,325                | 826,962                     | 826,962                       | 149,637                            |
| Fines, Forfeitures, and Penalties | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Intergovernmental Revenues        | 53,655                | 145,000                   | 145,000                | 137,516                     | 137,516                       | (7,484)                            |
| Charges for Services              | 0                     | 3                         | 3                      | 3                           | 3                             | 0                                  |
| Miscellaneous Revenues            | 0                     | 3                         | 3                      | 5                           | 5                             | 2                                  |
| Other Financing Sources           | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Subtotal                          | \$561,074             | \$822,333                 | \$822,333              | \$964,486                   | \$964,486                     | 142,153                            |
| General Fund Contributions        | (\$80,556)            | (\$115,144)               | (\$98,505)             | \$180,786                   | \$180,295                     | 295,439                            |
| Total Source of Funds             | \$480,518             | \$707,189                 | \$723,828              | \$1,145,272                 | \$1,144,781                   | 437,592                            |

## Unit Description

Recycling and Resource Recovery Services (RRRS) responsibilities include: oversight of the residential, business, multi-family, and special events Waste Diversion Program; the Green Business Certification Program; and the Recycling Public Education Program. RRRS facilitates countywide cleanup events, which supports the Solid Waste Management Services' Illegal Dumping and Litter Abatement Program to combat illegal dumping. The Unit also serves as administrator of the Unified Franchise Agreement for solid waste collection and the grants that fund program activities.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                   | FTE  |
|---------------------|----------------------------------------|------|
| 14C31               | MANAGEMENT ANALYST III                 | 1.00 |
| 20B10               | ACCOUNTANT I                           | 1.00 |
| 30J21               | ENVIRONMENTAL HEALTH SPECIALIST II     | 1.00 |
| 30J81               | RECYCLING/RESOURCE RECOVERY SPECIALIST | 2.00 |
| 80E01               | OFFICE ASSISTANT I                     | 1.00 |
| Total               |                                        | 6.00 |

# Solid Waste Management Services

(Budget Unit 8114— Fund 001— Appropriation Unit HEA005)

## Use of Funds

Intentionally Left Blank

## Source of Funds

Intentionally Left Blank

## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 261,799               | 598,571                   | 340,027                | 0                           | 0                             | (598,571)                          |
| Services and Supplies          | 53,036                | 126,587                   | 123,587                | 0                           | 0                             | (126,587)                          |
| Other Charges                  | (2,751)               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$312,084             | \$725,158                 | \$463,614              | \$0                         | \$0                           | (725,158)                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 574,049               | 656,827                   | 656,827                | 0                           | 0                             | (656,827)                          |
| Fines, Forfeitures, and Penalties | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Intergovernmental Revenues        | 131,511               | 94,000                    | 94,000                 | 0                           | 0                             | (94,000)                           |
| Charges for Services              | 0                     | 26,275                    | 26,275                 | 0                           | 0                             | (26,275)                           |
| Miscellaneous Revenues            | 0                     | 3                         | 3                      | 0                           | 0                             | (3)                                |
| Other Financing Sources           | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Subtotal                          | \$705,560             | \$777,107                 | \$777,107              | \$0                         | \$0                           | (777,107)                          |
| General Fund Contributions        | (\$393,476)           | (\$51,949)                | (\$313,493)            | \$0                         | \$0                           | 51,949                             |
| Total Source of Funds             | \$312,084             | \$725,158                 | \$463,614              | \$0                         | \$0                           | (725,158)                          |

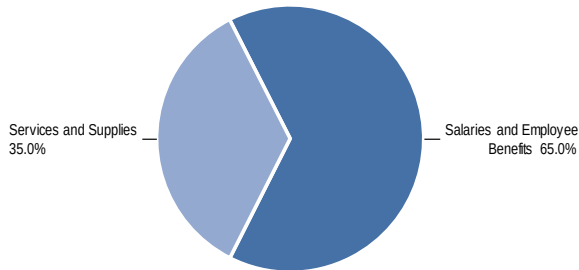
## Unit Description

Beginning in FY 2018-19, Solid Waste Management Services has been merged with Hazardous Materials Management Services Unit 8116.

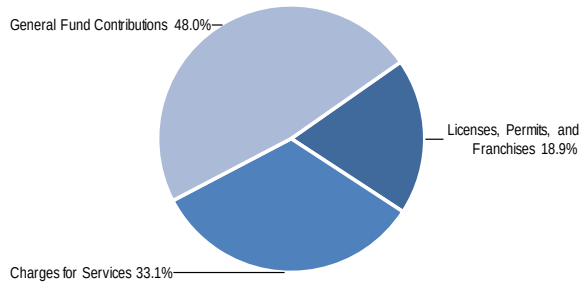
# Environmental Health Review Services

(Budget Unit 8115— Fund 001— Appropriation Unit HEA005)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 632,973               | 773,688                   | 692,943                | 745,113                     | 745,113                       | (28,575)                           |
| Services and Supplies          | 52,801                | 161,616                   | 161,616                | 411,773                     | 401,920                       | 240,304                            |
| Subtotal                       | \$685,774             | \$935,304                 | \$854,559              | \$1,156,886                 | \$1,147,033                   | 211,729                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 183,687               | 156,694                   | 156,694                | 217,000                     | 217,000                       | 60,306                             |
| Fines, Forfeitures, and Penalties | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Intergovernmental Revenues        | 0                     | 1                         | 1                      | 1                           | 1                             | 0                                  |
| Charges for Services              | 275,543               | 270,892                   | 270,892                | 380,003                     | 380,003                       | 109,111                            |
| Miscellaneous Revenues            | 581                   | 3                         | 3                      | 3                           | 3                             | 0                                  |
| Other Financing Sources           | 0                     | 1                         | 1                      | 1                           | 1                             | 0                                  |
| Subtotal                          | \$459,810             | \$427,592                 | \$427,592              | \$597,008                   | \$597,008                     | 169,416                            |
| General Fund Contributions        | \$225,964             | \$507,712                 | \$426,967              | \$559,878                   | \$550,025                     | 42,313                             |
| Total Source of Funds             | \$685,774             | \$935,304                 | \$854,559              | \$1,156,886                 | \$1,147,033                   | 211,729                            |

## Unit Description

Environmental Health Review Services (EHRS) serves as the liaison between the Environmental Health Bureau and the Resource Management Agency and is responsible for review of land use projects, including cannabis operations, and building permits to ensure conformance with regulations where the Bureau is the oversight agency. Additionally, this program reviews, inspects, and approves onsite wastewater treatment systems in accordance with the approved Local Agency Management Program and monitors water quality of discharges from sewage treatment and wastewater reclamation facilities.

## Recommended 2018-19 Positions

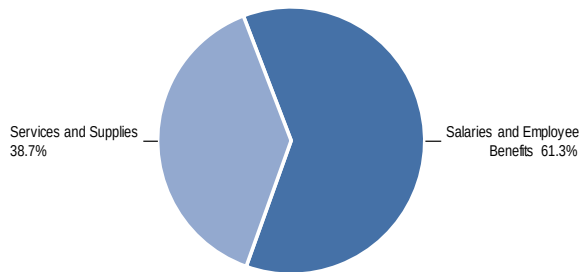
| Classification Code | Classification Label                | FTE  |
|---------------------|-------------------------------------|------|
| 30J21               | ENVIRONMENTAL HEALTH SPECIALIST II  | 2.00 |
| 30J31               | ENVIRONMENTAL HEALTH SPECIALIST III | 2.00 |
| 30J84               | ENVIRONMENTAL HEALTH SPECIALIST IV  | 1.00 |
| 80E22               | OFFICE ASSISTANT III                | 1.00 |
| Total               |                                     | 6.00 |



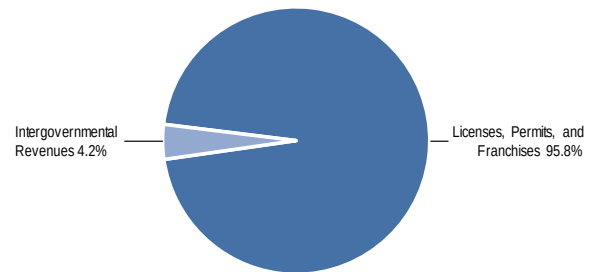
# Hazardous Materials & Solid Waste Management

(Budget Unit 8116— Fund 001— Appropriation Unit HEA005)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,054,915             | 1,170,273                 | 1,159,608              | 1,487,187                   | 1,487,187                     | 316,914                            |
| Services and Supplies          | 137,268               | 265,839                   | 265,839                | 940,979                     | 939,063                       | 673,224                            |
| Other Charges                  | (8,827)               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$1,183,355           | \$1,436,112               | \$1,425,447            | \$2,428,166                 | \$2,426,250                   | 990,138                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 1,564,185             | 2,172,468                 | 2,172,468              | 2,641,862                   | 2,641,862                     | 469,394                            |
| Fines, Forfeitures, and Penalties | 29,245                | 1                         | 1                      | 1                           | 1                             | 0                                  |
| Intergovernmental Revenues        | 10,000                | 5,000                     | 5,000                  | 115,440                     | 115,440                       | 110,440                            |
| Charges for Services              | 917                   | 86,902                    | 86,902                 | 3                           | 3                             | (86,899)                           |
| Miscellaneous Revenues            | 0                     | 2                         | 2                      | 2                           | 2                             | 0                                  |
| Subtotal                          | \$1,604,347           | \$2,264,373               | \$2,264,373            | \$2,757,308                 | \$2,757,308                   | 492,935                            |
| General Fund Contributions        | (\$420,992)           | (\$828,261)               | (\$838,926)            | (\$329,142)                 | (\$331,058)                   | 497,203                            |
| Total Source of Funds             | \$1,183,355           | \$1,436,112               | \$1,425,447            | \$2,428,166                 | \$2,426,250                   | 990,138                            |

## Unit Description

Beginning in FY 2018-19, Hazardous Materials Management Services (HMMS) and Solid Waste Management Services (SWMS) are merged into this unit.

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. HMMS is responsible for permitting and conducting inspections of underground storage tanks and aboveground petroleum storage tanks, business response plans, hazardous waste, California Accidental Release Prevention Program and contaminated site mitigation. 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 illness reporting program.

SWMS is designated as CalRecycle's Local Enforcement Agency (LEA) and the Tire Enforcement Agency (TEA) for Monterey County. LEA/TEA is responsible for permitting and inspecting solid waste handling facilities such as landfills, transfer stations, compost facilities, waste tire generators, haulers, and end use facilities. SWMS also implements inspection enforcement programs for the body art, medical waste, solid waste vehicle, liquid waste vehicle, and vegetable cull feeder programs. SWMS staff 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. Staff of SWMS also administers State-funded grants that support program activities.

---

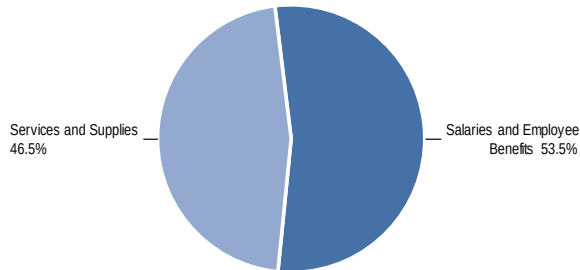
**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>         | <b>FTE</b> |
|----------------------------|-------------------------------------|------------|
| 30J21                      | ENVIRONMENTAL HEALTH SPECIALIST II  | 4.00       |
| 30J31                      | ENVIRONMENTAL HEALTH SPECIALIST III | 4.00       |
| 30J84                      | ENVIRONMENTAL HEALTH SPECIALIST IV  | 3.00       |
| 80E22                      | OFFICE ASSISTANT III                | 2.00       |
| Total                      |                                     | 13.00      |

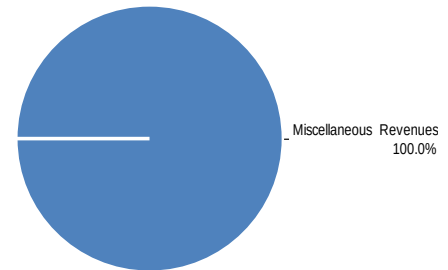
# Environmental Health Fiscal and Administration

(Budget Unit 8117— Fund 001— Appropriation Unit HEA005)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,119,791             | 1,120,337                 | 1,112,447              | 1,024,955                   | 1,024,955                     | (95,382)                           |
| Services and Supplies          | 981,179               | 802,202                   | 802,202                | 892,974                     | 890,197                       | 87,995                             |
| Other Charges                  | 266,441               | 220,154                   | 112,320                | (1,837,929)                 | (1,837,929)                   | (2,058,083)                        |
| Subtotal                       | \$2,367,410           | \$2,142,693               | \$2,026,969            | \$80,000                    | \$77,223                      | (2,065,470)                        |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 176,720               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues        | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Charges for Services              | (135)                 | 3                         | 3                      | 0                           | 0                             | (3)                                |
| Miscellaneous Revenues            | 20,387                | 48,902                    | 48,902                 | 80,000                      | 80,000                        | 31,098                             |
| Subtotal                          | \$196,972             | \$48,906                  | \$48,906               | \$80,000                    | \$80,000                      | 31,094                             |
| General Fund Contributions        | \$2,170,439           | \$2,093,787               | \$1,978,063            | \$0                         | (\$2,777)                     | (2,096,564)                        |
| Total Source of Funds             | \$2,367,410           | \$2,142,693               | \$2,026,969            | \$80,000                    | \$77,223                      | (2,065,470)                        |

## Unit Description

Environmental Health Fiscal and Administration provides financial and administrative oversight for the Environmental Health Bureau comprised of programs supporting consumer health protection, recycling and resource recovery, solid waste management, environmental health review, hazardous materials management, drinking water protection and animal services. Services include budget preparation and oversight, billing and collection, procurement and accounts payable, contract and grant management, and information management systems support.

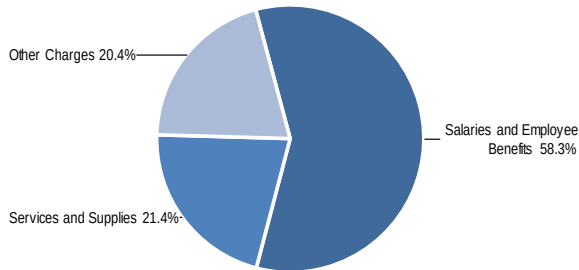
## Recommended 2018-19 Positions

| Classification Code | Classification Label                 | FTE  |
|---------------------|--------------------------------------|------|
| 12E04               | BUREAU CHIEF                         | 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               |                                      | 7.00 |

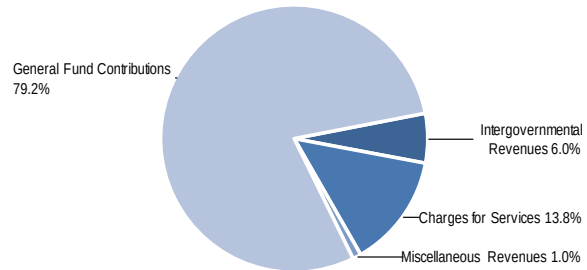
# Public Guardian/Administrator/Conservator

(Budget Unit 8118— Fund 001— Appropriation Unit HEA008)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 863,148               | 1,028,023                 | 969,947                | 1,135,214                   | 1,135,214                     | 107,191                            |
| Services and Supplies          | 379,070               | 453,470                   | 402,744                | 458,885                     | 416,539                       | (36,931)                           |
| Other Charges                  | 969,800               | 938,444                   | 1,057,609              | 396,922                     | 396,922                       | (541,522)                          |
| Subtotal                       | \$2,212,018           | \$2,419,937               | \$2,430,300            | \$1,991,021                 | \$1,948,675                   | (471,262)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 97,735                | 129,537                   | 121,254                | 117,000                     | 117,000                       | (12,537)                           |
| Charges for Services       | 305,087               | 225,569                   | 250,241                | 268,000                     | 268,000                       | 42,431                             |
| Miscellaneous Revenues     | 15,854                | 20,000                    | 14,000                 | 20,000                      | 20,000                        | 0                                  |
| Subtotal                   | \$418,675             | \$375,106                 | \$385,495              | \$405,000                   | \$405,000                     | 29,894                             |
| General Fund Contributions | \$1,793,344           | \$2,044,831               | \$2,044,805            | \$1,586,021                 | \$1,543,675                   | (501,156)                          |
| Total Source of Funds      | \$2,212,018           | \$2,419,937               | \$2,430,300            | \$1,991,021                 | \$1,948,675                   | (471,262)                          |

## Unit Description

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 is the court appointed Lanterman Petris Short 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 section 5000 et seq.

The Public Guardian is also the court appointed Probate Conservator for frail, elderly, and cognitively impaired individuals 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 section 1800 et seq.

The Public Guardian serves as Public Representative Payee pursuant to Board Resolution 82-43 for Monterey County residents deemed incapable of managing their own public entitlement

benefits. Referrals to the Bureau are investigated to determine whether the assistance of the Public Guardian/Administrator/Conservator is necessary. If assistance is needed, the Public Representative Payee manages and/or applies for any public entitlement benefits on behalf of disabled Monterey County residents.

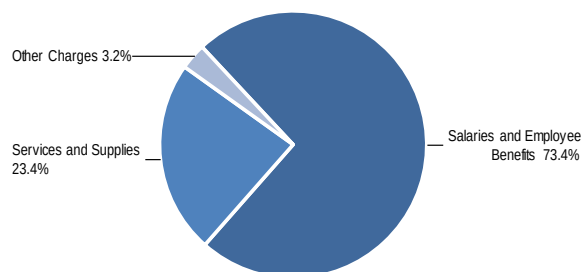
## Recommended 2018-19 Positions

| Classification Code | Classification Label                                | FTE   |
|---------------------|-----------------------------------------------------|-------|
| 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 |

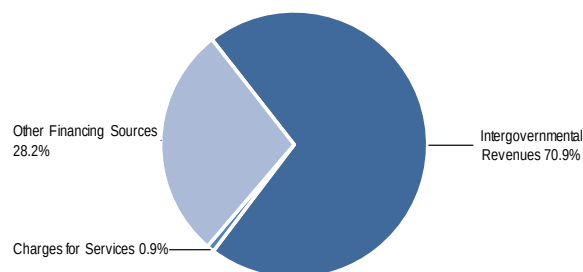
# Children's Medical Services

(Budget Unit 8121— Fund 001— Appropriation Unit HEA004)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 4,461,537             | 4,558,597                 | 4,518,331              | 4,127,559                   | 3,706,631                     | (851,966)                          |
| Services and Supplies          | 1,818,127             | 1,926,407                 | 1,490,220              | 1,189,523                   | 1,180,158                     | (746,249)                          |
| Other Charges                  | (883)                 | 430,747                   | 351,318                | 159,911                     | 159,911                       | (270,836)                          |
| Subtotal                       | \$6,278,781           | \$6,915,751               | \$6,359,869            | \$5,476,993                 | \$5,046,700                   | (1,869,051)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 4,888,095             | 4,960,636                 | 4,500,597              | 3,584,402                   | 3,584,402                     | (1,376,234)                        |
| Charges for Services       | 197,078               | 213,435                   | 187,584                | 46,103                      | 46,103                        | (167,332)                          |
| Other Financing Sources    | 519,544               | 1,020,362                 | 1,062,529              | 1,846,488                   | 1,425,560                     | 405,198                            |
| Subtotal                   | \$5,604,717           | \$6,194,433               | \$5,750,710            | \$5,476,993                 | \$5,056,065                   | (1,138,368)                        |
| General Fund Contributions | \$674,064             | \$721,318                 | \$609,159              | \$0                         | (\$9,365)                     | (730,683)                          |
| Total Source of Funds      | \$6,278,781           | \$6,915,751               | \$6,359,869            | \$5,476,993                 | \$5,046,700                   | (1,869,051)                        |

## 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. CCS, effective July 1, 2018, is transferring approximately 90 percent of the case management and health care service authorization to the Central California Alliance for Health (CCAHA) as part of California's current Section 1115 waiver agreement with the U.S. Centers for Medicare and Medicaid Services. The County will retain responsibility for financial medical eligibility determination

and medical therapy services for CCAH enrollees and all responsibility for CCS-only children. CHDP provides no-cost health assessments and dental screenings for Medi-Cal eligible children up to age 21 and children under 200% of the poverty level up to age 19. CHDP provides training and technical assistance to enrolled providers, and assures children receive follow-up treatment services. CHDP Foster Care nurses work with the Child and Family Services Division of the Department of Social Services and the Probation Department to assure children in foster care have access to appropriate health care services. The Childhood Lead Poisoning Prevention Program educates medical providers in detecting and preventing lead poisoning in children, improves lead poisoning detection by assuring all at-risk children receive blood lead screening tests, case manages lead-poisoned children to assure screening follow-up, and maintains a system to collect, analyze and disseminate childhood lead poisoning data that is used for program planning, evaluation and epidemiology.

**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>                            | <b>FTE</b> |
|----------------------------|--------------------------------------------------------|------------|
| 14C48                      | PUBLIC HEALTH PROGRAM MANAGER II                       | 1.00       |
| 25G21                      | CA CHILDRENS SERVICES CASE WORKER II                   | 3.00       |
| 50F23                      | OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN | 2.90       |
| 50G23                      | PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN     | 3.41       |
| 50G25                      | SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN       | 1.80       |

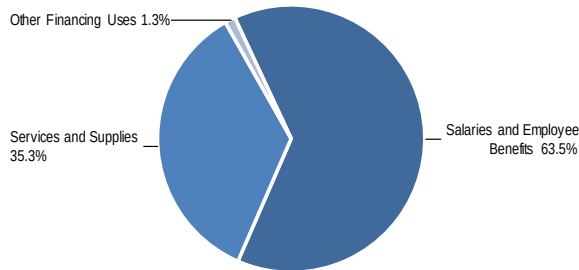
**Recommended 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>              | <b>FTE</b> |
|----------------------------|------------------------------------------|------------|
| 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       |
| 52E22                      | PUBLIC HEALTH NURSE II                   | 4.75       |
| 52E23                      | PUBLIC HEALTH NURSE III                  | 1.00       |
| 52E80                      | SUPERVISING PUBLIC HEALTH NURSE          | 1.75       |
| 54B12                      | CONTRACT PHYSICIAN                       | 0.45       |
| 60P22                      | COMMUNITY SERVICE AIDE III               | 2.00       |
| Total                      |                                          | 25.56      |

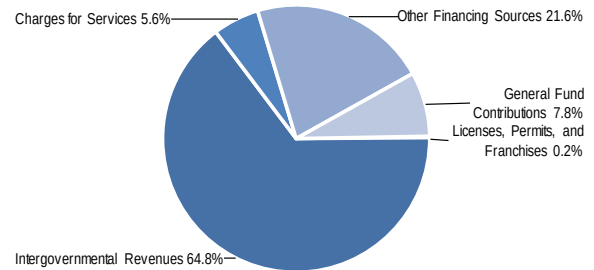
# Public Health

(Budget Unit 8124— Fund 001— Appropriation Unit HEA003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 12,583,116            | 13,109,604                | 11,961,152             | 14,631,224                  | 10,305,567                    | (2,804,037)                        |
| Services and Supplies          | 5,820,205             | 7,104,835                 | 6,488,300              | 7,145,060                   | 5,724,978                     | (1,379,857)                        |
| Other Charges                  | (3,137,397)           | (2,321,985)               | (1,081,115)            | (1,372,125)                 | (1,372,125)                   | 949,860                            |
| Capital Assets                 | 58,625                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 77,291                | 636,313                   | 349,972                | 204,920                     | 204,920                       | (431,393)                          |
| Subtotal                       | \$15,401,840          | \$18,528,767              | \$17,718,309           | \$20,609,079                | \$14,863,340                  | (3,665,427)                        |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 11,591                | 17,629                    | 23,037                 | 24,555                      | 24,555                        | 6,926                              |
| Fines, Forfeitures, and Penalties | 28,963                | 8,398                     | 8,818                  | 8,818                       | 8,818                         | 420                                |
| Intergovernmental Revenues        | 8,701,565             | 11,006,860                | 9,144,069              | 10,474,814                  | 9,627,556                     | (1,379,304)                        |
| Charges for Services              | 1,050,066             | 756,870                   | 828,318                | 1,038,393                   | 838,058                       | 81,188                             |
| Miscellaneous Revenues            | (10)                  | (10)                      | 0                      | 0                           | 0                             | 10                                 |
| Other Financing Sources           | 5,698,063             | 6,017,847                 | 5,597,373              | 6,741,484                   | 3,202,835                     | (2,815,012)                        |
| Subtotal                          | \$15,490,238          | \$17,807,594              | \$15,601,615           | \$18,288,064                | \$13,701,822                  | (4,105,772)                        |
| General Fund Contributions        | (\$88,397)            | \$721,173                 | \$2,116,694            | \$2,321,015                 | \$1,161,518                   | 440,345                            |
| Total Source of Funds             | \$15,401,840          | \$18,528,767              | \$17,718,309           | \$20,609,079                | \$14,863,340                  | (3,665,427)                        |

## 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, safe workplaces, control of infectious disease, food safety, safe drinking water and alcohol and tobacco laws. Public Health programs include communicable disease prevention and control, public health laboratory, public health preparedness, community-based nursing, chronic disease and injury prevention, supplemental nutrition program for WIC, nutrition services, vital records, County 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 community benefits from public health services that prevent sexually transmitted disease such as HIV, gonorrhea and syphilis. The Public Health Laboratory provides critical specimen analyses for public health investigations and environmental health concerns.

Public Health also plays a significant role in preparing Monterey County to respond to and recover from natural and manmade disasters.

Public Health nurses provide case management for families, and link individuals to services and resources. They also work with the homeless, connecting individuals, to a medical home, housing and other services and resources, and reducing emergency room use and costs.

Public Health also reduces the community's risk for injury and 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.

WIC provides supplemental food, 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.

Young girls benefit from public health services that prevent teen pregnancy and promote safe and healthy relationships.

#### Recommended 2018-19 Positions

| Classification Code | Classification Label                | FTE  |
|---------------------|-------------------------------------|------|
| 12E04               | BUREAU CHIEF                        | 1.00 |
| 14C30               | MANAGEMENT ANALYST II               | 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                       | 2.00 |
| 20B93               | FINANCE MANAGER II                  | 1.00 |
| 50C22               | PUBLIC HEALTH MICROBIOLOGIST II     | 1.00 |
| 50C23               | SENIOR PUBLIC HEALTH MICROBIOLOGIST | 1.00 |

#### Recommended 2018-19 Positions

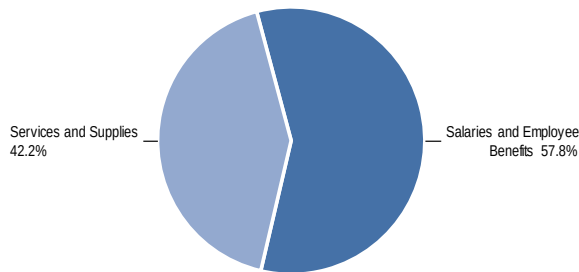
| Classification Code | Classification Label                          | FTE   |
|---------------------|-----------------------------------------------|-------|
|                     | ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY | 1.00  |
| 50C70               |                                               |       |
| 50C80               | DIRECTOR PUBLIC HEALTH LABORATORY             | 1.00  |
| 50E23               | LABORATORY ASSISTANT                          | 1.00  |
| 50J01               | CHRONIC DISEASE PREVENTION SPECIALIST I       | 24.00 |
| 50J11               | CHRONIC DISEASE PREVENTION SPECIALIST II      | 6.00  |
| 50J21               | CHRONIC DISEASE PREVENTION COORDINATOR        | 7.00  |
| 50K18               | HEALTH PROGRAM COORDINATOR                    | 4.00  |
| 50K22               | HEALTH EDUCATOR                               | 1.00  |
| 50K23               | SENIOR HEALTH EDUCATOR                        | 2.00  |
| 50L80               | SUPERVISING PUBLIC HEALTH NUTRITIONIST        | 3.00  |
| 50N11               | PUBLIC HEALTH EPIDEMIOLOGIST II               | 1.00  |
| 52E20               | DIRECTOR OF PUBLIC HEALTH NURSING             | 1.00  |
| 52E22               | PUBLIC HEALTH NURSE II                        | 9.00  |
| 52E23               | PUBLIC HEALTH NURSE III                       | 2.00  |
| 52E80               | SUPERVISING PUBLIC HEALTH NURSE               | 4.00  |
| 54B12               | CONTRACT PHYSICIAN                            | 0.15  |
| 60P22               | COMMUNITY SERVICE AIDE III                    | 1.00  |
| 80E22               | OFFICE ASSISTANT III                          | 6.00  |
| 80E93               | SUPERVISING VITAL RECORDS SPECIALIST          | 1.00  |
| 80J22               | SENIOR ACCOUNT CLERK                          | 1.00  |
| 80J30               | ACCOUNTING TECHNICIAN                         | 1.00  |
| Total               |                                               | 90.15 |



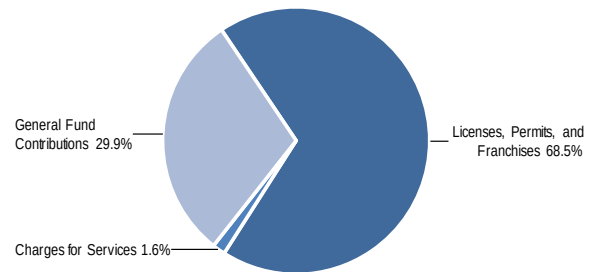
# Drinking Water Protection

(Budget Unit 8272— Fund 001— Appropriation Unit HEA005)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 805,252               | 1,138,566                 | 1,093,530              | 1,118,886                   | 1,118,886                     | (19,680)                           |
| Services and Supplies          | 213,905               | 350,983                   | 350,983                | 817,695                     | 816,115                       | 465,132                            |
| Other Charges                  | 145,375               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$1,164,532           | \$1,489,549               | \$1,444,513            | \$1,936,581                 | \$1,935,001                   | 445,452                            |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 1,143,690             | 1,097,647                 | 1,024,728              | 1,325,610                   | 1,325,610                     | 227,963                            |
| Fines, Forfeitures, and Penalties | 0                     | 1                         | 1                      | 0                           | 0                             | (1)                                |
| Intergovernmental Revenues        | 0                     | 1                         | 1                      | 1                           | 1                             | 0                                  |
| Charges for Services              | 24,679                | 43,909                    | 43,909                 | 30,001                      | 30,001                        | (13,908)                           |
| Miscellaneous Revenues            | 36                    | 2                         | 2                      | 2                           | 2                             | 0                                  |
| Subtotal                          | \$1,168,406           | \$1,141,560               | \$1,068,641            | \$1,355,614                 | \$1,355,614                   | 214,054                            |
| General Fund Contributions        | (\$3,874)             | \$347,989                 | \$375,872              | \$580,967                   | \$579,387                     | 231,398                            |
| Total Source of Funds             | \$1,164,532           | \$1,489,549               | \$1,444,513            | \$1,936,581                 | \$1,935,001                   | 445,452                            |

## 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. Other responsibilities of the Unit include: permitting all water well construction, repair and destruction activities in the County; operating a cross-connection control program and a water reuse program; permitting desalination treatment facilities; and issuing hazardous materials monitoring well construction, destruction and soil boring permits.

DWPS is the Local Primacy Agency for the State Water Resource Control Board for the regulation of small public water systems.

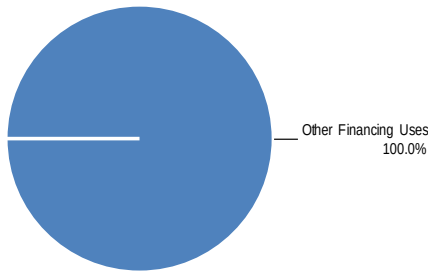
## Recommended 2018-19 Positions

| Classification Code | Classification Label                | FTE  |
|---------------------|-------------------------------------|------|
| 30J01               | ENVIRONMENTAL HEALTH TECHNICIAN     | 1.00 |
| 30J21               | ENVIRONMENTAL HEALTH SPECIALIST II  | 3.00 |
| 30J31               | ENVIRONMENTAL HEALTH SPECIALIST III | 3.00 |
| 30J84               | ENVIRONMENTAL HEALTH SPECIALIST IV  | 2.00 |
| Total               |                                     | 9.00 |

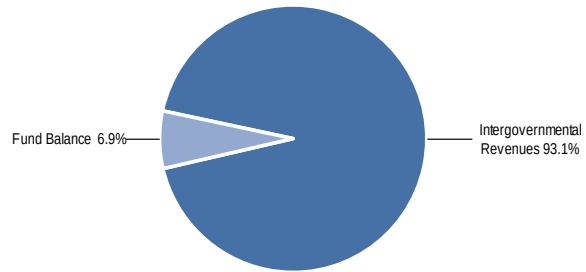
# Behavioral Health

(Budget Unit 8410— Fund 022— Appropriation Unit HEA015)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 13,751,974            | 15,802,000                | 15,000,000             | 15,043,847                  | 15,043,847                    | (758,153)                          |
| Subtotal             | \$13,751,974          | \$15,802,000              | \$15,000,000           | \$15,043,847                | \$15,043,847                  | (758,153)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 16,912,836            | 13,500,000                | 15,637,876             | 14,000,000                  | 14,000,000                    | 500,000                            |
| Subtotal                   | \$16,912,836          | \$13,500,000              | \$15,637,876           | \$14,000,000                | \$14,000,000                  | 500,000                            |
| Fund Balance               | (3,160,862)           | 2,302,000                 | (637,876)              | 1,043,847                   | 1,043,847                     | (1,258,153)                        |
| Total Source of Funds      | \$13,751,974          | \$15,802,000              | \$15,000,000           | \$15,043,847                | \$15,043,847                  | (758,153)                          |

## Unit Description

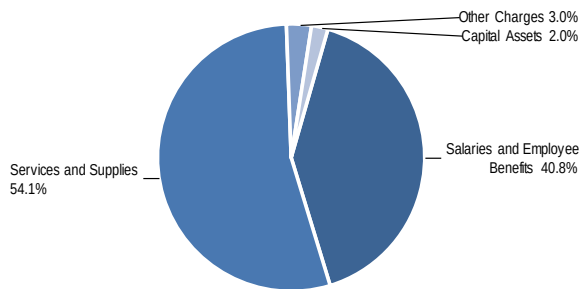
The Local Revenue Fund, Fund 022, was established in FY 2011-12 pursuant to AB 118, to recognize and track non-health and social services sales tax revenue and vehicle license fee realignment funds. For consistency in the treatment of 2011 revenue, effective in

March of 2015, the recognition and tracking of Behavioral Health Sub-account revenue receipts was transferred to Fund 022. The Recommended Budget for FY 2018-19, in the amount of \$15,043,847 represents the estimated funding available to fund eligible expenditures during the budget year.

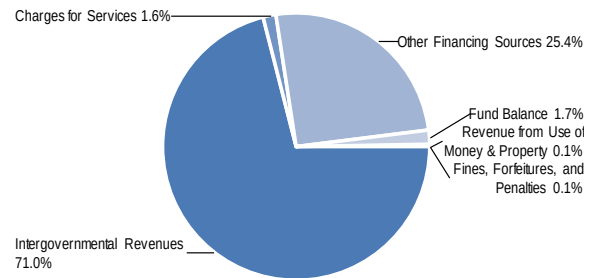
# Behavioral Health

(Budget Unit 8410— Fund 023— Appropriation Unit HEA012)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 40,398,349            | 46,815,400                | 40,392,686             | 46,969,754                  | 46,123,535                    | (691,865)                          |
| Services and Supplies          | 55,538,389            | 59,245,914                | 58,070,938             | 64,538,370                  | 61,148,171                    | 1,902,257                          |
| Other Charges                  | 1,548,570             | 1,600,000                 | 2,819,000              | 3,414,459                   | 3,414,459                     | 1,814,459                          |
| Capital Assets                 | 1,695,140             | 100,000                   | 750,000                | 2,250,000                   | 2,250,000                     | 2,150,000                          |
| Subtotal                       | \$99,180,447          | \$107,761,314             | \$102,032,624          | \$117,172,583               | \$112,936,165                 | 5,174,851                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 193,167               | 200,000                   | 180,000                | 150,000                     | 150,000                       | (50,000)                           |
| Revenue from Use of Money & Property | 158,110               | 116,451                   | 154,578                | 154,578                     | 154,578                       | 38,127                             |
| Intergovernmental Revenues           | 85,544,453            | 75,765,300                | 71,763,558             | 81,641,066                  | 80,208,736                    | 4,443,436                          |
| Charges for Services                 | 2,004,980             | 1,725,000                 | 1,875,000              | 1,760,000                   | 1,760,000                     | 35,000                             |
| Miscellaneous Revenues               | 415,951               | 0                         | 344,277                | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 26,693,958            | 29,954,563                | 26,333,394             | 28,726,525                  | 28,726,525                    | (1,228,038)                        |
| Subtotal                             | \$115,010,619         | \$107,761,314             | \$100,650,807          | \$112,432,169               | \$110,999,839                 | 3,238,525                          |
| Fund Balance                         | (15,830,171)          | 0                         | 1,381,817              | 4,740,414                   | 1,936,326                     | 1,936,326                          |
| Total Source of Funds                | \$99,180,448          | \$107,761,314             | \$102,032,624          | \$117,172,583               | \$112,936,165                 | 5,174,851                          |

## 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 Health Care Services, Mental Health Division'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 definition under the newly created Education-Related Mental

Health Services Program. The passage of AB 100 realignment and the restructuring of the State Departments of Mental Health and Alcohol and Drugs resulted in a significant transition of Behavioral Health Services from the State to counties.

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 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.

### Recommended 2018-19 Positions

| Classification Code | Classification Label                                        | FTE   |
|---------------------|-------------------------------------------------------------|-------|
| 12E04               | BUREAU CHIEF                                                | 1.00  |
| 14C30               | MANAGEMENT ANALYST II                                       | 5.00  |
| 14C31               | MANAGEMENT ANALYST III                                      | 4.00  |
| 14G02               | MANAGEMENT ANALYST I                                        | 2.00  |
| 14K32               | BEHAVIORAL HEALTH SERVICES MANAGER I                        | 2.00  |
| 14K41               | BEHAVIORAL HEALTH SERVICES MANAGER II                       | 13.00 |
| 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 SPECLIST                   | 4.00  |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS<br>COORDINATOR             | 3.00  |
| 43J15               | SUPERVISING DEPARTMENTAL INFORMATION<br>SYSTEMS COORDINATOR | 1.00  |
| 50F20               | OCCUPATIONAL THERAPIST                                      | 1.00  |
| 50N11               | PUBLIC HEALTH EPIDEMIOLOGIST II                             | 1.00  |
| 50U16               | BEHAVIORAL HEALTH AIDE                                      | 20.05 |
| 50U42               | MEDICAL ASSISTANT                                           | 7.00  |
| 52A22               | SENIOR CLINIC NURSE                                         | 1.00  |
| 52A97               | NURSE PRACTITIONER II                                       | 2.00  |
| 52A98               | NURSE PRACTITIONER III                                      | 1.00  |

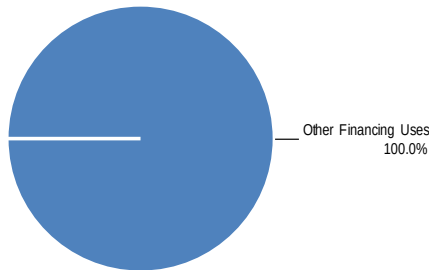
### Recommended 2018-19 Positions

| Classification Code | Classification Label                        | FTE    |
|---------------------|---------------------------------------------|--------|
| 52E01               | PUBLIC HEALTH LICENSED VOCATIONAL NURSE     | 1.00   |
| 52E22               | PUBLIC HEALTH NURSE II                      | 1.00   |
| 54B12               | CONTRACT PHYSICIAN                          | 21.00  |
| 54C03               | PHYSICIAN ASSISTANT                         | 1.00   |
| 60A21               | CLINICAL PSYCHOLOGIST                       | 14.50  |
| 60B21               | PSYCHIATRIC SOCIAL WORKER II                | 192.30 |
| 60B23               | BEHAVIORAL HEALTH UNIT SUPERVISOR           | 28.00  |
| 60B25               | SENIOR PSYCHIATRIC SOCIAL WORKER            | 17.00  |
| 60C22               | SOCIAL WORKER III                           | 33.40  |
| 60I10               | DEPUTY DIRECTOR BEHAVIORAL HEALTH           | 3.00   |
| 60L01               | PATIENT RIGHTS ADVOCATE                     | 1.00   |
| 60V11               | BEHAVIORAL HEALTH GROUP COUNSELOR II        | 2.00   |
| 80A32               | SENIOR SECRETARY                            | 3.00   |
| 80E21               | OFFICE ASSISTANT II                         | 1.00   |
| 80E22               | OFFICE ASSISTANT III                        | 2.00   |
| 80J22               | SENIOR ACCOUNT CLERK                        | 1.00   |
| 80J30               | ACCOUNTING TECHNICIAN                       | 2.00   |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II          | 17.00  |
| 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               |                                             | 426.25 |

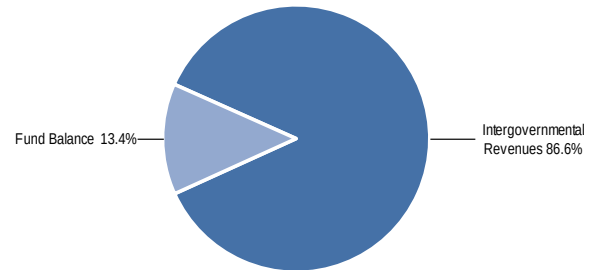
# Behavioral Health

(Budget Unit 8410— Fund 025— Appropriation Unit HEA016)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 9,855,548             | 12,369,000                | 10,300,716             | 11,900,000                  | 11,900,000                    | (469,000)                          |
| Subtotal             | \$9,855,548           | \$12,369,000              | \$10,300,716           | \$11,900,000                | \$11,900,000                  | (469,000)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 10,630,949            | 10,300,000                | 10,300,716             | 10,300,000                  | 10,300,000                    | 0                                  |
| Subtotal                   | \$10,630,949          | \$10,300,000              | \$10,300,716           | \$10,300,000                | \$10,300,000                  | 0                                  |
| Fund Balance               | (775,401)             | 2,069,000                 | 0                      | 1,600,000                   | 1,600,000                     | (469,000)                          |
| Total Source of Funds      | \$9,855,548           | \$12,369,000              | \$10,300,716           | \$11,900,000                | \$11,900,000                  | (469,000)                          |

## Unit Description

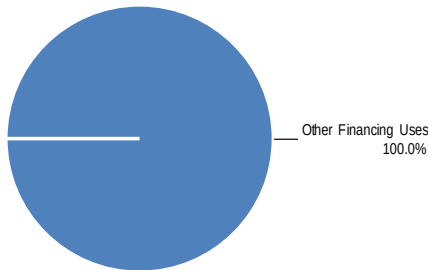
The Health & Welfare Realignment Fund, Fund 025, was established in FY 2012-13 to comply with new 1991 Realignment accounting and funding methodologies adopted by the State. Fund 025 serves as the repository and appropriation unit for all

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 2018-19, in the amount of \$11,900,000, represents the estimated funding available to fund eligible expenditures during the budget year.

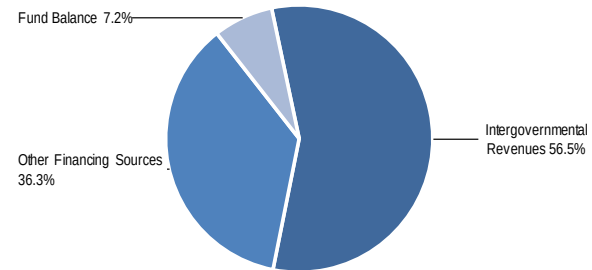
# Health Realignment

(Budget Unit 8424— Fund 025— Appropriation Unit HEA013)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 10,649,826            | 12,273,282                | 12,889,352             | 13,509,275                  | 9,970,626                     | (2,302,656)                        |
| Subtotal             | \$10,649,826          | \$12,273,282              | \$12,889,352           | \$13,509,275                | \$9,970,626                   | (2,302,656)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 13,966,898            | 5,899,127                 | 5,497,538              | 5,631,400                   | 5,631,400                     | (267,727)                          |
| Other Financing Sources    | 3,367,970             | 3,367,970                 | 4,726,771              | 3,617,970                   | 3,617,970                     | 250,000                            |
| Subtotal                   | \$17,334,868          | \$9,267,097               | \$10,224,309           | \$9,249,370                 | \$9,249,370                   | (17,727)                           |
| Fund Balance               | (6,685,041)           | 3,006,185                 | 2,665,043              | 4,259,905                   | 721,256                       | (2,284,929)                        |
| Total Source of Funds      | \$10,649,827          | \$12,273,282              | \$12,889,352           | \$13,509,275                | \$9,970,626                   | (2,302,656)                        |

## 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.

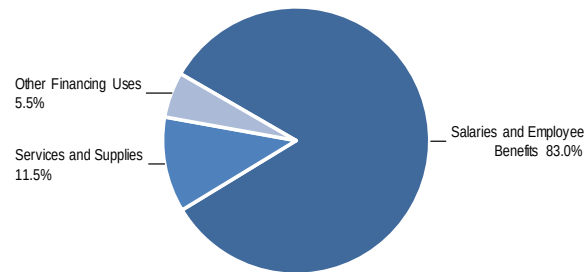
Total expenditures of \$9,970,626 are categorized as follows: \$2,450,645 for Sheriff's Office inmate medical care, \$500,000 for

debt service for the Health Building, \$141,000 for Sexual Assault Response Team, \$350,000 for Policy Evaluation and Planning Unit, \$157,000 for Whole Person Care Health Administration, \$38,000 for Medi-Cal Coordination (MAA/TCM), \$60,000 for indigent medical services to rural clinics, \$850,000 for Nurse Family Partnership and Maternal, Child and Adolescent Health (NFP and MCAH), \$250,000 for Bright Beginnings, \$3,071,146 for a repayment to the State (AB 85), and \$2,102,835 for Public Health programs and services.

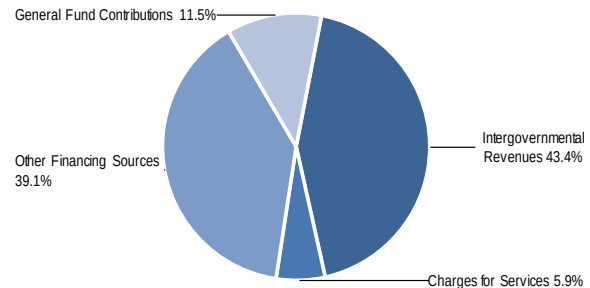
# Health Dept. Administration

(Budget Unit 8438— Fund 001— Appropriation Unit HEA014)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,548,354             | 7,311,963                 | 6,305,833              | 7,151,069                   | 6,731,811                     | (580,152)                          |
| Services and Supplies          | 1,629,576             | 1,938,738                 | 1,654,508              | 942,313                     | 934,440                       | (1,004,298)                        |
| Other Charges                  | (4,834,116)           | (6,103,945)               | (5,010,936)            | (6,209,765)                 | (6,209,765)                   | (105,820)                          |
| Capital Assets                 | 0                     | 0                         | 63,249                 | 0                           | 0                             | 0                                  |
| Other Financing Uses           | 0                     | 102,769                   | 102,769                | 446,338                     | 446,338                       | 343,569                            |
| Subtotal                       | \$2,343,814           | \$3,249,525               | \$3,115,423            | \$2,329,955                 | \$1,902,824                   | (1,346,701)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 776,030               | 562,341                   | 716,138                | 826,610                     | 826,610                       | 264,269                            |
| Charges for Services       | 243,078               | 110,000                   | 120,695                | 112,500                     | 112,500                       | 2,500                              |
| Miscellaneous Revenues     | 0                     | 82,474                    | 154,435                | 0                           | 0                             | (82,474)                           |
| Other Financing Sources    | 1,033,171             | 2,327,928                 | 1,410,223              | 744,644                     | 744,644                       | (1,583,284)                        |
| Subtotal                   | \$2,052,279           | \$3,082,743               | \$2,401,491            | \$1,683,754                 | \$1,683,754                   | (1,398,989)                        |
| General Fund Contributions | \$291,535             | \$166,782                 | \$713,932              | \$646,201                   | \$219,070                     | 52,288                             |
| Total Source of Funds      | \$2,343,814           | \$3,249,525               | \$3,115,423            | \$2,329,955                 | \$1,902,824                   | (1,346,701)                        |

## Unit Description

The Health Department Administration Bureau provides operating divisions with infrastructure and support services. These services include: department-wide administration, budget and accounting oversight, human resources services, management information systems support, program evaluation and data analyses for health policy and program development and monitoring, management of public health accreditations processes, and facilities management.

## Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 11A09               | DIRECTOR HEALTH SERVICES          | 1.00 |
| 12E04               | BUREAU CHIEF                      | 1.00 |
| 14B21               | ASSOCIATE PERSONNEL ANALYST       | 4.00 |
| 14B32               | SENIOR PERSONNEL ANALYST          | 1.00 |
| 14B66               | DEPARTMENTAL HR MANAGER           | 1.00 |
| 14C30               | MANAGEMENT ANALYST II             | 3.00 |
| 14C31               | MANAGEMENT ANALYST III            | 3.00 |
| 14C48               | PUBLIC HEALTH PROGRAM MANAGER II  | 1.00 |
| 14G02               | MANAGEMENT ANALYST I              | 1.00 |
| 14H03               | PERSONNEL TECHNICIAN-CONFIDENTIAL | 4.00 |
| 14N06               | OPERATIONS MANAGER                | 1.00 |
| 16C87               | BUSINESS TECHNOLOGY ANALYST II    | 2.00 |

## Recommended 2018-19 Positions

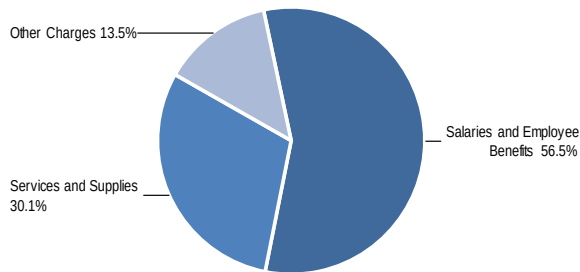
| Classification Code | Classification Label                     | FTE   |
|---------------------|------------------------------------------|-------|
| 16C88               | BUSINESS TECHNOLOGY ANALYST III          | 1.00  |
| 16C93               | BUSINESS TECHNOLOGY ANALYST IV           | 2.00  |
|                     | DEPARTMENTAL INFORMATION SYSTEMS         |       |
| 16F41               | MANAGER II                               | 1.00  |
| 20B11               | ACCOUNTANT II                            | 1.00  |
| 20B95               | FINANCE MANAGER I                        | 1.00  |
|                     | DEPARTMENTAL INFORMATION SYSTEMS         |       |
| 43J05               | COORDINATOR                              | 3.00  |
|                     | SENIOR DEPARTMENTAL INFORMATION SYSTEMS  |       |
| 43J09               | COORDINATOR                              | 2.00  |
| 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              | 1.00  |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL    | 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                                    | 49.00 |



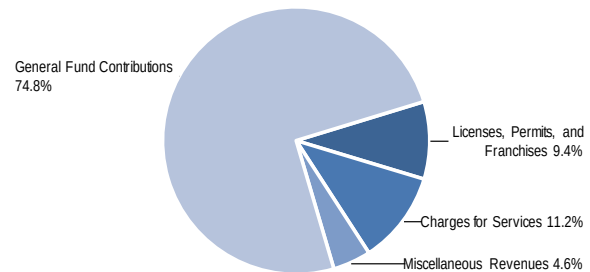
# Animal Services

(Budget Unit 8442— Fund 001— Appropriation Unit HEA001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 1,088,441             | 1,235,080                 | 1,184,853              | 1,591,811                   | 1,041,812                     | (193,268)                          |
| Services and Supplies          | 521,477               | 833,691                   | 812,991                | 561,810                     | 555,401                       | (278,290)                          |
| Other Charges                  | 235,246               | 254,536                   | 85,750                 | 248,261                     | 248,261                       | (6,275)                            |
| Subtotal                       | \$1,845,164           | \$2,323,307               | \$2,083,594            | \$2,401,882                 | \$1,845,474                   | (477,833)                          |

## Source of Funds

| Revenues                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Licenses, Permits, and Franchises | 166,046               | 195,000                   | 92,062                 | 173,000                     | 173,000                       | (22,000)                           |
| Charges for Services              | 122,811               | 167,000                   | 47,632                 | 206,395                     | 206,395                       | 39,395                             |
| Miscellaneous Revenues            | 40,158                | 28,500                    | 48,281                 | 98,017                      | 85,017                        | 56,517                             |
| Subtotal                          | \$329,015             | \$390,500                 | \$187,975              | \$477,412                   | \$464,412                     | 73,912                             |
| General Fund Contributions        | \$1,516,150           | \$1,932,807               | \$1,895,619            | \$1,924,470                 | \$1,381,062                   | (551,745)                          |
| Total Source of Funds             | \$1,845,164           | \$2,323,307               | \$2,083,594            | \$2,401,882                 | \$1,845,474                   | (477,833)                          |

## Unit Description

Animal Services provides health protection to the residents of Monterey County through rabies and stray animal control. Animal Services also provides education, field response for 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.

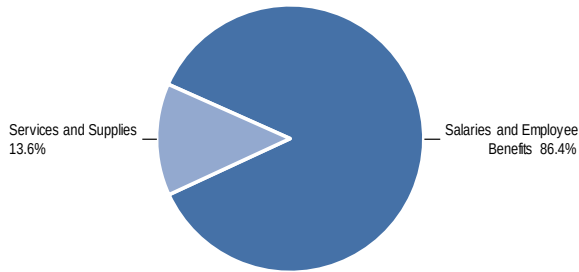
## Recommended 2018-19 Positions

| Classification Code | Classification Label             | FTE  |
|---------------------|----------------------------------|------|
| 14N06               | OPERATIONS MANAGER               | 1.00 |
| 34C01               | ANIMAL CONTROL OFFICER           | 2.00 |
| 34C02               | SENIOR ANIMAL CONTROL OFFICER    | 1.00 |
| 50M21               | REGISTERED VETERINARY TECHNICIAN | 0.50 |
| 50M80               | VETERINARIAN                     | 0.50 |
| 70B03               | ANIMAL CARE TECHNICIAN II        | 2.00 |
| 70B04               | SENIOR ANIMAL CARE TECHNICIAN    | 1.00 |
| Total               |                                  | 8.00 |

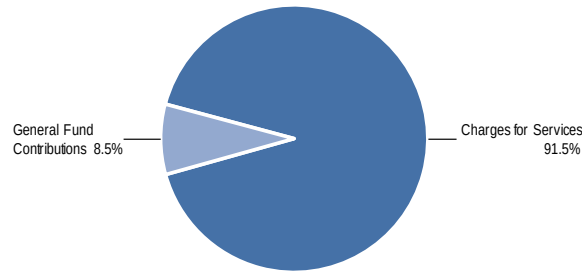
# Bienestar Salinas

(Budget Unit 8446— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 188,483               | 277,884                   | 217,208                | 280,700                     | 280,700                       | 2,816                              |
| Services and Supplies          | 18,624                | 27,771                    | 19,718                 | 44,215                      | 44,033                        | 16,262                             |
| Other Charges                  | (21,338)              | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$185,770             | \$305,655                 | \$236,926              | \$324,915                   | \$324,733                     | 19,078                             |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 89,139                | 270,100                   | 87,628                 | 297,155                     | 297,155                       | 27,055                             |
| Miscellaneous Revenues     | 0                     | 8,500                     | 0                      | 0                           | 0                             | (8,500)                            |
| Subtotal                   | \$89,139              | \$278,600                 | \$87,628               | \$297,155                   | \$297,155                     | 18,555                             |
| General Fund Contributions | \$96,631              | \$27,055                  | \$149,298              | \$27,760                    | \$27,578                      | 523                                |
| Total Source of Funds      | \$185,770             | \$305,655                 | \$236,926              | \$324,915                   | \$324,733                     | 19,078                             |

## Unit Description

Bienestar Clinic offers primary care services in Salinas to Serious Mentally Ill patients in partnership with the Behavioral Health Bureau.

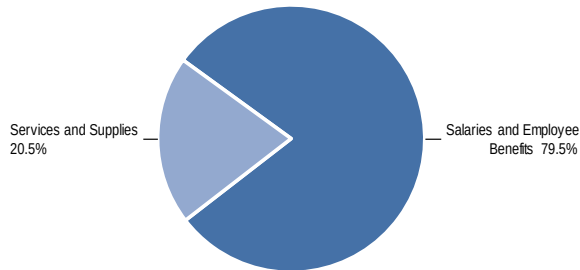
## Recommended 2018-19 Positions

| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 50U42               | MEDICAL ASSISTANT    | 1.00 |
| 54C03               | PHYSICIAN ASSISTANT  | 1.00 |
| Total               |                      | 2.00 |

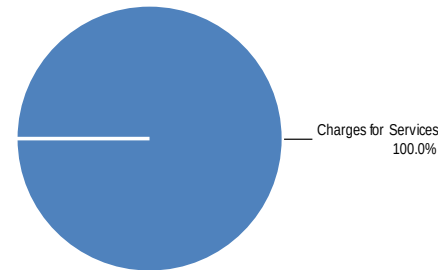
# Marina Integrative Clinic

(Budget Unit 8447— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 58,060                | 172,052                   | 39,629                 | 80,734                      | 80,734                        | (91,318)                           |
| Services and Supplies          | 26,814                | 43,669                    | 14,315                 | 20,792                      | 20,760                        | (22,909)                           |
| Other Charges                  | (21,338)              | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$63,536              | \$215,721                 | \$53,944               | \$101,526                   | \$101,494                     | (114,227)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Charges for Services       | 79,849                | 267,073                   | 36,734                 | 147,262                     | 147,262                       | (119,811)                          |
| Subtotal                   | \$79,849              | \$267,073                 | \$36,734               | \$147,262                   | \$147,262                     | (119,811)                          |
| General Fund Contributions | (\$16,313)            | (\$51,352)                | \$17,210               | (\$45,736)                  | (\$45,768)                    | 5,584                              |
| Total Source of Funds      | \$63,536              | \$215,721                 | \$53,944               | \$101,526                   | \$101,494                     | (114,227)                          |

## Unit Description

Marina Integrated Care Clinic offers primary care services to Serious Mentally Ill patients in partnership with the Behavioral Health Bureau.

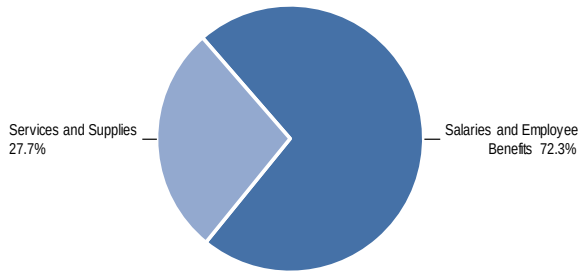
## Recommended 2018-19 Positions

| Classification Code | Classification Label | FTE  |
|---------------------|----------------------|------|
| 50U42               | MEDICAL ASSISTANT    | 1.00 |
| 54C03               | PHYSICIAN ASSISTANT  | 0.50 |
| Total               |                      | 1.50 |

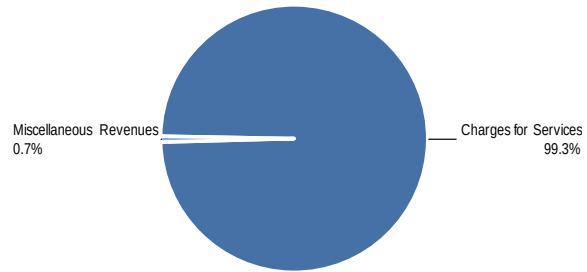
# Laurel Vista

(Budget Unit 8448— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 457,569               | 1,590,246                 | 647,582                | 1,535,906                   | 1,535,906                     | (54,340)                           |
| Services and Supplies          | 505,664               | 636,795                   | 412,252                | 589,893                     | 589,732                       | (47,063)                           |
| Subtotal                       | \$963,232             | \$2,227,041               | \$1,059,834            | \$2,125,799                 | \$2,125,638                   | (101,403)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 0                     | 20,000                    | 0                      | 0                           | 0                             | (20,000)                           |
| Charges for Services       | 1,238,934             | 2,707,780                 | 1,368,350              | 2,440,241                   | 2,440,241                     | (267,539)                          |
| Miscellaneous Revenues     | 0                     | 0                         | 0                      | 17,000                      | 17,000                        | 17,000                             |
| Subtotal                   | \$1,238,934           | \$2,727,780               | \$1,368,350            | \$2,457,241                 | \$2,457,241                   | (270,539)                          |
| General Fund Contributions | (\$275,702)           | (\$500,739)               | (\$308,516)            | (\$331,442)                 | (\$331,603)                   | 169,136                            |
| Total Source of Funds      | \$963,232             | \$2,227,041               | \$1,059,834            | \$2,125,799                 | \$2,125,638                   | (101,403)                          |

## Unit Description

Laurel Vista Clinic is located in Salinas providing primary care and preventative health services. The Clinic offers comprehensive gynecological and obstetric care to women with high-risk pregnancy.

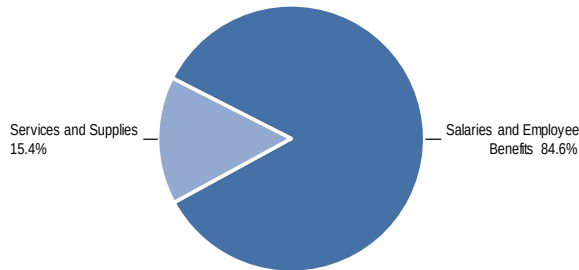
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 14N10               | OUTPATIENT SERVICES MANAGER I      | 1.00  |
| 50U42               | MEDICAL ASSISTANT                  | 9.00  |
| 52A22               | SENIOR CLINIC NURSE                | 1.00  |
| 52A97               | NURSE PRACTITIONER II              | 1.00  |
| 52A98               | NURSE PRACTITIONER III             | 1.00  |
| 54B12               | CONTRACT PHYSICIAN                 | 2.00  |
| 54C03               | PHYSICIAN ASSISTANT                | 1.00  |
| 80K25               | CLINIC OPERATIONS SUPERVISOR       | 1.00  |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II | 1.00  |
| Total               |                                    | 18.00 |

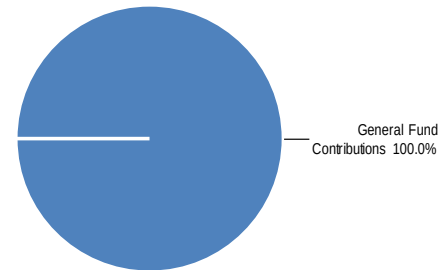
# Clinic Services Quality Improvement

(Budget Unit 8449— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 727,909               | 974,751                   | 961,686                | 902,429                     | 902,429                       | (72,322)                           |
| Services and Supplies          | 1,535,065             | 1,187,018                 | 1,213,790              | 165,664                     | 164,813                       | (1,022,205)                        |
| Subtotal                       | \$2,262,973           | \$2,161,769               | \$2,175,476            | \$1,068,093                 | \$1,067,242                   | (1,094,527)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 0                     | 690,000                   | 0                      | 0                           | 0                             | (690,000)                          |
| Charges for Services       | 0                     | 661,182                   | 0                      | 0                           | 0                             | (661,182)                          |
| Miscellaneous Revenues     | 0                     | 50,000                    | 0                      | 0                           | 0                             | (50,000)                           |
| Subtotal                   | \$0                   | \$1,401,182               | \$0                    | \$0                         | \$0                           | (1,401,182)                        |
| General Fund Contributions | \$2,262,973           | \$760,587                 | \$2,175,476            | \$1,068,093                 | \$1,067,242                   | 306,655                            |
| Total Source of Funds      | \$2,262,973           | \$2,161,769               | \$2,175,476            | \$1,068,093                 | \$1,067,242                   | (1,094,527)                        |

## Unit Description

The Quality Improvement Team conducts quality monitoring, reviewing performance data, identifying areas of improvement, monitoring performance efforts, implementing policies and procedures, and developing and providing staff training. The Unit develops and implements standards for workflows and medical record documentation into the Electronic Medical Record system. In addition, it provides information technology support/maintenance of the electronic medical record and database functions necessary to meet standards of practice and regulatory quality improvement programs required by federal, State and local agencies.

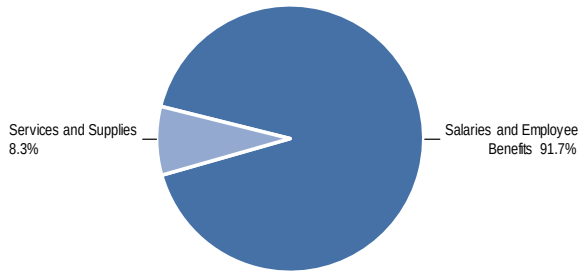
## Recommended 2018-19 Positions

| Classification Code | Classification Label                      | FTE  |
|---------------------|-------------------------------------------|------|
| 14C31               | MANAGEMENT ANALYST III                    | 1.00 |
| 43J04               | DEPARTMENTAL INFORMATION SYSTEMS SPECLIST | 1.00 |
| 50U42               | MEDICAL ASSISTANT                         | 1.00 |
| 52A22               | SENIOR CLINIC NURSE                       | 1.00 |
| 54B13               | CLINIC SERVICES MEDICAL DIRECTOR          | 1.00 |
| Total               |                                           | 5.00 |

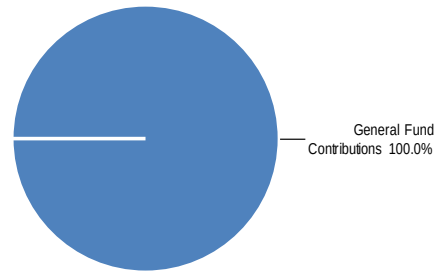
# Customer Service Center

(Budget Unit 8450— Fund 001— Appropriation Unit HEA007)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 877,860               | 1,077,932                 | 953,644                | 1,124,211                   | 1,124,211                     | 46,279                             |
| Services and Supplies          | 9,210                 | 144,794                   | 7,820                  | 102,632                     | 101,792                       | (43,002)                           |
| Subtotal                       | \$887,069             | \$1,222,726               | \$961,464              | \$1,226,843                 | \$1,226,003                   | 3,277                              |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$887,069             | \$1,222,726               | \$961,464              | \$1,226,843                 | \$1,226,003                   | 3,277                              |
| Total Source of Funds      | \$887,069             | \$1,222,726               | \$961,464              | \$1,226,843                 | \$1,226,003                   | 3,277                              |

## Unit Description

The Customer Service Center is the first point of contact for Clinic Services patients. The unit is responsible for scheduling appointments, answering questions and documenting any information requests. The Center provides dedicated customer-focused services to all clinics and their customers.

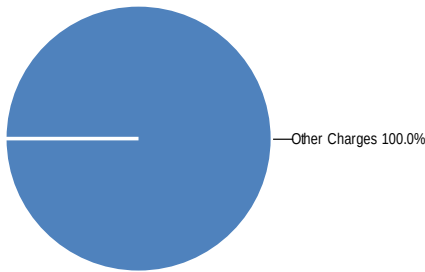
## Recommended 2018-19 Positions

| Classification Code | Classification Label               | FTE   |
|---------------------|------------------------------------|-------|
| 80K20               | CLINIC OFFICE SUPERVISOR           | 1.00  |
| 80L02               | PATIENT SERVICES REPRESENTATIVE II | 12.00 |
| Total               |                                    | 13.00 |

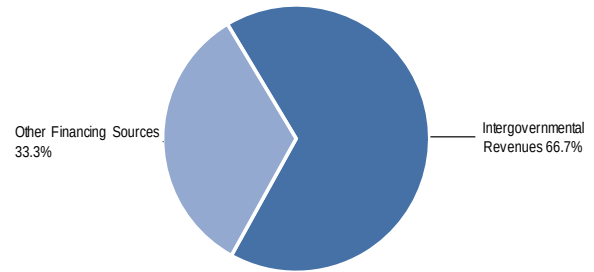
# Whole Person Care

(Budget Unit 8473— Fund 023— Appropriation Unit HEA017)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Charges        | 2,683,463             | 8,050,389                 | 5,670,524              | 13,223,721                  | 13,223,721                    | 5,173,332                          |
| Other Financing Uses | 419,683               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal             | \$3,103,146           | \$8,050,389               | \$5,670,524            | \$13,223,721                | \$13,223,721                  | 5,173,332                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 5,366,926             | 5,366,926                 | 5,242,894              | 8,815,814                   | 8,815,814                     | 3,448,888                          |
| Other Financing Sources    | 209,842               | 2,683,463                 | 1,524,538              | 4,407,907                   | 4,407,907                     | 1,724,444                          |
| Subtotal                   | \$5,576,768           | \$8,050,389               | \$6,767,432            | \$13,223,721                | \$13,223,721                  | 5,173,332                          |
| Fund Balance               | (2,473,621)           | 0                         | (1,096,908)            | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$3,103,147           | \$8,050,389               | \$5,670,524            | \$13,223,721                | \$13,223,721                  | 5,173,332                          |

## Unit Description

The Unit provides enhanced care coordination services to vulnerable high-cost service utilizers experiencing homelessness

and a mental health or substance abuse disorder. Services are provided in coordination with Public Health, Behavioral Health, Social Services, Natividad Medical Center, and community-based organizations.



This page intentionally left blank.



# Social Services

## Departmental Overview:

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.

## Programs and Functions:

COMMUNITY BENEFITS provides eligibility services for Medi-Cal health insurance, CalFresh nutrition assistance, CalWORKs through cash aid to families with children, and General Assistance to indigent adults.

FAMILY AND CHILDREN SERVICES BENEFITS 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.

CalWORKs EMPLOYMENT SERVICES administers the Welfare-to-Work Employment Program providing self-sufficiency services to CalWORKs customers. This includes child care, job search support, skill building, wage subsidies, and services to overcome barriers related to housing, mental health, substance abuse, and domestic violence. CalWORKs Employment Services also administers Workforce Innovation and Opportunities Act services to dislocated and disadvantaged adults as well as youth employment programs in the northern part of Monterey County.

AGING AND ADULT SERVICES administers the Adult Protective Services Program to address abuse and dependent adult exploitation, In-Home Supportive Services (IHSS) program to provide home care services as an alternative to out of home residential or institutional care, Supplemental Security Income (SSI) advocacy to support disabled General Assistance recipients applying for more appropriate SSI benefits, and Area Agency on Aging programs for seniors.

MILITARY & VETERANS' AFFAIRS OFFICE provides support and assistance to veterans, their survivors, and dependents through outreach, preparation of benefit claims, and transportation to the San Jose and Palo Alto Veterans Affairs (VA) healthcare facilities.

## Department's Contribution to Monterey County's Strategic Initiatives:

### HEALTH AND HUMAN SERVICES

Improve health and quality of life through promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities through a strong network to support Medi-Cal, CalFresh and CalWORKs outreach, CalWORKs Employment, Child Welfare, Adult Protective Services, Behavioral Health and Community organizations.

### ECONOMIC DEVELOPMENT

Strengthen economic development through the CalWORKs wage subsidy program that assists families in accessing long-term employment by underwriting wages while job skills are developed; the delivery of CalFresh nutrition assistance, which allows families to spend approximately \$68 million in federal funds at local groceries and stores; and, determining eligibility for Medi-Cal benefits which are critical for sustenance of the County's health care delivery system.



**FOOD ASSISTANCE**



**ELDER CARE**



**SAFETY NET SERVICES**



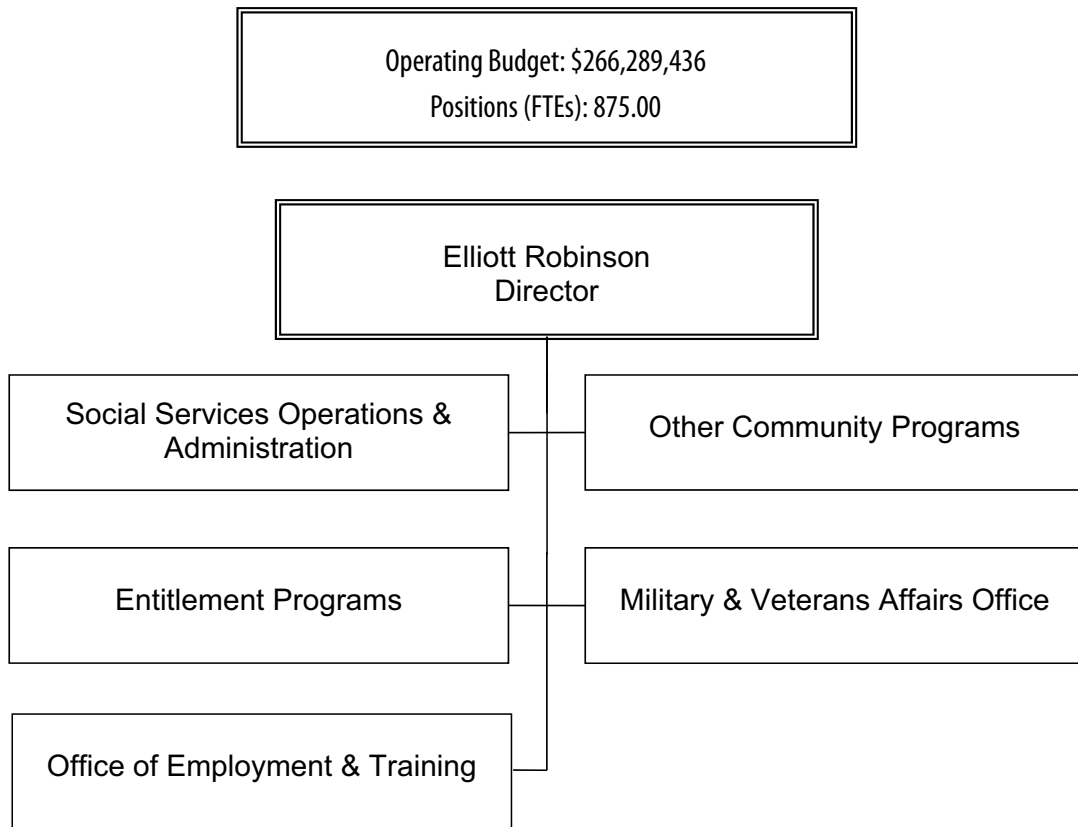
**HEALTH INSURANCE**



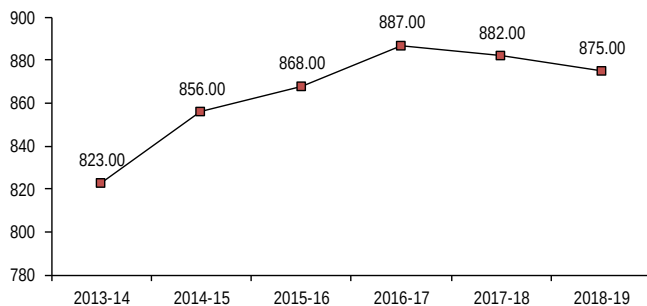
**WELFARE TO WORK**



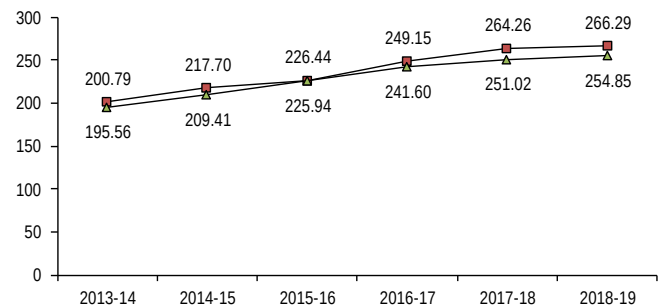
**CHILD WELFARE**



#### Staffing Trends



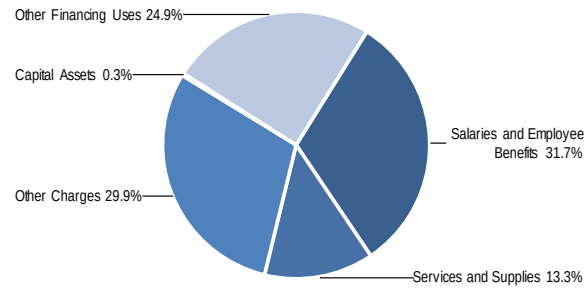
#### Expenditure/Revenue History (in millions)



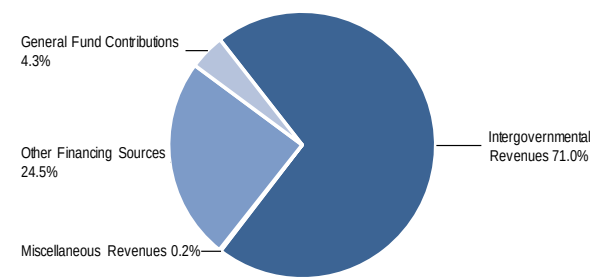
The following effectiveness measures demonstrate the Department's efforts and performance in improving the social and economic security of county residents and assisting veterans and their families. \*This data will be available July 2018. \*\* This data will be available July 2019.

| Key Performance Measures                                                          | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-----------------------------------------------------------------------------------|----------------|----------------|------------------|
| Percent of CalWORKs applications processed timely. Target = 100%                  | 98.7%          | 98.6%          | 98.9%            |
| Percent of CalFresh applications processed timely. Target = 100%                  | 93.7%          | 94.2%          | 93.97%           |
| Percent of no recurrence of child maltreatment within 6 months. Target = 100%     | 92.7%          | 95.4%          | *                |
| Percent of no re-entry after family reunification within 12 months. Target = 100% | 100%           | *              | **               |
| Number of veterans served in the office.                                          | 9,419          | 7,421          | 3,216            |
| Federal veteran benefit dollars obtained (in millions).                           | \$8.54         | \$5.56         | \$3.41           |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 75,722,580            | 82,241,707                | 81,655,218             | 86,256,694                  | 84,309,009                    | 2,067,302                          |
| Services and Supplies          | 30,131,984            | 39,144,689                | 39,033,751             | 38,142,662                  | 35,310,486                    | (3,834,203)                        |
| Other Charges                  | 74,405,266            | 79,157,142                | 76,031,324             | 79,625,458                  | 79,625,458                    | 468,316                            |
| Capital Assets                 | 15,963,451            | 1,000,000                 | 1,000,000              | 750,000                     | 750,000                       | (250,000)                          |
| Other Financing Uses           | 52,922,236            | 60,670,164                | 66,537,207             | 66,850,714                  | 66,294,483                    | 5,624,319                          |
| Subtotal                       | \$249,145,517         | \$262,213,702             | \$264,257,500          | \$271,625,528               | \$266,289,436                 | 4,075,734                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 660                   | 0                         | 299                    | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 173,179,216           | 189,194,761               | 185,361,109            | 189,653,980                 | 188,927,569                   | (267,192)                          |
| Charges for Services                 | 118,898               | 134,427                   | 134,427                | 172,240                     | 172,240                       | 37,813                             |
| Miscellaneous Revenues               | 1,362,732             | 1,839,008                 | 1,715,082              | 606,278                     | 580,200                       | (1,258,808)                        |
| Other Financing Sources              | 66,940,931            | 58,418,518                | 63,806,450             | 66,286,616                  | 65,174,154                    | 6,755,636                          |
| Subtotal                             | \$241,602,438         | \$249,586,714             | \$251,017,367          | \$256,719,114               | \$254,854,163                 | 5,267,449                          |
| Fund Balance                         | (4,445,631)           | 0                         | 0                      | 0                           | 0                             | 0                                  |
| General Fund Contributions           | \$11,988,711          | \$12,626,988              | \$13,240,133           | \$14,906,414                | \$11,435,273                  | (1,191,715)                        |
| Total Source of Funds                | \$249,145,518         | \$262,213,702             | \$264,257,500          | \$271,625,528               | \$266,289,436                 | 4,075,734                          |

## Summary of Recommendation

The Recommended Budget for the Department of Social Services (DSS) totals \$266,289,436 in appropriations, financed by \$254,854,163 in program revenue, and \$11,435,273 in General Fund Contributions (GFC). This represents increased appropriations of \$4,075,734, increased estimated revenues of \$5,267,449, and a decrease of General Fund Contributions of \$1,191,715 from the Fiscal Year (FY) 2017-18 Adopted Budget. Significant increased costs include higher Countywide Cost Allocation Plan (COWCAP) charges, negotiated pay raises and higher costs for employee benefits, increased Worker's Compensation and General Liability Program allocations, a 3.5% statutory increase for the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE), and a change in program policy for General Assistance which increased grant payments for the indigent population. These increases are offset by decreased obligations in CalWORKs, Foster Care and Adoption Assistance aid payments due to decreased caseload.

The Recommendation includes the addition of 16 positions in the Office for Employment Training (OET) that was moved from the

Economic Development Department (EDD) to DSS in October 2017. During FY 2017-18, five positions were added via board actions. To meet FY 2018-19 budget targets, 29 positions were reduced, 12 due to lower caseloads in CalWORKs, Foster Care, and Adoption Assistance. An additional 17 were eliminated due to previously mentioned cost drivers, reduced intergovernmental revenue, and fiscal constraints. Altogether the Recommended Budget includes 875 full-time positions, a decrease of 7 positions from the FY 2017-18 Adopted Budget.

## Budget Impacts

The Department requested augmentations totaling \$3,870,011 that included restoration of 17 positions (15 filled) and various community contracts to address needs in the areas of child abuse prevention, veterans, and homelessness. The general assistance policy change increasing grants is included in the Recommended Budget. However, the remaining augmentations are not funded due to the County's fiscal constraints.

The loss of seven positions (6 filled) in the Children's Emergency Response Team and \$763,658 in community contracts for child

abuse prevention and resource family support will impact the Department's capabilities in responding to the increased number of child abuse referrals and expansion of investigations pursuant to the State corrective action plan developed following the homicides of the Tara children.

The loss of four filled Social Worker positions in Adult Protective Services, representing 50% of the program, restricts the Department's ability to address abuse and neglect for frail elders and persons with disabilities.

Remaining unfunded is a filled Management Analyst position and \$1.3 million supporting nine local homelessness contracts that include homeless shelters, a domestic violence shelter, safe parking, a homeless census survey, and coordination of efforts to sustain a viable Continuum of Care. These programs leverage approximately \$3.1 million in federal funding.

Loss of a filled Office Assistant in the Office of Military and Veteran's Affairs and funding for the annual 3-day service fair Veteran's Stand Down is not included in the Recommended Budget.

The Recommended Budget also excludes funding for three filled positions in the Office for Employment Training that assist low-income and unemployed job seekers under the Adult and Dislocated Worker's program. These reductions were needed to align expenditures to ongoing revenue after the reorganization of OET into the Department of Social Services.

Loss of a vacant Associate Personnel Analyst to address Civil Rights and Americans with Disability Act mandates, employee and customer complaints, and recruitment and classification efforts for the Department.

Additionally, the Department eliminated 12 vacant positions not requested to be restored and reduced \$416,832 in contracted services due to statewide reductions to the CalFresh, CalWORKs, and Welfare-to-Work programs.

---

## Department Operational Accomplishments

Sustained a Winter Warming Shelter in Salinas and developed a Safe Parking Program in response to the overnight parking/camping challenges that emerged on Lapis Road.

Embraced responsibility for operation of Workforce Innovation and Opportunity Act (WIOA) programs operated by the Office for Employment Training.

Participated with the Monterey County Gang Violence Prevention Initiative, specifically as a partner with the Community Alliance for Safety and Peace, through Community Action Partnership youth engagement contracts, and as a voting member of the Community Corrections Partnership.

Continued to work with the Behavioral Health Bureau (Health Department) to ensure all children placed in protective custody and dependents of the Juvenile Court receive mental health screening and services as appropriate.

Actively engaged with the American Public Human Services Association (APHSA) to develop a roadmap to child well-being that brings together local, State and national partners to develop

strategies for promoting children safety, healthy development, and to prevent child abuse and neglect fatalities.

Held a Housing and Homelessness Summit in September 2017. An outgrowth of the Summit is four workgroups focusing on different areas of housing needs for older adults and persons with disabilities.

Added additional staff to the IHSS Public Authority Registry to support the growing number of requests increasing the number of successful matches by 43% over the previous year.

Minimized the negative impact to direct services to CalWORKs recipients from State funding reductions.

Exceeded the State's Work Participation Rate (WPR) target of 50% for the All Family Category with an average WPR of 62% at the end of the federal fiscal year (September 2017).

Collaborated with over 20 community partners to provide a holistic approach in addressing barriers to employment and improving economic opportunities for the families we serve.

Community Benefits sustained high levels of timeliness in processing applications for public assistance benefits - 99% timely in CalWORKs and 94% timely in CalFresh. Accuracy rates in the CalFresh program exceed 96%.

Family and Children's Services reduced its reliance on congregate care in half, placing less children into group homes (from 41 to 22). Worked to develop specialized placement resources for very high needs youth who otherwise could not be served. Established a separate Placement Services Unit to focus on the placement needs of youth and expedite locating appropriate placements. Increased the capacity of Family Ties to support more families taking care of kin, minimizing entrance into the foster care system.

Implemented Child and Family Teams (CFTs) for all children entering care or requiring placement changes. CFTs will also determine when children need a different Level of Care (LOC). Implemented CFTs for some Voluntary Family Maintenance cases. Completed the solicitation and award for the CFT partnership contract supporting community leadership and partnership in CFT facilitation, greater flexibility to meet the individualized needs of families and increasing Family Finding and Engagement services.

Increased efforts for "family finding" from the point of initial contact to identify family or those who have a close familial relationship and provide supports to children and families. Implemented family finding for children who are entering the Cherish Receiving Center serving 80 families and identifying approximately 42 leads for potential placement resources. Included family finding as a required activity in the CFT Facilitation Contract recently implemented.

Full implementation of the Resource Family Approval Process with an approximate 18-20% increase in caregiver homes. Increased the capacity of Family Ties to support more families taking care of kin, minimizing entrance into the foster care system. Broadened the reach for Wraparound Services to a select group of at-risk families to stabilize specific situations. Implemented BINTI, an electronic platform to track and monitor progress of a Resource Home Application from initial application through approval.

Moved into the Veteran's Affairs (VA) outpatient clinic on March 6, 2018 providing seven one-hour appointments daily, strengthening the partnership between the MVAO, VA, and the Department of Defense (DoD).

Support of the Veterans Transition Center (VTC) has contributed to an expansion of the court to include military diversion cases in addition to veteran's treatment cases. The court is reviewing over 20 cases monthly and graduating 2-3 Veterans at each court session. MVAO provides compensation and pension services to each veteran in VTC and coordinates with Probation Department, the VA, VTC, and the Public Defender to ensure each Veteran is provided all services required for compliance and graduation.

Continue to support the CalWORKs Housing Support program which served over 470 homeless adults and children in the CalWORKs program with housing case management and navigation services during FY 2017-18 and is nearly on target to reach the goal of placing 80 families into permanent housing by the end of this term.

### Department Operational Goals

The Area Agency on Aging will continue to increase public awareness and planning for the needs of older adults and lead a "Community Responses to Elder Care Symposium" planned for September 2018 to address the needs of older adults including housing, health, caregiver education, spiritual, community connections, policy, advocacy, and prevention of abuse.

Continue to meet increased demand for IHSS providers implementing an updated database to increase and improve customer services and efficiency in consumer and provider matches.

Sustain existing service levels to support placement of CalWORKs recipients in subsidized and unsubsidized jobs with reduced State funding.

Continue to increase Welfare-to-Work eligible CalWORKs families' participation in opportunities offered by the program and increase the number of households who secure sanctions for non-participation.

Identify and implement organizational infrastructure to improve the efficiency of the Office of Employment/Workforce Innovation and Opportunity Act Program, which was assigned to DSS in October of 2017.

Meet program and contract goals for the OET/WIOA Program.

Sustain high levels of customer responsiveness and accuracy in Community Benefits.

Make progress in implementing the Continuum of Care Reform (CCR) with its goals of supporting permanent life-long family relationships and placements when needed for children who come to the attention of child welfare.

Work to increase timeliness to Resource Family Approvals and improve capacity.

Continue implementation efforts to fully imbed Child and Family Teams.

The MVAO will measure and increase veteran satisfaction with MVAO services. Establish a veteran's satisfaction survey aimed at MVAO customer service, knowledge, efficiency, and effectiveness to establish a baseline and launch initiatives to improve the baseline once established.

MVAO will measure and increase the number of veterans served by the MVAO and positive service outcomes. Develop a monthly report to track, establish, and share monthly trends of veterans visits, services, and outcomes.

Continue to partner with other County departments and community stakeholders to create and implement long-term solutions to address homelessness including completion of the biennial Homeless Point-in-Time Census.

Develop, maintain, and evaluate community services that empower low-income persons and improve their quality of life.

Improve data collection from community service contracts to better showcase outcomes and accountability.

### Pending Issues

The federal Department of Homeland Security intends to change the definition of Public Charge that is considered with requests for change status or immigrant visas. News reports and draft documents indicate that the Department of Homeland Security intends to include in the definition of public nutrition benefits, medical benefits, housing support, energy assistance, earned income tax credits, and educational assistance. This change will result in reduced access to public assistance benefits offered by the Department of Social Services and will result in economic loss to the Monterey County community.

The current MOU with local homecare workers providing IHSS services expires on June 30, 2018. Negotiations for a new MOU have begun.

### Policy Considerations

Budget reductions included as augmentations will result in increased out year expenses for foster care placements, more disruptions of families and children requiring protective custody, less support for abused, neglected or exploited seniors and dependent adults, and elimination of resources for individuals and families experiencing homelessness.

Additionally, there are insufficient funds in the budget to fully cover anticipated general assistance payments; an option to address the gap is to implement a time limit in the general assistance program for non-disabled participants. Under Welfare and Institutions Code Section 17001.5, counties may prohibit an employable individual from receiving aid for more than three months in any 12-month period, whether or not the months are consecutive.

## Appropriation Expenditure Detail

|                                            | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|--------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| CalWORKS / TANF (SOC001)                   | 32,179,857            | 33,651,422                | 30,903,910             | 31,170,446                     | 31,170,446                       | (2,480,976)                           | 001          | 8252                |
| General Assistance (SOC002)                | 767,997               | 775,489                   | 1,378,207              | 1,299,712                      | 1,299,712                        | 524,223                               | 001          | 8253                |
| IHSS Wages / Benefits (SOC001)             | 12,905,380            | 13,423,848                | 15,283,895             | 16,921,425                     | 16,921,425                       | 3,497,577                             | 001          | 8254                |
| Out of Home Care (SOC001)                  | 25,321,435            | 27,736,904                | 26,546,890             | 26,194,603                     | 26,194,603                       | (1,542,301)                           | 001          | 8255                |
| Community Action Partnership<br>(SOC007)   | 558,277               | 568,563                   | 536,532                | 558,560                        | 558,278                          | (10,285)                              | 008          | 8257                |
| Community Programs (SOC004)                | 1,520,297             | 2,151,759                 | 2,587,885              | 2,586,742                      | 137,996                          | (2,013,763)                           | 001          | 8258                |
| IHSS Public Authority (SOC008)             | 742,555               | 1,017,201                 | 991,756                | 791,383                        | 790,882                          | (226,319)                             | 005          | 8259                |
| Military & Veterans Services<br>(SOC003)   | 987,558               | 1,253,364                 | 1,030,280              | 1,257,171                      | 1,132,467                        | (120,897)                             | 001          | 8260                |
| Social Services (SOC005)                   | 119,207,152           | 118,765,727               | 116,943,992            | 120,352,147                    | 117,869,304                      | (896,423)                             | 001          | 8262                |
| Area Agency on Aging (SOC010)              | 2,165,859             | 2,199,858                 | 2,133,449              | 2,114,766                      | 2,114,011                        | (85,847)                              | 001          | 8268                |
| Social Services Realignment<br>(SOC012)    | 34,204,480            | 42,230,203                | 47,831,103             | 46,379,198                     | 46,379,198                       | 4,148,995                             | 025          | 8425                |
| Protective Services (SOC011)               | 18,584,671            | 18,439,364                | 18,089,601             | 19,659,495                     | 19,659,495                       | 1,220,131                             | 022          | 8464                |
| Office for Employment Training<br>(SOC013) | 0                     | 0                         | 0                      | 2,339,880                      | 2,061,619                        | 2,061,619                             | 001          | 8498                |
| Subtotal                                   | \$249,145,517         | \$262,213,702             | \$264,257,500          | \$271,625,528                  | \$266,289,436                    | 4,075,734                             |              |                     |

## Budget Units

|                                | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| CalWORKS / TANF                | 32,179,857            | 33,651,422                | 30,903,910             | 31,170,446                     | 31,170,446                       | (2,480,976)                           |
| General Assistance             | 767,997               | 775,489                   | 1,378,207              | 1,299,712                      | 1,299,712                        | 524,223                               |
| IHSS Wages / Benefits          | 12,905,380            | 13,423,848                | 15,283,895             | 16,921,425                     | 16,921,425                       | 3,497,577                             |
| Out of Home Care               | 25,321,435            | 27,736,904                | 26,546,890             | 26,194,603                     | 26,194,603                       | (1,542,301)                           |
| Community Programs             | 1,520,297             | 2,151,759                 | 2,587,885              | 2,586,742                      | 137,996                          | (2,013,763)                           |
| Military & Veterans Services   | 987,558               | 1,253,364                 | 1,030,280              | 1,257,171                      | 1,132,467                        | (120,897)                             |
| Social Services                | 119,207,152           | 118,765,727               | 116,943,992            | 120,352,147                    | 117,869,304                      | (896,423)                             |
| Area Agency on Aging           | 2,165,859             | 2,199,858                 | 2,133,449              | 2,114,766                      | 2,114,011                        | (85,847)                              |
| IHSS Public Authority          | 742,555               | 1,017,201                 | 991,756                | 791,383                        | 790,882                          | (226,319)                             |
| Community Action Partnership   | 558,277               | 568,563                   | 536,532                | 558,560                        | 558,278                          | (10,285)                              |
| Social Services Realignment    | 34,204,480            | 42,230,203                | 47,831,103             | 46,379,198                     | 46,379,198                       | 4,148,995                             |
| Protective Services            | 18,584,671            | 18,439,364                | 18,089,601             | 19,659,495                     | 19,659,495                       | 1,220,131                             |
| Office for Employment Training | 0                     | 0                         | 0                      | 2,339,880                      | 2,061,619                        | 2,061,619                             |
| Subtotal                       | \$249,145,517         | \$262,213,702             | \$264,257,500          | \$271,625,528                  | \$266,289,436                    | 4,075,734                             |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                  | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | 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                     | 17.00                     | 16.00                            | -1.00  |
| 14C31                  | MANAGEMENT ANALYST III                | 14.00                     | 14.00                     | 14.00                            | 0.00   |
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT     | 8.00                      | 8.00                      | 9.00                             | 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   |

# **Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                                     | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|----------------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 14H70               | STAFF TRAINER II                                         | 12.00                  | 12.00                  | 12.00                      | 0.00   |
| 14N05               | ADMINISTRATIVE OPERATIONS MANAGER                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C87               | BUSINESS TECHNOLOGY ANALYST II                           | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 16C88               | BUSINESS TECHNOLOGY ANALYST III                          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 16C93               | BUSINESS TECHNOLOGY ANALYST IV                           | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 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                                            | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 20B12               | ACCOUNTANT III                                           | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 20B93               | FINANCE MANAGER II                                       | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 25E21               | ELIGIBILITY WORKER II                                    | 180.00                 | 170.00                 | 164.00                     | -6.00  |
| 25E22               | ELIGIBILITY WORKER III                                   | 107.00                 | 107.00                 | 107.00                     | 0.00   |
| 25E80               | ELIGIBILITY SUPERVISOR                                   | 39.00                  | 39.00                  | 38.00                      | -1.00  |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR             | 4.00                   | 4.00                   | 3.00                       | -1.00  |
| 43J09               | SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR      | 7.00                   | 7.00                   | 6.00                       | -1.00  |
| 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                                        | 30.00                  | 31.00                  | 31.00                      | 0.00   |
| 60C24               | SOCIAL WORKER V                                          | 82.00                  | 86.00                  | 77.00                      | -9.00  |
| 60C81               | SOCIAL WORK SUPERVISOR II                                | 24.00                  | 25.00                  | 24.00                      | -1.00  |
| 60D10               | SOCIAL SERVICES AIDE I                                   | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 60D11               | SOCIAL SERVICES AIDE II                                  | 66.00                  | 65.00                  | 64.00                      | -1.00  |
| 60G21               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II                | 0.00                   | 0.00                   | 9.00                       | 9.00   |
| 60G33               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III               | 0.00                   | 0.00                   | 4.00                       | 4.00   |
| 60G43               | WIB EMPLOYMENT PROGRAMS SUPERVISOR                       | 0.00                   | 0.00                   | 2.00                       | 2.00   |
| 60H11               | EMPLOYMENT & TRAINING WORKER II                          | 7.00                   | 6.00                   | 2.00                       | -4.00  |
| 60H21               | EMPLOYMENT & TRAINING WORKER III                         | 38.00                  | 35.00                  | 35.00                      | 0.00   |
| 60H31               | EMPLOYMENT & TRAINING SUPERVISOR                         | 8.00                   | 8.00                   | 7.00                       | -1.00  |
| 60H32               | SUPERVISING STAFF TRAINER                                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 60I01               | DEPUTY DIRECTOR SOCIAL SERVICES                          | 4.00                   | 4.00                   | 5.00                       | 1.00   |
| 60I02               | PROGRAM MANAGER II                                       | 13.00                  | 13.00                  | 13.00                      | 0.00   |
| 60U11               | MILITARY & VETERANS REPRESENTATIVE II                    | 1.00                   | 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                                                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 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                   | 2.00                   | 2.00                       | 0.00   |
| 80A31               | SECRETARY                                                | 11.00                  | 11.00                  | 11.00                      | 0.00   |
| 80A32               | SENIOR SECRETARY                                         | 4.00                   | 4.00                   | 5.00                       | 1.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80E21               | OFFICE ASSISTANT II                                      | 87.00                  | 88.00                  | 87.00                      | -1.00  |
| 80E22               | OFFICE ASSISTANT III                                     | 33.00                  | 36.00                  | 36.00                      | 0.00   |
| 80E80               | PRINCIPAL OFFICE ASSISTANT                               | 16.00                  | 17.00                  | 17.00                      | 0.00   |

Social Services

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label            | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------|------------------------|------------------------|----------------------------|--------|
| 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           | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| Total               |                                 | 887.00                 | 882.00                 | 875.00                     | -7.00  |

## Augmentation Request

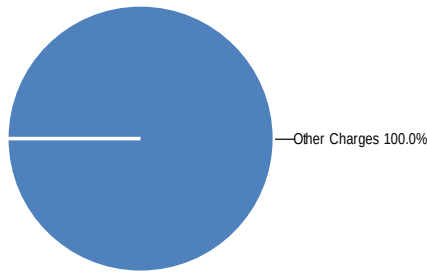
| Dept        | Request Code        | Request Name                               | Request Type                                            | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|---------------------|--------------------------------------------|---------------------------------------------------------|------------------|----------------|-------------|-----------|
| 5010        | 5010-8253-001-AUG1  | General Assistance Policy Change           | New Mandated Program/Service w/<br>General Fund Funding | 524,090          | 0.00           | 524,090     | 0.00      |
| 5010        | 5010-8258-001-AUG2  | Homeless-Whole Person Care/Homeless Census | Status Quo Other                                        | 581,231          | 0.00           | 0           | 0.00      |
| 5010        | 5010-8258-001-AUG3  | Emergency Women's Shelter                  | Status Quo Other                                        | 41,475           | 0.00           | 0           | 0.00      |
| 5010        | 5010-8258-001-AUG7  | Homeless Winter Warming Shelter            | Status Quo Other                                        | 410,000          | 0.00           | 0           | 0.00      |
| 5010        | 5010-8260-001-AUG10 | Veterans Stand Down                        | Status Quo Other                                        | 50,000           | 0.00           | 0           | 0.00      |
| 5010        | 5010-8260-001-AUG9  | MVAO Office Assistant                      | Status Quo Filled Position                              | 55,127           | 1.00           | 0           | 0.00      |
| 5010        | 5010-8262-001-AUG11 | Family to Family Program                   | Status Quo Other                                        | 223,500          | 0.00           | 0           | 0.00      |
| 5010        | 5010-8262-001-AUG12 | DSS Associate Personnel Analyst            | Status Quo Vacant Position                              | 21,390           | 1.00           | 0           | 0.00      |
| 5010        | 5010-8262-001-AUG4  | Childrens' Emergency Response Team         | Status Quo Filled Position                              | 557,800          | 7.00           | 0           | 0.00      |
| 5010        | 5010-8262-001-AUG5  | Adult Protective Social Workers            | Status Quo Filled Position                              | 294,398          | 4.00           | 0           | 0.00      |
| 5010        | 5010-8262-001-AUG6  | Pathways to Safety                         | Status Quo Other                                        | 540,158          | 0.00           | 0           | 0.00      |
| 5010        | 5010-8262-001-AUG8  | Community Action Homeless Services         | Status Quo Filled Position                              | 298,890          | 1.00           | 0           | 0.00      |
| 5010        | 5010-8498-001-AUG13 | WIOA Staffing                              | Status Quo Filled Position                              | 271,952          | 3.00           | 0           | 0.00      |
| Grand Total |                     |                                            |                                                         | 3,870,011        | 17.00          | 524,090     | 0.00      |



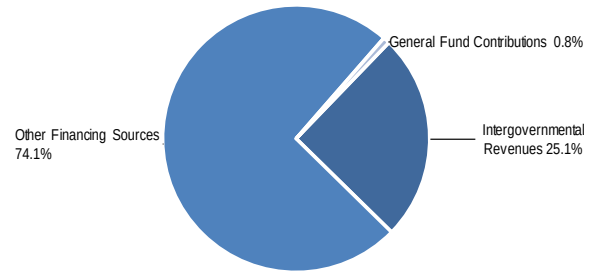
# CalWORKS / TANF

(Budget Unit 8252— Fund 001— Appropriation Unit SOC001)

## Use of Funds



## Source of Funds



Social Services

## Use of Funds

| Expenditures  | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|---------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Charges | 32,179,857            | 33,651,422                | 30,903,910             | 31,170,446                  | 31,170,446                    | (2,480,976)                        |
| Subtotal      | \$32,179,857          | \$33,651,422              | \$30,903,910           | \$31,170,446                | \$31,170,446                  | (2,480,976)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 16,019,134            | 11,009,740                | 6,888,424              | 7,826,724                   | 7,826,724                     | (3,183,016)                        |
| Other Financing Sources    | 15,614,998            | 22,070,924                | 23,520,252             | 23,094,288                  | 23,094,288                    | 1,023,364                          |
| Subtotal                   | \$31,634,131          | \$33,080,664              | \$30,408,676           | \$30,921,012                | \$30,921,012                  | (2,159,652)                        |
| General Fund Contributions | \$545,726             | \$570,758                 | \$495,234              | \$249,434                   | \$249,434                     | (321,324)                          |
| Total Source of Funds      | \$32,179,857          | \$33,651,422              | \$30,903,910           | \$31,170,446                | \$31,170,446                  | (2,480,976)                        |

## Unit Description

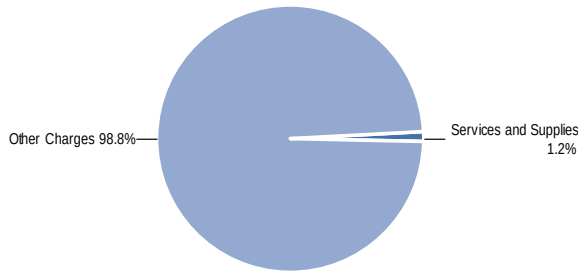
CalWORKs is the State's implementation of the federal Temporary Assistance for Needy Families (TANF) Program, a cash aid program for low income families to meet their basic needs. It also provides education, employment, services to help families overcome crisis, and training programs to assist families to 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.

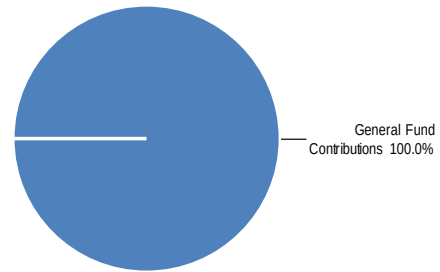
# General Assistance

(Budget Unit 8253— Fund 001— Appropriation Unit SOC002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 43,049                | 40,786                    | 2,263                  | 590                         | 590                           | (40,196)                           |
| Services and Supplies          | 7,050                 | 25,000                    | 15,000                 | 15,133                      | 15,133                        | (9,867)                            |
| Other Charges                  | 717,898               | 709,703                   | 1,360,944              | 1,283,989                   | 1,283,989                     | 574,286                            |
| Subtotal                       | \$767,997             | \$775,489                 | \$1,378,207            | \$1,299,712                 | \$1,299,712                   | 524,223                            |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$767,997             | \$775,489                 | \$1,378,207            | \$1,299,712                 | \$1,299,712                   | 524,223                            |
| Total Source of Funds      | \$767,997             | \$775,489                 | \$1,378,207            | \$1,299,712                 | \$1,299,712                   | 524,223                            |

## Unit Description

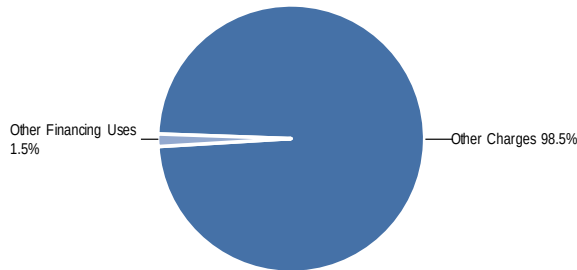
General Assistance is a County funded program that provides cash and "in-kind" assistance to extremely low-income residents who are not eligible for other public assistance programs. There are two parts to this aid program: 1) Regular General Assistance payments

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.

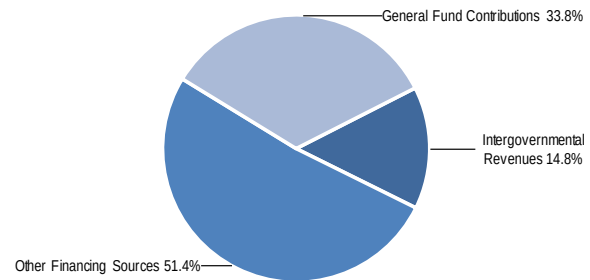
# IHSS Wages / Benefits

(Budget Unit 8254— Fund 001— Appropriation Unit SOC001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Charges        | 12,905,380            | 13,423,848                | 15,126,560             | 16,668,131                  | 16,668,131                    | 3,244,283                          |
| Other Financing Uses | 0                     | 0                         | 157,335                | 253,294                     | 253,294                       | 253,294                            |
| Subtotal             | \$12,905,380          | \$13,423,848              | \$15,283,895           | \$16,921,425                | \$16,921,425                  | 3,497,577                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 1,891,477             | 2,207,638                 | 2,294,982              | 2,507,165                   | 2,507,165                     | 299,527                            |
| Other Financing Sources    | 6,343,078             | 6,350,797                 | 7,777,338              | 8,702,685                   | 8,702,685                     | 2,351,888                          |
| Subtotal                   | \$8,234,555           | \$8,558,435               | \$10,072,320           | \$11,209,850                | \$11,209,850                  | 2,651,415                          |
| General Fund Contributions | \$4,670,825           | \$4,865,413               | \$5,211,575            | \$5,711,575                 | \$5,711,575                   | 846,162                            |
| Total Source of Funds      | \$12,905,380          | \$13,423,848              | \$15,283,895           | \$16,921,425                | \$16,921,425                  | 3,497,577                          |

## Unit Description

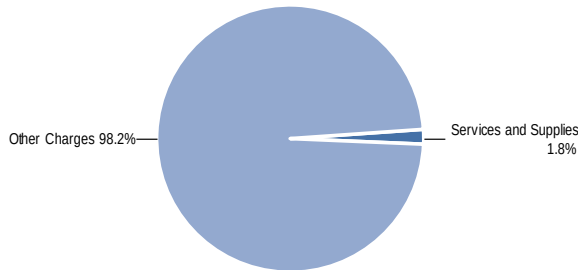
In-Home Supportive Services (IHSS) provides for the cost of home care services to support the independence of aged, blind, and disabled persons and to help them live safely in their own homes and community. Services range from personal care, meal preparation, and housekeeping. Individuals can receive IHSS if they

are eligible for SSI/SSP and/or Medi-Cal and live independently. The appropriations are for the IHSS MOE and the total costs of health benefits. The IHSS MOE represents the County's share of cost for the following: service provider wages, IHSS administrative costs, health benefits for caregivers, and the administration of the IHSS Public Authority.

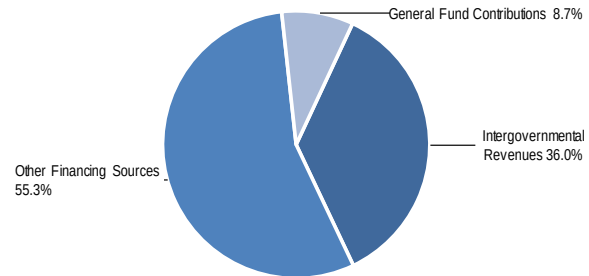
# Out of Home Care

(Budget Unit 8255— Fund 001— Appropriation Unit SOC001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 359,820               | 410,701                   | 410,701                | 462,700                     | 462,700                       | 51,999                             |
| Other Charges         | 24,961,615            | 27,326,203                | 26,136,189             | 25,731,903                  | 25,731,903                    | (1,594,300)                        |
| Subtotal              | \$25,321,435          | \$27,736,904              | \$26,546,890           | \$26,194,603                | \$26,194,603                  | (1,542,301)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 8,467,669             | 10,735,076                | 9,415,764              | 9,430,929                   | 9,430,929                     | (1,304,147)                        |
| Other Financing Sources    | 14,820,055            | 14,702,242                | 15,704,896             | 14,488,926                  | 14,488,926                    | (213,316)                          |
| Subtotal                   | \$23,287,724          | \$25,437,318              | \$25,120,660           | \$23,919,855                | \$23,919,855                  | (1,517,463)                        |
| General Fund Contributions | \$2,033,711           | \$2,299,586               | \$1,426,230            | \$2,274,748                 | \$2,274,748                   | (24,838)                           |
| Total Source of Funds      | \$25,321,435          | \$27,736,904              | \$26,546,890           | \$26,194,603                | \$26,194,603                  | (1,542,301)                        |

## Unit Description

Appropriations in the Out of Home Care budget provides for living expenses of children who are placed out of home as a result of parental unwillingness or inability to provide care. This support includes payments for emergency placements, foster care, wraparound, assistance to adoptive families, and assistance for emancipated youth transitioning to independence and adulthood. These programs receive a statutory cost of living adjustment on July 1st of each year based on the California Necessities Index. Out of Home Care programs include:

- 1) 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. Foster care aid payments are made on behalf of children placed in foster homes or institutions by social workers as well as by probation officers.
- 2) The Adoption Assistance Program (AAP) supports the cost of care for families adopting children with special needs.
- 3) County Court Dependent Children provides the cost of foster care for children placed by court order that are not eligible under AFDC-FC program.

4) Emergency Placements provides for the cost of care for children placed in emergency short-term foster homes while court jurisdiction is established.

5) The Wraparound Program funds comprehensive supportive social services to assist foster children with serious emotional challenges to live safely with families within the community in lieu of high cost residential treatment.

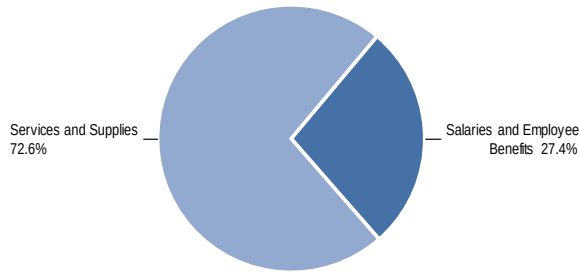
6) The Transitional Housing Placement Program (THPP) helps participants ages 16 through 20 to transition to adulthood successfully by providing a safe environment for youth to thrive and reach their potential. Within THPP, participating youth practice the skills learned in the Independent Living Program (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

7) 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 with the goal to achieve self-sufficiency.

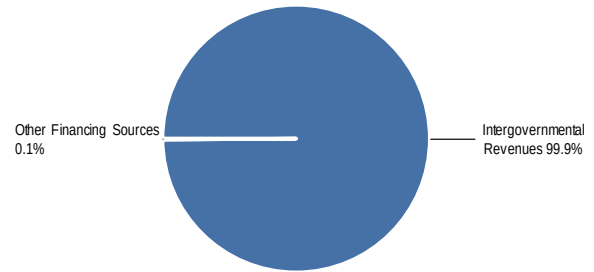
# Community Action Partnership

(Budget Unit 8257— Fund 008— Appropriation Unit SOC007)

## Use of Funds



## Source of Funds



Social Services

## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 151,093               | 157,021                   | 175,123                | 162,703                     | 162,703                       | 5,682                              |
| Services and Supplies          | 422,922               | 418,808                   | 397,221                | 430,396                     | 430,114                       | 11,306                             |
| Other Charges                  | (15,739)              | (7,266)                   | (35,812)               | (34,539)                    | (34,539)                      | (27,273)                           |
| Subtotal                       | \$558,277             | \$568,563                 | \$536,532              | \$558,560                   | \$558,278                     | (10,285)                           |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 83                    | 0                         | 494                    | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 516,959               | 568,414                   | 535,351                | 557,862                     | 557,580                       | (10,834)                           |
| Miscellaneous Revenues               | 207                   | 0                         | 93                     | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 153                   | 149                       | 594                    | 698                         | 698                           | 549                                |
| Subtotal                             | \$517,401             | \$568,563                 | \$536,532              | \$558,560                   | \$558,278                     | (10,285)                           |
| Fund Balance                         | 40,876                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$558,277             | \$568,563                 | \$536,532              | \$558,560                   | \$558,278                     | (10,285)                           |

## Unit Description

The Community Action Partnership (CAP) administers the federal Community Services Block Grant (CSBG). CAP contracts with non-profit community-based organizations to provide programs to advance and advocate for low-income and vulnerable populations. 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 referrals, domestic violence prevention and intervention, youth and family counseling, youth engagement activities, youth employment support, and homeless planning and coordination.

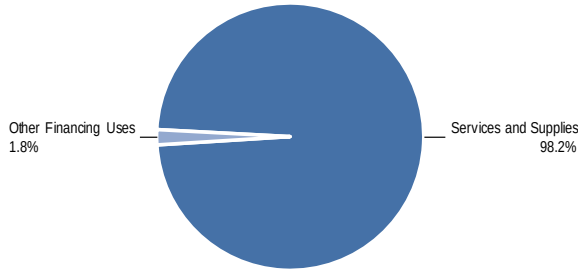
## Recommended 2018-19 Positions

| Classification Code | Classification Label          | FTE  |
|---------------------|-------------------------------|------|
| 60X01               | COMMUNITY AFFILIATION MANAGER | 1.00 |
| Total               |                               | 1.00 |

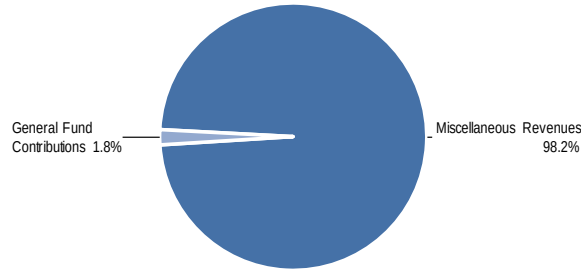
# Community Programs

(Budget Unit 8258— Fund 001— Appropriation Unit SOC004)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Services and Supplies | 1,387,352             | 2,151,162                 | 2,128,717              | 2,028,015                   | 135,500                       | (2,015,662)                        |
| Other Charges         | (141)                 | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Uses  | 133,085               | 597                       | 459,168                | 558,727                     | 2,496                         | 1,899                              |
| Subtotal              | \$1,520,297           | \$2,151,759               | \$2,587,885            | \$2,586,742                 | \$137,996                     | (2,013,763)                        |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Miscellaneous Revenues     | 220,879               | 322,308                   | 223,289                | 161,578                     | 135,500                       | (186,808)                          |
| Other Financing Sources    | 265,101               | 915,000                   | 915,000                | 1,112,462                   | 0                             | (915,000)                          |
| Subtotal                   | \$485,979             | \$1,237,308               | \$1,138,289            | \$1,274,040                 | \$135,500                     | (1,101,808)                        |
| General Fund Contributions | \$1,034,317           | \$914,451                 | \$1,449,596            | \$1,312,702                 | \$2,496                       | (911,955)                          |
| Total Source of Funds      | \$1,520,297           | \$2,151,759               | \$2,587,885            | \$2,586,742                 | \$137,996                     | (2,013,763)                        |

## Unit Description

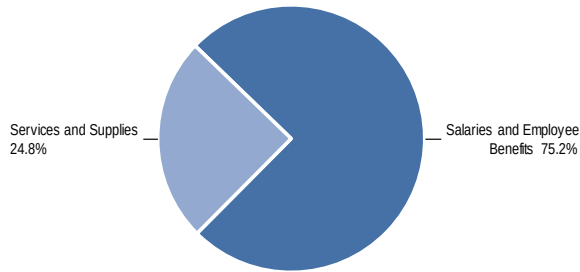
This unit primarily consists of contracts with private non-profit community-based organizations for the provision of shelter and counseling services for victims of domestic violence, and homeless

services. Facility costs for the County shelter for women/children who are victims of domestic violence are not contracted to a non-profit organization. The services provided in this budget are financed by County General Fund Contributions and restricted trust funds for domestic violence.

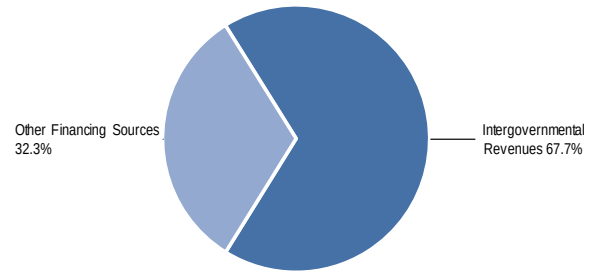
# IHSS Public Authority

(Budget Unit 8259— Fund 005— Appropriation Unit SOC008)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 553,305               | 766,312                   | 738,140                | 770,358                     | 770,358                       | 4,046                              |
| Services and Supplies          | 206,182               | 280,496                   | 260,570                | 253,958                     | 253,457                       | (27,039)                           |
| Other Charges                  | (16,932)              | (29,607)                  | (6,954)                | (232,933)                   | (232,933)                     | (203,326)                          |
| Subtotal                       | \$742,555             | \$1,017,201               | \$991,756              | \$791,383                   | \$790,882                     | (226,319)                          |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Revenue from Use of Money & Property | 577                   | 0                         | (195)                  | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 564,976               | 1,016,753                 | 833,542                | 536,291                     | 535,790                       | (480,963)                          |
| Other Financing Sources              | 382                   | 448                       | 158,409                | 255,092                     | 255,092                       | 254,644                            |
| Subtotal                             | \$565,935             | \$1,017,201               | \$991,756              | \$791,383                   | \$790,882                     | (226,319)                          |
| Fund Balance                         | 176,620               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds                | \$742,555             | \$1,017,201               | \$991,756              | \$791,383                   | \$790,882                     | (226,319)                          |

## Unit Description

The 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.

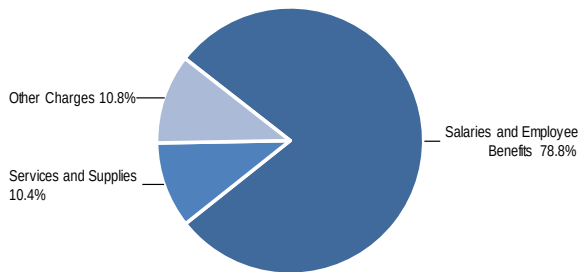
## Recommended 2018-19 Positions

| Classification Code | Classification Label       | FTE  |
|---------------------|----------------------------|------|
| 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 | 2.00 |
| Total               |                            | 7.00 |

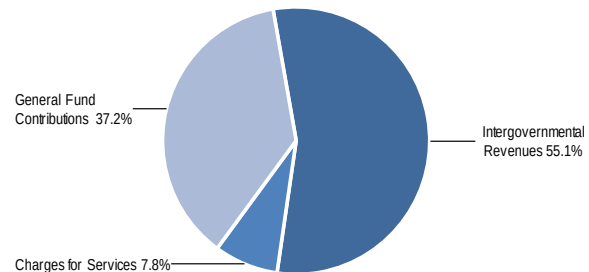
# Military & Veterans Services

(Budget Unit 8260— Fund 001— Appropriation Unit SOC003)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 733,435               | 942,154                   | 736,270                | 965,415                     | 891,912                       | (50,242)                           |
| Services and Supplies          | 181,272               | 247,776                   | 266,128                | 169,112                     | 117,911                       | (129,865)                          |
| Other Charges                  | 44,058                | 63,434                    | 27,882                 | 122,644                     | 122,644                       | 59,210                             |
| Capital Assets                 | 28,793                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$987,558             | \$1,253,364               | \$1,030,280            | \$1,257,171                 | \$1,132,467                   | (120,897)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 464,679               | 737,282                   | 514,198                | 642,100                     | 623,724                       | (113,558)                          |
| Charges for Services       | 64,286                | 73,427                    | 73,427                 | 88,000                      | 88,000                        | 14,573                             |
| Subtotal                   | \$528,965             | \$810,709                 | \$587,625              | \$730,100                   | \$711,724                     | (98,985)                           |
| General Fund Contributions | \$458,593             | \$442,655                 | \$442,655              | \$527,071                   | \$420,743                     | (21,912)                           |
| Total Source of Funds      | \$987,558             | \$1,253,364               | \$1,030,280            | \$1,257,171                 | \$1,132,467                   | (120,897)                          |

## Unit Description

The Military and Veterans' Affairs Office (MVAO) assists veterans and their families and supports the Military & Veterans' Affairs Advisory Commission and the Fort Ord Veterans' Cemetery Citizens' Advisory Committee. Assistance and advocacy for veterans includes:

- 1) Veterans' Administration (VA) claims - dependent indemnity compensation, aid & attendance benefits, pensions, and all disability claims.
- 2) Approval of tuition and fee waivers at California State-funded colleges and universities for children of disabled veterans.
- 3) Assistance with discharge upgrades, securing service and medical records, placement in VA and State medical and domiciliary facilities, survivor assistance for the families of military personnel, and services through the Servicemen's Readjustment Act of 1944 (commonly known as the GI Bill).

4) Referrals to veterans housing support programs, home loans, job counseling/placement services, substance abuse recovery programs, and VA vocational rehabilitation.

5) Management and operation of a free passenger van service for local veterans to the Department of Veterans' Affairs Medical Center in Palo Alto.

6) Support to the Monterey County Veterans' Treatment Court through management of the Peer Mentor program, and partnership with Behavioral Health in the assessment of County jail inmates as candidates for the Court.

7) Verification of benefit payments for Medi-Cal and other programs.

MVAO services are available in six locations in Monterey County: Salinas, Monterey, King City, Ft. Hunter Liggett, Greenfield, and the VA Medical Clinic at Ft. Ord. San Benito County contracts with the MVAO to provide services in Hollister. Partnerships have also been established with the Salinas Valley State Prison and Soledad



State Prison to assist incarcerated veterans inside the justice system during their transition back to society.

#### Recommended 2018-19 Positions

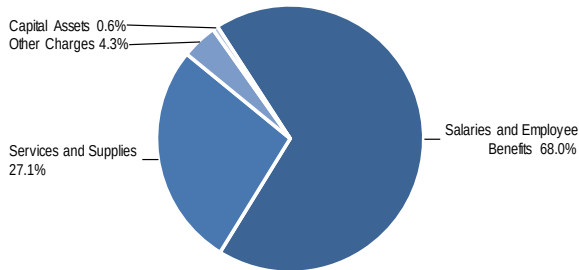
| Classification Code | Classification Label                   | FTE  |
|---------------------|----------------------------------------|------|
| 14C31               | MANAGEMENT ANALYST III                 | 1.00 |
| 60U11               | MILITARY & VETERANS REPRESENTATIVE II  | 1.00 |
| 60U20               | MILITARY & VETERAN AFFAIRS OFFICER     | 1.00 |
| 60U21               | MILITARY & VETERANS REPRESENTATIVE III | 4.00 |
| 80E80               | PRINCIPAL OFFICE ASSISTANT             | 1.00 |
| Total               |                                        | 8.00 |

Social Services

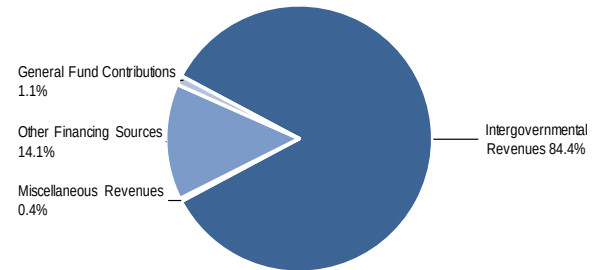
# Social Services

(Budget Unit 8262— Fund 001— Appropriation Unit SOC005)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 73,830,191            | 79,907,395                | 79,566,798             | 81,715,262                  | 80,113,032                    | 205,637                            |
| Services and Supplies          | 25,672,773            | 33,714,646                | 33,734,108             | 32,822,549                  | 31,941,936                    | (1,772,710)                        |
| Other Charges                  | 3,769,530             | 4,143,686                 | 2,643,086              | 5,064,336                   | 5,064,336                     | 920,650                            |
| Capital Assets                 | 15,934,658            | 1,000,000                 | 1,000,000              | 750,000                     | 750,000                       | (250,000)                          |
| Subtotal                       | \$119,207,152         | \$118,765,727             | \$116,943,992          | \$120,352,147               | \$117,869,304                 | (896,423)                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 86,234,030            | 100,255,400               | 97,029,662             | 100,159,417                 | 99,452,165                    | (803,235)                          |
| Charges for Services       | 54,612                | 61,000                    | 61,000                 | 84,240                      | 84,240                        | 23,240                             |
| Miscellaneous Revenues     | 1,141,647             | 1,516,700                 | 1,491,700              | 444,700                     | 444,700                       | (1,072,000)                        |
| Other Financing Sources    | 29,897,165            | 14,378,958                | 15,729,961             | 16,564,537                  | 16,564,537                    | 2,185,579                          |
| Subtotal                   | \$117,327,453         | \$116,212,058             | \$114,312,323          | \$117,252,894               | \$116,545,642                 | 333,584                            |
| General Fund Contributions | \$1,879,699           | \$2,553,669               | \$2,631,669            | \$3,099,253                 | \$1,323,662                   | (1,230,007)                        |
| Total Source of Funds      | \$119,207,152         | \$118,765,727             | \$116,943,992          | \$120,352,147               | \$117,869,304                 | (896,423)                          |

## 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, Resource Family Licensing (formerly Foster Parent Licensing and approval of adoptive homes), and Adoption Services; advocacy to support General Assistance recipients in applying for Federal Supplemental Security Income 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, the Child Abuse and Neglect Hotline, Child Abuse Prevention programs, Family Maintenance, Family Reunification, Permanency Planning for foster children, Adoptions, Resource Family Approval, the Promoting Safe and Stable Families Program, Independent Living Support for Transitional Age Youth, 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, the Senior Information, Referral and Assistance Hotline;

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 the 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.

#### Recommended 2018-19 Positions

| Classification Code | Classification Label                           | FTE   |
|---------------------|------------------------------------------------|-------|
| 11A12               | DIRECTOR SOCIAL SERVICES                       | 1.00  |
| 14B21               | ASSOCIATE PERSONNEL ANALYST                    | 3.00  |
| 14B32               | SENIOR PERSONNEL ANALYST                       | 1.00  |
| 14B51               | DEPARTMENTAL HR MANAGER-MERIT SYSTEMS          | 1.00  |
| 14C30               | MANAGEMENT ANALYST II                          | 15.00 |
| 14C31               | MANAGEMENT ANALYST III                         | 12.00 |
| 14C70               | ADMINISTRATIVE SERVICES ASSISTANT              | 9.00  |
| 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  |
| 16C93               | BUSINESS TECHNOLOGY ANALYST IV                 | 1.00  |
| 16F40               | DEPARTMENTAL INFORMATION SYSTEMS<br>MANAGER I  | 1.00  |
| 16F41               | DEPARTMENTAL INFORMATION SYSTEMS<br>MANAGER II | 1.00  |
| 20B10               | ACCOUNTANT I                                   | 1.00  |
| 20B11               | ACCOUNTANT II                                  | 3.00  |
| 20B12               | ACCOUNTANT III                                 | 1.00  |

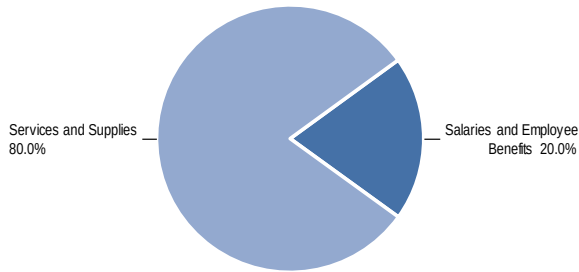
#### Recommended 2018-19 Positions

| Classification Code | Classification Label                                        | FTE    |
|---------------------|-------------------------------------------------------------|--------|
| 20B93               | FINANCE MANAGER II                                          | 2.00   |
| 25E21               | ELIGIBILITY WORKER II                                       | 164.00 |
| 25E22               | ELIGIBILITY WORKER III                                      | 107.00 |
| 25E80               | ELIGIBILITY SUPERVISOR                                      | 38.00  |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS<br>COORDINATOR             | 3.00   |
| 43J09               | SENIOR DEPARTMENTAL INFORMATION SYSTEMS<br>COORDINATOR      | 6.00   |
| 43J15               | SUPERVISING DEPARTMENTAL INFORMATION<br>SYSTEMS COORDINATOR | 2.00   |
| 52E22               | PUBLIC HEALTH NURSE II                                      | 2.00   |
| 60C22               | SOCIAL WORKER III                                           | 30.00  |
| 60C24               | SOCIAL WORKER V                                             | 76.00  |
| 60C81               | SOCIAL WORK SUPERVISOR II                                   | 23.00  |
| 60D10               | SOCIAL SERVICES AIDE I                                      | 2.00   |
| 60D11               | SOCIAL SERVICES AIDE II                                     | 63.00  |
| 60H11               | EMPLOYMENT & TRAINING WORKER II                             | 2.00   |
| 60H21               | EMPLOYMENT & TRAINING WORKER III                            | 35.00  |
| 60H31               | EMPLOYMENT & TRAINING SUPERVISOR                            | 7.00   |
| 60H32               | SUPERVISING STAFF TRAINER                                   | 1.00   |
| 60I01               | DEPUTY DIRECTOR SOCIAL SERVICES                             | 5.00   |
| 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                                   | 2.00   |
| 80A31               | SECRETARY                                                   | 11.00  |
| 80A32               | SENIOR SECRETARY                                            | 5.00   |
| 80A99               | ADMINISTRATIVE SECRETARY-CONFIDENTIAL                       | 1.00   |
| 80E21               | OFFICE ASSISTANT II                                         | 87.00  |
| 80E22               | OFFICE ASSISTANT III                                        | 36.00  |
| 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               |                                                             | 840.00 |

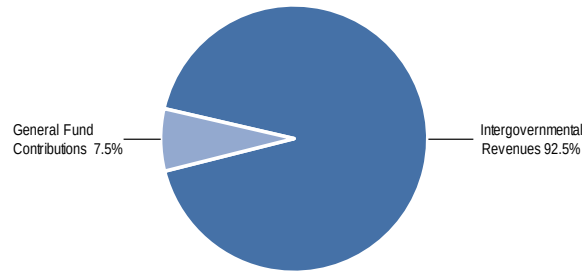
# Area Agency on Aging

(Budget Unit 8268 — Fund 001 — Appropriation Unit SOC010)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 411,506               | 428,039                   | 436,624                | 457,150                     | 457,150                       | 29,111                             |
| Services and Supplies          | 1,894,613             | 1,896,100                 | 1,821,306              | 1,834,014                   | 1,833,259                     | (62,841)                           |
| Other Charges                  | (140,260)             | (124,281)                 | (124,481)              | (176,398)                   | (176,398)                     | (52,117)                           |
| Subtotal                       | \$2,165,859           | \$2,199,858               | \$2,133,449            | \$2,114,766                 | \$2,114,011                   | (85,847)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 1,568,015             | 1,994,891                 | 1,928,482              | 1,954,799                   | 1,954,799                     | (40,092)                           |
| Subtotal                   | \$1,568,015           | \$1,994,891               | \$1,928,482            | \$1,954,799                 | \$1,954,799                   | (40,092)                           |
| General Fund Contributions | \$597,844             | \$204,967                 | \$204,967              | \$159,967                   | \$159,212                     | (45,755)                           |
| Total Source of Funds      | \$2,165,859           | \$2,199,858               | \$2,133,449            | \$2,114,766                 | \$2,114,011                   | (85,847)                           |

## 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 the 15-member Area Agency on Aging Advisory Council. Annually, the AAA allocates funds to local non-profit organizations serving seniors and their family caregivers with the objective of improving quality of life for seniors. 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. Planning efforts focus upon

home and community-based long-term services and support that promote healthy aging. These activities are funded by the Older American Act and supplemented by a County share for administrative expenses.

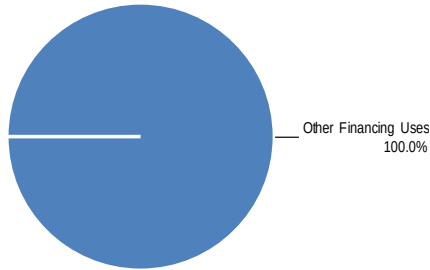
## Recommended 2018-19 Positions

| Classification Code | Classification Label   | FTE  |
|---------------------|------------------------|------|
| 14C31               | MANAGEMENT ANALYST III | 1.00 |
| 20B11               | ACCOUNTANT II          | 1.00 |
| 60I02               | PROGRAM MANAGER II     | 1.00 |
| Total               |                        | 3.00 |

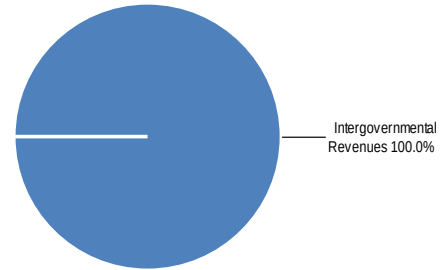
# Social Services Realignment

(Budget Unit 8425— Fund 025— Appropriation Unit SOC012)

## Use of Funds



## Source of Funds



Social Services

## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 34,204,480            | 42,230,203                | 47,831,103             | 46,379,198                  | 46,379,198                    | 4,148,995                          |
| Subtotal             | \$34,204,480          | \$42,230,203              | \$47,831,103           | \$46,379,198                | \$46,379,198                  | 4,148,995                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 39,591,623            | 42,230,203                | 47,831,103             | 46,379,198                  | 46,379,198                    | 4,148,995                          |
| Subtotal                   | \$39,591,623          | \$42,230,203              | \$47,831,103           | \$46,379,198                | \$46,379,198                  | 4,148,995                          |
| Fund Balance               | (5,387,143)           | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$34,204,480          | \$42,230,203              | \$47,831,103           | \$46,379,198                | \$46,379,198                  | 4,148,995                          |

## Unit Description

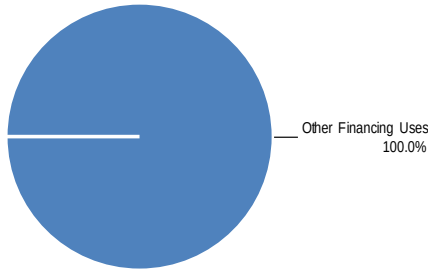
The 1991 Realignment (Realignment) legislation refers to a fiscal arrangement between the State and counties which dedicates portions of Sales Tax and Vehicle License Fee (VLF) revenues to County health, mental health and social services programs. The Realignment was designed to promote greater County responsibility in operating realigned programs, altered cost-sharing ratios, and provided counties with the VLF and Sales Tax as dedicated revenues to pay for the increased program responsibility. 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's Office and is deposited into the Health and Welfare Realignment Fund (Fund 025) and distributed 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.

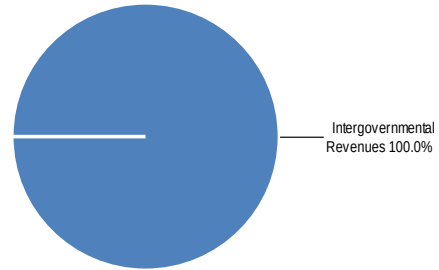
# Protective Services

(Budget Unit 8464— Fund 022— Appropriation Unit SOC011)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 18,584,671            | 18,439,364                | 18,089,601             | 19,659,495                  | 19,659,495                    | 1,220,131                          |
| Subtotal             | \$18,584,671          | \$18,439,364              | \$18,089,601           | \$19,659,495                | \$19,659,495                  | 1,220,131                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 17,371,924            | 18,439,364                | 18,089,601             | 19,659,495                  | 19,659,495                    | 1,220,131                          |
| Subtotal                   | \$17,371,924          | \$18,439,364              | \$18,089,601           | \$19,659,495                | \$19,659,495                  | 1,220,131                          |
| Fund Balance               | 1,212,747             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Total Source of Funds      | \$18,584,671          | \$18,439,364              | \$18,089,601           | \$19,659,495                | \$19,659,495                  | 1,220,131                          |

## Unit Description

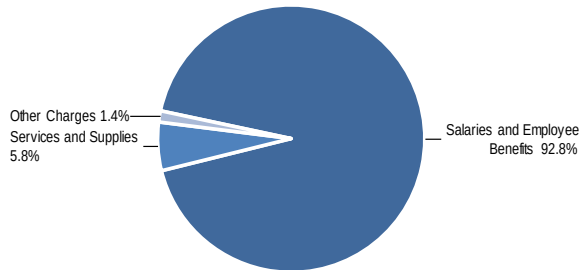
Realignment legislation adopted in 2011 and reaffirmed by Proposition 30, requires counties to be responsible for payments of the non-federal portion of Adult Protective Services (APS), Adoption Assistance Program (AAP), Foster Care (FC), and many Child Welfare Services Programs. To fund these new local 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.

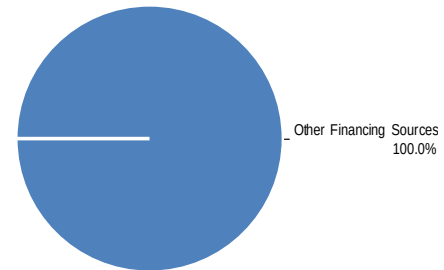
# Office for Employment Training

(Budget Unit 8498— Fund 001— Appropriation Unit SOC013)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 0                     | 0                         | 0                      | 2,185,216                   | 1,913,264                     | 1,913,264                          |
| Services and Supplies          | 0                     | 0                         | 0                      | 126,785                     | 120,476                       | 120,476                            |
| Other Charges                  | 0                     | 0                         | 0                      | 27,879                      | 27,879                        | 27,879                             |
| Subtotal                       | \$0                   | \$0                       | \$0                    | \$2,339,880                 | \$2,061,619                   | 2,061,619                          |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Sources    | 0                     | 0                         | 0                      | 2,067,928                   | 2,067,928                     | 2,067,928                          |
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$2,067,928                 | \$2,067,928                   | 2,067,928                          |
| General Fund Contributions | \$0                   | \$0                       | \$0                    | \$271,952                   | (\$6,309)                     | (6,309)                            |
| Total Source of Funds      | \$0                   | \$0                       | \$0                    | \$2,339,880                 | \$2,061,619                   | 2,061,619                          |

## Unit Description

This unit is for the Office of Employment Training (OET)/ Workforce Innovation and Opportunity Act (WIOA) operations and staff. OET/WIOA staff provides a comprehensive workforce development system to better serve its Adult, Dislocated Worker and Youth participants, and assists job seekers to succeed in the labor market.

## Recommended 2018-19 Positions

| Classification Code | Classification Label                       | FTE   |
|---------------------|--------------------------------------------|-------|
| 20B10               | ACCOUNTANT I                               | 1.00  |
| 60G21               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II  | 9.00  |
| 60G33               | WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III | 4.00  |
| 60G43               | WIB EMPLOYMENT PROGRAMS SUPERVISOR         | 2.00  |
| Total               |                                            | 16.00 |



This page intentionally left blank.



# Library

## Departmental Overview:

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 to provide library services to the diverse communities of Monterey County under the County Library Law of 1911. MCFL's operations are primarily financed through its own share of the property tax.

## Programs and Functions:

MCFL provides services through a network of 17 branches (two are currently closed), three bookmobiles, a virtual branch/website, branchlets, and Library by Mail. Services offered include: borrowing print, electronic, and audiovisual (AV) materials; reference and readers' advisory; children 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 subscriptions databases; Science Technology Engineering Mathematics (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; makerspaces and other creative programs; libraries of things which allow checkout of items like telescopes, Wi-Fi hotspots, "Play and Learn" kits, and support for other County programs and services available to the public. Services are provided in English and Spanish.

## Department's Contribution to Monterey County's Strategic Initiatives:

### HEALTH AND HUMAN SERVICES

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.

### ECONOMIC DEVELOPMENT

MCFL's vision is of Monterey County as a community where everyone has the opportunity to achieve their potential and pursue happiness. MCFL 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 [www.MontereyCountyFreeLibraries.org](http://www.MontereyCountyFreeLibraries.org).

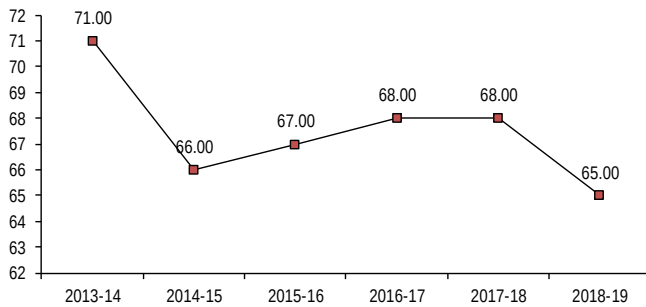


Operating Budget: \$9,973,287  
Positions (FTEs): 65.00

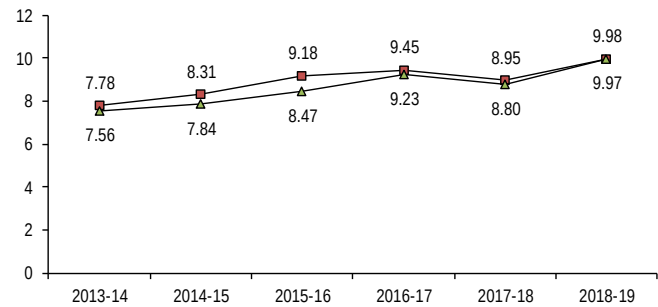
Jayanti Addleman  
County Librarian

Library

#### Staffing Trends



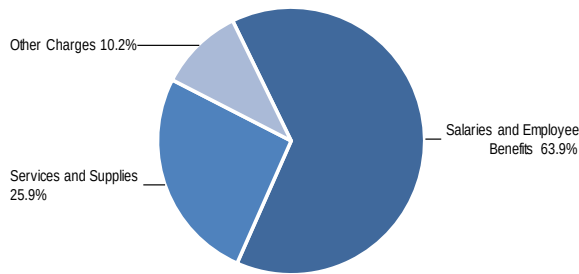
#### Expenditure/Revenue History (in millions)



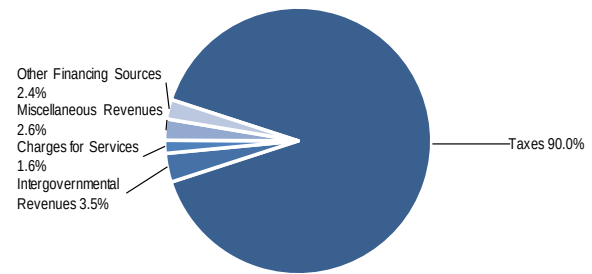
The Library envisions the County as a community where everyone has the opportunity to achieve their potential and pursue happiness. Our mission is to bring ideas, inspiration, information and enjoyment to our community through various delivery methods such as 17 branches, a website, 3 bookmobiles, and library-by-mail.

| Key Performance Measures                                          | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year |
|-------------------------------------------------------------------|----------------|----------------|------------------|
| Number of visits. Target = 770,000                                | 774,085        | 777,556        | 367,944          |
| Number of Completed Technology Sessions. Target = 150,000         | 150,920        | 154,627        | 69,425           |
| Number of Borrowed Items. Target = 500,000                        | 599,479        | 513,116        | 231,889          |
| Hours of Volunteer Service. Target = 4,000                        | 7,225          | 4,302          | 1,992            |
| Number of Children Served in the Homework Center. Target = 10,000 | 18,650         | 14,488         | 6,209            |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 5,586,035             | 6,391,861                 | 5,939,013              | 6,368,605                   | 6,368,605                     | (23,256)                           |
| Services and Supplies          | 3,116,172             | 2,964,052                 | 2,721,764              | 2,892,987                   | 2,583,996                     | (380,056)                          |
| Other Charges                  | 262,468               | 579,000                   | 284,879                | 1,020,686                   | 1,020,686                     | 441,686                            |
| Other Financing Uses           | 485,618               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$9,450,293           | \$9,934,913               | \$8,945,656            | \$10,282,278                | \$9,973,287                   | 38,374                             |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Taxes                                | 7,752,691             | 9,478,953                 | 7,819,389              | 8,985,664                   | 8,985,664                     | (493,289)                          |
| Revenue from Use of Money & Property | 3,611                 | 3,150                     | 1,018                  | 1,038                       | 1,038                         | (2,112)                            |
| Intergovernmental Revenues           | 68,491                | 340,025                   | 339,991                | 346,790                     | 346,790                       | 6,765                              |
| Charges for Services                 | 155,139               | 145,000                   | 155,145                | 158,247                     | 158,247                       | 13,247                             |
| Miscellaneous Revenues               | 242,706               | 300,000                   | 250,000                | 255,000                     | 255,000                       | (45,000)                           |
| Other Financing Sources              | 1,005,812             | 400,000                   | 230,921                | 535,539                     | 235,539                       | (164,461)                          |
| Subtotal                             | \$9,228,450           | \$10,667,128              | \$8,796,464            | \$10,282,278                | \$9,982,278                   | (684,850)                          |
| Fund Balance                         | 221,843               | (732,215)                 | 149,192                | 0                           | (8,991)                       | 723,224                            |
| Total Source of Funds                | \$9,450,293           | \$9,934,913               | \$8,945,656            | \$10,282,278                | \$9,973,287                   | 38,374                             |

## Summary of Recommendation

The Fiscal Year (FY) 2018-19 Recommended Budget includes \$9,973,287 in expenditures, an increase of \$38,374 from the FY 2017-18 Adopted Budget. It is financed by an estimated \$9,982,278 in revenues including a mandated \$235,539 general fund contribution (GFC) to cover the County Librarian's salary. Budgeted estimated property tax revenues have been reduced by \$684,850 from FY 2017-18 due to previous year overestimates.

Although recommended total expenses only increased slightly, MCFL has proposed reducing its book and maintenance budgets due to rising costs in negotiated salaries and benefits, rents and leases, Information Technology (IT) services, and Countywide Cost Allocation Plan (COWCAP) charges.

The gap between MCFL's resources and community needs continues to grow, and MCFL is actively seeking alternative and diversified sources of funding in order to supplement its budget as well as partnerships with cities and schools to share operational and building costs.

## Budget Impacts

The Recommended Budget does not include a requested augmentation of \$300,000 to supplement the existing proposed book budget. This will reduce the number of new books and database resources as this budget item has historically been roughly twice the current recommended \$155,980. Three vacant positions were also reduced from the FY 2018-19 budget but this should not have an immediate negative effect on services as they had been unfilled for some time. Overdue replacement of computers will be deferred for another year.

Intermittent staff vacancies continue to help the Library meet its balanced budget goals, but have an adverse impact on the ability to provide services and on retention of staff. The reopening of the Parkfield library in FY 2018-19 will further stretch staff resources.

## Department Operational Accomplishments

MCFL Staff attended training from the Hartwood Institute for Public Innovation in preparation for strategic planning.

Parkfield Library is under construction as a joint Shandon School District and Parkfield Community Club project.

Initial meetings have been made with the school districts to start exploring options for the Bradley Branch Library. With Board of Supervisors approval of \$200,000 in funding, this project will be able to move forward with a planning and architectural assessments, etc.

The City of Gonzales has started serious planning of architectural design and fundraising for its new library with MCFL staff participating in the process.

The Board of Supervisors approved the implementation of filtering on all library computers that have access to the internet, and installation of filters on approximately 90% of the computers has been completed. Expanded Wi-Fi via the Meraki system has been implemented at the Seaside and San Lucas Branch. Continued implementation has been delayed but is expected to continue shortly.

The number and variety of children's and youth programs across the County are increasing both through MCFL's own program and community partnerships.

MCFL launched several science, technology and makerspace programs including:

- Wi-Fi to Go which allows library cardholders in rural areas to check out Wi-Fi hotspots and handheld computers
- Telescope lending programs
- Expanded makerspaces with 3-D, virtual reality robotics and coding programs for youth
- Expanded early and pre-literacy outreach through the Reading Safari and STREAM (Science, Technology, Reading, Engineering, Agriculture and Math) programs, "Block Parties", "Play and Learn" kits, etc.
- Started the "Community Matters: Civil Discourse at the Library" series to give community members the opportunity to share and hear differing opinions on hot topics.

- Started the Community Resource Conversations Program at the Greenfield Library for community members to talk to key stakeholders and service providers.

Recipient of the 2018 Excellence Award from the Monterey County School Boards Association.

## Department Operational Goals

During FY 2018-19, MCFL will complete a new strategic plan which balances individual community needs with efficiency and sustainability while focusing on improving the well-being of County residents. Begin implementation by the end of the calendar year.

For Facilities and capital projects:

Complete an agreement with Shandon School District and restart library services to the Parkfield community on the new site. Explore options for placing a County Library branch on the Bradley School site including getting cost estimates for a new library.

Continue to generate support from the City of Gonzales on the new library building project.

Investigate the implementation of a shared open source integrated library system with four library systems in Monterey County for cost savings and improved service delivery.

Implement e-commerce option for payment of library fees and charges.

Continue to investigate efficiency and cost saving options in IT and Fleet including seeking funding to replace the Reading Safari.

## Pending Issues

The Parkfield Community is collaborating with the Shandon School District to provide a new facility for Library services. MCFL is also exploring partnership opportunities with the Bradley School district in seeking a new location for the Bradley library. The City of Gonzales is in the process of fundraising and planning for a new library which should be ready in the next three years.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                  | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Library (LIB001) | 9,450,293             | 9,934,913                 | 8,945,656              | 10,282,278                     | 9,973,287                        | 38,374                                | 003          | 8141                |
| Subtotal         | \$9,450,293           | \$9,934,913               | \$8,945,656            | \$10,282,278                   | \$9,973,287                      | 38,374                                |              |                     |

## Budget Units

|          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|----------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Library  | 9,450,293             | 9,934,913                 | 8,945,656              | 10,282,278                     | 9,973,287                        | 38,374                                |
| Subtotal | \$9,450,293           | \$9,934,913               | \$8,945,656            | \$10,282,278                   | \$9,973,287                      | 38,374                                |

# Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification Code | Classification Label                        | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|---------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 11A05               | LIBRARY DIRECTOR                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 12C04               | ASSISTANT LIBRARY DIRECTOR                  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C71               | ADMINISTRATIVE SERVICES OFFICER             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 43J04               | DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65A31               | LIBRARIAN I                                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65A33               | LIBRARIAN II                                | 12.00                  | 12.00                  | 12.00                      | 0.00   |
| 65A40               | LIBRARIAN III                               | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 65A85               | MANAGING LIBRARIAN                          | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 80C01               | LIBRARY ASSISTANT I                         | 11.00                  | 11.00                  | 9.00                       | -2.00  |
| 80C21               | LIBRARY ASSISTANT II                        | 22.00                  | 22.00                  | 22.00                      | 0.00   |
| 80C22               | LIBRARY ASSISTANT III                       | 11.00                  | 11.00                  | 10.00                      | -1.00  |
| 80J21               | ACCOUNT CLERK                               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 80J22               | SENIOR ACCOUNT CLERK                        | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| Total               |                                             | 68.00                  | 68.00                  | 65.00                      | -3.00  |

## Augmentation Request

| Dept        | Request Code       | Request Name | Request Type                | Requested Amount | Requested FTEs | Rec. Amount | Rec. FTEs |
|-------------|--------------------|--------------|-----------------------------|------------------|----------------|-------------|-----------|
| 6110        | 6110-8141-003-AUG1 | Books        | Contribution to Other Funds | 300,000          | 0.00           | 0           | 0.00      |
| Grand Total |                    |              |                             | 300,000          | 0.00           | 0           | 0.00      |

Library



This page intentionally left blank.



# Cooperative Extension Service

## Departmental Overview:

Cooperative Extension is one of the oldest departments in the County. The University of California (UC) and the County started the local Cooperative Extension office in 1918 for the betterment of the local economy and quality of life. Cooperative Extension is a national program under the United States Department of Agriculture (USDA) with support from the County and the UC to bring the research and knowledge of the land grant universities directly to the community.

## Programs and Functions:

**AGRICULTURAL PROGRAM:** The Agricultural Program is conducted by the Farm Advisors (UC paid academics) who were selected based on their expertise, degrees in their disciplines, and 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 Farm Advisors with programs in Entomology, Irrigation, Water Quality and Water Policy, Plant Pathology, Food Safety, Viticulture, Weed Science, Vegetable Crops, Berry Crops, Ornamental Horticulture, Agricultural Economics, Farm Management, and Waste 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, economic success in a global economy, and a sustainable, healthy, productive environment focusing on three of the USDA and UC strategic initiatives: Water Quality, Quantity and Security; Endemic and Invasive Pests; 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 4-H clubs serving young people ages five through 19. The programs focus on science, engineering and technology, healthy living, and citizenship. These areas describe program priorities and provide a framework for program development, management, and implementation strategies. High quality 4-H activities engage youth in an environment where youth feel safe and free to share, learn, and grow. The 4-H Youth Development Program is also a part of a statewide pilot program to extend 4-H programs into under-represented Latino communities. The initiative designs programs to engage Latino youth and their families in educational and leadership opportunities.

**NATURAL RESOURCES PROGRAM:** Three cross-county advisors add to in-County expertise, and UC campus specialists bring additional knowledge to bear on specific County issues as they arise. They 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.

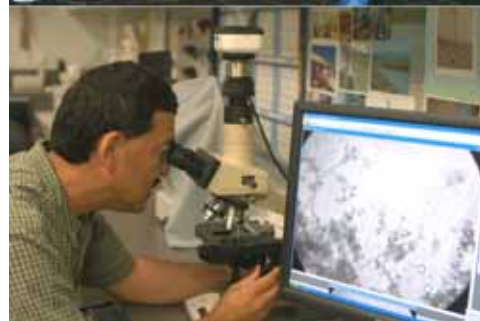
## Department's Contribution to Monterey County's Strategic Initiatives:

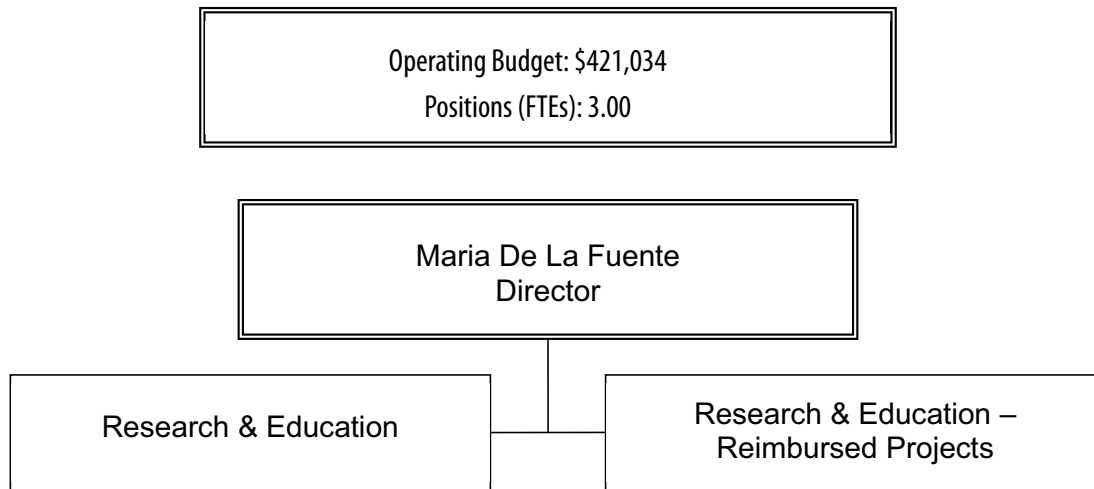
### *ECONOMIC DEVELOPMENT*

Active engagement in appropriate economic development and promotion of economic viability of the agricultural industry.

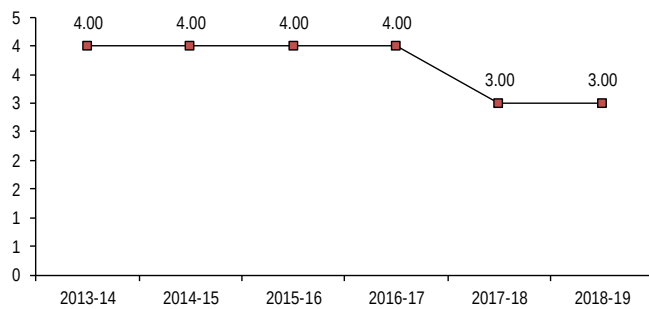
### *HEALTH AND HUMAN SERVICES*

Promote the use of alternative energy sources and related best practices that benefit the environment and create approaches aimed at increasing the overall well-being and quality of life for Monterey County residents.

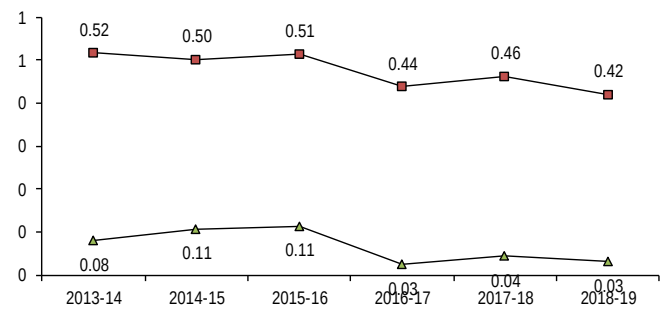




### Staffing Trends

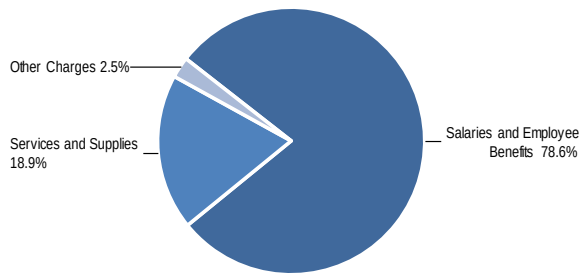


### Expenditure/Revenue History (in millions)

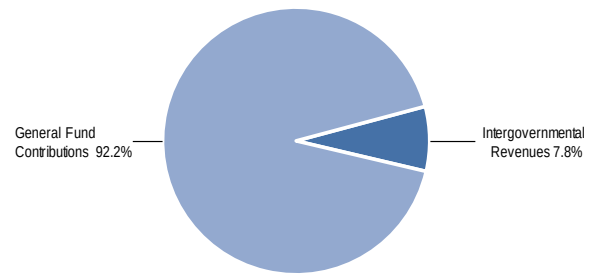




## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 308,485               | 338,312                   | 337,020                | 483,747                     | 330,922                       | (7,390)                            |
| Services and Supplies          | 96,869                | 93,484                    | 93,484                 | 80,049                      | 79,412                        | (14,072)                           |
| Other Charges                  | 32,085                | 32,085                    | 32,085                 | 10,700                      | 10,700                        | (21,385)                           |
| Subtotal                       | \$437,439             | \$463,881                 | \$462,589              | \$574,496                   | \$421,034                     | (42,847)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 25,073                | 43,403                    | 43,403                 | 32,933                      | 32,933                        | (10,470)                           |
| Subtotal                   | \$25,073              | \$43,403                  | \$43,403               | \$32,933                    | \$32,933                      | (10,470)                           |
| General Fund Contributions | \$412,366             | \$420,478                 | \$419,186              | \$541,563                   | \$388,101                     | (32,377)                           |
| Total Source of Funds      | \$437,439             | \$463,881                 | \$462,589              | \$574,496                   | \$421,034                     | (42,847)                           |

## Summary of Recommendation

The Recommended Budget for the Cooperative Extension is \$421,034, financed by \$32,933 in program revenue and \$388,101 in general fund contributions (GFC). Recommended appropriations decrease from FY 2017-18 by \$42,847 due to a retirement, discontinuation of Enterprise Resource Planning charges, and lower cost plan charges. Revenues reflect a decrease of \$10,470. The decrease is a result of the new restrictions on grant funds used to reimburse County costs.

## Budget Impacts

The Recommended Budget maintains current service levels and meets current operational needs of the Department.

## Department Operational Accomplishments

**GENERAL:** The Department managed up to \$3,794,132 in research funds and 61 specific research grant projects, provided volunteer services worth approximately \$1,631,680 for youth development and community plant beautification and restoration projects, and provided over 1,600 diagnostic tests/identifications to the agricultural industry, pest management industry and homeowners.

**ENTOMOLOGY RESEARCH PROGRAM:** The Entomology research and extension program targeted vegetable, strawberry and cane berry pests. In vegetables, the major arthropod pests studied were cabbage maggot, springtail, garden symphylan, western flower thrips, lettuce aphid, bagrada bug and lygus bug. In strawberries and cane berry, 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.

**PLANT PATHOLOGY RESEARCH AND EDUCATION PROGRAM:** The Department's extension plant pathology lab in Salinas is the only one of its kind in the State. The lab allows the Department to conduct in-depth pathology research that benefits local growers. Such in-house investigations provide the information and background that is needed to efficiently advise growers on how to manage diseases, reduce pesticide use, and be economically more competitive. Because of the cancellation of methyl bromide pre-plant fumigation for strawberries, the Department was focused on soilborne diseases that affect this crop. In 2017, the Department processed over 1,600 plant and soil samples for clientele.

**IRRIGATION AND WATER QUALITY RESEARCH AND EXTENSION PROGRAM:** The Department developed and/or evaluated affordable conservation practices that can mitigate run-off from agricultural fields and conducted field trials that demonstrated the combination of vegetated ditches and activated carbon socks reduce the concentration of the pesticide chlorpyrifos to non-toxic levels in irrigation run-off.

The Department finished three years of field trials that demonstrated that background levels of nitrate in ground water has fertilizer for the production of vegetable crops. The Department's strong outreach program assisted the agricultural industry in adapting practices that will reduce the impact of nitrate and pesticides to water quality and conserve water during the drought.

In the fall, the Department promoted the use of low residue cover crops to reduce winter storm water run-off from vegetable and strawberry fields, and increased aquifer recharge. The Department 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 recommends appropriate amounts of water based on the crop and weather data from the six California Irrigation Management Information System (CIMIS) stations located in Monterey County. CropManage provided users with approximately 1,000 water and fertilizer recommendations per month during the summer of 2017.

The Department also provided or participated in more than 20 trainings to help growers and irrigators improve the efficiency of their irrigation systems.

**VEGETABLE AND WEED SCIENCE RESEARCH PROGRAM:** The Department conducted trials with growers to evaluate nitrogen uptake of all key cool season vegetables grown on the Central Coast, evaluate the ability of crops to scavenge nitrate from deeper in the soil profile and conduct farm scale evaluation of fertilizer technologies. The Department also evaluated nitrogen fertilizer dynamics in organic production fields, conducted trials on robotic mechanical cultivators, and conducted research on weed control. New findings were extended to the growers via trade journals, UC blogs, newsletters and annual meetings.

**VITICULTURE RESEARCH PROGRAM:** The Department 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 continues. Studies of planting and training cultural practices are being evaluated for their potential to promote earlier vine development and productivity for newly developed vineyards. The Department also promoted awareness of local grape growers to assist in the management of mealybug spread of grapevine leafroll virus.

**4-H YOUTH PROGRAM:** The Department enrolled 685 youth members, provided 323 adult 4-H volunteers who offered activities and supervision for the youth of Monterey County, and supported 4-H youth groups who provided community service. The Department also promoted youth leadership by providing scholarships, sending youth to leadership conferences, and provided additional leadership opportunities through the annual summer 4-H Camp McCandless.

## Department Operational 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 that can be stopped before they spread. Provide anti-bioterrorism diagnostic services for the agricultural industry. Increase assistance to growers to improve irrigation and nitrogen use efficiency.

**ENOTOMOLOGY RESEARCH PROGRAM:** Expand upon the successful existing program by bringing new research topics and funds to Monterey County, through the hiring of a new Farm Advisor.

**IRRIGATION AND WATER QUALITY RESEARCH PROGRAM:** Increase assistance to growers to improve irrigation and nitrogen use efficiency and continue the rigorous research program that evaluates new practices and technologies for improving water and nutrient use efficiency. The Department will 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.

**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.

**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.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

|                                                  | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|--------------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Cooperative Extension (EXT001)                   | 405,338               | 420,478                   | 419,186                | 541,563                        | 388,288                          | (32,190)                              | 001          | 8021                |
| Cooperative Ext -Reimbursed<br>Projects (EXT001) | 32,101                | 43,403                    | 43,403                 | 32,933                         | 32,746                           | (10,657)                              | 001          | 8022                |
| Subtotal                                         | \$437,439             | \$463,881                 | \$462,589              | \$574,496                      | \$421,034                        | (42,847)                              |              |                     |

## Budget Units

|                                      | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Cooperative Extension                | 405,338               | 420,478                   | 419,186                | 541,563                        | 388,288                          | (32,190)                              |
| Cooperative Ext -Reimbursed Projects | 32,101                | 43,403                    | 43,403                 | 32,933                         | 32,746                           | (10,657)                              |
| Subtotal                             | \$437,439             | \$463,881                 | \$462,589              | \$574,496                      | \$421,034                        | (42,847)                              |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 14C70                  | ADMINISTRATIVE SERVICES ASSISTANT | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 30N02                  | LABORATORY RESEARCH ASSOCIATE     | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 80A31                  | SECRETARY                         | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 80J30                  | ACCOUNTING TECHNICIAN             | 1.00                      | 1.00                      | 1.00                             | 0.00   |
|                        | Total                             | 4.00                      | 3.00                      | 3.00                             | 0.00   |

## Augmentation Request

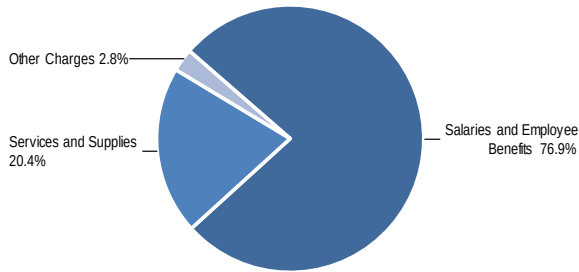
| Dept        | Request Code       | Request Name        | Request Type         | Requested<br>Amount | Requested<br>FTEs | Rec.<br>Amount | Rec.<br>FTEs |
|-------------|--------------------|---------------------|----------------------|---------------------|-------------------|----------------|--------------|
| 6210        | 6210-8021-001-AUG1 | New Ag Assistant I  | Request New Position | 72,717              | 1.00              | 0              | 0.00         |
| 6210        | 6210-8021-001-AUG2 | New Ag Assistant II | Request New Position | 80,108              | 1.00              | 0              | 0.00         |
| Grand Total |                    |                     |                      | 152,825             | 2.00              | 0              | 0.00         |

Cooperative Extension Service

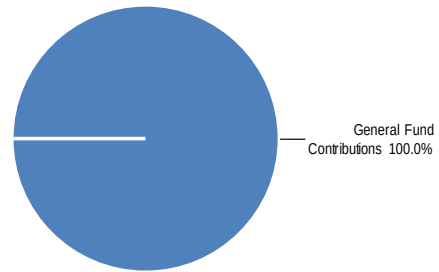
# Cooperative Extension

(Budget Unit 8021— Fund 001— Appropriation Unit EXT001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 277,669               | 295,409                   | 294,117                | 451,314                     | 298,489                       | 3,080                              |
| Services and Supplies          | 95,583                | 92,984                    | 92,984                 | 79,549                      | 79,099                        | (13,885)                           |
| Other Charges                  | 32,085                | 32,085                    | 32,085                 | 10,700                      | 10,700                        | (21,385)                           |
| Subtotal                       | \$405,338             | \$420,478                 | \$419,186              | \$541,563                   | \$388,288                     | (32,190)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Subtotal                   | \$0                   | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| General Fund Contributions | \$405,338             | \$420,478                 | \$419,186              | \$541,563                   | \$388,288                     | (32,190)                           |
| Total Source of Funds      | \$405,338             | \$420,478                 | \$419,186              | \$541,563                   | \$388,288                     | (32,190)                           |

## 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.

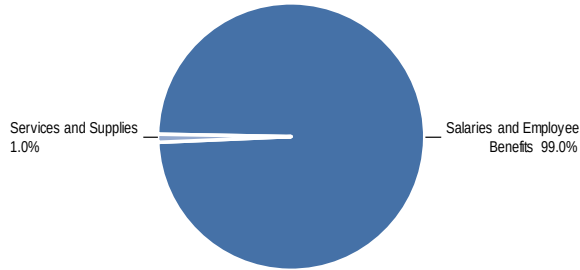
## Recommended 2018-19 Positions

| Classification Code | Classification Label              | FTE  |
|---------------------|-----------------------------------|------|
| 14C70               | ADMINISTRATIVE SERVICES ASSISTANT | 1.00 |
| 80A31               | SECRETARY                         | 1.00 |
| 80J30               | ACCOUNTING TECHNICIAN             | 1.00 |
| Total               |                                   | 3.00 |

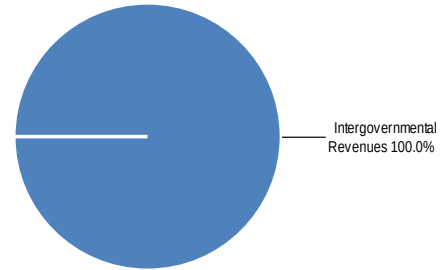
# Cooperative Ext -Reimbursed Projects

(Budget Unit 8022— Fund 001— Appropriation Unit EXT001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 30,816                | 42,903                    | 42,903                 | 32,433                      | 32,433                        | (10,470)                           |
| Services and Supplies          | 1,285                 | 500                       | 500                    | 500                         | 313                           | (187)                              |
| Subtotal                       | \$32,101              | \$43,403                  | \$43,403               | \$32,933                    | \$32,746                      | (10,657)                           |

## Source of Funds

| Revenues                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Intergovernmental Revenues | 25,073                | 43,403                    | 43,403                 | 32,933                      | 32,933                        | (10,470)                           |
| Subtotal                   | \$25,073              | \$43,403                  | \$43,403               | \$32,933                    | \$32,933                      | (10,470)                           |
| General Fund Contributions | \$7,028               | \$0                       | \$0                    | \$0                         | (\$187)                       | (187)                              |
| Total Source of Funds      | \$32,101              | \$43,403                  | \$43,403               | \$32,933                    | \$32,746                      | (10,657)                           |

## Unit Description

This Budget Unit supports the Agricultural Program described in the Department Description. All expenses of this Budget Unit are

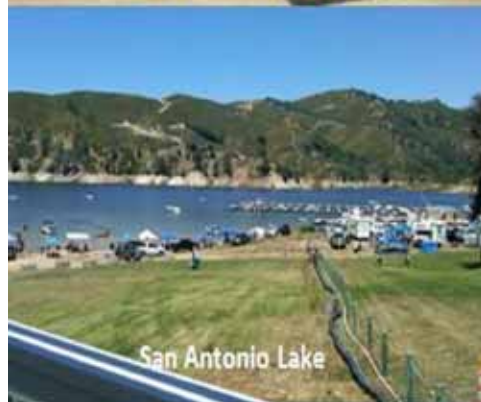
reimbursed by the University of California (UC). The UC grant funding supports research and education programs in vegetable diseases, plant nutrition, weed science, viticulture, insect control, waste management, irrigation, water quality and water policy.

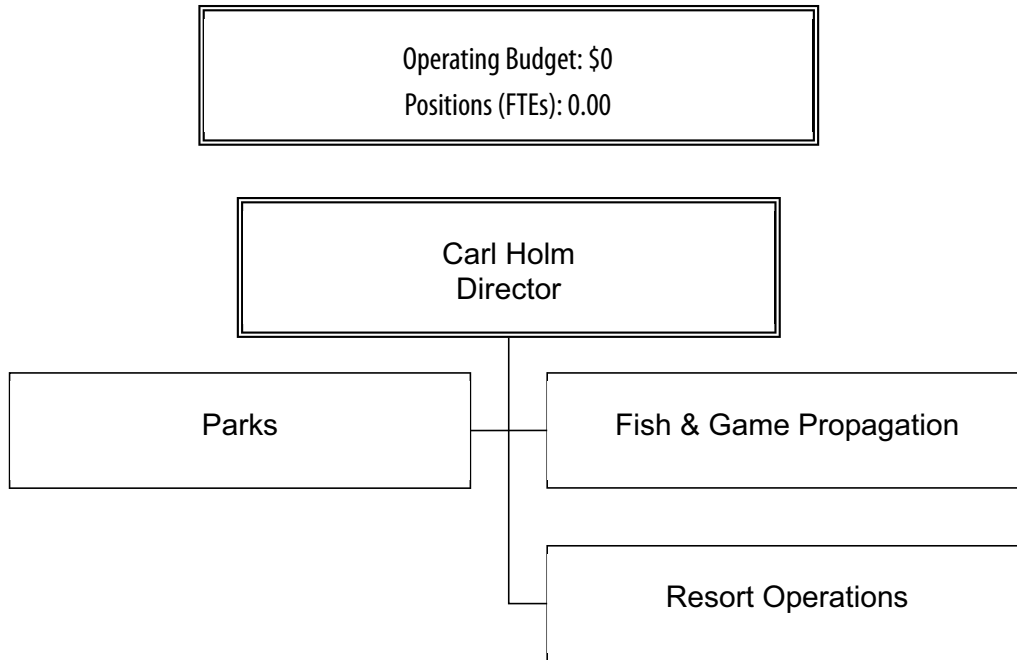


This page intentionally left blank.

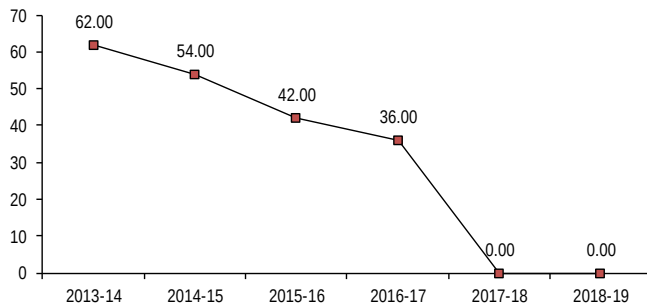
# Parks

On December 13, 2016 the Board of Supervisors approved and authorized the integration of the Parks Department into the Resource Management Agency (RMA).

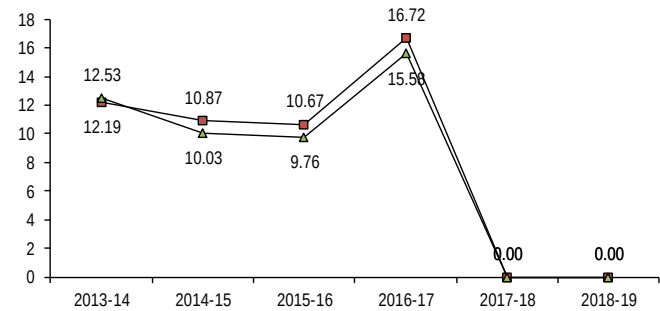




**Staffing Trends**



**Expenditure/Revenue History (in millions)**





## Use of Funds

## Source of Funds

Intentionally Left Blank

Intentionally Left Blank

## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 3,612,237             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Services and Supplies          | 12,615,786            | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Charges                  | 474,651               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Capital Assets                 | 16,052                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                       | \$16,718,726          | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 95,462                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Revenue from Use of Money & Property | 10,794,866            | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 26,183                | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Charges for Services                 | 3,039,653             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Miscellaneous Revenues               | 113,963               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 1,507,831             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Subtotal                             | \$15,577,958          | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| Fund Balance                         | (825,637)             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| General Fund Contributions           | \$1,966,404           | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |
| Total Source of Funds                | \$16,718,725          | \$0                       | \$0                    | \$0                         | \$0                           | 0                                  |

Parks

## Appropriation Expenditure Detail

|                                         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-----------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Jacks Peak (PAR001)                     | 10,402                | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8143                |
| Laguna Seca Park (PAR001)               | 653,129               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8144                |
| Laguna Seca Rifle Range (PAR001)        | 78,130                | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8145                |
| Laguna Seca Track (PAR001)              | 4,456,488             | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8146                |
| Manzanita Park (PAR001)                 | 31,022                | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8147                |
| Royal Oaks (PAR001)                     | 526,515               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8148                |
| San Lorenzo County Park (PAR001)        | 569,808               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8149                |
| Special Events (PAR001)                 | 2,100,330             | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8150                |
| Toro Park (PAR001)                      | 831,385               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8151                |
| Historian (PAR001)                      | 404,010               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8152                |
| Park Administration (PAR001)            | 1,677,090             | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8154                |
| Fish & Game Propagation (PAR002)        | 36,211                | 0                         | 0                      | 0                              | 0                                | 0                                     | 006          | 8155                |
| North County Administration<br>(PAR001) | 296,524               | 0                         | 0                      | 0                              | 0                                | 0                                     | 001          | 8278                |

## Appropriation Expenditure Detail

|                                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|------------------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Resort at Nacimiento Lake (PAR004)       | 3,505,693             | 0                         | 0                      | 0                              | 0                                | 0                                     | 452          | 8385                |
| Resort at San Antonio Lake (PAR004)      | 911,834               | 0                         | 0                      | 0                              | 0                                | 0                                     | 452          | 8386                |
| North Shore Lake San Antonio<br>(PAR004) | 1                     | 0                         | 0                      | 0                              | 0                                | 0                                     | 452          | 8388                |
| Lakes Administration (PAR004)            | 630,156               | 0                         | 0                      | 0                              | 0                                | 0                                     | 452          | 8391                |
| Subtotal                                 | \$16,718,726          | \$0                       | \$0                    | \$0                            | \$0                              | 0                                     |              |                     |

## Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label                              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|---------------------------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A11                  | DIRECTOR OF PARKS AND RECREATION                  | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14C30                  | MANAGEMENT ANALYST II                             | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 14N05                  | ADMINISTRATIVE OPERATIONS MANAGER                 | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 20B10                  | ACCOUNTANT I                                      | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 20B95                  | FINANCE MANAGER I                                 | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 41F85                  | PARKS PLANNING MANAGER                            | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 65C10                  | PARKS MUSEUM ASSISTANT                            | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 65C23                  | HISTORIC & CULTURAL AFFAIRS MANAGER               | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 68A30                  | RANGE MASTER                                      | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 68A41                  | COUNTY PARK RANGER II                             | 4.00                      | 0.00                      | 0.00                             | 0.00   |
| 68A42                  | COUNTY PARK RANGER III                            | 2.00                      | 0.00                      | 0.00                             | 0.00   |
| 68A43                  | COUNTY PARK RANGER SUPERVISOR                     | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 68B02                  | SPECIAL EVENTS MANAGER                            | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 68C02                  | RANGE AIDE                                        | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 68E01                  | COUNTY PARK RANGER MANAGER                        | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 72B31                  | PARKS BUILDING & GROUNDS WORKER II                | 7.00                      | 0.00                      | 0.00                             | 0.00   |
| 72B32                  | PARKS BUILDING & GROUNDS WORKER SUPERVISOR        | 2.00                      | 0.00                      | 0.00                             | 0.00   |
| 72B40                  | PARKS UTILITIES & WATER SYSTEMS SPECIALIST        | 2.00                      | 0.00                      | 0.00                             | 0.00   |
| 72B41                  | SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 80A31                  | SECRETARY                                         | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 80E21                  | OFFICE ASSISTANT II                               | 2.00                      | 0.00                      | 0.00                             | 0.00   |
| 80E22                  | OFFICE ASSISTANT III                              | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| 80J21                  | ACCOUNT CLERK                                     | 1.00                      | 0.00                      | 0.00                             | 0.00   |
| Total                  |                                                   | 36.00                     | 0.00                      | 0.00                             | 0.00   |

# Natividad Medical Center

## Departmental Overview:

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 132 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 Board of Supervisors.

## Programs and Functions:

NMC offers inpatient, outpatient, emergency, diagnostic and specialty medical care and annually provides more than 38,000 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 350 physicians.

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.

## Department's Contributions to Monterey County's Strategic Initiatives:

### *ADMINISTRATION*

Promote an organization that practices efficient and effective resource management and recognized for responsiveness, strong customer orientation, accountability and transparency.

### *HEALTH AND HUMAN SERVICES*

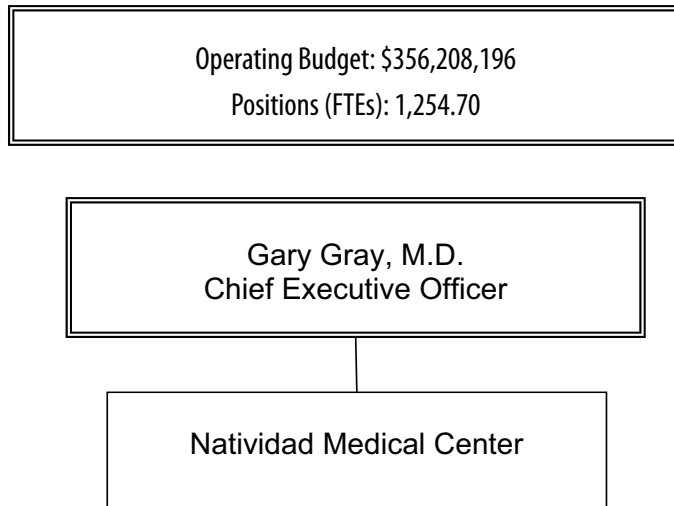
Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and health environments in collaboration with communities.

### *INFRASTRUCTURE*

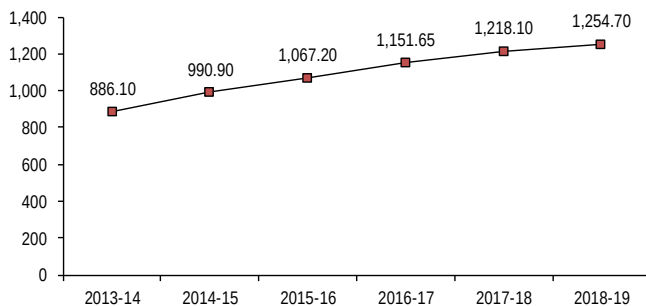
Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development.



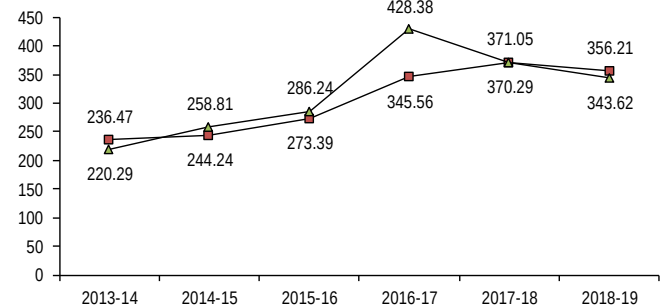
Natividad Medical Center



### Staffing Trends



### Expenditure/Revenue History (in millions)\*

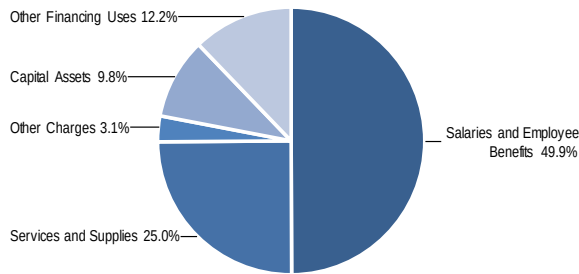


\* Expenditure/Revenue History includes funds 404 and 451. Revenue and expenditures are based on the County's financial system.

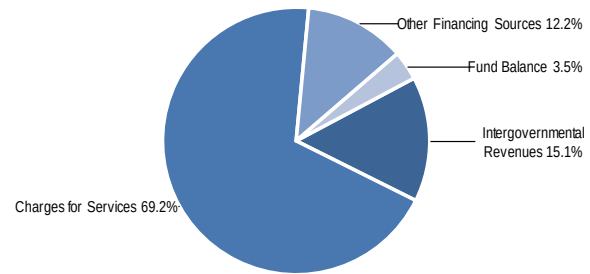
The monitoring of hospital key performance measures help drive performance improvement in the areas of growth of targeted patient service lines, patient experience, and financial performance.

| Key Performance Measures                                                                                                                            | 2015-16 Actual | 2016-17 Actual | 2017-18 Mid-Year   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|--------------------|
| Operating Margin (reported as annualized). Target = Budgeted Net Income.                                                                            | \$21.4M        | \$33.0M        | \$34.5M annualized |
| Average Daily Census. Target = Budgeted Average Daily Census.                                                                                       | 104.8          | 105.6          | 109.9              |
| CMS Hospital Acquired Conditions (HAC) reduction Program Total Score (Note: scoring methodology change in 2017). Target = National Benchmark Score. | 6.75           | 2.68           | -0.139             |
| Rate of Hospital Patient Satisfaction - Nurse Communications. Target = CA Benchmark Score.                                                          | 73.1           | 71.0           | 68.0               |
| Rate of Hospital Patient Satisfaction - Doctor Communication. Target = CA Benchmark Score.                                                          | 76.5           | 75.6           | 71.0               |
| Overall staff turnover rate. Target = <10%.                                                                                                         | 11.1%          | 7.8%           | 6.1%               |

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 154,297,247           | 159,786,733               | 165,360,490            | 177,876,114                 | 177,876,114                   | 18,089,381                         |
| Services and Supplies          | 93,895,270            | 91,358,808                | 86,783,120             | 89,159,305                  | 88,923,569                    | (2,435,239)                        |
| Other Charges                  | 51,437,600            | 6,045,468                 | 5,977,992              | 11,135,944                  | 11,135,944                    | 5,090,476                          |
| Capital Assets                 | 12,249,774            | 3,128,222                 | 28,651,623             | 34,858,253                  | 34,858,253                    | 31,730,031                         |
| Other Financing Uses           | 33,679,943            | 38,724,323                | 83,520,457             | 43,414,316                  | 43,414,316                    | 4,689,993                          |
| Subtotal                       | \$345,559,834         | \$299,043,554             | \$370,293,682          | \$356,443,932               | \$356,208,196                 | 57,164,642                         |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 165,321               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Revenue from Use of Money & Property | 1,721,933             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 125,054,574           | 43,313,628                | 49,618,900             | 53,869,900                  | 53,869,900                    | 10,556,272                         |
| Charges for Services                 | 263,432,413           | 233,618,688               | 237,911,129            | 246,339,224                 | 246,339,224                   | 12,720,536                         |
| Miscellaneous Revenues               | 4,329,654             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 33,679,943            | 38,724,323                | 83,520,457             | 43,414,316                  | 43,414,316                    | 4,689,993                          |
| Subtotal                             | \$428,383,838         | \$315,656,639             | \$371,050,486          | \$343,623,440               | \$343,623,440                 | 27,966,801                         |
| Fund Balance                         | (82,824,004)          | (16,613,085)              | (756,804)              | 12,820,492                  | 12,584,756                    | 29,197,841                         |
| Total Source of Funds                | \$345,559,834         | \$299,043,554             | \$370,293,682          | \$356,443,932               | \$356,208,196                 | 57,164,642                         |

## Summary of Recommendation

The Recommended Budget for the Natividad Medical Center (NMC) totals \$356,208,196 in expenditures, financed by \$343,623,440 in revenue and \$12,584,756 in fund balance. The Recommended Budget represents an appropriation increase of \$57,164,642 over the FY 2017-18 Adopted Budget.

Personnel costs and investments in capital projects are the largest cost drivers in the budget. Personnel costs are budgeted at \$177,876,114, an increase of \$18,089,381 from the FY 2017-18 Adopted Budget. The increase includes an additional 36.6 full-time equivalent (FTE) positions where the growth is primarily in nursing and volume-driven departments such as Medical/Surgical and Emergency. Employee step advances, higher employee benefit costs, and pay raises also contribute to the increase in personnel costs. Capital expenditures are budgeted at \$34,858,253, an increase of \$31,730,031 over the FY 2017-18 Adopted Budget. The increase includes ongoing and new capital expenditures such as the expansion of the Natividad Medical Group clinic and radiology modernization. These capital projects are detailed in the Capital Budget Summary.

The Recommended Budget includes \$343,623,440 in revenue, a \$27,966,801 increase over the FY 2017-18 Adopted Budget. This increase is largely attributed to technical transfers between the Facilities Master Plan Fund (404) and the Enterprise Fund (451) of \$32,563,756 which is \$16,461,066 higher than the current year Adopted Budget. Revenues also increased from funding of the unreimbursed costs for the Medi-Cal expansion population and revenue from trauma services.

## Budget Impacts

The California 1115 Medicaid Waiver (Medi-Cal 2020) was approved by the Centers for Medicare and Medicaid Services and became effective as of January 1, 2016 through December 31, 2020. Medi-Cal 2020 includes three main concepts: (1) Public Hospital Redesign and Incentive (PRIME), which provides incentive payments to hospitals; (2) Public Safety-Net System Global Payment Program (GPP) funding source for the uninsured; and (3) Federal/State Shared Savings. PRIME incentive payments are earned based on the achievement of specific benchmarks across various metrics. PRIME also requires the achievement of set targets for moving toward alternative payment methodologies for public

hospitals over the course of Medi-Cal 2020. Unlike the previous two Waivers, federal payments will be tied to core performance targets and has reduced overall funding which will affect future revenue for NMC. While Medi-Cal 2020 was designed to ensure a predictable Medicaid funding level and provide growth funding, the full finance impact of these changes in the future cannot be determined.

The planned expenditures for capital projects are extensive, but seen as necessary to address facility upgrades in patient care areas, clinical equipment replacement, and investment in required information technology programs. The ability of NMC to meet the needs of the patient population is directly related to the efficiency, size, and quality of the facility and equipment. An updated facility and equipment impacts the ability of NMC to recruit and retain health professionals, improve patient safety, and expand services, which makes capital investments an important part of financial viability.

### Department Operational Accomplishments

Achieved an average daily census of 109.9 as of 12/31/17.

Began the Level II Trauma Center verification period for review - 9/1/17 continuing through 8/31/18 to be followed by a site visit from the American College of Surgeons in November, 2018.

Completed a successful Joint Commission survey (7/11/17 - 7/14/17) receiving a three year full accreditation.

Achieved a Hospital Acquired Conditions (HAC) Total Score below (lower scores indicate better performance) the national benchmark 75th Percentile score subject to payment reduction.

### Department Operational Goals

Maintain an average daily census of 109 for FY 2018-19.

Secure status as a Verified Level II Trauma Center by the American College of Surgeons.

Participate in the Joint Commission's Intracyle Monitoring Process to ensure continuous compliance with the Joint Commission Standards.

Maintain a Hospital-Acquired Conditions (HAC) Reduction Program Total Score at or better than the national benchmark as publically reported by the Centers for Medicare and Medicaid Services.

Achieve the State of California benchmark score on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Survey composite measures of Nurse and Doctor Communications as publically reported by the Centers for Medicare and Medicaid Services.

### Pending Issues

There are no pending issues.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

|                                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted | Fund<br>Code | Budget<br>Unit Code |
|-----------------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|--------------|---------------------|
| Natividad Medical Center (NMC001) | 339,242,360           | 282,940,864               | 344,287,781            | 323,880,176                    | 323,644,440                      | 40,703,576                            | 451          | 8142                |
| Natividad Medical Center (NMC002) | 6,317,474             | 16,102,690                | 26,005,901             | 32,563,756                     | 32,563,756                       | 16,461,066                            | 404          | 8142                |
| Subtotal                          | \$345,559,834         | \$299,043,554             | \$370,293,682          | \$356,443,932                  | \$356,208,196                    | \$7,164,642                           |              |                     |

### Budget Units

|                          | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested<br>Budget<br>2018-19 | Recommended<br>Budget<br>2018-19 | Recommended<br>Change<br>from Adopted |
|--------------------------|-----------------------|---------------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Natividad Medical Center | 345,559,834           | 299,043,554               | 370,293,682            | 356,443,932                    | 356,208,196                      | \$7,164,642                           |
| Subtotal                 | \$345,559,834         | \$299,043,554             | \$370,293,682          | \$356,443,932                  | \$356,208,196                    | \$7,164,642                           |

### Adopted FY 2017-18 to Recommended FY 2018-19 Positions

| Classification<br>Code | Classification Label              | Adopted Budget<br>2016-17 | Adopted Budget<br>2017-18 | Recommended<br>Budget<br>2018-19 | Change |
|------------------------|-----------------------------------|---------------------------|---------------------------|----------------------------------|--------|
| 11A25                  | HOSPITAL CHIEF EXECUTIVE OFFICER  | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 12C28                  | HOSPITAL CHIEF NURSING OFFICER    | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 12C29                  | HOSPITAL ASSISTANT ADMINISTRATOR  | 3.00                      | 4.00                      | 4.00                             | 0.00   |
| 14A10                  | PROJECT MANAGER I                 | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 14A12                  | PROJECT MANAGER III               | 1.00                      | 1.00                      | 1.00                             | 0.00   |
| 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       | 2.00                      | 4.00                      | 4.00                             | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                            | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|-------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 14B28               | SUPERVISING PERSONNEL ANALYST                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14B66               | DEPARTMENTAL HR MANAGER                         | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 14B32               | SENIOR PERSONNEL ANALYST                        | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 14C30               | MANAGEMENT ANALYST II                           | 3.00                   | 3.00                   | 5.00                       | 2.00   |
| 14C31               | MANAGEMENT ANALYST III                          | 6.00                   | 7.00                   | 7.00                       | 0.00   |
| 14C52               | PATIENT FINANCIAL SERVICES DIRECTOR             | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 14C60               | HOSPITAL CHIEF FINANCIAL OFFICER                | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14C70               | ADMINISTRATIVE SERVICES ASSISTANT               | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 14E01               | BUYER I                                         | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14E20               | BUYER II                                        | 3.00                   | 4.00                   | 4.00                       | 0.00   |
| 14E90               | DIRECTOR OF MATERIAL MANAGEMENT                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14G02               | MANAGEMENT ANALYST I                            | 5.00                   | 5.00                   | 4.00                       | -1.00  |
| 14H03               | PERSONNEL TECHNICIAN-CONFIDENTIAL               | 5.00                   | 4.00                   | 5.00                       | 1.00   |
| 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            | 1.00                   | 1.00                   | 1.50                       | 0.50   |
| 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   |
| 14M02               | HOSPITAL INTERPRETER SERVICES MANAGER           | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 14M31               | HOSPITAL DIRECTOR OF NURSING EDUCATION          | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14M32               | HOSPITAL RISK ASSESSEMENT & COMPLIANCE OFFICER  | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 14M33               | HOSPITAL MEDICAL INTERPRETATION COORDINATOR     | 1.00                   | 0.00                   | 0.00                       | 0.00   |
| 14N10               | OUTPATIENT SERVICES MANAGER I                   | 1.00                   | 0.00                   | 0.00                       | 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                  | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 16C61               | HOSPITAL SOFTWARE ANALYST II                    | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 16C62               | HOSPITAL SOFTWARE ANALYST III                   | 6.00                   | 6.00                   | 6.00                       | 0.00   |
| 16E50               | HOSPITAL SECURITY & DATABASE ADMINISTRATOR      | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B12               | ACCOUNTANT III                                  | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B91               | CHIEF HOSPITAL ACCOUNTANT                       | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 20B92               | HOSPITAL CONTROLLER                             | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 20B95               | FINANCE MANAGER I                               | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 41K01               | HOSPITAL NETWORK & SYSTEMS ENGINEER             | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 43G01               | INFORMATION TECHNOLOGY MANAGER                  | 3.00                   | 3.00                   | 3.00                       | 0.00   |
| 43G03               | IT PROJECT MANAGEMENT ANALYST II                | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 43G04               | IT PROJECT MANAGEMENT ANALYST III               | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 43J05               | DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR    | 0.00                   | 0.80                   | 0.80                       | 0.00   |
| 43M40               | HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 50A21               | PHARMACIST I                                    | 11.20                  | 11.20                  | 12.20                      | 1.00   |
| 50A23               | PHARMACY DIRECTOR                               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 50A25               | CLINICAL PHARMACY COORDINATOR                   | 1.00                   | 1.00                   | 2.00                       | 1.00   |
| 50D11               | MEDICAL LABORATORY TECHNICIAN                   | 0.00                   | 1.00                   | 1.00                       | 0.00   |
| 50D12               | CLINICAL LABORATORY ASSISTANT                   | 15.30                  | 16.70                  | 17.90                      | 1.20   |
| 50D13               | SENIOR CLINICAL LABORATORY ASSISTANT            | 2.00                   | 2.00                   | 2.00                       | 0.00   |

**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>                     | <b>Adopted Budget 2016-17</b> | <b>Adopted Budget 2017-18</b> | <b>Recommended Budget 2018-19</b> | <b>Change</b> |
|----------------------------|-------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------|---------------|
| 50D21                      | CLINICAL LABORATORY SCIENTIST                   | 13.20                         | 15.00                         | 15.00                             | 0.00          |
| 50D22                      | SENIOR CLINICAL LABORATORY SCIENTIST            | 9.00                          | 9.00                          | 9.00                              | 0.00          |
| 50D23                      | SUPERVISING CLINICAL LABORATORY SCIENTIST       | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 50D80                      | CLINICAL LABORATORY MANAGER                     | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 50F10                      | SUPERVISING THERAPIST                           | 1.00                          | 1.00                          | 2.00                              | 1.00          |
| 50F20                      | OCCUPATIONAL THERAPIST                          | 8.80                          | 8.80                          | 9.60                              | 0.80          |
| 50G11                      | PHYSICAL THERAPIST                              | 12.00                         | 11.00                         | 11.00                             | 0.00          |
| 50G41                      | SPEECH PATHOLOGIST                              | 6.00                          | 6.00                          | 5.00                              | -1.00         |
| 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                   | 17.30                         | 17.30                         | 17.30                             | 0.00          |
| 50P22                      | SENIOR CARDIOPULMONARY TECHNICIAN               | 2.00                          | 2.00                          | 1.00                              | -1.00         |
| 50P24                      | SUPERVISING CARDIOPULMONARY TECHNICIAN          | 0.00                          | 0.00                          | 1.00                              | 1.00          |
| 50P80                      | DIRECTOR OF CARDIOPULMONARY SERVICES            | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 50R21                      | RADIOLOGIC TECHNICIAN                           | 24.60                         | 26.30                         | 26.30                             | 0.00          |
| 50R22                      | SENIOR RADIOLOGIC TECHNICIAN                    | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 50R25                      | DIAGNOSTIC IMAGING SUPERVISOR                   | 1.00                          | 2.00                          | 2.00                              | 0.00          |
| 50R31                      | SONOGRAPHER                                     | 7.60                          | 8.60                          | 8.60                              | 0.00          |
| 50R32                      | SENIOR SONOGRAPHER                              | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 50R41                      | NUCLEAR MEDICINE TECHNOLOGIST                   | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 50T03                      | HEALTH INFORMATION MANAGEMENT CODER II          | 5.00                          | 5.00                          | 6.00                              | 1.00          |
| 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                    | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 50U18                      | PHARMACY TECHNICIAN                             | 9.80                          | 9.80                          | 10.80                             | 1.00          |
| 50U19                      | PHYSICAL THERAPIST HELPER                       | 1.00                          | 1.00                          | 0.00                              | -1.00         |
| 50U20                      | NURSING ASSISTANT                               | 87.00                         | 87.30                         | 86.60                             | -0.70         |
| 50U22                      | HEALTH CARE TECHNICIAN                          | 3.10                          | 4.70                          | 4.70                              | 0.00          |
| 50U23                      | OBSTETRICAL TECHNICIAN                          | 6.30                          | 6.30                          | 6.30                              | 0.00          |
| 50U25                      | ORTHOPEDIC TECHNICIAN                           | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 50U26                      | SENIOR OBSTETRICAL TECHNICIAN                   | 0.90                          | 0.90                          | 0.90                              | 0.00          |
| 50U27                      | SURGICAL TECHNICIAN                             | 12.60                         | 12.60                         | 12.60                             | 0.00          |
| 50U28                      | SENIOR PHARMACY TECHNICIAN                      | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 50U30                      | DIETITIAN AIDE                                  | 3.00                          | 3.00                          | 3.00                              | 0.00          |
| 50U43                      | CENTRAL STERILE TECHNICIAN                      | 5.80                          | 5.80                          | 5.80                              | 0.00          |
| 50U44                      | SENIOR CENTRAL STERILE TECHNICIAN               | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 50U51                      | TELEMETRY TECHNICIAN                            | 4.50                          | 4.50                          | 4.70                              | 0.20          |
| 50Y21                      | DIETITIAN                                       | 4.80                          | 5.80                          | 5.80                              | 0.00          |
| 50Y31                      | SUPERVISING DIETITIAN                           | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 52A02                      | LICENSED VOCATIONAL NURSE                       | 4.20                          | 7.30                          | 7.80                              | 0.50          |
| 52A16                      | SUPERVISING NURSE I                             | 12.50                         | 13.50                         | 14.50                             | 1.00          |
| 52A17                      | SUPERVISING NURSE II                            | 1.90                          | 1.90                          | 1.90                              | 0.00          |
| 52A19                      | STAFF NURSE II                                  | 308.45                        | 313.55                        | 321.15                            | 7.60          |
| 52A20                      | STAFF NURSE III                                 | 28.80                         | 28.80                         | 29.80                             | 1.00          |
| 52A21                      | CLINIC NURSE                                    | 5.00                          | 4.00                          | 4.00                              | 0.00          |
| 52A22                      | SENIOR CLINIC NURSE                             | 2.00                          | 6.60                          | 6.60                              | 0.00          |
| 52A31                      | INFECTION CONTROL NURSE                         | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 52A33                      | CASE MANAGEMENT NURSE                           | 12.00                         | 13.00                         | 13.00                             | 0.00          |



**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| Classification Code | Classification Label                                 | Adopted Budget 2016-17 | Adopted Budget 2017-18 | Recommended Budget 2018-19 | Change |
|---------------------|------------------------------------------------------|------------------------|------------------------|----------------------------|--------|
| 52A34               | UTILIZATION MANAGEMENT COORDINATOR                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 52A40               | HOSPITAL NURSE AUDITOR                               | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 52A50               | HOSPITAL QUALITY ASSURANCE NURSE                     | 5.90                   | 7.90                   | 7.90                       | 0.00   |
| 52A60               | CLINICAL NURSE SPECIALIST                            | 4.00                   | 4.00                   | 4.00                       | 0.00   |
| 52A83               | SUPERVISING CLINIC NURSE                             | 1.00                   | 1.90                   | 2.00                       | 0.10   |
| 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   |
| 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                                | 1.00                   | 3.00                   | 3.40                       | 0.40   |
| 52A98               | NURSE PRACTITIONER III                               | 10.00                  | 11.00                  | 11.00                      | 0.00   |
| 54A03               | RESIDENT PHYSICIAN III                               | 33.00                  | 33.00                  | 33.00                      | 0.00   |
| 54B10               | CHIEF OB/GYN SURGEON                                 | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 54B12               | CONTRACT PHYSICIAN                                   | 40.00                  | 40.00                  | 44.00                      | 4.00   |
| 54B15               | NEUROSURGEON                                         | 0.00                   | 0.00                   | 1.00                       | 1.00   |
| 54B16               | TRAUMA SURGEON                                       | 0.00                   | 0.00                   | 3.00                       | 3.00   |
| 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                   | 0.00                       | -1.00  |
| 54B92               | ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 54C02               | PHYSICIAN ASSISTANT II                               | 0.80                   | 0.00                   | 0.00                       | 0.00   |
| 54C03               | PHYSICIAN ASSISTANT                                  | 0.00                   | 0.80                   | 0.80                       | 0.00   |
| 60B01               | PSYCHIATRIC SOCIAL WORKER I                          | 0.00                   | 0.50                   | 0.50                       | 0.00   |
| 60C24               | SOCIAL WORKER V                                      | 5.00                   | 5.00                   | 6.00                       | 1.00   |
| 60C81               | SOCIAL WORK SUPERVISOR II                            | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 65A22               | MEDICAL LIBRARIAN                                    | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70A10               | HOSPITAL ENVIRONMENTAL SERVICES AIDE                 | 52.00                  | 57.80                  | 57.80                      | 0.00   |
| 70A12               | HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE          | 1.00                   | 3.00                   | 3.00                       | 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   |
| 70F21               | COURIER                                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70F23               | STOREKEEPER                                          | 8.00                   | 8.00                   | 9.00                       | 1.00   |
| 70F81               | SUPERVISING STOREKEEPER                              | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70K21               | FOOD SERVICE WORKER II                               | 15.00                  | 17.00                  | 17.00                      | 0.00   |
| 70K23               | COOK                                                 | 3.50                   | 3.50                   | 3.50                       | 0.00   |
| 70K25               | SENIOR COOK                                          | 2.00                   | 2.00                   | 2.00                       | 0.00   |
| 70K80               | HEAD COOK                                            | 1.00                   | 2.00                   | 2.00                       | 0.00   |
| 70K84               | HOSPITAL DIRECTOR OF FOOD SERVICES                   | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 70M02               | PATIENT TRANSPORTER                                  | 0.00                   | 5.00                   | 6.00                       | 1.00   |
| 70N01               | OFFICE MAINTENANCE WORKER                            | 1.00                   | 1.00                   | 0.00                       | -1.00  |
| 72A23               | BUILDING MAINTENANCE WORKER                          | 0.00                   | 0.00                   | 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                               | 1.00                   | 1.00                   | 1.00                       | 0.00   |
| 72C19               | HOSPITAL MAINTENANCE MECHANIC                        | 9.00                   | 9.00                   | 9.00                       | 0.00   |
| 80A32               | SENIOR SECRETARY                                     | 5.00                   | 5.00                   | 5.00                       | 0.00   |

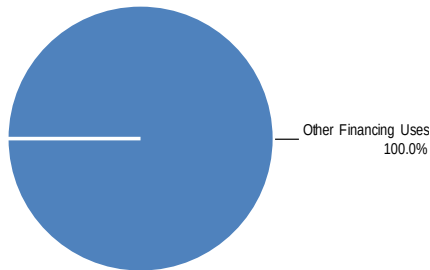
**Adopted FY 2017-18 to Recommended FY 2018-19 Positions**

| <b>Classification Code</b> | <b>Classification Label</b>                  | <b>Adopted Budget 2016-17</b> | <b>Adopted Budget 2017-18</b> | <b>Recommended Budget 2018-19</b> | <b>Change</b> |
|----------------------------|----------------------------------------------|-------------------------------|-------------------------------|-----------------------------------|---------------|
| 80A33                      | ADMINISTRATIVE SECRETARY                     | 3.00                          | 3.00                          | 4.00                              | 1.00          |
| 80A99                      | ADMINISTRATIVE SECRETARY-CONFIDENTIAL        | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 80E21                      | OFFICE ASSISTANT II                          | 12.30                         | 11.80                         | 9.80                              | -2.00         |
| 80E22                      | OFFICE ASSISTANT III                         | 13.50                         | 15.55                         | 17.30                             | 1.75          |
| 80E80                      | PRINCIPAL OFFICE ASSISTANT                   | 7.00                          | 9.00                          | 12.25                             | 3.25          |
| 80E81                      | SUPERVISING OFFICE ASSISTANT I               | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 80E82                      | SUPERVISING OFFICE ASSISTANT II              | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 80G21                      | DATA ENTRY OPERATOR II                       | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 80J19                      | CASHIER                                      | 1.50                          | 1.50                          | 1.50                              | 0.00          |
| 80J20                      | ACCOUNTING CLERICAL SUPERVISOR               | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 80J22                      | SENIOR ACCOUNT CLERK                         | 4.00                          | 4.00                          | 4.00                              | 0.00          |
| 80J30                      | ACCOUNTING TECHNICIAN                        | 2.00                          | 2.00                          | 2.00                              | 0.00          |
| 80K21                      | MEDICAL UNIT CLERK                           | 22.80                         | 23.30                         | 24.50                             | 1.20          |
| 80K23                      | MEDICAL INTERPRETER                          | 3.50                          | 3.50                          | 4.50                              | 1.00          |
| 80K25                      | CLINIC OPERATIONS SUPERVISOR                 | 0.00                          | 1.00                          | 1.00                              | 0.00          |
| 80L02                      | PATIENT SERVICES REPRESENTATIVE II           | 40.00                         | 43.00                         | 43.00                             | 0.00          |
| 80L03                      | SENIOR PATIENT SERVICES REPRESENTATIVE       | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| 80L04                      | SUPERVISING PATIENT SERVICES REPRESENTATIVE  | 2.00                          | 3.00                          | 3.00                              | 0.00          |
| 80M02                      | PATIENT ACCOUNT REPRESENTATIVE II            | 26.50                         | 30.50                         | 31.30                             | 0.80          |
| 80M03                      | SENIOR PATIENT ACCOUNT REPRESENTATIVE        | 3.00                          | 3.00                          | 3.00                              | 0.00          |
| 80M05                      | PATIENT ACCOUNT MANAGER                      | 0.00                          | 0.00                          | 2.00                              | 2.00          |
| 80U11                      | HOSPITAL COMMUNICATIONS OPERATOR II          | 6.00                          | 6.80                          | 6.80                              | 0.00          |
| 80U14                      | HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR | 1.00                          | 1.00                          | 1.00                              | 0.00          |
| <b>Total</b>               |                                              | <b>1,151.65</b>               | <b>1,218.10</b>               | <b>1,254.70</b>                   | <b>36.60</b>  |

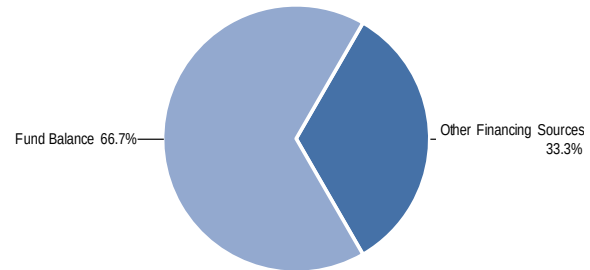
# Natividad Medical Center

(Budget Unit 8142— Fund 404— Appropriation Unit NMC002)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures         | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|----------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Uses | 6,317,474             | 16,102,690                | 26,005,901             | 32,563,756                  | 32,563,756                    | 16,461,066                         |
| Subtotal             | \$6,317,474           | \$16,102,690              | \$26,005,901           | \$32,563,756                | \$32,563,756                  | 16,461,066                         |

## Source of Funds

| Revenues                | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|-------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Other Financing Sources | 27,362,469            | 22,621,633                | 57,514,556             | 10,850,560                  | 10,850,560                    | (11,771,073)                       |
| Subtotal                | \$27,362,469          | \$22,621,633              | \$57,514,556           | \$10,850,560                | \$10,850,560                  | (11,771,073)                       |
| Fund Balance            | (21,044,995)          | (6,518,943)               | (31,508,655)           | 21,713,196                  | 21,713,196                    | 28,232,139                         |
| Total Source of Funds   | \$6,317,474           | \$16,102,690              | \$26,005,901           | \$32,563,756                | \$32,563,756                  | 16,461,066                         |

## Unit Description

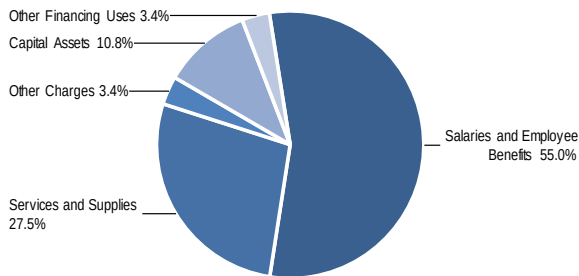
NMC utilizes Fund 404-Facilities Master Plan Implementation, a County Capital Project Fund, to hold funds for capital projects approved by the Board of Supervisors that are greater than \$100,000 in cost. As expenditures for capital projects are incurred

by NMC, the capital project funds are transferred to Fund 451 (NMC operational fund). This budgetary control prevents commingling of operational and capital funds, and ensures approved funding for capital projects is available to complete projects.

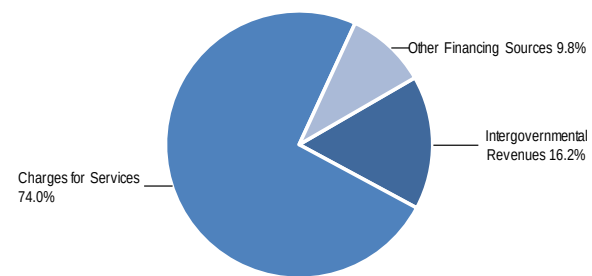
# Natividad Medical Center

(Budget Unit 8142— Fund 451— Appropriation Unit NMC001)

## Use of Funds



## Source of Funds



## Use of Funds

| Expenditures                   | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salaries and Employee Benefits | 154,297,247           | 159,786,733               | 165,360,490            | 177,876,114                 | 177,876,114                   | 18,089,381                         |
| Services and Supplies          | 93,895,270            | 91,358,808                | 86,783,120             | 89,159,305                  | 88,923,569                    | (2,435,239)                        |
| Other Charges                  | 51,437,600            | 6,045,468                 | 5,977,992              | 11,135,944                  | 11,135,944                    | 5,090,476                          |
| Capital Assets                 | 12,249,774            | 3,128,222                 | 28,651,623             | 34,858,253                  | 34,858,253                    | 31,730,031                         |
| Other Financing Uses           | 27,362,469            | 22,621,633                | 57,514,556             | 10,850,560                  | 10,850,560                    | (11,771,073)                       |
| Subtotal                       | \$339,242,360         | \$282,940,864             | \$344,287,781          | \$323,880,176               | \$323,644,440                 | 40,703,576                         |

## Source of Funds

| Revenues                             | Prior Year<br>2016-17 | Adopted Budget<br>2017-18 | CY Estimate<br>2017-18 | Requested Budget<br>2018-19 | Recommended Budget<br>2018-19 | Recommended Change<br>from Adopted |
|--------------------------------------|-----------------------|---------------------------|------------------------|-----------------------------|-------------------------------|------------------------------------|
| Fines, Forfeitures, and Penalties    | 165,321               | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Revenue from Use of Money & Property | 1,721,933             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Intergovernmental Revenues           | 125,054,574           | 43,313,628                | 49,618,900             | 53,869,900                  | 53,869,900                    | 10,556,272                         |
| Charges for Services                 | 263,432,413           | 233,618,688               | 237,911,129            | 246,339,224                 | 246,339,224                   | 12,720,536                         |
| Miscellaneous Revenues               | 4,329,654             | 0                         | 0                      | 0                           | 0                             | 0                                  |
| Other Financing Sources              | 6,317,474             | 16,102,690                | 26,005,901             | 32,563,756                  | 32,563,756                    | 16,461,066                         |
| Subtotal                             | \$401,021,369         | \$293,035,006             | \$313,535,930          | \$332,772,880               | \$332,772,880                 | 39,737,874                         |
| Fund Balance                         | (61,779,009)          | (10,094,142)              | 30,751,851             | (8,892,704)                 | (9,128,440)                   | 965,702                            |
| Total Source of Funds                | \$339,242,360         | \$282,940,864             | \$344,287,781          | \$323,880,176               | \$323,644,440                 | 40,703,576                         |

## Unit Description

The Natividad Medical Center (NMC) Fund 451 accounts for hospital operations involved in providing health services to County residents. Revenues are principally fees for patient services,

payments from federal and State programs (e.g. Medicare, Medicaid, and Short Doyle), and realignment revenues. NMC is an enterprise fund that is self supporting by providing goods and services to the public for a fee.

# 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. This section serves as a repository for legislation and policy decisions that impact the availability of General Fund financing sources and provides 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.

Table 1 summarizes all three sections: contributions/obligations, liabilities, and other policies. County contributions and obligations to non-County entities total \$34.5 million in FY 2018-19. Areas of increase include the Monterey County Local Agency Formation Commission (LAFCO), economic development and tourism promotion contributions, and Proposition 172 sales tax contributions to fire districts and user agencies. Debt service decreased by \$2,761,629 due to refinancing. Liabilities total \$984.5 million and are associated with pension benefits, Other Post-Employment Benefits (i.e., retiree health care), workers' compensation, general liability insurance, vacation accruals, certificates of participation debt, and capital leases. Other financial commitments include Williamson Act subventions, which decrease County tax obligations in exchange for conserving open space, and supplemental funding for the Library and Road Fund.

Details of the contributions, liabilities, and other commitments are described in the sections that follow. The benefit of this historical perspective is the ability to compare over time changes in policy that compete for a share of the County's General Fund revenues.

Table 1

| County Contributions/Obligations/Liabilities/Other<br>Summary Table |                    |                    |                    |
|---------------------------------------------------------------------|--------------------|--------------------|--------------------|
| County Contributions/<br>Obligations                                | FY 2016-17         | FY 2017-18         | FY 2018-19         |
| LAFCO                                                               | 280,167            | 294,175            | 313,487            |
| Economic Dev. &<br>Tourism Promotion                                | 1,875,396          | 1,875,396          | 1,987,454          |
| Tobacco Settlement                                                  | 3,679,414          | 3,679,414          | 3,679,414          |
| Trial Court Funding                                                 |                    |                    |                    |
| MOE                                                                 | 7,183,910          | 7,183,910          | 7,183,910          |
| CFP                                                                 | 777,049            | 777,049            | 777,049            |
| 50/50 Split                                                         | 175,366            | 175,366            | 175,366            |
| Total Trial Court                                                   | 8,136,325          | 8,136,325          | 8,136,325          |
| Debt Service                                                        | 18,483,504         | 18,539,628         | 15,777,999         |
| Proposition 172 (Fire<br>Districts)                                 | 2,809,605          | 2,860,749          | 2,976,816          |
| Proposition 172 (User<br>Agencies)                                  | 1,559,559          | 1,566,675          | 1,630,239          |
| <b>Total Contributions/<br/>Obligations</b>                         | <b>36,823,970</b>  | <b>36,952,362</b>  | <b>34,501,734</b>  |
| Liabilities                                                         | FY 2016-17         | FY 2017-18         | FY 2018-19         |
| CalPERS                                                             |                    |                    |                    |
| (Unfunded Liability)                                                |                    |                    |                    |
| Miscellaneous                                                       | 223,109,871        | 297,552,456        | 414,724,400        |
| Safety                                                              | 148,294,459        | 173,183,175        | 211,185,168        |
| CalPERS Total                                                       | 371,404,330        | 470,735,631        | 625,909,568        |
| Other Post Employment<br>Benefits                                   | 24,816,000         | 41,587,000         | 41,587,000         |
| General Liability                                                   |                    |                    |                    |
| (Fund 475)*                                                         | 2,151,000          | 4,612,000          | 5,803,000          |
| Workers' Compensation                                               |                    |                    |                    |
| (Fund 476)*                                                         | (234,000)          | 1,666,000          | 1,901,000          |
| Vacation Accruals                                                   | 25,846,099         | 26,287,398         | 29,784,416         |
| Certificates of Participation<br>(COPs)                             | 119,181,768        | 162,466,287        | 156,582,087        |
| Capital Leases/Notes/<br>Bonds/Loans                                | 64,093,964         | 61,238,946         | 74,773,511         |
| Natividad Medical<br>Center (COPs & Leases)                         | 55,055,000         | 51,835,000         | 48,445,000         |
| <b>Total Liabilities</b>                                            | <b>662,314,161</b> | <b>820,428,262</b> | <b>984,785,582</b> |
| Other                                                               | FY 2016-17         | FY 2017-18         | FY 2018-19         |
| Williams Act Contracts**                                            | 982,011            | 1,083,627          | 1,146,477          |
| Library                                                             | 179,622            | 230,921            | 235,539            |
| Road Fund                                                           | 4,940,363          | 5,480,243          | 5,319,831          |
| <b>Total Other</b>                                                  | <b>6,101,996</b>   | <b>6,794,791</b>   | <b>6,701,847</b>   |

Shaded areas are estimated

\*Actuarial information provided is based on a two years prior basis.

\*\* Williamson Act figures represented are two years in arrears. Fiscal years presented represent FY 2014-15, FY 2015-16 and FY 2016-17, respectively.

## Contributions/Obligations

### LAFCO

The Monterey County Local Agency Formation Commission 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 2018-19 projected total (net) revenues of \$1,014,460 on which LAFCO's operational cost is based. The County's one-third share is estimated at \$313,487. This amount is \$19,312 higher than the FY 2017-18 amount.

Table 2

| Local Agency Formation Commission (LAFCO) |            |            |            |              |
|-------------------------------------------|------------|------------|------------|--------------|
| Item                                      | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19   |
| Operational Costs                         | \$ 848,700 | \$ 903,000 | \$ 950,900 | \$ 1,014,460 |
| County Share                              | \$ 269,067 | \$ 280,167 | \$ 294,175 | \$ 313,487   |
| County % Share                            | 31.70%     | 31.03%     | 30.94%     | 30.90%       |

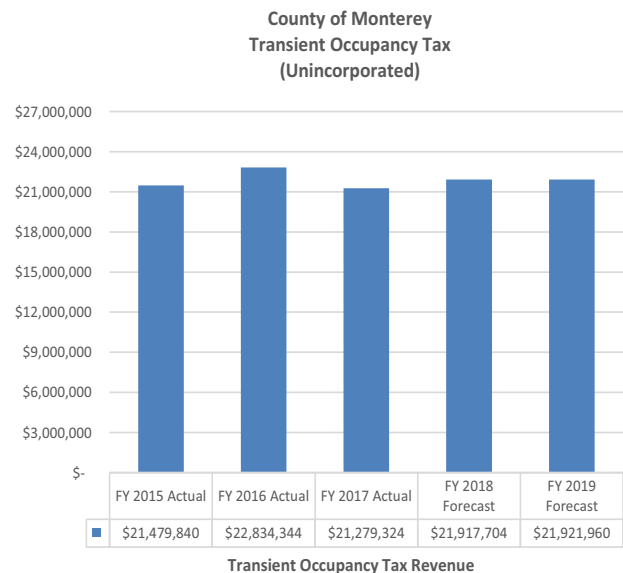
### Economic Development and Promotion of Tourism

The County's Set-Aside (DSA) Program promotes economic development, tourism, filmmaking and cultural arts activities that strengthen the County's economic base. One part of the program is the receipt, approval and funding of annual marketing plans submitted (no later than May 1) by the Monterey County Convention and Visitors Bureau (MCCVB), the Arts Council for Monterey County, and the Monterey County Film Commission, which outline the

specific programs and tasks that will be implemented in support of economic development. Upon acceptance and approval by the Board of Supervisors, the County enters into annual agreements with these agencies to implement the marketing plans. Additionally, the County contributes to the Monterey County Business Council. Each agency is described later in this section.

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. The rationale behind levying 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.

Chart 1



As indicated in Chart 1, TOT tax revenues have declined due to the Soberanes wildfire, which impacted tourism in the Big Sur area. Estimated TOT is expected to remain stable for FY 2017-18 and FY 2018-19 at \$21,917,704 and \$21,921,960 respectively due to continued road repair challenges following the 2017 winter storm damage.

During FY 2007-08 Budget Hearings, the Board of Supervisors determined that a formula-based approach to funding the MCCVB, the Arts Council, and the Film Commission was desirable to create a

synergy between the groups' travel, tourism and artistic activities and the generation of TOT. The contribution is based on 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. Table 3 provides the actual contributions for prior fiscal years, and the amounts calculated for FY 2018-19. Despite growth in actual TOT, calculated contributions in FY 2016-17 and 2017-18 were capped at \$1,775,396 due to budget constraints. In FY 2018-19, the additional \$12,790 previously approved for the Business Council in FY 2016-17 and FY 2017-18 was not recommended but the cap for MCCVB, Arts Council, and the Film Commission was lifted. Calculated amounts for FY 2018-19 are based on the FY 2016-17 actual TOT amount of \$21,279,324.

Table 3

| County TOT Contributions                   |                  |                  |                  |                  |
|--------------------------------------------|------------------|------------------|------------------|------------------|
| Entity                                     | FY 2015-16       | FY 2016-17       | FY 2017-18       | FY 2018-19       |
| MCCVB                                      | 1,192,875        | 1,192,875        | 1,192,875        | 1,276,759        |
| Arts Council                               | 393,649          | 393,649          | 393,649          | 421,331          |
| Film Commission                            | 188,872          | 188,872          | 188,872          | 202,154          |
| <b>TOT Total Contributions</b>             | <b>1,775,396</b> | <b>1,775,396</b> | <b>1,775,396</b> | <b>1,900,244</b> |
| County TOT Contributions Percentage of TOT |                  |                  |                  |                  |
| Measure                                    | FY 2015-16       | FY 2016-17       | FY 2017-18       | FY 2018-19       |
| County TOT Revenue                         | 22,834,344       | 21,279,324       | 21,917,704       | 21,921,960       |
| <b>Contributions % of TOT</b>              | <b>7.8%</b>      | <b>8.3%</b>      | <b>8.1%</b>      | <b>8.7%</b>      |
| Business Council Contribution              |                  |                  |                  |                  |
| Business Council Contribution              | 87,210           | 100,000          | 100,000          | 87,210           |
| <b>Total Contribution of County Funds</b>  | <b>1,862,606</b> | <b>1,875,396</b> | <b>1,875,396</b> | <b>1,987,454</b> |

## Monterey County Convention and Visitors Bureau

The MCCVB is a collaborative of local government and the hospitality community. MCCVB is a non-profit governed by a board of directors with a mission to grow overnight business from domestic and international leisure and business visitors. This is done through many initiatives focusing on marketing, media relations, direct sales and visitor services. The MCCVB generated \$65 million and \$43 million in FY 2016-17 and the first three quarters of FY 2017-18, respectively, in incremental direct economic impact. In addition, the MCCVB has been a critical partner to the County in Big Sur Crisis Communications and Recovery, and has created the Sustainable Moments initiative to help balance the growth of tourism with resident quality of life.

In addition to the funding that Monterey County provides, MCCVB also receives funding from other local entities. Table 4 provides a four-year summary of funding by other local entities.

Table 4

| MCCVB Total Jurisdiction Contributions |                  |                  |                  |                  |
|----------------------------------------|------------------|------------------|------------------|------------------|
| Jurisdiction                           | FY 2015-16       | FY 2016-17       | FY 2017-18       | FY 2018-19       |
| Monterey County                        | 1,192,875        | 1,192,875        | 1,192,875        | 1,276,759        |
| City of Monterey                       | 1,159,499        | 899,666          | 999,167          | 899,667          |
| Carmel-by-the-Sea                      | 154,718          | 167,656          | 176,857          | 176,857          |
| Pacific Grove                          | 94,698           | 109,156          | 113,571          | 113,571          |
| City of Seaside                        | 73,197           | 80,053           | 86,424           | 86,424           |
| City of Salinas                        | 55,569           | 72,774           | 78,037           | 78,034           |
| City of Marina                         | 52,934           | 59,920           | 63,718           | 63,718           |
| Sand City**                            | 2,000            | 2,000            | 2,000            | 2,000            |
| Del Rey Oaks**                         | 1,000            | 1,000            | 1,000            | 1,000            |
| <b>Total</b>                           | <b>2,786,490</b> | <b>2,585,100</b> | <b>2,713,649</b> | <b>2,698,030</b> |

\* Cap placed on Monterey County FY 2016-17 and 2017-18 contributions and not based on TOT formula.

\*\*The Cities of Del Rey Oaks and Sand City do not have TOT

## Arts Council of Monterey

The County's contribution to the Arts Council for FY 2018-19 is \$421,331. This is an increase of \$27,682 (7%) 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 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 contribution to the Film Commission for FY 2018-19 is \$202,154. This is an increase of \$13,282 (7%) 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. Notable recent productions include PBS and BBC's "Big Blue Live," and HBO's "Big Little Lies" with movie stars Nicole Kidman and Reese Witherspoon. Economic impact from the first season of "Big Little Lies" during its four-week production reached nearly \$2.5 million in local spending. HBO has returned for a second season with spending expected to exceed that amount in 2018.

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 2018-19 is \$87,210. The Business Council provides collaborative leadership via such programs as the Procurement Technical Assistance Center, Leadership Monterey County, the Monterey Bay Defense Alliance, and the Monterey County (C<sup>2</sup>) competitive clusters initiative. C<sup>2</sup> is a public/private partnership between the County of Monterey and Monterey County Business Council and is designed to implement economic development initiatives and to provide an economic vision and strategy to guide future economic development.

The Monterey County Business Council forges cross-sector alliances to foster entrepreneurship for job creation and economic diversification, facilitates business-related issues between private and public sectors, educates industry executives on the importance of economic drivers in Monterey County, 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**

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 13, 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 FY 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 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 \$3.3 million received by the County in MSA funds, \$500,000 was used for health facility debt service and \$532,000 was transferred to Fund 025 for Behavioral Health. 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 5 provides a four-year history of the MSA funding to the County. Since implementation, MSA funds have remained relatively flat. Funds received by the County are transferred to Fund 025 and used for Health and Behavioral Health matches, and the health facility debt service.

Table 5

| Tobacco Settlement Funds    |              |              |              |              |
|-----------------------------|--------------|--------------|--------------|--------------|
| Item                        | FY 2015-16   | FY 2016-17   | FY 2017-18   | FY 2018-19   |
| Master Settlement Agreement | \$ 3,577,452 | \$ 3,679,414 | \$ 3,679,414 | \$ 3,679,414 |

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. This State bill transferred 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 each year for court operations. 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 FY 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 FY 1994-95. The revenue component was reduced to \$2,662,998 in FY 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. The MOE payment of \$7,183,910 has remained constant over the past five fiscal years.

Table 6 provides the County's MOE payment to the State from FY 2014-15 through FY 2016-17, and the estimated payment for FY 2017-18 and FY 2018-19.

Table 6

| Trail Court Maintenance of Effort (MOE) Payment |            |            |            |            |
|-------------------------------------------------|------------|------------|------------|------------|
| FY 2014-15                                      | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
| 7,183,910                                       | 7,183,910  | 7,183,910  | 7,183,910  | 7,183,910  |

Shaded figures are estimated

Table 7

| 50/50 Revenue Split |            |            |            |            |
|---------------------|------------|------------|------------|------------|
| FY 2014-15          | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
| 44,579              | 175,366    | 175,366    | 175,366    | 175,366    |

Shaded figures are estimated

### *County Facilities Payments*

The Trial Court Funding Act also transferred the responsibility of trial court facilities from 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 had been working with the AOC to transfer its 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 Administration Office 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. All four facility transfer agreements were executed on March 29, 2009, thereby avoiding the 5% CFP penalty assessment. Although the County challenged the levying of a 2.5% penalty on the four remaining courthouses at the Court Facilities Dispute Resolution Committee, that challenge was unsuccessful and a 2.5% penalty (in accordance with the formula set forth above) is annually assessed on all facilities excluding Marina.

Table 8 provides the statutorily calculated CFP terms of the Transfer Agreement(s) the County pays to the AOC for the ongoing operations and maintenance of court facilities 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 8

| County Facilities Payment (CFP) |                |                |                |                |
|---------------------------------|----------------|----------------|----------------|----------------|
| Facility                        | FY 2015-16     | FY 2016-17     | FY 2017-18     | FY 2018-19     |
| 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        |
| <b>Total Annual CFP</b>         | <b>777,049</b> | <b>777,049</b> | <b>777,049</b> | <b>777,049</b> |

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, 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 a MOE 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 long-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, funding will increase 4.1% over the prior year or \$63,564 in FY 2018-19.

Table 9 shows the Proposition 172 negotiated offset provided to user agencies beginning in FY 2005-06.

Table 9

| Proposition 172<br>911 Dispatch User Agencies |                |
|-----------------------------------------------|----------------|
| Fiscal Year                                   | Off-Set Contr. |
| 2005-06                                       | \$1,221,414    |
| 2006-07                                       | 1,258,156      |
| 2007-08                                       | 1,295,798      |
| 2008-09                                       | 1,360,558      |
| 2009-10                                       | 1,428,617      |
| 2010-11                                       | 1,157,179      |
| 2011-12                                       | 1,157,179      |
| 2012-13                                       | 1,224,879      |
| 2013-14                                       | 1,357,363      |
| 2014-15                                       | 1,428,113      |
| 2015-16                                       | 1,486,369      |
| 2016-17                                       | 1,559,559      |
| 2017-18                                       | 1,566,675      |
| 2018-19                                       | 1,630,239      |

### *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 contributions to the Association have grown \$740,186 since FY 2012-13. The contribution grows by \$116,067 in FY 2018-19 or 4.0% over the prior year, reaching a total of \$2,976,816. Like the agreement with emergency communications user agencies, the new allocation methodology ties future allocations to audited actuals, resulting in greater predictability for budgeting purposes, and eliminating the need for year-end reconciliations and payment "true-ups."

The various fire agencies allocate the Proposition 172 revenues amongst themselves via their own allocation formula. Table 10 lists the estimated allocation for FY 2018-19.

Table 10

| Proposition 172<br>FY 2018-19 Fire Agencies Allocation |                    |                       |
|--------------------------------------------------------|--------------------|-----------------------|
| Fire Agency                                            | Allocation         | % of Total Allocation |
| Aromas FPD                                             | \$74,517           | 2.50%                 |
| Big Sur VFB                                            | 85,776             | 2.88%                 |
| Cachagua FPD                                           | 54,050             | 1.82%                 |
| Carmel Highlands FPD                                   | 207,831            | 6.98%                 |
| Carmel Valley FPD                                      | 428,471            | 14.39%                |
| Cypress FPD                                            | 265,758            | 8.93%                 |
| Gonzales Rural FPD                                     | 37,550             | 1.26%                 |
| Greenfield FPD                                         | 37,550             | 1.26%                 |
| Mid Coast VFC                                          | 54,050             | 1.82%                 |
| North County FPD                                       | 656,971            | 22.07%                |
| Pebble Beach CSD                                       | 211,907            | 7.12%                 |
| Monterey County Regional                               | 609,525            | 20.48%                |
| San Ardo VFC                                           | 37,550             | 1.26%                 |
| Soledad Rural FPD                                      | 37,550             | 1.26%                 |
| Spreckles CSD                                          | 48,320             | 1.62%                 |
| So. Monterey County FP                                 | 129,440            | 4.35%                 |
| <b>Total</b>                                           | <b>\$2,976,816</b> | <b>100%</b>           |

### 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 2017-18 and FY 2018-19 revenues at the time of this publication, are unknown. Estimated Proposition 172 revenues for FY 2018-19 are set forth in Table 11.

Table 11

| Proposition 172<br>Allocation by Entity |                     |                     |                     |
|-----------------------------------------|---------------------|---------------------|---------------------|
| Entity                                  | FY 2016-17          | FY 2017-18          | FY 2018-19          |
| Fire District                           | \$2,847,754         | \$2,860,749         | \$2,976,816         |
| User Agencies of 911 Disp               | 1,559,559           | 1,566,675           | 1,630,239           |
| County Public Safety*                   | 28,197,463          | 29,490,404          | 29,860,379          |
| <b>Total</b>                            | <b>\$32,604,776</b> | <b>\$33,917,828</b> | <b>\$34,467,434</b> |

Shaded figures are estimated

Table 12 further breaks down the negotiated estimated County Public Safety Proposition 172 revenue allocation by County department.

Table 12

| Proposition 172<br>County Public Safety Allocations |                     |                     |                     |
|-----------------------------------------------------|---------------------|---------------------|---------------------|
| Department                                          | FY 2016-17          | FY 2017-18          | FY 2018-19          |
| Sheriff - Enforcement                               | \$6,434,165         | \$6,715,839         | \$6,809,771         |
| Sheriff - Corrections                               | 9,739,788           | 10,166,192          | 10,308,388          |
| Probation                                           | 2,856,381           | 2,959,855           | 2,994,360           |
| Probation - Juvenile Inst.                          | 2,603,584           | 2,697,956           | 2,729,427           |
| District Attorney                                   | 4,848,423           | 5,099,489           | 5,183,214           |
| Emergency Comm.                                     | 1,715,122           | 1,851,073           | 1,835,219           |
| <b>Total</b>                                        | <b>\$28,197,463</b> | <b>\$29,490,404</b> | <b>\$29,860,379</b> |

Shaded figures are estimated

Chart 2 reflects the overall allocation of the estimated \$34.5 million of Proposition 172 revenue amongst the Fire Agencies, 911 user agencies, and County departments for FY 2018-19.

Chart 2



## Liabilities

### CalPERS

The County of Monterey contributes to the California Public Employees' Retirement System (CalPERS), which manages pension and health benefits for California public employees, retirees, and their families. As of June 30, 2017, CalPERS has 1,257,400 active and inactive (no longer work for a CalPERS employer with service credit on account) members and 668,059 retirees, beneficiaries and survivors receiving a monthly allowance for a total membership of 1,925,459. The CalPERS investment portfolio market value totaled \$326.4 billion as of June 30, 2017, and realized a net investment return of 11.2% over the same fiscal year.<sup>1</sup>

<sup>1</sup>CalPERS at a Glance, <https://www.calpers.ca.gov/docs/forms-publications/calpers-at-a-glance.pdf>

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 to the pension fund. Previous to FY 2017-18, the County contributed an overall percent of payroll. Beginning with FY 2017-18, the County's contribution has two components; one is a percentage of the annual covered salary of its miscellaneous and public safety employees and the second component is a lump sum to pay down its unfunded liability for the pension plans.

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. Prior to the enactment of the Public Employees' Pension Reform Act of 2013 (PEPRA) the County utilized the miscellaneous formula of 2% at the age of 55 years and 3% at 50 for safety employees. 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 employees commenced paying 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 salary increase of 3.5%. This increase was negotiated in exchange for employees paying 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.

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 would only provide funded status and unfunded liability). CalPERS also acknowledged that although near term contribution rates would increase as a result of these changes, long term contribution rates would be lower.<sup>2</sup>

Table 13 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.

<sup>2</sup> CalPERS Circular Letter No. 200-019-13, April 26, 2013



Table 13

| Miscellaneous Plan<br>Required Contributions           |            |            |            |            |
|--------------------------------------------------------|------------|------------|------------|------------|
|                                                        | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
| Required Employer Contribution (in Projected Dollars)  |            |            |            |            |
| Employer Normal Cost                                   | 21,954,535 | 23,803,060 | 25,052,375 | 27,696,431 |
| Unfunded Liability Contribution                        | 13,780,020 | 15,671,823 | 18,736,437 | 23,664,230 |
| Total Employer Contribution                            | 35,734,555 | 39,474,883 | 43,788,812 | 51,360,661 |
| Annual Lump Sum Prepayment Option*                     | 34,456,465 | 38,072,958 | 18,071,025 | 22,837,091 |
| Required Employer Contribution (Percentage of Payroll) |            |            |            |            |
| Employer Normal Cost                                   | 7.90%      | 8.00%      | 7.78%      | 7.97%      |
| Unfunded Rate                                          | 4.95%      | 5.26%      | 5.82%      | 6.81%      |
| Total Employer Rate**                                  | 12.85%     | 13.26%     | 13.60%     | 14.78%     |
| Employee Contributions                                 |            |            |            |            |
| Employee Contributions                                 | 18,958,457 | 20,188,234 | 21,685,450 | 23,256,386 |
| Employee Rate                                          | 6.82%      | 6.78%      | 6.74%      | 6.69%      |

\* Beginning FY 2017-18, only the unfunded liability may be prepaid

\*\* Beginning FY 2017-18, the normal cost is billed as a % of payroll.

Unfunded contribution was converted to % for comparison.

Table 13 (continued)

| Safety Plan<br>Required Contributions                  |            |            |            |            |
|--------------------------------------------------------|------------|------------|------------|------------|
|                                                        | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
| Required Employer Contribution (in Projected Dollars)  |            |            |            |            |
| Employer Normal Cost                                   | 8,000,123  | 9,391,521  | 9,367,521  | 9,707,401  |
| Unfunded Liability Contribution                        | 7,400,139  | 8,563,771  | 10,100,447 | 12,152,096 |
| Total Employer Contribution                            | 15,400,262 | 17,955,292 | 19,467,968 | 21,859,497 |
| Annual Lump Sum Prepayment Option*                     | 14,853,332 | 17,317,621 | 9,741,736  | 11,727,342 |
| Required Employer Contribution (Percentage of Payroll) |            |            |            |            |
| Employer Normal Cost                                   | 15.68%     | 17.42%     | 16.96%     | 17.61%     |
| Unfunded Rate                                          | 14.50%     | 15.89%     | 18.29%     | 22.05%     |
| Total Employer Rate**                                  | 30.18%     | 33.31%     | 35.24%     | 39.66%     |
| Employee Contributions                                 |            |            |            |            |
| Employee Contributions                                 | 4,591,982  | 4,867,162  | 5,033,681  | 5,048,267  |
| Employee Rate                                          | 9.00%      | 9.03%      | 9.11%      | 9.16%      |

\* Beginning FY 2017-18, only the unfunded liability may be prepaid

\*\* Beginning FY 2017-18, the normal cost is billed as a % of payroll.

Unfunded contribution was converted to % for comparison.

For FY 2018-19, the total employer's contributions for Miscellaneous Plan employees will increase significantly by \$7,571,849, a 17.3% increase over the prior fiscal year. The employer contribution for Safety Plan employees over the same fiscal year will increase by \$2,391,529 (12.3%).

These fluctuations in the employer contribution rates for the County are representative of recent changes in

CalPERS methodology. CalPERS has revised assumptions used to calculate contributions to reflect improved life expectancy among its membership. The improved life expectancy is reflected in the lower active employee to retiree ratio, which has decreased from 2 to 1 over a decade ago to 1.3 to 1 in 2014 and is expected to continue to decrease. This means a lower number of active employees are paying into the system to support retirees, who are also living longer. Other factors contributing to the increase in unfunded liabilities are new amortization and smoothing policies (previously discussed) and low returns on investment.

Prior to FY 2017-18, the County's contributions were based on a percent of payroll and a portion of the contribution was to pay down unfunded liabilities. Beginning with FY 2017-18, the portion to pay unfunded liabilities is a fixed dollar amount determined by CalPERS in its actuarial report, rather than a percent of payroll. This ensures payments toward unfunded liabilities remain on track and are not affected by a lower payroll. The "normal cost" which is the contribution on behalf of active employees will remain as a percentage of the annual covered salary.

In December 2016, the CalPERS Board of Administration approved lowering the CalPERS discount rate assumption from 7.5% to 7.0%, to be phased in over three years, beginning with FY 2018-19. The employer contributions have increased as a result of higher unfunded liabilities resulting from the lower discount rate and therefore, higher payments as a fixed dollar amount to pay down unfunded liabilities. This change was necessary due to the volatility of the pension fund caused by weak investment returns in a low interest rate environment. The earnings, or the rate of return realized on investments pays for nearly two-thirds of benefits paid out. Because realistic earnings are expected to be lower, this change results in higher normal costs and accrued liabilities, further increasing employer contributions. However, by lowering the discount rate, CalPERS is on the path to strengthen the long-term sustainability of the pension fund, reducing negative cash flows and volatility; and therefore, reducing the risk of contribution increases that would otherwise arise in volatile investment markets. Although this change lowers volatility, it does not eliminate it.

### *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.

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 14 reflects the MVA Basis and shows that the County's unfunded liability for Miscellaneous Plan employees has increased by \$117,171,944 from June 30, 2015 to June 30, 2016 and Safety Plan unfunded liability increased by \$38,001,993 for the same period. According to the June 30, 2016 actuarial report (the most recent available), 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 14 based on the previous two years' data.]

Table 14

| Miscellaneous Plan - Funded Status |               |               |               |               |
|------------------------------------|---------------|---------------|---------------|---------------|
| Measure                            | 6/30/2013     | 6/30/2014     | 6/30/2015     | 6/30/2016     |
| Projected Benefits                 | 1,596,718,131 | 1,760,005,273 | 1,872,414,135 | 2,021,809,210 |
| Entry Age Normal                   |               |               |               |               |
| Accrued Liability                  | 1,311,213,862 | 1,449,315,448 | 1,540,328,790 | 1,656,141,324 |
| Market Value of Assets             | 1,052,650,107 | 1,226,205,577 | 1,242,776,334 | 1,241,416,924 |
| Unfunded Liability                 | 258,563,755   | 223,109,871   | 297,552,456   | 414,724,400   |
| Funded Ratio                       | 80.3%         | 84.6%         | 80.7%         | 75.0%         |
| Safety Plan - Funded Status        |               |               |               |               |
| Measure                            | 6/30/2013     | 6/30/2014     | 6/30/2015     | 6/30/2016     |
| Projected Benefits                 | 575,583,369   | 651,300,079   | 682,661,065   | 720,445,890   |
| Entry Age Normal                   |               |               |               |               |
| Accrued Liability                  | 482,245,287   | 538,959,638   | 567,901,386   | 602,799,343   |
| Market Value of Assets             | 335,018,021   | 390,301,179   | 394,718,211   | 391,614,175   |
| Unfunded Liability                 | 147,227,266   | 148,294,459   | 173,183,175   | 211,185,168   |
| Funded Ratio                       | 69.5%         | 72.5%         | 69.5%         | 65.0%         |

### **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, CalPERS 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, 2017 was in the form of a year-end contribution in the amount of \$2,620,000. There were investment earnings realized for the same period of \$2,394,553, an increase of \$2,171,910 above the previous year's earnings. The ending balance for the CERBT trust for the period ended June 30, 2017 is \$27,590,173. Table 15 reports the CERBT Annual Statements provided by CalPERS for the past four years.

Table 15

| California Employers' Retiree Benefit Trust (CERBT) |               |               |               |               |
|-----------------------------------------------------|---------------|---------------|---------------|---------------|
| Description                                         | FY 2013-14    | FY 2014-15    | FY 2015-16    | FY 2016-17    |
| Beginning Balance                                   | \$ 12,055,891 | \$ 17,237,262 | \$ 19,785,573 | \$ 22,595,891 |
| Contribution                                        | \$ 3,057,000  | \$ 2,635,000  | \$ 2,604,000  | \$ 2,620,000  |
| Investment Earnings                                 | \$ 2,142,239  | \$ (69,263)   | \$ 222,643    | \$ 2,394,553  |
| Administrative Expenses                             | \$ (17,868)   | \$ (17,427)   | \$ (9,430)    | \$ (11,710)   |
| Investment Expense                                  | \$ -          | \$ -          | \$ (6,895)    | \$ (8,561)    |
| Other                                               | \$ -          | \$ -          | \$ -          | \$ -          |
| Ending Balance                                      | \$ 17,237,262 | \$ 19,785,573 | \$ 22,595,891 | \$ 27,590,173 |

Table 16

| OPEB Obligations and Asset Valuation |            |            |            |            |
|--------------------------------------|------------|------------|------------|------------|
| Description                          | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 |
| Actuarial Accrued Liability          | \$ 36,655  | \$ 36,655  | \$ 61,420  | \$ 61,420  |
| Actuarial Value of Assets            | \$ 11,839  | \$ 11,839  | \$ 19,833  | \$ 19,833  |
| Unfunded Actuarial Accrued Liability | \$ 24,816  | \$ 24,816  | \$ 41,587  | \$ 41,587  |

Amounts in thousands

Source Information: FY 2013-14 and FY 2015-16 CAFR, Note 11

Table 16 reflects actuarial valuations, the most recent from June 30, 2015, that shows the unfunded accrued liability of the County's OPEB obligations, asset valuation, and unfunded liability significantly grew in FY 2015-16 compared to the previous valuation.

## **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. Workers' Compensation is administered by Risk Management which is part of the Office of County Counsel. For specific information on the Workers' Compensation ISF, see the detail contained in County Counsel's Budget Unit 8409 description.

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. Of the only 12 states that operate a state fund, California's State Compensation Insurance Fund is the largest. 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, Intercare Holdings Insurance Services, Inc., to assist with claims management, reporting, and data management.<sup>3</sup> Most recently the agreement was reauthorized on October 31, 2017.<sup>4</sup>

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.

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 October 23, 2017, estimated the ultimate cost of claims and expenses for claims incurred during the FY 2017-18 and FY 2018-19 program years to be \$14,465,000 and \$15,050,000, 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 2017-18 and FY 2018-19 claims translate to rates of \$3.64 and \$3.75 per \$100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be \$69,976,000 and \$72,133,000

<sup>3</sup> See August 23, 2011 Board Report  
<http://publicagendas.co.monterey.ca.us/>

<sup>4</sup> See November 14, 2017 Board Report  
<http://publicagendas.co.monterey.ca.us/>

as of June 30, 2017 and June 30, 2018, respectively. As of June 30, 2018, the estimated program assets of \$75,543,000 render the program funded between the 70% and 75% Confidence Levels.

FY 2018-19 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 \$20,476,000 in FY 2018-19 of County total contributions. Table 17 indicates Bickmore's Monterey County funding recommendation increase \$1,901,000 for FY 2018-19, given the program's projected funding level as of June 30, 2018. This is a \$1,742,000 increase over FY 2017-18 total contributions of \$18,734,000, which included \$16,420,000 for claims and loss adjustment expenses, and \$3,657,000 for non-claims related expenses of \$399,000 towards the June 30, 2018 funding to reflect the deficit funded position.

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 CAFR had been used to report the General Liability ISF net position. Commencing with the FY 2015-16 Recommended Budget, the actuarial review of the County's Self-Insured General Liability Program is used. The Bickmore October 23, 2017 review estimated the ultimate cost of claims and expenses for claims during the FY 2017-18 and FY 2018-19 program

years to be \$5,857,000 and \$6,106,000, respectively. These amounts include ALAE, ULAE 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 2017-18 and FY 2018-19 claims translate to rates of \$1.62 and \$1.69 per \$100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be \$16,839,000 and \$15,343,000 as of June 30, 2017 and June 30, 2018, respectively. As of June 30, 2018, the estimated program assets of \$11,501,000 render the program funded below the expected 70% confidence level.

Based on the Marginally Acceptable 70% Confidence Level, Bickmore recommended the County implement a three-year funding plan to bring program assets back to the desired confidence level by June 30, 2021. 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, 2018. To achieve funding at the 70% Confidence Level as of June 30, 2021, the County's FY 2018-19 contribution is \$12,176,000 including \$6,924,000 for claims and loss adjustment expenses, \$3,275,000 for non-claims related expenses, and \$1,977,000 towards the June 30, 2018 deficit.

Table 17, reflects Bickmore's FY 2018-19 conclusion regarding the County's liability for unpaid loss and loss adjustment expenses (LAE) at June 30, 2018 to meet the Marginally Acceptable 70% Confidence Level to have a deficit of \$5,803,000. The County settled for a \$15,500,000 Notes Payable in FY 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.

Table 17

| General Liabilities (Surplus)/Deficit |              |              |              |
|---------------------------------------|--------------|--------------|--------------|
| Description                           | June 2016    | June 2017    | June 2018    |
| General Liability (Fund 475)          | \$ 2,151,000 | \$ 4,612,000 | \$ 5,803,000 |
| Workers' Comp (Fund 476)              | \$ (234,000) | \$ 1,666,000 | \$ 1,901,000 |

## 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 18 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, 2017 is \$29,784,416. This is a \$3,497,018 increase to the prior year's liability of \$26,287,398. In FY 2010-11, \$3,212,553 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.<sup>5</sup> In FY 2016-17, the reserve to cover compensated absences from employee separation decreased by \$1,049,960 over the prior fiscal year.

Table 18

| Vacation Accruals<br>(Governmental Activities) |                      |                      |                      |                      |
|------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Description                                    | FY 2013-14           | FY 2014-15           | FY 2015-16           | FY 2016-17           |
| Unfunded Liability Reserve                     | \$ 32,845,309        | \$ 35,702,692        | \$ 35,375,496        | \$ 37,822,554        |
|                                                | \$ 4,565,020         | \$ 9,853,593         | \$ 9,088,098         | \$ 8,038,138         |
| <b>Total</b>                                   | <b>\$ 28,280,289</b> | <b>\$ 25,849,099</b> | <b>\$ 26,287,398</b> | <b>\$ 29,784,416</b> |

## Debt

On February 14, 2012, the Board of Supervisors amended the County's Public Finance Policy and revised the debt issuance approval process for non-capital improvement projects (non-recurring, less than \$100,000, and/or useful life of less than five years). Such projects may now be proposed to the Board of Supervisors via written report. Other rules contained in the Public Finance Policy such as: the General Obligation bond debt ceiling of 1.25% of the countywide assessed value (including Certificates of Participation); limitations and procedures for investment of debt proceeds; and terms of use of Mello-Roos financing were unchanged.<sup>5</sup> Additional

<sup>5</sup> June 30, 2011 CAFR, Note 10, June 30, 2012 CAFR

information regarding the County's Public Finance Policy, as amended, is published on the Auditor Controller's webpage.<sup>6</sup>

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 four fiscal years is shown in Table 19 (excludes the 2015 COP, which wasn't included in the FY 2014-15 Comprehensive Annual Financial Report).

Table 19

| County Long-term Debt Obligations<br>(Governmental Activities) |                      |                      |                      |                      |
|----------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Description                                                    | June 2014            | June 2015            | June 2016            | June 2017            |
| COPs                                                           | 117,215,000          | 112,840,000          | 156,725,000          | 151,465,000          |
| COP NGEN                                                       | 6,919,432            | 6,341,768            | 5,741,287            | 5,117,087            |
| Capital Leases/<br>Notes                                       |                      |                      |                      |                      |
| Bonds/Loans                                                    | 67,071,264           | 64,093,964           | 61,238,946           | 74,773,511           |
| NMC<br>(COPs &<br>Leases)                                      | 58,130,000           | 55,055,000           | 51,835,000           | 48,445,000           |
| <b>Liabilities</b>                                             | <b>\$249,335,696</b> | <b>\$238,330,732</b> | <b>\$275,540,233</b> | <b>\$279,800,598</b> |

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 20 reflects the historical 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 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. In FY 2015-16, NGEN County's portion of debt was recalculated and is lower than previously reported.

<sup>6</sup> <http://www.in.co.monterey.ca.us/auditor/pdfs/MoCo-Public-Finance-Policy.pdf>

Table 20

| Annual Debt Service                             |             |                      |                      |                      |
|-------------------------------------------------|-------------|----------------------|----------------------|----------------------|
| Debt                                            | Payment Due | FY 2015-16           | FY 2016-17           | FY 2017-18           |
| NMC Portion-<br>2007 COP                        | August      | \$ 140,815           | \$ 133,727           | \$ 125,478           |
|                                                 | Principal   | \$ 315,000           | \$ 330,000           | \$ 350,000           |
|                                                 | February    | \$ 133,727           | \$ 125,478           | \$ 116,728           |
| Total (Interest<br>& Principal)                 |             | \$ 589,542           | \$ 589,205           | \$ 592,206           |
| 2010 NMC<br>Refunding                           | August      | \$ 334,128           | \$ 333,428           | \$ 332,303           |
|                                                 | Principal   | \$ 70,000            | \$ 75,000            | \$ 75,000            |
|                                                 | February    | \$ 333,428           | \$ 332,303           | \$ 331,178           |
| Total (Interest<br>& Principal)                 |             | \$ 737,556           | \$ 740,731           | \$ 738,481           |
| 2009 NMC<br>Refunding                           | August      | \$ 779,206           | \$ 708,331           | \$ 633,706           |
|                                                 | Principal   | \$ 2,835,000         | \$ 2,985,000         | \$ 3,130,000         |
|                                                 | February    | \$ 708,331           | \$ 633,706           | \$ 555,456           |
| Total (Interest<br>& Principal)                 |             | \$ 4,322,538         | \$ 4,327,038         | \$ 4,319,162         |
| County Portion-<br>2007 COP                     | August      | \$ 2,580,848         | \$ 2,478,361         | \$ 2,358,860         |
|                                                 | Principal   | \$ 4,555,000         | \$ 4,780,000         | \$ 5,025,000         |
|                                                 | February    | \$ 2,478,361         | \$ 2,358,860         | \$ 2,233,235         |
| Total (Interest<br>& Principal)                 |             | \$ 9,614,208         | \$ 9,617,221         | \$ 9,617,095         |
| 2015 COP                                        | August      |                      | \$ 1,094,522         | \$ 1,083,272         |
|                                                 | Principal   |                      | \$ 750,000           | \$ 775,000           |
|                                                 | February    | \$ 1,270,862         | \$ 1,083,272         | \$ 1,067,772         |
| Total (Interest<br>& Principal)                 |             | \$ 1,270,862         | \$ 2,927,794         | \$ 2,926,044         |
| NGEN County<br>Portion *                        |             | \$ 346,680           | \$ 281,517           | \$ 346,641           |
| <b>Total County<br/>Annual Debt<br/>Service</b> |             | <b>\$ 16,881,385</b> | <b>\$ 18,483,504</b> | <b>\$ 18,539,629</b> |

\* 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

In July 2017, the County refunded (refinanced) its 2007 COPs that were issued to finance portions of the costs of renovating, constructing, acquiring and improving County infrastructure including health facilities. It is estimated that refinancing the 2007 COPs and issuance of the 2017 COPs will result in approximately over \$1 million annually in savings due to favorable market conditions. Interest payments for the 2017 Refunding COPs (both County portion and NMC) are paid twice annually in October and April. Table 21 represents the County's debt payments for FY 2018-19 to FY 2020-2021.

Table 21

| Annual Debt Service                     |             |                      |                      |                      |
|-----------------------------------------|-------------|----------------------|----------------------|----------------------|
| Debt                                    | Payment Due | FY 2018-19           | FY 2019-20           | FY 2020-21           |
| 2017                                    | October     | \$ 93,108            | \$ 90,387            | \$ 86,404            |
| Refunding COP                           | Principal   | \$ 181,375           | \$ 199,166           | \$ 203,614           |
| - NMC                                   | April       | \$ 90,387            | \$ 86,404            | \$ 8,131             |
| Total                                   |             | \$ 364,870           | \$ 375,957           | \$ 298,149           |
| 2010 NMC                                | August      | \$ 331,178           | \$ 329,778           | \$ 328,378           |
| Refunding                               | Principal   | \$ 80,000            | \$ 80,000            | \$ 85,000            |
|                                         | February    | \$ 329,778           | \$ 328,378           | \$ 326,997           |
| Total                                   |             | \$ 740,956           | \$ 738,156           | \$ 740,375           |
| 2009 NMC                                | August      | \$ 555,456           | \$ 473,206           | \$ 356,706           |
| Refunding                               | Principal   | \$ 3,290,000         | \$ 3,460,000         | \$ 3,600,000         |
|                                         | February    | \$ 473,206           | \$ 386,706           | \$ 296,706           |
| Total                                   |             | \$ 4,318,663         | \$ 4,319,912         | \$ 4,253,412         |
| 2017                                    | October     | \$ 1,790,867         | \$ 1,738,538         | \$ 1,661,921         |
| Refunding COP                           | Principal   | \$ 3,488,625         | \$ 3,830,834         | \$ 3,916,386         |
| - County                                | April       | \$ 1,738,538         | \$ 1,661,921         | \$ 1,564,012         |
| Total                                   |             | \$ 7,018,030         | \$ 7,231,293         | \$ 7,142,319         |
| 2015 COP                                | October     | \$ 1,067,772         | \$ 1,051,572         | \$ 1,030,447         |
|                                         | Principal   | \$ 810,000           | \$ 845,000           | \$ 890,000           |
|                                         | April       | \$ 1,051,572         | \$ 1,030,447         | \$ 1,008,197         |
| Total                                   |             | \$ 2,929,344         | \$ 2,927,019         | \$ 2,928,644         |
| NGEN County Portion *                   |             | \$ 406,136           | \$ 406,163           | \$ 406,163           |
| <b>Total County Annual Debt Service</b> |             | <b>\$ 15,777,999</b> | <b>\$ 15,998,500</b> | <b>\$ 15,769,062</b> |

The acquisition of the Schilling Property during FY 2015 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.

## 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 provided 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 provides 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<br>Estimated County Tax Loss |               |               |               |               |
|-------------------------------------------------------|---------------|---------------|---------------|---------------|
| Description                                           | FY 2013-14    | FY 2014-15    | FY 2015-16    | FY 2016-17    |
| Total                                                 |               |               |               |               |
| Contracts                                             | 603           | 612           | 615           | 621           |
| Base Value                                            | 1,991,414,103 | 2,141,065,187 | 2,255,270,907 | 2,386,076,620 |
| WA-Assessed Value                                     | 1,575,947,040 | 598,430,666   | 598,430,666   | 633,139,645   |
| WA Net Value                                          |               |               |               |               |
| Loss                                                  | 742,176,808   | 701,436,648   | 774,019,075   | 818,912,181   |
| Net Tax Loss                                          | 7,421,768     | 7,014,366     | 7,740,191     | 8,189,122     |
| County Portion of Tax Loss                            | \$ 1,039,048  | \$ 982,011    | \$ 1,083,627  | \$ 1,146,477  |

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. This figure has remained relatively constant until FY 2017-18. On December 12th, 2017, the Board of Supervisors authorized the General Fund allocation of the full salary and benefits of the Library Director pursuant to State law (California Education Code Article 2, Section 19147). This is shown with a \$51,299 increase over the FY 2016-17 contribution for FY 2017-18 totaling \$230,921. To continue compliance, the FY 2018-19 General Fund contribution to the Library Fund is budgeted at \$235,539. Table 23 provides a 10 fiscal year history of contributions.

Table 23

| GFC Contribution Library |            |
|--------------------------|------------|
| Fiscal Year              | Amount     |
| 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 |
| FY 2017-18               | \$ 230,921 |
| FY 2018-19               | \$ 235,539 |

### **TOT Contribution to the Road Fund (002)**

Prior to FY 2013-14, the Road Fund received \$2,000,000 annually 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.

In 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 25% contribution to the Road Fund is calculated on the FY 2016-17 TOT (\$21,279,324) for a FY 2018-19 contribution of \$5,319,831. Table 24 provides a five-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 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
| 21%                                     | 3,768,551  |            |            |            |            |
| 22%                                     |            | 4,373,877  |            |            |            |
| 23%                                     |            |            | 4,940,363  |            |            |
| 24%                                     |            |            |            | 5,480,243  |            |
| 25%                                     |            |            |            |            | 5,319,831  |

### **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.<sup>7</sup>

Table 25

| Monterey County<br>Realignment Dollars Received by Fiscal Year |                          |                         |                                 |
|----------------------------------------------------------------|--------------------------|-------------------------|---------------------------------|
| Fiscal Year                                                    | Sales Tax<br>Realignment | Vehicle License<br>Fees | Total<br>Realignment<br>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 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 County Administrative Office 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

<sup>7</sup> California State Controller's Office, Health and Welfare Realignment Allocation data available at [http://www.sco.ca.gov/ard\\_payments\\_realign.html](http://www.sco.ca.gov/ard_payments_realign.html)

a redetermination by the State placing only 51.19% of Monterey County's realignment dollars at risk for redirection (approximately \$5.1 million).

The redirection is based on a calculation of estimated revenue and expenditures, with an annual "true-up" adjusting for actuals. The County received notification in the beginning of FY 2017-18 that the redirection would increase sharply, resulting in a budget shortfall of \$5.9 million in health realignment monies. Reductions were made to target case management, communicable disease, and policy and planning service levels in Health as well as reductions in the Sheriff's Office to fund inmate medical care. In addition, \$1,358,801 was approved for transfer from Social Services Realignment to Health Realignment to fund the Nurse Family Partnership, Maternal, Child, and Adolescent Health (MCAH) programs.

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 2018-19 Recommended Budget utilizes the realignment funding (\$9,970,626) as follows: \$2,450,645 for Sheriff's Office inmate medical care, \$500,000 for debt service for the Health Building, \$141,000 for Sexual Assault Response Team (SART), \$350,000 for Policy Evaluation and Planning Unit (PEP), \$157,000 for Whole Person Care (WPC, Health Administration), \$38,000 for Medi-Cal Coordination (MAA/TCM), \$60,000 for indigent medical services to rural clinics, \$850,000 for Nurse Family Partnership and Maternal, Child and Adolescent Health (NFP and MCAH), \$250,000 for Bright Beginnings, \$3,071,146 for a repayment to the State (AB 85), and \$2,102,835 for Public Health programs and services. This is an approximately \$2,302,656 reduction from FY 2017-18.

## **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.



This page intentionally left blank.



# Capital Budget Summary

## Capital Improvement Program (CIP)

### Five-Year Plan

#### FY 2018-19 through 2022-23

The Capital Improvement Program (CIP) Five-Year Plan is a compilation of capital project requests submitted by County departments. It provides a “rolling forward” inventory of the most immediate capital projects to be implemented over the next five years. 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 capital needs. 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 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 are reviewed by RMA and compiled into a draft CIP. Projects that compete for capital funds are ranked using a standardized scoring system. The Capital Improvement Committee (CIC) reviews the project rankings and makes final recommendations for project priorities. 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.

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, 2018.

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.

## FY 2018-19 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 of \$732.1 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 89 fully funded and 16 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 98 projects with an unfunded need of \$339.6 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 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 2018-19 Recommended Budget for Fund 401 is \$3,714,795. Recommended Facilities Maintenance Projects for FY 2018-19 are listed in the following table:

| Project Title                                                                   | Project Cost<br>FY 2018-19 |
|---------------------------------------------------------------------------------|----------------------------|
| <b>Scheduled Maintenance:</b>                                                   |                            |
| Adult Rehabilitation - Replace 2 Generators                                     | 450,695                    |
| 1410 Natividad Adult Detention - Replace 2 Hot Water Boilers                    | 290,000                    |
| 1410 Natividad Adult Detention - Replace 2 Water Softeners                      | 181,080                    |
| 855 East Laurel Dr Bld D - Repair roof, Gutters & Downspouts                    | 228,028                    |
| 855 East Laurel Dr Bld E - Repair roof, Gutters & Downspouts                    | 194,916                    |
| 855 East Laurel Dr Bld F - Repair roof, Gutters & Downspouts                    | 70,616                     |
| 855 East Laurel Dr Bld Fuel Garage & Island - Repair Roof, Gutters & Downspouts | 91,300                     |
| 1322 Natividad - Replace 9 Air Conditioning & Heating Units                     | 239,500                    |
| <b>Unscheduled Maintenance</b>                                                  | <b>800,000</b>             |
| <b>Facilities Security Assessments Phase IV</b>                                 | <b>130,000</b>             |
| <b>ADA Improvements Phase IV</b>                                                | <b>131,360</b>             |
| <b>ADA Improvements Phase V</b>                                                 | <b>200,000</b>             |
| <b>Energy Efficiency Measures Phase IV</b>                                      | <b>207,300</b>             |
| <b>Energy Efficiency Measures Phase V</b>                                       | <b>500,000</b>             |
| <b>Fund 401 Total:</b>                                                          | <b>\$ 3,714,795</b>        |

**Scheduled Maintenance Projects:**

Funding is budgeted for scheduled non-emergency repairs to County facilities that fall outside the scope of routine maintenance. Funding covers all associated project costs including staff time. Projects include but are not limited to: Adult Rehabilitation – Replace Two Generators (\$450,695); Adult Detention – Replace Two Hot Water Boilers (\$290,000); Adult Detention – Replace Two Water Softeners (\$181,080); Laurel Yard Building D “Radio” – Repair Roof, Gutters & Downspouts (\$228,028); Laurel Yard Building E “Road & Bridges” – Repair Roof, Gutters & Downspouts (\$194,916); Laurel Yard Building F “Surveys” – Repair Roof, Gutters & Downspout (\$70,616); Laurel Yard Fuel Garage & Island - Repair Roof, Gutters & Downspouts (\$91,300); 911/Office of Emergency Services – Replace Nine Air Conditioning and Heating Units (\$239,500).

**Total FY 2018-19 Budget: \$1,746,135**

**Est. Project Completion Date: 6/30/2019**

**Total Project Costs: \$1,746,135**

**O&M Impacts: Reduced Maintenance Costs**

**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 2018-19 Budget: \$800,000**

**Est. Project Completion Date: 6/30/2019**

**Total Project Costs: \$800,000**

**O&M Impacts: Reduced Maintenance Costs**

**Facilities Security Assessments – Phase IV:**

Conduct fourth phase of a comprehensive on-site security assessment of County buildings. Phase IV Facilities Assessments will include selected remaining County Facilities (mostly Park facilities) that were not completed during previous phases. Phase I Facility Security Assessments focused on the Board Chambers; Phase II Facility Security Assessments focused on selected County-owned Facilities and was completed in June 2017. Phase III Facility Security Assessments focused on selected County Leased facilities and will be completed in June 2018.

**Total FY 2018-19 Cost: \$130,000**

**Est. Project Completion Date: 6/30/2019**

**Total Project Costs: \$130,000**

**O&M Impacts: NONE**

**ADA Improvements- Phase IV:**

This project commenced in FY 2017-18, year four of the five-year program for Americans with Disabilities Act (ADA) improvements identified in a comprehensive ADA facility master plan. In FY 2017-18, ADA improvements were completed at 1200 Aguajito Rd. Phase IV focus for FY 2018-19 is the completion of ADA improvements at 2620 1<sup>st</sup> Ave, Marina with the balance of funds not expended in FY 2017-18.

**Total FY 2018-19 Cost: \$131,360**

**Est. Project Completion Date: Annual Recurring**

**Total Project Costs: \$200,000**

**O&M Impacts: NONE**

**ADA Improvements- Phase V:**

This project is scheduled for year five of the five-year program for Americans with Disabilities Act (ADA) improvements identified in a comprehensive ADA facility master plan. Phase V focus is on multiple County-owned facilities yet to be determined.

**Total FY 2018-19 Cost: \$200,000**

**Est. Project Completion Date: Annual Recurring**

**Total Project Costs: N/A**

**O&M Impacts: NONE**

**Energy Efficiency Measures – Phase IV:**

This is the continuation of Project Year Four for meeting the overall Municipal Climate Action Plan (MCAP) goals to reduce overall greenhouse gas emissions in a comprehensive manner over the course of five consecutive years. The Phase IV's focus includes: installing a Building Management System (BMS) at Probation Headquarters; installing HVAC Duct Work, replace

AC Unit 1, 3, 5 & 6; and installing a BMS at Social Services in Seaside. If funding permits, Phase IV will include: replacing six HVAC units (2 at 8 tons, 1 at 5 tons, 1 at 6 tons, 1 at 10 tons, and 1 at 13 tons) at the Agricultural Commissioner's Office building. Construction began in late FY 2017-18 and will be completed in FY 2018-19.

**Total FY 2018-19 Cost: \$207,300**  
**Est. Project Completion Date: Annual Recurring**  
**Total Project Costs: \$1,000,000**  
**O&M Impacts: Positive cost avoidance**

#### Energy Efficiency Measures – Phase V:

This project is the last year of a five-year initiative for meeting the overall MCAP goals to reduce overall greenhouse gas emissions in a comprehensive manner over the course of five consecutive years. Phase V includes: Interior Lighting Retrofits at Adult Rehabilitation; Corrections and New Jail; Outdoor Lighting at the Sheriff's Public Safety Building; Adult Rehabilitation; Corrections; New Jail; Probation Youth Center; and Countywide Street Light Retrofits.

**Total FY 2018-19 Cost: \$500,000**  
**Est. Project Completion Date: Annual Recurring**  
**Total Project Costs: \$1,000,000**  
**O&M Impacts: Positive cost avoidance**

#### Fund 402:

##### Capital Projects Overview

Capital Projects (Fund 402) was established to track funding for the construction of County facilities. The FY 2018-19 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 2018-19 includes the following projects with an appropriation total of \$1,590,339.

| Project Title                                           | Project Budget<br>FY 2018-19 |
|---------------------------------------------------------|------------------------------|
| Ag Commissioner - Facility Development - South County   | 231,829                      |
| Ag Commissioner - Facility Development - North County   | 380,919                      |
| Ag Commissioner - Facility Development - Salinas Office | 752,591                      |
| CIP Administration                                      | 225,000                      |
| <b>Fund 402 Total:</b>                                  | <b>\$ 1,590,339</b>          |

#### South County Facility Development — Agriculture Commissioner:

Develop Agricultural Commissioner (AC) facilities at existing Public Works yard located at 41801 East Elm Avenue in Greenfield to meet AC's South County operational needs. The new facilities will be designed to maximize energy efficiency for approximately 5,000 square feet of facilities, including offices, a conference room, and supplies and equipment storage.

**Total FY 2018-19 Cost: \$231,829**  
**Est. Project Completion Date: 6/30/2020**  
**Total Project Costs: \$4,281,829**  
**O&M Impacts: TBD**

#### North County Facility Development – Agriculture Commissioner:

Planning and development of a facility to serve the Agricultural Commissioner's operational needs in North County.

**Total FY 2018-19 Cost: \$380,919**  
**Est. Project Completion Date: 6/30/2019**  
**Total Project Costs: \$1,300,876**  
**O&M Impacts: TBD**

#### Salinas Office Facility Improvements – Agriculture Commissioner:

To meet future operational needs, remodel main office to accommodate additional work stations and offices within existing footprint.

**Total FY 2018-19 Cost: \$752,591**  
**Est. Project Completion Date: 6/30/2019**  
**Total Project Costs: \$970,304**  
**O&M Impacts: TBD**

#### CIP Administration:

This project 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 2018-19 through FY 2022-23 will be presented to the CIC, BC, and the Board by June 30, 2018.

**Total FY 2018-19 Cost: \$225,000**  
**Est. Project Completion Date: Annual Recurring**  
**Total Project Costs: N/A**  
**O&M Impacts: NONE**

#### 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 2018-19 Recommended Budget for Fund 404 is \$66,705,607. Recommended appropriations are sufficient to provide the funding necessary for work expected to be conducted on projects through the fiscal year. FY 2018-19 recommended Facilities Master Plan Implementation Projects include the following:

| Project Title                                | Project Cost<br>FY 2018-19 |
|----------------------------------------------|----------------------------|
| New Juvenile Hall                            | 24,816,400                 |
| Jail Housing Addition                        | 39,812,078                 |
| Facilities Utilization Plan                  | 130,000                    |
| MCGC East West Wing Renovation               | 1,423,406                  |
| Carmel River Floodplain Restoration (CRFREE) | 523,723                    |
| <b>Fund 404 Total:</b>                       | <b>\$ 66,705,607</b>       |

**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 and dining, laundry space, and warehouse/maintenance services. Construction began in April 2017.

**Total FY 2018-19 Cost: \$24,816,400**  
**Est. Project Completion Date: 08/2/2019**  
**Total Project Costs: \$58,671,291**  
**O&M Impacts: TBD**

**Jail Housing Addition:**

The project consists of a new addition to the existing Monterey County Adult Jail. The project consists of 576 new beds, dayroom, visiting room, program space, outdoor exercise area, central control room, and new administration office space. Construction began in August 2017.

**Total FY 2018-19 Cost: \$39,812,078**  
**Est. Project Completion Date: 07/31/2019**  
**Total Project Costs: \$88,900,000**  
**O&M Impacts: TBD**

**Schilling Facilities Utilization Program:**

This project supports the pre-planning efforts required to fulfill the 2003 Master Plan. Scope of work for FY 2018-19 includes the pre-planning required for tenant improvements and moving of personnel to the 2<sup>nd</sup> floor of the Administration Building, the disposition of the Old Jail, disposition of the "Swing Space" in the East Wing 1<sup>st</sup> Floor, Alisal Government Center campus wide signage and lighting, and disposition of the "Swing Space" at 1441 Schilling Place.

**Total FY 2018-19 Cost: \$130,000**  
**Est. Project Completion Date: 6/30/2019**  
**Total Project Costs: \$1,012,948**  
**O&M Impacts: NONE**

**Monterey County Government Center East/West Wing Renovation:**

The majority of the project improvements to both the East and West Wing buildings occurred in the prior fiscal year. Final scope of work for the FY 2018-19 includes closing out the project's final deficiency lists, collecting, producing, and filing all project documentation manuals, delivery and installation of furniture and fixtures, final data/phone hook-ups, moving all tenants into the buildings, and any required repairs during the year-long warranty period. In addition, modular building's Nos. 1, 2, 3, and 6 will be removed and the site area will be reseeded to return it to a park-like setting.

**Total FY 2018-19 Cost: \$1,423,406**  
**Est. Project Completion Date: 6/30/2019**  
**Total Project Costs: \$40,227,182**  
**O&M Impacts: TBD**

**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 foot 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. Final EIR/Environmental Assessment (EA) is anticipated in FY 2018-19.

**Total FY 2018-19 Cost: \$523,723**  
**Est. Project Completion Date: 6/30/2020**  
**Total Project Costs: \$25,894,076**  
**O&M Impacts: NONE**

**Laguna Seca Projects**

The Recommended Budget includes appropriations to provide funding for capital improvements at Laguna Seca. Funding is included in the General Fund (Fund 001), Unit 8441 – Laguna Seca Track, financed by the Laguna Seca Restricted Revenue Account. The Drainage Project will address storm water drainage by routing storm water off the track area and into a catch basin, mitigating current erosion issues. Additional restrooms will be added to the Newman Building to replace the loss of the temporary building. The Start-Finish bridge will be replaced. A water filtration system will be designed and implemented to meet federal mandates for arsenic level compliance. Annual Road paving of interior Laguna Seca will be completed. Implementation of wireless services for communications, video and timing will eliminate the need for hard wiring resulting in unsightly wires throughout the facility.

| Project Title                               | Project Cost<br>FY 2018-19 |
|---------------------------------------------|----------------------------|
| Drainage Project - Turns 5, 6, 9            | 803,536                    |
| Newman Building Restroom Addition           | 758,875                    |
| Start-Finish Bridge                         | 4,594,211                  |
| Drinking Water Distribution System          | 897,000                    |
| Annual Road Paving                          | 100,000                    |
| Wireless for Communications, Video & Timing | 1,000,000                  |
| Total                                       | \$ 8,153,622               |

**Total FY 2018-19 Cost: \$8,153,622**  
**Est. Project Completion Date: 6/30/2019**  
**Total Project Costs: \$8,153,622**  
**O&M Impacts: NONE**

**Fund 451:****Natividad Medical Center (NMC)**

Since FY 2016-17, NMC utilizes Fund 404-Facilities Master Plan Implementation to hold funds for Board-approved capital projects greater than \$100,000. As capital projects' expenditures are incurred, the capital project funds are transferred to NMC's Fund 451. This budgetary control avoids commingling of operational and capital funds and ensures approved capital projects' funding is available to complete the projects.

| Project Title                                 | Project Cost<br>FY 2018-19 |
|-----------------------------------------------|----------------------------|
| Radiology Modernization Project               | 8,853,543                  |
| Pharmacy Remodel                              | 1,185,771                  |
| Parking Lots & Roadwork                       | 568,178                    |
| Nursecall                                     | 1,331,456                  |
| Natividad Medical Group - Outpatient Services | 2,225,000                  |
| Fund 451 Total                                | \$ 14,163,948              |

### **Radiology Modernization:**

The Diagnostic Imaging Department is located in building 500, first floor, and requires a complete remodel and modernization. This includes the replacement of obsolescent medical equipment, such as Computer Tomography (CT) and Magnetic Resonance Imaging (MRI). NMC replaced aging X-Ray equipment with new digitally enhanced basic radiographic equipment (Phase 1). Phase 2 includes adding two new CT scanners, a new MRI, and new Angiography Equipment. On May 23, 2017, the Board approved Amendment No. 2 with RBB Architects for the Radiology Modernization Project, extending the agreement an additional two years that pushes the complete date into FY 2019-20. This project is approved by the Office of Statewide Health Planning and Development (OSHPD).

**Total FY 2018-19 Cost: \$8,853,543**  
**Est. Project Completion Date: December 2019**  
**Total Project Cost: \$13,928,950**  
**O&M: TBD**

### **Pharmacy Remodel:**

The Pharmacy Department is located in building 580, first floor. Pharmacy develops intravenous (IV) medications that are introduced directly into the bloodstream, bypassing the anti-infective defenses of the stomach and skin. The current IV compounding facility in the Pharmacy Department will not meet new regulations set by the California State Board of Pharmacy for IV compounding. This project will update the facility to meet new laws and regulations by providing a new compounding room with a new non-hazardous anteroom and a hazardous medication storage room. NMC preliminarily contracted with The Stinnett Group to perform a feasibility study and work with the key stakeholders to propose a schematic design drawing to accommodate hazardous materials and IV compounding rooms. NMC then contracted with Kasavan Architects to proceed with the design development and construction document phase of the project.

**Total FY 2018-19 Cost: \$1,185,771**  
**Est. Project Completion Date: June 2019**  
**Total Project Cost: \$1,200,000**  
**O&M: None**

### **Parking Lots and Roadwork:**

Roadways throughout the NMC campus need improvement, from resurfacing and restriping of the parking lots, to providing additional parking spaces and resurfacing the main roadway. Bus stop locations need improvements due to the increased traffic. This project will improve the sub grade and provide

adequate foundation for the weight of the Monterey-Salinas Transit (MST) buses. The paint that designates pedestrian travel, stop signs, handicapped parking stalls, and curb paint has faded and will be repainted. NMC has initiated a JOC project with Ausonio to provide this scope of work. Soils investigation were performed at the MST bus stops to identify the current condition of the sub grade. NMC is coordinating with MST to excavate the bus stop locations, compact the foundation, and resurface the roadway.

**Total FY 2018-19 Cost: \$568,178**  
**Est. Project Completion Date: June 2019**  
**Total Project Cost: \$1,350,000**  
**O&M: None**

### **Nursecall:**

The Fisher Berkley nurse call system was put into service in 1998. The system is a traditional system with a centralized annunciator panel with audible alarms and visual displays at the nurse's stations. The nurse call system is at end of life and replacement parts have been discontinued. NMC intends to phase the removal of the current wired system and to provide and install a new nurse call system. NMC will need to install a phased temporary wireless system that is fully operational prior to the replacement of the old system. When the new nurse Call system is installed it will have the capability of using two-way devices that are text capable to receive alerts from the nurse call system along with computer work stations in each unit. Currently the designers are proceeding with construction documents for approval by the Office of Statewide Health Planning and Development (OSHPD).

**Total FY 2018-19 Cost: \$1,331,456**  
**Est. Project Completion Date: June 2019**  
**Total Project Cost: \$1,350,000**  
**O&M: None**

### **Natividad Medical Group – Outpatient Services:**

The Natividad Medical Group (NMG) clinic is located in building 400, first floor, and provides primary care. This project will expand primary care services to the population of Monterey County. The number of outpatients visiting the NMG clinic is increasing and the existing space is no longer sufficient to meet the demand of patients. The current location has five exam rooms. NMC will relocate NMG to building 200, first floor. The new clinic will provide twelve exam rooms and will be built in accordance of California Building Standards Code for a primary care clinic to be on the hospital license.

**Total FY 2018-19 Cost: \$2,225,000**  
**Est. Project Completion Date: June 2019**  
**Total Project Cost: \$2,225,000**  
**O&M: TBD**



This page intentionally left blank.



# Debt Management Policy

## Section 1 – Introduction

The purpose of the County of Monterey (the “County”) Debt Management Policy (the “Policy”) is to ensure sound and uniform practices for issuing and managing debt. The County recognizes that it may need to enter into debt obligations to finance projects and to meet fiscal responsibilities. Accordingly, this Debt Management Policy confirms the commitment of the Board of Supervisors (the “Board”), staff, advisors and other decision makers to adhere to sound financial management practices.

The County's Comprehensive Annual Financial Report lists a number of legally separate organizations (“component units”) for which the Board is financially accountable. This Policy informs the actions of these component units to ensure a uniform approach to the issuance of debt.

The procedures set forth herein shall be followed in connection with all proposed offerings of bonds, notes, or other debt instrument financings authorized by the County, and any other entity for which the Board, or other County agency, is the governing body. The Board adopted a Public Financing Policy (“Debt Management Policy”) on May 19, 1998 which incorporated as an addendum the Mello-Roos Community Facilities District Financing Policy, previously adopted by the board on March 25, 1991. Revising resolutions were approved: on October 8, 2002 to address statutory changes and to more appropriately provide financial protection to the County for issuance of Mello-Roos debt; August 16, 2005 to add Certificates of Participation to General Obligation Bonds for purposes of calculating debt ceilings; on July 11, 2006 to establish the Capital Improvement Plan and Committee, and on April 21, 2008 to further amend policies, and on February 14, 2012 to delete reference to the Debt Advisory Committee (DAC). Those amendments and original policy are modified and restated herein. This revised policy as of July 25, 2017 ensures the County's compliance with requirements pursuant to California Senate Bill 1029, which amended Section 8855 of the California Government Code and became effective in January 2017. Such requirements pertain to how the policy's goals relate to the County's planning goals, capital improvement program, and overall objectives. The updated policy herein also contains new language to ensure the County's ongoing diligence with respect to financial disclosure, monitoring, and recordkeeping.

The proper utilization of debt is a major financing tool of the County – supplementing and/or leveraging other sources of financing such as allowed taxation, fees for services, fines and grants. Costs versus benefits/risks of

borrowing will be a major consideration when evaluating each proposed use of debt as a source of financing specific county needs.

Debt is utilized by the County to address County-wide business needs and Board of Supervisor goals and objectives, and when it is determined to be the most prudent and cost-effective method for meeting general or specific needs and service requirements. Debt proposals must be closely coordinated with the county's capital and operating budget processes and must consider the impact of the proposed debt issue on the county's credit rating and total debt burden, as well as long-term goals, objectives and financial forecasts. Repayment of borrowed funds is of paramount concern to the County. Proper structuring and continued management of county debt is critical.

### 1.1 Policy Objectives

The Policy objectives are as follows:

- Establish a systematic and prudent approach to debt issuance and debt management.
- Ensure access to debt capital markets and direct purchase investors (private placement providers) through prudent and flexible policies.
- Define specific limits or acceptable ranges for general fund supported debt and pension obligation debt.

### 1.2 Scope

This Policy governs the issuance and management of all debt and lease financing activity by County entities and component units. The debt policies and practices of the County are subject to and limited by applicable provisions of state and federal law and to prudent debt management principles.

The County uses financing techniques prescribed under existing law for projects that require financing beyond the current fiscal year. These techniques can include, but are not limited to, certificates of participation, lease-back arrangements, and revenue and assessment bonds.

## Section 2 – Debt Advisory Committee

The Debt Advisory Committee (DAC) shall be reestablished, consisting of the Auditor-Controller, Treasurer-Tax Collector, and County Administrative Officer, or their designees, for the purpose of reviewing and advising the Budget Committee, Capital Improvements Committee, and the Board regarding proposed and existing debt issues in which the Monterey, or other entity for which the Board is the governing body, has complete or limited obligation for debt repayment. Such debt issues include, but are not

limited to General Obligation Bonds, Revenue Bonds, Certificates of Participation (COPs), Tax Allocation Bonds, Special Assessment Bonds, Revenue Securitizations, Judgment Obligation Bonds, Conduit Debt, Mark-Roos and Mello-Roos financings, Tax and Revenue Anticipation Notes (TRANS), and other short term financings. The DAC may utilize the services of an independent municipal advisor when analyzing the proposed financing.

The Auditor-Controller or his or her alternate will chair the DAC. The Treasurer-Tax Collector or his or her alternate will act as the vice chair. The chair shall be responsible for providing the functions of a recording secretary if the DAC deems such services to be necessary.

### **2.1 DAC Responsibilities**

The DAC shall meet to consider County public financing proposals, refunding opportunities, or other debt management issues. A Debt Action Request (DAR) will be presented to the DAC by the County Administrative Office summarizing the action(s) requested (i.e., proposed financings, refunding opportunities, material events disclosure requirements, arbitrage issues, recommendations, policy, and other matters), all pertinent information surrounding the request, analysis, findings, and justification for a recommended course of action.

The DAC will consider and discuss the DAR and any additional relevant information required to make an informed decision. This may include seeking input and analysis from other internal and/or external resources, as deemed appropriate. The DAC will approve, modify, or deny the DAR, as determined by the DAC to be in the best interests of the County. If the DAC approves or modifies the DAR, the County Administrative Office will be responsible for implementation of requested action(s). If the DAC advises denial of the request, a written explanation of the Committee's reasoning will be provided to the requesting agency, committee, or department by the County Administrative Office within 10 days of the meeting, or as determined to be an appropriate and reasonable timeframe based on the requesting entity and purpose of the request.

For each individual issue, the DAC will analyze the current market conditions, benefits to be derived from the financing, potential risks, debt service burdens, revenue streams, sector expertise, cost of issuance, statutory restraints, current and projected market conditions, and other factors to determine debt structure, the method of sale, the financing team composition, term, use of credit enhancement, and method of awarding contracts.

## **Section 3 – Issuance of Approval Process**

The approved Monterey County Capital Improvement Plan (CIP) and other Board approved or referred projects are the primary foundation for debt financing consideration for County serviceable debt. Debt proposals may originate from the Board, the Budget Committee, the issuing agency, and/or the recommending department. Debt for projects not eligible as a CIP project (non-recurring, less than \$100,000, and/or useful life of less than five years) may be recommended by the agency or department proposing such issuance. A department, agency, or committee proposing a debt issue will submit a written report (in Board report format) to the County Administrative Officer, or designee, fully describing the proposed project, which specifically addresses the following:

- Purpose and feasibility of the proposed project.
- Public benefit derived from the project.
- Available project financing sources and alternatives (grants, etc.).
- Estimated total costs of the project (excluding cost of financing).
- Estimated timeline for completion of the project.
- Estimated additional ongoing operational costs resulting from the project.
- Appropriate revenue streams available for debt service.
- Proposed collateral to be pledged.
- Estimated total General Fund impact from debt service requirements and changed operational costs.

A DAR will be presented by the County Administrative Officer, or designee, for DAC review. DAC's review, findings, and recommendations will be presented to the Budget Committee for consideration and, if appropriate, referral for full Board consideration for approval to engage the financing team of external finance professionals. The County Administrative Office will be responsible for presentation, in coordination with the proposing department, agency, or committee.

### **3.1 Standards of Debt Financing**

The County will minimize the level of direct debt by incurring debt only in those cases where public policy, public interest and/or economic efficiency favor debt over



cash financing or grant funding. In addition, the County shall use self-supporting (debt-service neutral or better) debt when possible.

The County in most cases will issue debt to finance capital projects. Other possible reasons to issue debt include (but are not limited to) refinancing unfunded pension liabilities, allowing the County to cover periods of temporary cash shortfalls, refinancing bonds, and paying obligations imposed by law. Except to alleviate cash-flow timing issues within a fiscal year, the County will avoid using debt to finance reoccurring operating expenses. All debt issuance will fall within the limits permitted by the California Constitution and state law.

## Section 4 – General Debt Policies

### 4.1 Purpose of Debt

There are two basic types of debt: new money financings and refunding financings.

#### 4.1.1 New Money Financings

The County may issue long-term debt to generate funding for capital projects. Short-term debt may be issued to generate funding for cash flow needs.

#### 4.1.2 Refunding Financings

Refunding bonds are issued to retire all or a portion of an outstanding bond issue or other debt. Such bonds can be used to achieve present value savings on debt service, to modify interest rate risk, or to restructure the payment schedule, type of debt instrument used, or covenants of existing debt. The County must analyze each refunding bond on a present value basis to evaluate the economic effects. Policies on the administration of refunding bonds are detailed in Section 4.13 “Debt Refunding.”

### 4.2 Use of Debt

Debt should be used when it is in the best overall interest of the County, including appropriate short-term borrowings and financing of certain assets with substantial useful and economic lives. The term of the debt must not exceed the useful life of the financed asset and, ideally, it should match or have a duration of less than the useful life of the asset.

Debt may be issued to finance needed equipment, facilities or infrastructure identified by the Capital Improvement Committee or adopted County Budget.

Debt may be issued to fund short-term operating and/or cash flow needs of the County, but must be repaid within 13 months from date of issuance. Debt may be issued for

refunding existing debt when a reasonable overall net savings can be realized.

### 4.3 Legal Limitations

All debt issued by the County shall be in compliance with all pertinent State and federal statutes and in compliance with all regulations promulgated by agencies that maintain jurisdiction over debt issuance. All debt issues by the County shall conform to the provisions of this policy, unless waived by the Board. The Board, by resolution dated August 16, 2005, extended the General Obligation bond debt ceiling of 1.25% of countywide assessed value to include COPs financings.

### 4.4 Bond Proceeds

The use of proceeds from long-term financings will be limited to the uses authorized by law and allowed by the provisions of the particular debt issue. Generally, these limitations will allow for paying costs of planning, design, land, construction or acquisition of buildings, permanent structures, attached fixtures and/or equipment, movable furniture and equipment, and the costs of planning and issuing the debt.

The uses of short term financing will include funding the County’s cash flow deficit in anticipation of tax and revenue receipts.

Proceeds of debt will be held either (a) by a third-party trustee, which will disburse such proceeds to the issuer upon the submission of one or more written requisitions, or (b) by the issuer, to be held and accounted for in a separate fund or account, the expenditure of which will be carefully documented by the County.

### 4.5 Avoiding Negative Impact on General Fund

Expenditures and investment transactions related to borrowings for funds other than the County’s General Fund shall be structured to eliminate, to the maximum extent possible, direct and or indirect negative impacts on the General Fund. Interim funding for project expenditures shall be established and financed from proceeds of borrowings (or other appropriate sources) to avoid delays in draw-downs or reimbursements which would have the effect of reducing General Fund interest earnings.

### 4.6 Debt Issue Size

The amount of any financing should be held to a minimum, taking into consideration any available existing funds to partially finance project costs. Reasonable revenue coverage will be required for all issues. Bond reserve funds and capitalized interest should generally be minimized or

eliminated to reduce borrowing size, unless it is in the County's best interest to do otherwise, or if such funds are required as a function of law, regulation, or market conditions. Debt will only be issued to cover authorized costs as indicated in the preceding section on Bond Proceeds. Generally, debt will only be issued upon receipt of acceptable and reliable project construction bids. In certain situations, reliable estimates may be the basis for debt issuance.

#### **4.7 Debt Level/ Affordability Targets**

The County shall establish an affordable level of debt to preserve credit quality and ensure financial stability. As such, aggregate General Fund lease debt service should not fall more than within a range of four to six percent (4%-6%) of General Fund expenditures. The County shall maintain a debt affordability model with ratios recalculated at the time of a new debt issue. The DAC and the Board will be notified if any new issuance would cause the ratio to exceed the threshold. Both DAC and Board approval would be required before the County is allowed to exceed the ratio threshold.

A component unit may be allowed to exceed the above target ratio if the unit generates user fees through a business-type activity. The component unit must, however, repay the debt with money generated by user fees or other dedicated revenue sources.

The above target ratio does not include the County's pension and retiree health care unfunded actuarial accrued liabilities (UAAL), which itself is a form of "debt" owed to retirement plan members

#### **4.8 Tax Status**

It is the County's policy to issue tax-exempt obligations and to avoid taxable status on County borrowings unless it is determined that taxable status would be in the best interest of the County. Generally, tax-exempt bond issues are subject to IRS arbitrage rebate requirements. These requirements specify that any profit or arbitrage be rebated to the federal government. Rebate computations are typically required every five (5) years and upon final redemption or maturity of the bonds. Any excess earnings are required to be rebated to the federal government. As primarily a tax-exempt borrower, the County will comply with applicable IRS regulations and provisions including arbitrage rebate calculations, rebate of arbitrage profits, and any necessary tax filings.

#### **4.9 Taxpayer Equity**

If a debt issuance is to be financed by General Fund revenues, the proposing department must demonstrate a benefit to a significantly large proportion of the County's property taxpayers. If the project would primarily serve a definable group of taxpayers, the obligation to repay the debt should be borne by that group of taxpayers, when feasible. In certain instances, the Board may determine that exceptions to this general guideline would be in the best interests of the County.

#### **4.10 Authorized Method of Sale**

The County's goal is to protect the public's interest by obtaining the lowest possible interest cost. To obtain this goal, the County may use a competitive, negotiated, limited-competitive (hybrid) or private placement method of sale. The appropriate method should be determined on a case-by-case basis.

Before selecting a method of sale for public offerings, the financing team shall take into consideration the current market, the issuer's characteristics, and the proposed bond structure. Market considerations will focus on the supply and demand of competing issuances. Issuer characteristic considerations will include market familiarity, credit strength, and policy goals. Bond structure considerations will include the type of debt instrument, issue size, structure, and timing.

Determination of whether to sell bonds under a competitive bid or a negotiated sale will depend on many factors, including the market environment, timing considerations, structure of financing, and the type of bond or other financing instrument. For certain types of debt instruments and financing structures, competitive sale is generally the method by which the County can obtain the lowest interest cost, and is required for specified types of debt issues. However, in some circumstances, competitive sale may not be feasible or practical, and in some situations, the use of negotiated sales may provide a more favorable financial outcome. Thus, the method of sale must be analyzed by the County, and if used, the municipal advisor, prior to any debt issue. Private placement may be used for any debt issue structured specifically for one purchaser, typically, a bank, insurance company, broker dealer, or leasing company. Financial analysis and professional concurrence must precede any private placement issue.

##### **4.10.1 Competitive Sale**

In a competitive sale, competing underwriters deliver sealed bids to the County, at the time and place specified

in the Official Notice of Sale. The County selects the underwriter offering the best terms at the time. Bids will be awarded on a True Interest Cost (TIC) basis, providing other bidding requirements are satisfied. TIC is a method of calculating bids for new issues that takes into consideration certain costs of issuance and the time value of money. In such instances where the County Administrative Office deems the bids received unsatisfactory, the County Administrative Office may enter negotiations for sale of the securities or reject all bids. The Official Notice of Sale will be carefully constructed to ensure the best possible bid for the bonds, in light of existing market conditions and other prevailing factors

#### 4.10.2 Negotiated Sale

A negotiated sale is a sale of bonds whereby the terms and price are negotiated by the County and the municipal advisor through an exclusive agreement with a previously selected underwriter and/or underwriting syndicate. In many cases, County debt is issued via a negotiated process, which provides the County control over the financing structure, the issuance timing and flexibility of distribution.

#### 4.11 Debt Credit Rating

The County seeks to maintain and, if possible, improve its current long and short-term debt ratings to enhance the County's reputation within the financial community and to minimize borrowing costs. Emphasis should be placed on protecting the General Fund and enhancing the County's financial condition. Further, the County will maintain good communication with the bond rating agencies and keep them apprised about the County's financial condition through provision of relevant reports and documents.

The County may solicit a credit rating review at its discretion, typically done in the context of a bond transaction. It is the County's policy to solicit ratings from Nationally Recognized Statistical Ratings Organizations (NRSRO) for its debt issues, including Fitch Ratings, Moody's Investor Services, and Standard & Poor's. A single credit rating may be utilized if/when it is financially advantageous to do so and upon advice from the County's municipal advisor, or/and underwriter.

#### 4.12 No Public Financing for the Purpose of Arbitrage

The County shall be prohibited from issuing arbitrage bonds. Permitted investment of proceeds must be clearly defined prior to each issuance. Planning, contract, and construction delays must be managed to assure compliance with the various exceptions afforded by the Internal Revenue Service (IRS) concerning arbitrage, such as the 6-

month, 18-month, 3-year and 5-year exceptions, when applicable.

#### 4.13 Debt Refunding

The County is responsible for acting upon refunding opportunities that offer significant savings over the maintenance of existing debt. Periodically, the County will analyze and evaluate debt repayment opportunities based on current market conditions. Additionally, the County may request or receive analysis of an opportunity to refund existing debt from a municipal advisor or other municipal financial market participant. The County will consider such opportunities and evaluate the economic benefit they may present.

Outstanding debt issues may be refunded, if permissible by federal tax law and the terms of the debt instrument, if refunding results in an acceptable level of debt service savings. Other structural aspects are to be determined by the DAC, municipal advisor or/and underwriter.

As defined for federal tax law purposes, the County may issue current or advance refunding bonds when advantageous, legally permissible, prudent, and when the aggregate net present value savings (expressed as a percentage of the par amount of the refunding bonds) equal or exceed three percent (3%). Refunding's of current debt shall be made only if recommended by the DAC and the County Admirative Office, and approved by the Board. Refundings that produce negative savings will not be considered, unless there is a compelling public policy objective.

Within federal tax law constraints, a refunding will be considered if and when there is a net economic benefit or if it is imperative in order to modernize covenants essential to operations and management. A current refunding provides that all proceeds (aside from expenses and reserve fund, if required) are used to extinguish existing debt at a savings to the County in the overall repayment costs. Managers of existing projects may request refundings for the purpose of taking advantage of more favorable economic conditions and lower market interest rates, restructuring the principal and debt service payments, or eliminating burdensome covenants with bondholders. Advance refundings used to refinance outstanding debt before the date the outstanding debt becomes due or callable. Proceeds of advance refunding bonds are placed into an escrow account with a fiduciary agent and used to pay interest and principal on the refunded bonds until final redemption at their maturity or call date.

The financial advantages of a refunding must outweigh the costs and risks of reissuing bonds. The request for refunding will be assessed with competing new capital projects requiring financing. In no event will the maturity date of the refunding issue exceed the original maturity date of the refunded debt.

Savings requirements for current or advance refunding undertaken to restructure debt may be waived at the recommendation of the County Administrative Office, in consultation with the municipal advisor, with DAC and Board approval, upon a finding that such a restructuring is in the County's overall best financial interest.

#### **4.14 Primary and Continuing Disclosure**

Primary disclosure shall include the preliminary official statement (POS) and the official statement (OS), which shall be prepared in a manner consistent with applicable securities laws and the Government Finance Officers Association (GFOA) guidelines. In connection with a debt issuance, the County may undertake to provide continuing disclosure in order to enable the underwriters of such debt to comply with the requirements of Securities and Exchange Commission (SEC) rule 15c2-12. Disclosure certifications shall be acknowledged by the Office of the Auditor-Controller who shall be responsible for the County's continuing disclosure undertakings.

After entering a Continuing Disclosure undertaking (i.e., a contract), the County shall comply with the terms of such undertaking. Not only must all filings be made in a timely manner, if for any reason there is a failure to make a timely filing, such failure also must be disclosed (and could reflect negatively on the County). The Office of the Auditor-Controller will take all reasonable steps to ensure that the County files timely annual reports and "listed event" (there are currently 15 such events) notices with the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access system (EMMA), and that all such filings are (i) complete and accurate under the law and (ii) clear, concise and readable for the investing community.

The County may also (i) select certain staff members to be the County's "disclosure team" that, with the County Administrative Office, develops and employs disclosure practices and procedures that are effective, reasonable and defensible and (ii) engage with an external disclosure counsel to provide additional guidance and training. The County may also from time to time evaluate using the services of a dissemination agent, such as the County's

municipal advisor or Digital Assurance Certification, LLC, or some other third-party entity to assist with compliance.

#### **4.15 Investment of Bond Proceeds**

Bond proceeds shall be invested as permitted by the instrument pursuant to which the bonds are issued and pursuant to the County's investment policies. The County Administrative Office will determine the investment structure reasonably expected to produce the results which are in the best interest of the County as it relates to the issue. Bond proceed investment can be managed by the County Treasury, Guaranteed Investment Contracts, or outside investment managers within the scope allowed by the instrument pursuant to which the bonds are issued.

#### **4.16 Timing of Debt Issuance**

Debt should be issued to correlate with the need for funds. For long-term projects, issuance should only occur when there is a verifiable need and reasonable expectation of compliance with statutes.

#### **4.17 Expenditure of Bond Proceeds**

Any new construction or project acquisition monies raised through debt issuance will adhere to the specific "Use of Proceeds" disclosures provided in the instrument pursuant to which the bonds are issued and any statutory requirements.

Annually, the Office of the Auditor-Controller shall submit a report to the California Debt and Investment Advisory Commission (CDIAC). The annual report will cover the period July 1, to June 30, inclusive and shall be submitted no later than seven months after the end of the reporting period by any method approved by CDIAC. The annual report shall, among other things, include the use of proceeds of issued debt during the reporting period, including the following:

1. Debt proceeds available at the beginning of the reporting period.
2. Proceeds spent during the reporting period and the purposes for which it was spent.
3. Debt proceeds remaining at the end of the reporting period.

#### **4.18 Arm's Length Transactions**

The County will endeavor to have "Arm's Length Transactions," in which the buyers (underwriters) of the debt have no relationship with the County. For Arm's Length Transactions, the County and the buyer are both

acting in their own self-interest and are not subject to any pressure or duress from the other party.

#### **4.19 Records Retention**

Documentation relating to each particular financing will be retained for the term of the financing plus three years, including all refundings. Storage may be in hard copy or electronic format.

### **Section 5 – External Finance Professionals**

The County Administrative Office will be responsible for dissemination of requests for proposal (RFP), at least every three (3) years, to establish pre-approved lists of financing professionals from which issue specific teams will be selected. The County Administrative Office will assemble issue specific teams based on factors, including but not limited to, experience of the firm and individuals, issue specific expertise, scope of services to be provided, financial strength, recommended strategies, industry reputation, and pricing. Awards will not be based on price alone, but instead on which combination of professionals will result in the lowest overall borrowing costs to the County.

Most financing professionals are compensated from bond proceeds upon issuance. However, legal, municipal advisory, and feasibility consultant services may require payment for hourly services regardless of whether an issue is sold. Arbitrage rebate consultants, trustees, paying agents, and custodians generally charge annual fees for services provided after issuance.

#### **5.1 External Finance Professionals**

- A. **Bond Counsel:** Prepares necessary bond resolutions, bond indentures, establishes underlying legal framework for the issuance, reviews all documentation and opines as to legalities relating to the issue.
- B. **Disclosure Counsel:** Prepares the official statement or other disclosure for a debt issue.
- C. **Tax Counsel:** Opine on tax matters associated with the offering and preparation of filings necessitated by IRS rules.
- D. **Independent Municipal Advisor(s)** (MA): May be engaged by the County, if deemed advisable or appropriate by the DAC, to provide independent analysis to the County of proposed public financings on such terms and conditions as ratified by the Board. The County Administrative Office, subject to Board ratification, shall have the discretion to hire MAs with respect to any particular proposed public financing or more generally to provide advice with respect to the public financing needs of the County on a periodic basis. The MA, and any related entity, shall be prohibited from: (i) receiving any payments from the underwriter(s) with respect to the proposed public financing; and (ii) selling any securities or derivative products to the County during the period it is acting as MA to the County. In the event it is determined that it is not necessary or advisable for the County to hire a MA with respect to a particular proposed public financing, the County shall perform any responsibilities which might otherwise have been performed by the MA.
- E. **Feasibility Consultants:** Determine feasibility of complex debt issues as required by statute or at the County's discretion.
- F. **Underwriters:** Contractually commit to purchase and market the debt issue on negotiated sales, or may be the successful bidder(s) on competitive sales.
- G. **Underwriter's Counsel:** Selected by the underwriter to act as counsel to the underwriter on negotiated sales.
- H. **Special Tax Counsel:** Advises the County and bond counsel on tax related matters if tax counsel does not have the appropriate level of expertise. Customarily applicable to Mello Roos issuance.
- I. **Ratings Agency Analysts:** Conduct financial reviews of the County and the debt issue to assign short and/or long-term ratings and will monitor the County's financial condition for possible adjustments to the assigned rating. Subsequent reviews can be initiated by either the County or the ratings agency.
- J. **Credit Enhancement Providers:** Provide credit enhancements for debt issues including, but not limited to, insurance, liquidity facilitation, and letters of credit. Banks providing enhancement must be rated at least "A" by an NRSRO, approved by the County, and properly licensed to conduct business within the state of California. Bond insurance must be provided by nationally recognized municipal bond insurers who are rated



at least “A” by an NRSRO. Contracts with credit enhancement providers should be structured, if possible, to protect the County’s interests in the event of ratings downgrades, financial deterioration of the enhancement provider, and other material events likely to affect the issuance.

- K. Arbitrage Consultants: Calculate investment returns on bond proceeds, arbitrage rebate amounts, and prepare the associated tax returns and forms.
- L. Trustees, Registrars, Paying Agents, and Fiscal Agents: Banks or trust companies that provide vital corporate trust services throughout the term of the debt issue.
- M. Investment Advisors: Provide advice as to investment of proceeds of debt issuances in appropriate investment vehicles.

## Section 6 – Financial Disclosure, Monitoring, and Recordkeeping

To assure clear, comprehensive, and accurate financial information, the County is committed to meeting secondary disclosure requirements on a timely and comprehensive basis, cooperating fully with rating agencies, institutional and individual investors, County departments and agencies, other levels of government, and the general public. Complete and accurate disclosure supports the taxable or tax exempt status of bonds issued by the County and provides transparency regarding County finances and operations.

The County Administrative Office, Treasurer-Tax Collector, and Auditor-Controller, pursuant to their authority, shall be responsible for the following as they apply to County long-term and short-term debt issues:

- A) Providing the trustees and/or dissemination agents ongoing disclosure information for filing with the MSRB via EMMA. The County may elect to utilize the services of a dissemination agent for continuing disclosure reporting; however, the responsibility for ensuring the reports are filed timely remains with the County.
- B) Maintaining compliance with disclosure standards promulgated by State and Federal regulatory bodies.

- C) Ensuring the Comprehensive Annual Financial Report (CAFR) and continuing disclosure statements meet (at a minimum) the standards articulated by the Government Accounting Standards Board (GASB), the SEC, and Generally Accepted Accounting Principles (GAAP).
- D) Monitoring to ensure all covenants and annual continuing disclosure requirements are complied with, including requiring each County department, agency, district, or authority to notify the County Administrative Office immediately upon the occurrence of any event, specified in Rule 15c2-12 under the Securities Exchange Act of 1934, which must be filed with EMMA. Examples of such events are credit rating downgrades, major disasters, major litigation, default on existing debt, bankruptcy, etc. and for Tax and Revenue Anticipation Notes (TRANS) issuance, ensuring cash deficit requirements are met for each issuance, to meet arbitrage and rebate requirements and protect the tax-exempt status of each issuance.
- E) Submit an annual report to the CDIAC. The annual report will cover the period July 1, to June 30, inclusive and shall be submitted no later than seven months after the end of the reporting period by any method approved by CDIAC. The annual report shall consist of the following:
  - 1. Debt authorized during the reporting period, which shall include the following:
    - Debt authorized at the beginning of the reporting period.
    - Debt authorized and issued during the reporting period.
    - Debt authorized but not issued at the end of the reporting period.
    - Debt authority that has lapsed during the reporting period.
  - 2. Debt outstanding during the reporting period, which shall include the following:
    - Principal balance at the beginning of the reporting period.
    - Principal paid during the reporting period.
    - Principal outstanding at the end of the reporting period.

3. The use of proceeds of issued debt during the reporting period, which shall include the following:
  - Debt proceeds available at the beginning of the reporting period.
  - Proceeds spent during the reporting period and the purposes for which it was spent.
  - Debt proceeds remaining at the end of the reporting period.
- F) When applicable, applying the private business use, private payment or security, and the private loan financing tests to ensure the tax-exempt bond issues are not issues of private activity bonds. Monitoring shall include:
  1. Reviewing the amount of existing private use of bond-financed facilities,
  2. Identifying any new sale, lease or license, management contract, or other arrangements involving the private use of a bond-financed facility, and
  3. Promptly consulting with bond counsel as to any possible private use of a bond-financed facility and any necessary remedial action. Generally, an issuer will not loan more than five percent (5%) of the proceeds of an issue to one or more nongovernmental persons. The issuer does not expect to allow and will not allow more than ten percent (10%) of the sale proceeds and investment proceeds of the issue or of the bond-financed facility to be privately used directly or indirectly by any nongovernmental person in any trade or business, other than as a member of the general public. For purposes of the preceding sentence, "10%" is reduced to "5%" for nongovernmental use of any facility financed or refinanced from the proceeds of an issue which are disproportionate to or not related to the governmental purposes of the issue. Absent an opinion of counsel a nongovernmental person is treated as "privately using" proceeds of the issue to the extent the nongovernmental person:
    - a. borrows proceeds of the issue,
    - b. uses the bond-financed facility (e.g., as owner, lessee, service provider, operator or manager), or
    - c. acquires the output (or throughput) of the bond-financed facility.
- G) When applicable, establishing and maintaining a system of monitoring, reporting and recordkeeping to meet the arbitrage rebate compliance requirements of the federal tax code. Arbitrage in the municipal bond market is the difference in the interest paid on the tax-exempt bonds and the interest earned by investing the bond proceeds in taxable securities. If interest rates on investments are higher than the interest on the bonds, there is positive arbitrage. The tax code requires that, to the extent the investment yield exceeds the bond yield, such excess must be rebated to the federal government, subject to the exceptions discussed in paragraph 3, below. The system shall include annually:
  1. Ensuring investments of proceeds comply with yield restrictions throughout their investment life;
  2. Tracking the investment earnings on bond proceeds since issuance and calculating any rebatable earnings (rebatable earnings are amounts earned from the investment of the gross bond proceeds at a yield in excess of the yield on the issue);
  3. Applying exceptions to the application of rebatable earnings for certain investments of bond proceeds [e.g., if investments were (i) during a temporary period, (ii) part of a reasonably required reserve or replacement fund, or (iii) as part of a minor portion (an amount not exceeding the lesser of 5% of the sale proceeds of the issue or \$100,000)];
  4. Remitting any rebatable earnings to the federal government no later than sixty (60) days after the end of every fifth (5th) bond year throughout the term of a bond issue. The County Administrative Office has the authority to contract with parties specializing in arbitrage/rebate calculations, if deemed necessary; and

5. Satisfying the Arbitrage Rebate/Yield Reduction Filing Requirements-Form 8038-T or Form 8038-R, if applicable.
- H) Ensuring debt service for all existing and anticipated debt is properly budgeted and appropriated for each fiscal year and documenting any specific revenue sources for repayment.
- I) Initiating scheduled debt service payments.
- J) Reconciling bank statements for money managed by trustees.
- K) Validating all payments for construction and other debt related expenditures.
- L) Retaining all material records related to bond financings, in a combination of paper and electronic forms, including, but not limited to:
  1. Records relating to the bond transaction, including documents prepared by bond counsel, audited financial statements, offering documents (including the official statements), minutes and resolutions authorizing the bond financings, appraisals, surveys, feasibility studies, documents related to government grants, publications/articles related to County bond financings, correspondence, any IRS correspondence or examinations, and arbitrage related documents and calculations;
  2. Documentation evidencing expenditure of bond proceeds;
  3. Documentation evidencing use of bond-financed property;
  4. Documentation of allocation of bond proceeds to issuance costs;
  5. Copies of construction and purchase contracts, requisitions, draw schedules, draw requests, invoices, bills, and cancelled checks related to bond proceeds spent for construction or purchase of bond financed facilities;
  6. Copies of all agreements, contracts, leases, subleases, ownership documentation, and entity formation documentation;
  7. Documentation evidencing all payments and security for the bonds;
  8. An asset list or schedule of all bond-financed facilities or equipment;
  9. Depreciation schedules for bond-financed depreciable property; and
  10. The tracking of purchases and sales of bond-financed assets.
- M) Maintaining material records for as long as the bonds are outstanding plus three (3) years after the final redemption date of the bonds.
- N) Ensuring all County staff involved with debt issuance will be provided pertinent educational resources, enrolled in training/educational seminars and classes, and trained by knowledgeable staff to ensure compliance with all applicable Federal and State laws and regulations.

## Section 7 – Types of Debt Permitted to be Issued

The County may engage in issuance of the following types of debt when circumstances, resources, and appropriate planning suggest their need and use.

### 7.1 Short-term Debt

- A. Bond Anticipation Notes: used to obtain interim project financing when bonds are approved but not yet issued.
- B. Grant Anticipation Notes: used to eliminate cash flow deficits associated with funding delays on State or federally funded programs.
- C. Tax and Revenue Anticipation Notes: used to eliminate cash flow deficits before receipt of taxes and other revenue in the same fiscal year.
- D. Other types of short-term debt promulgated by statute or regulatory authority that serves a beneficial public purpose (includes dry period loans).



## 7.2 Long-term Debt

- A. General Obligation Bonds and Limited Obligation Bonds: used for acquisition and improvements of land and buildings.
- B. Special Assessment Bonds: used for facilities of local benefit to property.
- C. Tax Allocation Bonds: used for public projects within a redevelopment project area.
- D. Certificates of Participation and Lease Revenue Bonds: use unrestricted.
- E. Revenue Bonds: used for revenue producing facilities.
- F. Taxable Bonds: Required if there is a private, non-governmental purpose of financing. Used to avoid arbitrage rebate restriction on projects with anticipated completion dates beyond three (3) years after issuance.
- G. Mello-Roos Bonds: used for community facilities development.
- H. Marks-Roos Bonds: issued by a joint power authority (JPA) to provides loans to local agencies to finance public capital improvements, working capital, and insurance programs. Voter approval is not required.
- I. Pension Obligation Bonds and Other Post-Employment Benefits (OPEB) Bonds: issued to fund the obligation to pay pension benefits and other post-employment benefits.
- J. Judgment Obligation Bonds: issued to finance legal obligations resulting from litigation.
- K. Other securitizations of County revenues: issued to obtain lump sum cash from a multi-year income stream.
- C. Compound interest bonds (also known as zero coupon bonds or capital appreciation bonds) are sold at a deep discount from par but do not require interest or principal payments until maturity or sinking fund dates. Subject to specific structural restrictions, they are to be used for projects that will not generate sufficient revenue to permit semi-annual debt service until some time in the future. Premium bonds are those sold at a premium over par. The premium cannot exceed that permitted by law.
- D. In most cases, annual debt service will be approximately level with semi-annual interest coupons. Non-level debt service may be utilized if the structure results in a favorable financial outcome. Annual payments may be considered for multi-participant JPA or MOU financings.
- E. A mandatory redemption feature may be used on revenue bonds to call bonds with revenues produced in excess of those required to debt service. An optional call feature should be used on special assessment bonds to call bonds from proceeds of assessment prepayments.
- F. Credit enhancements, such as bond insurance or a letter of credit, are to be used if they result in an overall net debt service savings. In any event, credit enhancement is required for the use of Mello-Roos bonds in the County. A cost versus benefit analysis must be reviewed by the County Administrative Office to determine whether to purchase bond insurance or to issue bonds based on the stand-alone credit rating.
- G. Debt issues should be structured to be senior lien obligations; junior lien obligations are to be avoided due to the higher interest rate demanded by investors, but may be required dependent on the credit and structure of bond issuance.

## Section 8 – Permitted Structural Features

- A. Maturity of the debt issued cannot exceed that permitted by law.
- B. Maturity of the debt shall not exceed the estimated useful life of the project being
- H. Derivative products such as interest rate swaps and hedges, while permissible, impose

additional risks. Use of derivatives must first be analyzed by the County's MA, reviewed by the DAC, and approved by the Board.

- I. If necessary for federal tax law purposes, a reimbursement resolution should be approved by the Board for qualifying capital projects that require expenditures prior to the issuance of the debt to enable those expenditures to be reimbursed in the debt issue sizing.

## Section 9 – Specific Permitted Features by Type of Debt

### 9.1 General Obligation

General obligation bonds pursuant to State law require a two-thirds majority of those voting in a local election to authorize a bond issue for a specific purpose. They may be issued to acquire, construct, and improve real property, but cannot be used to purchase equipment or for operations and maintenance. Both competitive and negotiated sales are permissible. The bonds cannot be sold at a discount from par and the interest rate cannot be higher than the statutory limit of twelve percent (12%) nor that approved by the voters. The maximum aggregate outstanding amount of general obligation bonds may not exceed 1.25% of the assessed valuation of all real and personal property in the County, except that for water conservation and flood control projects and construction of certain County roads, the maximum may increase to 3.75%. The maximum maturity cannot exceed forty (40) years, and in no event shall it exceed the useful life of the project being financed. Annual debt service shall be approximately level. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A debt service reserve is not required. A credit enhancement may be employed if it reduces the overall net cost of the issue.

### 9.2 Revenue Obligations

Enterprise Revenue bonds are to be used to acquire or construct a specific project and are to be repaid solely from the revenue, or net revenue, produced by such enterprise. Bondholders are only entitled to repayment from such revenue or net revenue and have no recourse to the general fund. The net revenue coverage ratio (gross revenue less operations and maintenance cost) goal of 1.25 times annual debt service is desired. A debt service reserve

equal to the highest annual debt service (limited by Tax Code to 10% or proceeds) may be dictated by the market. There is no stated maximum maturity, but in no event shall it exceed the useful life of the project being financed. Annual debt service should be approximately level unless rate increases have been implemented. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A credit enhancement may be employed if it reduces the overall net cost of the issue. Estimated costs of issuance may be included in sizing the issue. Capitalized interest from the dated date of the bonds to six months after the anticipated completion of the project or until revenues are sufficient to pay debt service may be included in the issue sizing, as determined by the MA and/or Debt Advisory Committee (DAC).

### 9.3 Fixed and Variable Rate Debt

To maintain a predictable debt service burden, the County will give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is floating or variable rate debt. It may be appropriate to issue short-term or long-term variable rate debt to diversify the County's debt portfolio, reduce interest costs, provide interim funding for capital projects, or improve the match of assets to liabilities.

Fixed rate debt should be considered as a primary structural tool for project financings, so that annual debt service requirements are not subject to interest rate exposure and will not vary as interest rates change. However, other forms of rate structures may be used if they result in favorable financial outcomes.

Budgetary safeguards should be in place before incurring variable rate debt, and such debt should never amount to more than twenty percent (20%) of all outstanding debt. Before incurring variable rate debt, careful consideration should be given to current market conditions and trends, including the costs and availability of Liquidity Facilities. The County's cost for administering variable rate debt should be considered when comparing fixed and variable rate debt.

Variable rate debt may be used if interest rates are high and market expectations are that rates will decline. While variable rate debt permits the County to obtain lower rates than fixed rate debt, the County is subject to interest rate

risk. The frequency with which the interest rate on the debt is reset has a direct effect on the amount of interest to be paid. Variable rate debt should only be used if the County can be converted to fixed rate debt. The County will consider the use of interest rate caps on any variable rate issue.

The use of synthetic interest rate swaps may be employed if their use is determined advisable by the County's MA, reviewed by the DAC, and approved by the Board.

#### **9.4 Lease-backed Debt**

COPs provide long-term financing through a lease or installment sale agreement that does not constitute indebtedness under the State constitutional debt limitation and are not subject to other statutory restrictions applicable to bonds, including interest rate limitation, election requirements, competitive sale requirements, or semiannual or fixed rate interest payment restrictions. COP debt was aggregated with General Obligation debt by Board of Supervisor resolution on August 16, 2005 to maximize aggregate County debt 1.25% of countywide assessed value. Rental interruption, earthquake, and other insurance should be provided. COPs shall require specific noticing for public hearings to be held for any such financing.

Lease revenue bonds are like COPs because they are both based on a lease agreement and are not subject to the constitutional debt limitation. The financed project may be revenue producing or non-revenue producing. The issuer (lessor) must lease to another public entity and receive lease payments in return that are sufficient to meet the debt service on the issue. Title must revert to the issuer after the bonds are paid in full. Lease revenue bonds cannot bear an interest rate above the legal maximum.

#### **9.5 Special Obligation Debt**

Assessment district debt may be levied to provide infrastructure improvements to defined communities of interest. Sizing of the issue may include engineering costs, legal and financing costs, and a debt service reserve. The ratio of land value to assessment lien must be at least 4 to 1 on a per parcel basis. As there is generally no obligation of the issuer to make up any delinquencies or defaults, it is necessary to provide a covenant to foreclose. Balloting for the assessment protest procedures must be in compliance with Proposition 218.

Tax allocation bonds may be issued by redevelopment agencies to revitalize blighted and economically depressed areas of the County and to promote economic growth. They

may be structured as tax-exempt bonds or federally taxable bonds. If tax increment is the sole source of repayment, it must meet a reasonable coverage test for annual debt service. The bonds must be sold by competitive sale and cannot bear an interest rate above the legal maximum. However, the bonds can be sold to the JPA at negotiated sale. Refunding bonds can be negotiated, as can housing bonds. The issue must include capitalized interest to cover the period before sufficient incremental taxes will be realized. A professional analysis of projected tax increment is required for any tax allocation bond. The County must pursue all appropriate pass-through agreements prior to debt issuance. The County may contract with a professional firm to prepare an economic feasibility determination in support of debt issuance.

#### **9.6 Conduit Issues**

Industrial development bonds may be issued under the California Industrial Development Financing Act to assist private companies in financing certain projects. Bonds issued under the Act are repaid solely by private enterprise, and no taxes or other public moneys are obligated. The maximum term is forty (40) years, the interest rate cannot exceed 12%, and they may be sold at either competitive or negotiated sale.

There are a number of federal tax law limitations and restrictions applicable to industrial development bonds.

The County may act as a conduit issuer for entities qualifying under statute for tax exempt financing when the County is expressly held harmless as documented in the bond covenants.

The County may utilize the California Statewide Communities Development Authority (CSCDA) short-term Tax and Revenue Anticipation Note (TRAN) program and affiliated long-term CalLease program when appropriate to reduce cost of issuance. The County is a member of the Authority. In addition, the County may participate in other joint powers or related agreements with public or quasi-public entities for beneficial issuance of debt instruments.

#### **9.7 Taxable Debt**

Taxable debt may be issued when facilities include private uses that exceed statutory thresholds. Taxable debt may be used when its use is determined to be structurally favorable to the overall financing. There are no arbitrage restrictions on taxable debt. There are also no restrictions as to use of the bond proceeds and on the amount of private participation. Taxable debt may be sold by competitive or negotiated sale. Taxable debt may be issued in conjunction

with tax exempt debt when economically in the best interest of the County.

### **9.8 New Financing Methods and Techniques**

Changing federal regulations and the shifting concerns of rating agencies mean that the County operates in a dynamic financial environment. This policy is not intended to hinder the County's use of any new financing techniques that may arise.

Proposals for financing methods not included in this policy should be addressed to the DAC. If the DAC approves of such financing methods, the DAC should recommend their use to the County Administrative Office. This policy should then be amended to reflect any new financing techniques recommended by the DAC and approved by the Board.

## **Section 10 – Mello-Roos Debt**

### **10.1 Local Goals and Policies**

Adopted by the Board of Supervisors on March 29, 1991, the County's Mello-Roos Policy is restated and incorporated into this Debt Management Policy with only minor modifications. Section 53312.7(a) of the California Government Code required the County to consider and adopt local goals and policies concerning the use of the Mello-Roos Community Facilities Act of 1982 (the "Act"), prior to the initiation of proceeding on or after January 1, 1994 to establish a Community Facilities District (also known as Mello-Roos district) under the Act. This policy was intended to satisfy the requirements of the Act and provides specific guidance for approval of public financing for provision of public facilities and services in proposed development projects through Community Facilities Districts. In addition, this policy established the standards and guidelines for the review of these proposed development financings by County staff and its designated agent(s), the Budget Committee, and ultimately the Board. In those cases in which fixed lien special assessment or other types of land based financing is substituted for Community Facilities Districts, the County will apply applicable provisions of this policy.

### **10.2 Priorities for Financing**

The priority that various kinds of public facilities and services will have for financing through the County's use of the Act are as follows:

- Public facilities to be owned and operated by the County that constitute regional or backbone infrastructure required to serve proposed development;

- Other public facilities (excluding in-tract infrastructure) to be owned and operated by the County for which there is a clearly demonstrated public benefit; and
- Services authorized to be financed pursuant to the Act; and
- In-tract infrastructure to be owned and operated by the County.

Generally, public facilities to be owned or operated by a public agency other than the County, including such public facilities financed in lieu of the payment of development fees imposed by such public agency, will not be financed through the County's use of the Act; provided, however, that the County may consider the financing of such facilities on a case-by-case basis. Generally, privately owned facilities (that is, facilities not owned by a local agency) will not be financed through the County's use of the Act; provided, however, that the County may consider the financing of such facilities on a case-by-case basis.

### **10.3 Mello-Roos Policies**

- A) **Consideration of Community Facilities Districts.** The Board of Supervisors will consider the use of community facilities districts (CFDs) as well as other financing methods to assist certain types of residential, and/or nonresidential development, where, in the County's opinion, the financing of public facilities satisfies a public need and represents a significant public benefit, while having the financial security to reasonably assure a sound investment for potential bondholders and minimize any County exposure to liability for actions taken on behalf of public financing projects. Effective January 1, 2008, CFD policies must include a statement of priority for services.

While recognizing that public facilities proposed to be financed must meet a public need and must benefit properties within the proposed development project, public benefit implies that a significant public benefit will also result to the community at large. An example of significant public benefit is a public facility having regional impact such as an all-weather bridge, a freeway overpass, or a regional water or wastewater treatment plant. In respect of the foregoing, the County will give priority to the financing of backbone regional public

infrastructure improvements that produce significant public benefit. Significant public benefit can also take the form of the provision of affordable housing through reduced housing costs.

CFD financing will be permitted for public improvements that will benefit the expected long-term property owners, and whose useful life will be equal or greater than the longer of (a) five (5) years or (b) the term of the bonds.

- B) **Consistency with Comprehensive General Plan.** The proposed development project must be consistent with the County's Comprehensive General Plan and have secure appropriate land use approvals from the County to allow for the implementation of the development of the area as contemplated.
- C) **Ownership of Facilities.** Facilities which, upon completion, are to be owned, operated, or maintained by public agencies shall be considered public facilities. Limited exceptions will be made for certain facilities that are to be owned, operated, or maintained by private utilities and homeowner associations.
- D) **Appraisal.** An appraisal of the property subject to any lien required to secure any public financing shall be required. A minimum property value to lien/debt ratio of 4:1 (including any overlapping assessment or community facilities districts) must be present pursuant to Premise 3 entitled "Bulk Land Value" as set forth in Attachment A as determined by an M.A.I appraisal. The appraisal shall be reviewed by the County and shall be prepared as set forth in Attachment A hereto.
- E) **Absorption Study.** Unless waived by the County, an absorption study of the proposed development project shall be required for CFD financings. The absorption study shall be used as a basis for verification that sufficient revenues can be produced to fully and timely satisfy debt service requirements and costs of services and to determine if the financing of the public facilities and services is appropriate given the timing of the development. Additionally, the projected absorption rates

will be provided to the appraiser for use in the appraisal.

- F) **Rate and Apportionment of Special Tax.** With regard to CFDs, the proposed rate and method of apportionment of the special tax shall comply with the following criteria:
  1. The rate and method of apportionment shall not provide for an annually increasing maximum special tax for any classification. However, subject to County approval in its sole discretion, under appropriate circumstance, as determined by the County, an increase in the maximum special tax may be permitted, not to exceed two percent (2%) annually.
  2. The total projected annual special tax revenues must exceed the projected annual gross debt service on the bonds by at least ten percent (10%). In structuring the special tax, projected annual interest earnings on bond reserve funds shall not be included as revenue for the purpose of this calculation.
  3. In limited cases, as determined by the County in its sole discretion, a special tax for services may be permitted and the annual special tax may increase to reflect projected increases in costs to provide the applicable services in an amount to be determined by the County, in its sole discretion.
  4. The projected annual special tax revenues shall include amounts projected to be sufficient to pay reasonable annual administrative expenses and other direct costs to the CFD.
  5. All property not otherwise statutorily exempted or owned (or to be owned) by a public entity shall bear its appropriate share of the special tax liability.
  6. The special tax shall be apportioned on a reasonable basis to categories and

classes of property within the CFD subject to the special tax.

7. A formula to prepay the special tax may be permitted.
  8. The projected ad valorem property tax and other direct and overlapping debt for the proposed development project (including estimated CSA charges, projected benefit assessments, levies for authorized but unissued debt and any other anticipated municipal charges which may be included in a property owners annual tax bill), including the proposed maximum special tax, may not exceed two percent (2%) of the anticipated original sales value of each improved parcel upon completion of the bond financed improvements and the reasonably anticipated private improvements. Real estate market fluctuation downward can cause the overall rate, as a percentage of sales price or appraised value, to be in excess of the two percent (2%) limitation.
  9. A backup special tax or other security device to protect against changes in densities resulting in insufficient annual special tax revenues to pay annual debt service and administrative expenses may be required at the sole discretion of the County.
- G) **Credit and Structure for Bond Issues.** Each bond issue shall be structured to adequately protect bondholders and to not negatively impact the bonding capacity or credit rating of the County through a combination of credit enhancements, foreclosure covenants, and special reserve funds. Specifically:
1. A credit enhancement will be required whenever one entity or related entities are responsible for twenty percent (20%) or more of the debt service obligation of the proposed debt issue. The required credit enhancement shall take the form of, and shall be provided as set forth in Attachment B, hereto.
2. A foreclosure covenant will be required and shall be included in any applicable bond indenture or fiscal agent agreement.
  3. The County will require that capitalized interest on the initial series of bonds be funded from proceeds of the bonds and be limited to the amount necessary to pay debt service on the bonds until the first interest payment date occurring after the levy of the special taxes on the real property tax roll. Inclusion of capitalized interest on subsequent series of bonds will be at the County's discretion and will only be permitted if a direct benefit inures to the ultimate property owners.
  4. A reserve fund equal to the lesser of ten percent (10%) of the original principal amount of the bonds, maximum annual debt service or one hundred twenty five percent (125%) of average annual debt service (Reserve Requirement) shall be funded from the proceeds of each series of bonds. A reserve fund surety bond or letter of credit, provided by a municipal bond insurer, a major banking institution or other equivalent source, may be substituted, at the County's sole discretion.
- H) **Level Debt Service Requirement.** Bond issues should be structured with approximately level debt service. To the extent that bonds are issued in series, individual series of bonds may have uneven debt service if the intent is to create level debt service at such time as all series of bonds are issued and to minimize the potential of fluctuating annual special taxes.
- I) **Maximum Term of Bonds.** If a single series of bonds is contemplated, the term of the bonds shall not, by statute, exceed forty (40) years. It is County policy to attempt to restrict such bonds to a term of thirty (30) years. If multiple series of bond issue are contemplated, in no instance should an individual residential parcel



- be encumbered for debt service beyond a thirty-five (35) year period.
- J) **Disclosure.** Disclosure of the special tax lien shall be in compliance with applicable statutory authority. The County, in its sole judgment, may require additional property owner notification if it deems such disclosure will assist subsequent property owners to be made aware of the lien obligation. In addition, applicants for CFD financings and all major landowners will be required to co-operate prior to and subsequent to all bond sales with initial and continuing disclosure to bondholders and the financial markets. Applicants and landowners will cooperate in the preparation, verification, and dissemination of the identity of land owners, development project plans, timetables, and statistics, and financial pro-forma information, and any other information the County and its financing team deem appropriate.
- K) **Payment of Initial Fees and Costs by Applicant.** No proposal to initiate the formation of a CFD financing will be considered valid without the payment of a fee to compensate the County for all costs incurred to perform its analysis of the proposal and to pay for the costs of conducting the proceedings. Applicants for public financing projects shall submit proposals to the Clerk to the Board of Supervisors. The County will review the proposal within sixty (60) days after it is deemed complete and make its determination whether or not to formally consider the proposed district. The applicant(s) shall deposit a minimum \$25,000 estimated fee amount with the Clerk to the Board of Supervisors at the time the proposal is submitted. Additional deposits will be required as needed to cover costs. The minimum fee will be increased to an amount determined by the County in its sole discretion to be appropriate given the size and scope of the proposed project or financing. The estimated fee amount shall be in the form of cash or other negotiable instrument. Failure to submit any requested increase in the deposit will result in a suspension of the processing of the financing.
- L) **Independent Review by County.** The County will perform an independent review of the proposed public financing and may take recommendations to the Board regarding the financial risk, impact on the County's bonding capacity, economic feasibility and related issues. The applicant(s) shall be required to provide current and two (2) prior year financial statements, preferably audited, of the entity responsible for the development and initial payment of special taxes and other materials to assist the County or its agent in its fiscal review.
- M) **County to Select Professionals.** The County shall select the bond counsel, underwriter, financial advisor, appraiser, absorption consultant, special tax consultant and other professionals and consultants it deems appropriate. No payment from special tax or bonds will be made for property owner consultants.
- N) **Cooperation by County Departments.** All appropriate County departments will cooperate with the initiating department, the County Administrative Office and the Debt Advisory Committee (DAC) in conducting the necessary reviews and proceedings.
- O) **Limited Security for Bonds.** All statements and materials related to the sale of CFD bonds shall emphasize and state that neither the faith, credit nor the taxing power of the County is pledged to the repayment of the bonds.
- P) **County to Acquire Completed Facilities.** It is the desire of the County that it incur no liability for the design, engineering and maintenance of the public improvements to be financed through bond proceeds. It is the preference of the County to use the "acquisition district" approach to pay for CFD financed public infrastructure, under which bond proceeds will be released only upon completion of the financed improvement or approved components thereof and acceptance by the entity which is to own, operate, and maintain the improvement. All contracts for public improvements to be owned, operated or maintained by the County shall be consistent with the requirements set for the in Attachment C, hereto.

- Q) **County's Use of Financial Consultant.** The County may, at its sole discretion, employ a financial consultant to assist the County during its fiscal review period and all costs for consulting services will be borne by the applicant(s).
- R) **Disbursement of Bond Proceeds.** The financing documents will provide that bond proceeds will be used and disbursed at times and in the manner as specified in the indenture or fiscal agent agreement pursuant to which the bonds are issued.
- S) **Report in Event of Default.** For outstanding bond issues, all County departments and agencies with administrative responsibilities will notify the Board and file a written report of the circumstances if an event of default under the financing documents has occurred.
- T) **Refunding of CFD Bonds.** All proposed refunding or refinancing issues will be submitted to the County for review with complete disclosure of the benefits and costs of the proposed refinancing. A preliminary and final official statement or disclosure statement for any bonds to be refunded shall be filed with the County Treasurer-Tax Collector, County Counsel, Office of the Auditor-Controller, and Clerk of the Board of Supervisors.
- U) **Right to Modify or Waive Policies.** The County has the right to waive or modify any of the policies included herein if, in the County's judgment, benefit inures to the ultimate property owners, the CFD and/or to the County.

### Criteria for Appraisals

- A. **Definition of Appraisal.** An appraisal is a written statement independently and impartially prepared by a qualified appraiser setting forth an opinion of defined value of an adequately described property as of a specific date, supported by the presentation and analysis of relevant market information.
- B. **Standards of Appraisal.** The format and level of documentation for an appraisal depend on the complexity of the appraisal problem. A detailed appraisal shall be prepared for complex appraisal

problems. A detailed appraisal shall reflect nationally recognized appraisal standards, including, to the extent appropriate, the Uniform Appraisal Standards for Federal Land Acquisition. An appraisal must contain sufficient documentation, including valuation data and the appraiser's analysis of the data, to support his or her opinion of value. At a minimum, the appraisal shall contain the following items:

1. The purpose and/or the function of the appraisal; a definition of the estate being appraised, and a statement of the assumption and limiting conditions affecting the appraisal.
2. An adequate description of the physical characteristics of the property being appraised; location, zoning, present use, and analysis of the highest and best use.
3. All relevant and reliable approaches to value consistent with commonly accepted professional appraisal practices. If a discounted cash flow analysis is used, it should be supported with at least one other valuation method such as a market approach using sales that are at the same stage of land development. If more than one approach is utilized, there shall be an analysis and reconciliation of approaches to value that are sufficient to support the appraiser's opinion of value.
4. A description of comparable sales, including a description of all relevant physical, legal and economic factors such as parties to the transaction, source and method of financing, and verification by a party involved in the transaction.
5. A statement of the value of the real property.
6. The effective date of valuation, date of appraisal, signature and certification of the appraiser.

- C. **Conflict of Interest.** No appraiser or review appraiser shall have any interest direct or indirect in the real property being appraised for the Agency that would in any way conflict with the preparation or review of the appraisal. Compensation for making the appraisal shall not be based on the amount of valuation.
- D. **Community Facilities District Appraisal Premises.** The valuation of proposed special tax districts should be based on three premises:



1. Raw Land Value. (Premise #1). The total land within the project is valued “as is”:
  - a. Without any existing infrastructure.
  - b. Without proposed infrastructure being financed.
  - c. With existing parcel configuration.
  - d. Considering planned densities allowed by the specific plan of the project.

This is a typical type of land valuation.

2. Project Build-out Value. (Premise #2). The total land within the project is valued under projected conditions:
  - a. With proposed infrastructure being financed completed.
  - b. At the planned densities allowed by the specific plan.
  - c. Land development is at the stage of being marketed to merchant builders or tentative tract maps ready to be filed.

This is a projected value based on project plans predicated on market conditions continuing as projected.

3. Bulk Land Value. (Premise #3). The total land within the project is valued under projected conditions:
  - a. With proposed infrastructure being financed completed.
  - b. With existing parcel configuration.
  - c. Considering planned densities allowed by the specific plan of the project.

This premise should consider a discounted or “quick sale” valuation considering time, costs, and the possibility of a per unit value based on the total size of the project.

said property owner or owners, pay interest thereon through redemption, bond call premiums and an associated costs and penalties when the property owner or owners are deemed to be in default under the terms of the required contractual agreement between the property owner or owners and the County for payment of annual assessed special taxes.

- C. The terms of the agreement with the bank providing the Letter of Credit shall require the bank to provide sixty (60) days notice of termination or expiration for any cause to the County, and permit, if fifteen (15) days prior to expiration no replacement or renewal Letter of Credit is in place that will be in effect upon the expiration date, the County to draw upon the Letter of Credit and call and redeem the allocable bonds, pay interest thereon through redemption, call premiums and any associated costs and penalties.
- D. The Letter of Credit is to be in an amount equal to 110% of the gross principal amount of the bonds allocable to the said property owner or owners plus an amount sufficient to pay the maximum accrued interest and bond premium, if any, through call and redemption of the allocable bonds in event of default in payment of special tax by said property owner or owners. The Letter of Credit shall be in force and renewed continuously for a period beginning on the date before the delivery of the bonds and continuing until such time as the said property owner or owners annual tax liability falls below ten percent (10%) of the gross annual special tax being levied within the boundaries of the proposed District. The amount of the Letter of Credit may be reduced on an annual basis, commencing on the anniversary date of the day prior to delivery of the bonds as the aforementioned property owner or owners sell portions of their property.
- E. The Letter of Credit must be issued by a financial institution acceptable to the County, the long term unsecured obligations of which are rated at least “single-A” or better by a NRSRO.
- F. “Property owner or owners” as used here shall mean owners at the time of commencement of the CFD, owners owned or controlled by said owner or any related owners and any successor property owner.

### Policy on Credit Enhancement

- A. With regard to formation of a Community Facilities District pursuant to the Mello-Roos community Facilities Act of 1982, as amended, if a property owner or owners would be responsible for ten percent (10%) or more of the total annual special tax to be levied within the proposed boundaries of the District, then said property owner or owners will be required to provide a Letter of Credit naming the County of Monterey as beneficiary.
- B. The Letter of Credit will be drawn down by the County to call and redeem all bonds allocable to

## Construction Contracts for Community Facilities Within Mello-Roos Districts

payment of 10% or more of the total annual special tax to be levied for any fiscal year.

With regard to the construction of public facilities that are to be financed from the proceeds of bonds sold pursuant to the Mello-Roos Community Facilities Act of 1982, as amended, (commencing with Section 53311 et seq. of the Government Code) (the "Act") the following policies are to be applied:

- A. The appropriate County department will be specified as the District's representative to administer the construction of each of the facilities to be owned and maintained by the County.
- B. The facilities to be owned and maintained by the County are to be constructed and/or acquired, by the District.
- C. Consistent with this policy, the County finds, pursuant to Section 53329.5(c) of the Act, that it will not serve the public interest to allow the property owners to elect to perform the construction of the facilities after the publication of the notice of the award of the contract and declaration to this effect is to be included in each resolution of intention submitted to the Board of Supervisors pursuant to Section 53321.

## Required Basic Contractual Terms

Prior to delivery of the bonds, property owner or owners agree for timely payment of all annual assessed special taxes to the property owner or owners or its successors. An agreement will specify that a required Letter of Credit will be liquidated and applied to payment of the bonds via bond call provisions specified in the bond indenture in the event of default by the property owner or owners or its successors.

A default condition is defined as any installment (Section 2605 et seq. Revenue and Taxation Code) of property taxes where a lien for Mello-Roos assessments attaches to some installment and where such installment remains unpaid as of 5:00 p.m. on the delinquent date established for a tax installment (normally December 10 and April 10).

The agreement shall remain in full force and effect, and will be binding upon the property owner or owners or its successors in fee title as long as the property owner or owners (as defined by County Policy on Credit Enhancement) or its successors are responsible for

# 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 table below contains the Resource Management Agency - Public Works Annual Work Program for the Road Fund (Fund 002, Units 8195 & 8443) for Fiscal Year 2018-19.

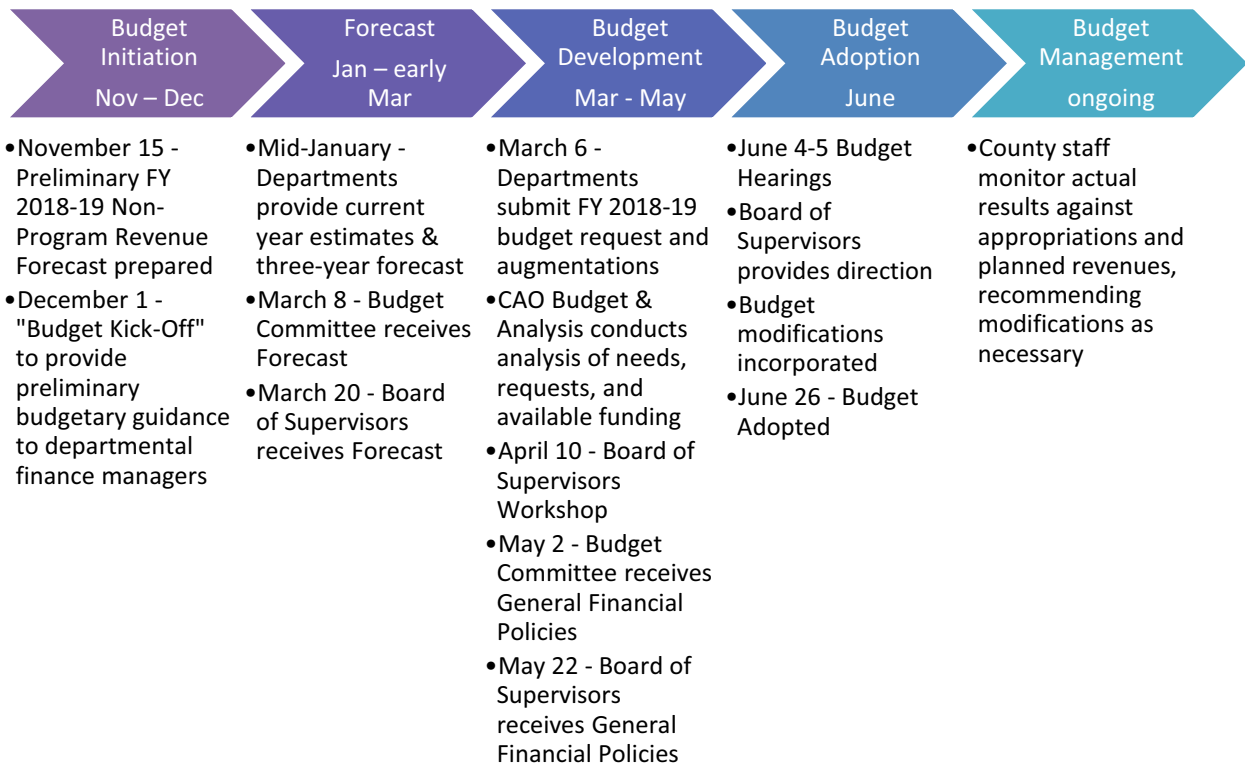
| PROJECT NO. | ACTIVITY/PROJECT                                                                                                                    | Unit 8195 Construction | Unit 8443 Maintenance | FY19 Total        |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------|-------------------|
|             | <b>ADMINISTRATION, GENERAL ENGINEERING, AND EQUIPMENT</b>                                                                           |                        |                       |                   |
| 0400        | Public Works - Maintenance Administration                                                                                           | 2,426                  | 2,453,529             | 2,455,955         |
| 0500        | Public Works - Roads Administration                                                                                                 | 1,269,332              | 690                   | 1,270,022         |
| 0700        | General Engineering, Traffic Engineering                                                                                            | 3,776,512              | 12,229                | 3,788,741         |
|             | <b>Total Administration, General Engineering and Equipment</b>                                                                      | <b>5,048,271</b>       | <b>2,466,447</b>      | <b>7,514,718</b>  |
|             | <b>NON-ROAD REIMBURSABLE WORK</b>                                                                                                   |                        |                       |                   |
| 8100        | County Service Area Support                                                                                                         | 14,641                 | 67,040                | 81,682            |
| 8200        | Non-Road Maintenance Work                                                                                                           | 98,418                 | 945,279               | 1,043,698         |
| 8300        | County Sanitation District Support                                                                                                  | -                      | 202,759               | 202,759           |
| 8440        | Development Services                                                                                                                | 126,578                | 20,567                | 147,145           |
| 8507        | Public Works Admin Support - Facilities                                                                                             | -                      | 134,549               | 134,549           |
| 8652        | Litter Control                                                                                                                      | -                      | 318,589               | 318,589           |
| 8655        | Adopt a Roadway Program (Litter)                                                                                                    | -                      | 1,786                 | 1,786             |
| 8720        | Fuel Usage by Outside Departments                                                                                                   | -                      | 5,965                 | 5,965             |
| PWOTH       | Public Works Support for Other Divisions                                                                                            | 122,415                | 402,664               | 525,079           |
|             | <b>Total Non-Road Reimbursable Work</b>                                                                                             | <b>362,053</b>         | <b>2,099,199</b>      | <b>2,461,252</b>  |
|             | <b>ROAD &amp; BRIDGE MAINTENANCE</b>                                                                                                |                        |                       |                   |
| 5000        | Traffic Signals                                                                                                                     | 119,232                | -                     | 119,232           |
| 5003        | Engineering related to Bridge Maintenance                                                                                           | 9,237                  | -                     | 9,237             |
| 5100        | Road Maintenance District 1 - San Miguel                                                                                            | 60,960                 | 3,283,894             | 3,344,854         |
| 5200        | Road Maintenance District 2 - Monterey                                                                                              | 26,482                 | 2,861,662             | 2,888,144         |
| 5300        | Road Maintenance District 3 - Greenfield                                                                                            | -                      | 1,851,349             | 1,851,349         |
| 5400        | Road Maintenance District 4 - San Ardo                                                                                              | 674                    | 1,706,043             | 1,706,717         |
| 5500        | Pavement Management                                                                                                                 | 256,435                | 1,743,566             | 2,000,000         |
| 5600        | Bridge Maintenance                                                                                                                  | 1,547,942              | 1,136,079             | 2,684,021         |
| 5800        | Maintenance - Traffic                                                                                                               | -                      | 661,827               | 661,827           |
| Total       | <b>Total Maintenance</b>                                                                                                            | <b>2,020,962</b>       | <b>13,244,420</b>     | <b>15,265,381</b> |
|             | <b>ROAD PROJECTS</b>                                                                                                                |                        |                       |                   |
| 1141        | San Jon and Boronda Road Bridges - Rail Replacement<br><i>Complete Design Phase and initiate Construction Phase.</i>                | 181,237                | -                     | 181,237           |
| 1142        | Jolon Road Bridge over Pine Canyon Creek-Bridge Rail Replacement<br><i>Complete Design Phase and initiate Construction Phase.</i>   | 527,500                | -                     | 527,500           |
| 1145        | Countywide Roadway Safety Signage-Striping Audit<br><i>Complete upgrade of signage and striping to meet regulatory standards.</i>   | 453,420                | -                     | 453,420           |
| 1575        | Gloria Road, Iverson Road & Johnson Canyon Road Rehabilitation<br><i>Initiate the Preliminary Design Phase of project.</i>          | 810,000                | -                     | 810,000           |
| 1727        | Blanco Road Overlay<br><i>Complete Construction</i>                                                                                 | 3,550,000              | -                     | 3,550,000         |
| 2202        | Nacimiento Lake Drive Bridge #449<br><i>Complete Design and Right-of-way Phases of project and initiate the Construction Phase.</i> | 566,452                | -                     | 566,452           |
| 3600        | Davis Road Bridge #208 and Four Lane Road<br><i>Continue the Design and the Right-of-way Phases.</i>                                | 2,175,782              | -                     | 2,175,782         |
| 3820        | Schulte Road Bridge No. 501<br><i>Fifth Year of Plant Establishment Revegetation.</i>                                               | 5,542                  | -                     | 5,542             |
| 3851        | Robinson Canyon Road Bridge Scour Repair                                                                                            | 701,667                | -                     | 701,667           |
|             | <i>Advance Environmental and Preliminary Design Phases of project.</i>                                                              |                        |                       |                   |
| 3852        | Bradley Road Bridge Scour Repair                                                                                                    | 371,811                | -                     | 371,811           |
|             | <i>Advance Environmental and Preliminary Design Phases of project.</i>                                                              |                        |                       |                   |

| PROJECT NO.                                                | ACTIVITY/PROJECT                                                                                                                 | Unit 8195 Construction | Unit 8443 Maintenance | FY19 Total        |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------|-------------------|
| 3853                                                       | Gonzales River Road Bridge Superstructure Replacement<br><i>Finalize Environmental and Preliminary Design Phases of project.</i> | 167,678                | -                     | 167,678           |
| 3854                                                       | Hartnell Road Bridge Replacement<br><i>Finalize Environmental and Design Phases of project.</i>                                  | 2,446,176              | -                     | 2,446,176         |
| 3855                                                       | Johnson Road Bridge<br><i>Advance Environmental and Preliminary Design Phases of project.</i>                                    | 19,437                 | -                     | 19,437            |
| 1146                                                       | Laureles Grade Carmel Valley Rd Roundabout<br><i>Initiate the Preliminary Design Phases of project.</i>                          | 90,000                 | -                     | 90,000            |
| 1148                                                       | Pedestrian Beacons<br><i>Complete Design Phase and initiate Construction Phase.</i>                                              | 214,200                |                       | 214,200           |
| 1149                                                       | Guardrail Replacement<br><i>Complete Design Phase and initiate Construction Phase.</i>                                           | 508,000                |                       | 508,000           |
| PW201901                                                   | Aromas Road Erosion<br><i>Initiate the Preliminary Design Phases of project.</i>                                                 | 336,525                |                       | 336,525           |
| PW201902                                                   | Cooper Road Overlay<br><i>Initiate the Preliminary Design Phases of project.</i>                                                 | 122,250                |                       | 122,250           |
| PW201903                                                   | Hall Road Erosion<br><i>Complete Design Phase and initiate Construction Phase.</i>                                               | 1,222,420              |                       | 1,222,420         |
| PW201904                                                   | Hatton Avenue Resurfacing<br><i>Complete Design Phase and initiate Construction Phase.</i>                                       | 500,000                |                       | 500,000           |
| PW201905                                                   | Arroyo Seco Road Overlay<br><i>Complete Design Phase and initiate Construction Phase.</i>                                        | 104,000                |                       | 104,000           |
| PW201906                                                   | Elkhorn Road Overlay<br><i>Complete Preliminary Design Phases of project.</i>                                                    | 213,000                |                       | 213,000           |
| PW201910                                                   | Intergarrison Road Resurfacing<br><i>Complete Design Phase of project and advertise Construction</i>                             | 61,000                 |                       | 61,000            |
| PW201911                                                   | Jolon Road Overlay<br><i>Complete Preliminary Design Phases of project.</i>                                                      | 360,000                |                       | 360,000           |
| PW201912                                                   | Nacimiento Fergusson Road Rehabilitation<br><i>Complete Design Phase of project and advertise Construction</i>                   | 570,000                |                       | 570,000           |
| PW201913                                                   | Old stage Road Rehabilitation (Alisal Road to Esperanza Road)<br><i>Initiate the Preliminary Design Phases of project.</i>       | 187,000                |                       | 187,000           |
| PW201914                                                   | Old stage Road Rehabilitation (Associated lane)<br><i>Initiate the Preliminary Design Phases of project.</i>                     | 115,000                |                       | 115,000           |
| PW201915                                                   | River Road (Chualar River Road to Limekiln Road)<br><i>Initiate the Preliminary Design Phases of project.</i>                    | 187,000                |                       | 187,000           |
| PW201916                                                   | River Road Overlay<br><i>Complete Design Phase and initiate Construction Phase.</i>                                              | 180,000                |                       | 180,000           |
| PW201917                                                   | San Juan Grande Road Erosion<br><i>Complete Design Phase of project and advertise Construction</i>                               | 308,850                |                       | 308,850           |
| PW201918                                                   | San Juan Grande Road Resurfacing<br><i>Complete Design Phase and initiate Construction Phase.</i>                                | 750,000                |                       | 750,000           |
| PW201919                                                   | San Juan Grande Road at Aromas Erosion<br><i>Complete Design Phase and initiate Construction Phase.</i>                          | 275,000                |                       | 275,000           |
| Total                                                      | <b>Total Road Projects</b>                                                                                                       | <b>18,280,947</b>      | <b>-</b>              | <b>18,280,947</b> |
|                                                            | <b>NON-ROAD PROJECTS</b>                                                                                                         |                        |                       |                   |
| 8667                                                       | Las Lomas Drive Bike and Pedestrian<br><i>Complete Design and initiate the Right-of-way Phase.</i>                               | 186,000                | -                     | 186,000           |
| 8668                                                       | Monterey Bay Sanctuary Scenic Trail<br><i>Advance Design Phase and complete Right-of-way Phase of project.</i>                   | 176,026                | -                     | 176,026           |
| 1723                                                       | Las Lomas Drainage<br><i>Advertise Project and Initiate Construction Phase.</i>                                                  | 456,838                | -                     | 456,838           |
|                                                            | <b>Total Non-Road Projects</b>                                                                                                   | <b>818,864</b>         | <b>-</b>              | <b>818,864</b>    |
| <b>Total FY 2018-19 Work Program, Road Fund - Fund 002</b> |                                                                                                                                  | <b>26,531,096</b>      | <b>17,810,066</b>     | <b>44,341,162</b> |

## Budget Development Process

The County's annual budget development process consists of five stages: 1) Budget Initiation; 2) Forecast; 3) Budget Development; 4) Budget Adoption; and 5) Budget Management. Departments began their financial planning at mid-year, with development of a detailed financial forecast. Departments use the financial forecast to estimate future levels of services that can be afforded with their program revenue and general fund contributions (GFC). General fund contributions are "non-departmental" monies allocated at the discretion of the Board to supplement a department's program-specific revenues (federal or State allotments, service charges, etc.). The majority of departments rely on GFC at some level to provide services and use their forecasts to plan capacity for funding future years' services. The County Administrative Office (CAO) presented details of the forecast to the Board at its March 20, 2018 meeting.

Following the forecast, departments submitted their requested budgets for the next fiscal year. These requests included two parts: baseline spending plans and augmentation requests. Baseline requests represent departments' proposed plan for carrying out operations for next fiscal year within the constraints of its expected revenue and GFC. The CAO reviewed and prioritized requests based on the substantiation of benefits, alignment with Board priorities, and opportunities for leveraging existing or new resources. The CAO held workshops with Department Heads and the Board to communicate fiscal challenges shaping next year's budget. The CAO then incorporated direction from the Board and built a comprehensive, rational, and structurally balanced spending plan for the coming year. This plan will be presented to the Board at the annual Budget Hearings on June 4-5, with adoption on June 26. Detailed budget development dates can be found in the County's Budget and Reporting Development Schedule.





This page intentionally left blank.

**Budget Reporting and Development Schedule  
FY 2017-18 and FY 2018-19**

PLEASE NOTE: This schedule is subject to change.

| Date      |     | Task/Issue                                                                                                                                                                                                                                                                 | Lead                            |
|-----------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| SEPTEMBER | 15  | Begin development of template for inclusion of departmental Performance Measures in FY 2018-19 Recommended Budget.                                                                                                                                                         | CAO B&A, IG&LA                  |
|           | 18  | CAO-Budget & Analysis initiates review of FY 2016-17 year-end results for preparation of Budget End of Year Report (BEYR).                                                                                                                                                 | CAO B&A                         |
|           | 21  | Distribute FY 2017-18 and FY 2018-19 Budget Reporting and Development Schedule to all departments.                                                                                                                                                                         | CAO B&A                         |
|           | 21  | All departments notified of deadlines for organization structure change requests for FY 2018-19 budget.                                                                                                                                                                    | CAO B&A                         |
|           | 27  | <b>Budget Committee Meeting</b> (1:30 pm, - Monterey Room).                                                                                                                                                                                                                | CAO B&A                         |
|           | 29  | <b>Deadline</b> for all departments to submit narratives for BEYR. *                                                                                                                                                                                                       | CAO B&A                         |
|           | 29  | Information Technology and customer departments begin discussions for FY 2018-19 technology and telecom service needs and related charges (Estimated charges must be available to departments no later than January 2, 2018 for inclusion in budget request preparations). | ITD                             |
| OCTOBER   | 20  | <b>Deadline:</b> Last day for departments to submit request forms for FY 2018-19 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                |
|           | 23  | Charging departments (ERP, Fleet, Mail Svcs., Facilities, Risk, Benefits, Health, etc.) begin review of FY 2017-18 year-end and FY 2018-19 services/costs, including Indirect Costs (COWCAP).                                                                              | ITD, RMA, A/C-ERP, Gen'l Acctg. |
|           | 25  | <b>Budget Committee Meeting</b> (1:30 p.m. - Monterey Room)                                                                                                                                                                                                                | CAO B&A                         |
|           | 27  | A/C's and Budget Offices priority rank and approve FY 2018-19 organization changes.                                                                                                                                                                                        | A/C                             |
| NOVEMBER  | 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        |
|           | 2   | <b>Deadline:</b> HR to provide MOU details for approved changes (if any) that impact pay differentials, salary increases, etc.                                                                                                                                             | Central HR                      |
|           | 3   | <b>Deadline:</b> Risk Mgmt. distributes FY 2017-18 (update) & FY 2018-19 cost allocations/assumptions for Gen'l Liab., Work Comp, Other Insurance (for PB programming & Three-Year Forecast).                                                                              | Risk Mgmt                       |
|           | 3   | <b>Deadline:</b> HR-Benefits distributes FY 2017-18 (update) & FY 2018-19 cost allocation changes/assumptions for PERS Retirement, Med/Dental, etc. (for PB programming & Three-Year Forecast).                                                                            | Central HR - Benefits           |
|           | 3   | <b>Deadline:</b> Health distributes FY 2018-19 Wellness Program cost changes/assumptions.                                                                                                                                                                                  | Health - Wellness               |
|           | 13  | Reminder to Fund managers - year-end estimated fund balance and cancellations to obligated fund balance are due 1/12/18.                                                                                                                                                   | Fund Mgrs, FMs                  |
|           | 15  | CAO B&A prepare preliminary FY 2018-19 Non-Program Revenues Forecast.                                                                                                                                                                                                      | CAO B&A                         |
|           | 15  | Send out notice to Departments to schedule FY 2018-19 Budget Kickoff Meeting (December 1).                                                                                                                                                                                 | CAO B&A                         |
|           | 17  | Confirmation of PB security assignment by all departments.                                                                                                                                                                                                                 | CAO B&A<br>A/C-ERP              |
|           | 27  | <b>Special Budget Committee meeting</b> - receives Budget End of Year Report (BEYR).                                                                                                                                                                                       | CAO B&A                         |
|           | 29  | 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        |
| DECEMBER  | 29  | Depts to have all new & reallocated positions finalized before 1st HRM to PB Load.                                                                                                                                                                                         | HR & Finance - All Depts        |
|           | 1   | FIN to PB Load.                                                                                                                                                                                                                                                            | A/C - ERP                       |
|           | 1   | FY 2018-19 Budget Development kick-off meeting at 9:00 a.m., Monterey Room - Admin. Bldg.                                                                                                                                                                                  | All Depts                       |
|           | 1   | Distribute CAO B&A Assumptions for development of the FY 2017-18 Three-Year Forecast.                                                                                                                                                                                      | CAO B&A                         |
|           | 1   | CAO B&A issues preliminary FY 2018-19 Budget Baseline Funding Approach/General Fund Contribution (GFC).                                                                                                                                                                    | CAO B&A                         |
|           | 4   | 1st PB HRM to PB Load.                                                                                                                                                                                                                                                     | A/C - ERP, HR                   |
|           | 4-8 | PB training for PB functionality, Year-End Estimate, and Three-year Forecast data entry.                                                                                                                                                                                   | CAO B&A                         |
|           | 12  | <b>Board of Supervisors Meeting</b> - receives Budget End of Year Report (BEYR)                                                                                                                                                                                            | CAO B&A                         |
|           | 18  | PB 3.10 Open for Year-End Estimates & Three-Year Forecast data entry.                                                                                                                                                                                                      | CAO B&A                         |

\* 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 2017-18 and FY 2018-19**

PLEASE NOTE: This schedule is subject to change.

| Date         | Task/Issue                                                                                                                                                                                                                                              | Lead                            |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| JANUARY 2018 | 2 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        |
|              | 2 <b>Deadline:</b> Service departments issue FY 2017-18 Year-end Estimate (if applicable) and FY 2018-19 charges to customer departments (I.T., telecom, records retention, vehicle mtc, fleet mgmt, courier/mail svcs., ERP, etc.).                    | Info Tech, RMA, Auditor         |
|              | 2 Departments to review FY 2018-19 Proposed State Budget (usually released no later than Jan. 10); submit impact info to B&A by 1/15/18.                                                                                                                | All Depts                       |
|              | 2-5 PB Year-End Estimate/Three-Year Forecast Labs.                                                                                                                                                                                                      | CAO B&A                         |
|              | 5 <b>Deadline:</b> Depts submit HRM PSMT (position changes) to Central HR.                                                                                                                                                                              | HR Analysts - All Depts         |
|              | 5 <b>Deadline:</b> Depts finalize Year-End Estimate and Three-Year Forecast data entry in PB.                                                                                                                                                           | All Depts                       |
|              | 5 Depts to have all new and reallocated positions finalized before 2nd HRM to PB Load.                                                                                                                                                                  | HR & Finance - All Depts        |
|              | 5 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 Three-Year Forecast data entry deadline 1/26/18.                                               | CAO B&A                         |
|              | 9 <b>Board of Supervisors Meeting</b> (first meeting of calendar year 2018).                                                                                                                                                                            |                                 |
|              | 12 <b>Deadline:</b> Other Fund departments submit year-end estimated fund balance, cancellations & provisions to obligated fund balance.                                                                                                                | Fund Mgrs, FMs                  |
|              | 16 <b>Deadline:</b> Depts submit narrative to CAO B&A regarding proposed State Budget Impacts.                                                                                                                                                          | All Depts                       |
|              | 16 CAO B&A issues memo advising departments of "BLACKOUT" dates and related Board Report language (black-out for new or revised position allocations begins 2/28/18).                                                                                   | CAO B&A                         |
|              | 17 State Budget Impacts Board Report to begin workflow through Legistar for BoS mtg.                                                                                                                                                                    | CAO B&A                         |
|              | 19 <b>Special Budget Committee</b> - Committee receives COWCAP & ERP Contract services presentation                                                                                                                                                     |                                 |
|              | 19 <b>Deadline: Departments submit pictures to CAO B&amp;A for the FY 2018-19 Recommended Budget Book.</b>                                                                                                                                              | All Depts                       |
|              | 26 <b>Deadline:</b> B&A Analysts finalize Year-End Estimates and Three-Year Forecast data entry in PB.                                                                                                                                                  | CAO B&A                         |
|              | 29 2nd HRM to PB Load, PB Closed.                                                                                                                                                                                                                       | A/C-ERP, HR                     |
|              | 31 <b>Budget Committee Meeting</b> - receives State Budget Impacts report.                                                                                                                                                                              | CAO B&A                         |
| FEBRUARY     | 2 Open PB 3.10 for Baseline Budget data entry.                                                                                                                                                                                                          | A/C-ERP, HR                     |
|              | 2 Depts. to submit narratives for Three-Year Forecast.*                                                                                                                                                                                                 | CAO B&A                         |
|              | 5 Depts run MC-PB-SBFS-4301/MC-PB-SBFS-4305/MC-PB-SBFS-4306 reports, verify correct position data transferred from HRM.                                                                                                                                 | HR & Finance - All Depts        |
|              | 7-9 PB 3.10 training for Budget Development 'Baseline' and Budget Augmentations.                                                                                                                                                                        | CAO B&A                         |
|              | 10 <b>Deadline:</b> Departments submit Requests to Classify (RTC) forms for FY 2018-19 new or reallocated positions to Central HR for approval.                                                                                                         | HR Analysts - Applicable Depts  |
|              | 13 <b>Board of Supervisors Meeting</b> - receives State Budget Impacts report.                                                                                                                                                                          | CAO B&A                         |
|              | 13 <b>Deadline:</b> LDPC (HRM Labor Distribution Profile Codes) Requests to Add/Delete/Update due to ERP.                                                                                                                                               | HR & Finance - All Depts        |
|              | 16 <b>Deadline:</b> Submit all HR-reviewed/approved RTCs for new or revised positions to CAO B&A.                                                                                                                                                       | Dept HR, Central HR             |
|              | 16 <b>Deadline:</b> Departments submit Performance Measures to Joann Iwamoto (IGLA) for FY 2018-19 Recommended Budget Book.                                                                                                                             | IGLA - All Depts.               |
|              | 26 Complete input of all Board approved positions for the current year (from the 2nd HRM load thru March 31, 2018) in HRM.                                                                                                                              | Central HR/Dept HR Analysts/CAO |
|              | 2/28-3/2 PB Budget Development 'Baseline' and Budget Augmentations Labs.                                                                                                                                                                                | CAO B&A                         |
|              | 28 FY 2017-18 Three-Year Forecast & General Financial Policies begins Legistar workflow for BC & BoS mtg.                                                                                                                                               | CAO B&A                         |
|              | 28 Review of HRM report, MC-HRM-POSN-0039 Authorized Position vs MC-PB-SBFS-4305/MC-PB-SBFS-4306 to compare and verify Current Year Allocations to continue for FY 2019.                                                                                | HR & Finance - All Depts        |
|              | 28 <b>Deadline:</b> CAO B&A review Request to Classify (RTC) forms/follow up as needed.                                                                                                                                                                 | CAO B&A, HR, Depts              |
|              | 28 <b>BLACKOUT:</b> Last date for position changes (new/reallocations) until adoption of FY 2018-19 Budget.                                                                                                                                             | CAO B&A, HR, All Depts.         |
|              | 2/28-3/7 Depts. review requested positions; update info as needed; confirm current position info (position code/count).                                                                                                                                 | DHs/ FMs & HR                   |

\* 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 2017-18 and FY 2018-19**

PLEASE NOTE: This schedule is subject to change.

| Date  | Task/Issue                                                                                                                                                                                                                                               | Lead                     |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| MARCH | 6 <b>Deadline:</b> Departments finalize FY 2018-19 requested budget and budget augmentation data entry in PB. Confirm positions; include related approved RTCs as attachments (departmental access for Requested Budget data entry in PB closes 3/7/18). | All Depts/FMs            |
|       | 7 PB Requested Budget/Stage 1 closed.                                                                                                                                                                                                                    | A/C - ERP, CAO B&A       |
|       | 8 <b>Special Budget Committee</b> - receives FY 2018-19 Three-Year Forecast (9:30 a.m. - Monterey Room).                                                                                                                                                 | CAO B&A                  |
|       | 16 CAO Analysts complete preliminary data entry in PB for FY 2018-19 Recommended Budget.                                                                                                                                                                 | CAO B&A                  |
|       | 16 Recommendation from Budget Director to CAO on available Fund Balance and budget augmentations.                                                                                                                                                        | CAO B&A                  |
|       | 16 <b>Deadline:</b> Departments submit current year accomplishments and budget operational goals to Joann Iwamoto (IGLA division) for FY 2018-19 Recommended Budget Book.                                                                                | IGLA - All Depts.        |
|       | 20 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           |
|       | 20 <b>Board of Supervisors</b> - receives FY 2018-19 Three-Year Forecast (scheduled)                                                                                                                                                                     | CAO B&A                  |
|       | 28 <b>Budget Committee meeting</b> (1:30 p.m. - Monterey Room).                                                                                                                                                                                          | CAO B&A                  |
|       | 30 Recommended Budget Book - Budget Narratives Training and Lab.                                                                                                                                                                                         | CAO B&A                  |
| APRIL | 30 <b>Department Heads Budget Workshop</b> - Schilling Place - Cayenne Room - 9am-4pm.                                                                                                                                                                   | CAO B&A                  |
|       | 2 Board Report on Status on the Development of FY 2018-19 Recommended Budget begins Legistar workflow (for Special Budget Workshop of the Board on 4/10 - date subject to change)                                                                        | CAO B&A                  |
|       | 3 Departments to submit Request for Change in Chart of Account for FY 2019 such as programs, activity, function, etc. related to Position Accounting                                                                                                     | Applicable Depts/Auditor |
|       | 4-6 Preliminary confirmation to departments regarding FY 2018-19 recommended budget augmentation requests.                                                                                                                                               | CAO                      |
|       | 4-6 Individual DH meetings w/CAO if appealing FY 2018-19 recommendations                                                                                                                                                                                 | CAO - DHs                |
|       | 6 <b>Deadline:</b> Departments update CAO B&A Analysts on any significant changes to year-end estimate based on third quarter actuals.                                                                                                                   | Applicable Depts         |
|       | 10 B&A Analysts make final adjustments to PB FY 2017-18 Year-end Estimate, if material, based on third quarter estimates.                                                                                                                                | CAO B&A                  |
|       | 10 <b>Special Meeting of the Board of Supervisors - Budget Workshop</b> on the Status on the Development of the Recommended Budget - Board Chambers - 9am-4pm (or 1:30pm-4pm); and Board receives the General Financial Policies                         | CAO B&A                  |
|       | 12 <b>Deadline:</b> Departments finalize Requested Budget narratives, including recommended budget augmentation requests.                                                                                                                                | All Depts                |
|       | 12 Communicate Layoff Positions to Budget Analyst and Central HR                                                                                                                                                                                         | HR & Finance - All Depts |
|       | 12 Inform Central HR if extension is needed for filled Allocation on Loan Positions.                                                                                                                                                                     | HR & Finance - All Depts |
|       | 13 B&A Analysts revise Recommended Budget and Recommended Budget Book narratives, third-quarter year-end estimate changes, and BoS approved budget modifications.                                                                                        | CAO B&A                  |
|       | 16 Verify balanced FY 2018-19 Recommended Budget                                                                                                                                                                                                         | CAO B&A                  |
|       | 16 Create PB to HRM "Draft" position worksheet for departments to review/confirm                                                                                                                                                                         | A/C - ERP                |
|       | 4/18-5/8 Departments review "draft" position worksheet and confirm all positions, transfers, reorgs, reallocations, deletions, etc. (deadline 5/8/18)                                                                                                    | HR & Finance - All Depts |
| MAY   | 20 CAO and Auditor-Controller review Year-end Estimated Fund Balance, Cancellations/Provisions for Designations & Reserves                                                                                                                               | CAO B&A                  |
|       | 4/30-5/10 Finalize proofing of all Budget Narratives, Functional write-ups, Exec. Summary, etc..                                                                                                                                                         | CAO B&A                  |
|       | 2 <b>Special Budget Committee meeting</b> (1:30 p.m. - Monterey Room) (Note: meeting rescheduled from 4/28 due to conflict)                                                                                                                              | CAO B&A                  |
|       | 4-10 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                  |
|       | 8 Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book                                                                                                                                                  | CAO B&A & Auditor        |
|       | 9 <b>Deadline:</b> Dept. HR and finance sign off "Draft" PB to HRM position spreadsheet to Auditor's Office                                                                                                                                              | HR/Finance/All Depts     |
|       | 9 <b>Deadline:</b> All Advantage HRM transactions to reflect positions in PB have been workflowed through CAO B&A and HR                                                                                                                                 | All Depts                |
|       | 11 <b>Deadline:</b> Depts submit list to CAO B&A verifying details of any Board approved FY 2017-18 budget modifications that impact FY 2018-19 budget that are not included in Recommended Budget                                                       | Applicable Depts         |

**Budget Reporting and Development Schedule  
FY 2017-18 and FY 2018-19**

PLEASE NOTE: This schedule is subject to change.

| Date | Task/Issue                                                                                                                                                                                                 | Lead                                 |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| May  | 11 Prepare Notice to Taxpayers to publish by 5/18 (10 days before Public Hearings)                                                                                                                         | CAO B&A                              |
|      | 11 FY 2018-19 Recommended Budget goes to print                                                                                                                                                             | CAO B&A                              |
|      | 16 FY 2018-19 Recommended Budget Summary Report(s) due in Legistar workflow (for BC)                                                                                                                       | CAO B&A                              |
|      | 18 Begin preparing "Adopted Budget" Board Reports for all agencies in Legistar, to be finalized immediately following Budget Hearings                                                                      | CAO B&A                              |
|      | 18 FY 2018-19 Recommended Budget available for review by public & departments.                                                                                                                             | CAO B&A                              |
|      | 25 BoS - FY 2018-19 Recommended Budget Agenda(s) posted (for 6/4-5 hearings)                                                                                                                               | CAO B&A                              |
|      | 30 <b>Budget Committee Meeting</b> - receives FY 2018-19 Recommended Budget Summary                                                                                                                        | CAO B&A                              |
| JUNE | 4 & 5 <b>FY 2018-19 Recommended Budget Hearings (6/4 &amp; 5, if needed)</b>                                                                                                                               | CAO B&A                              |
|      | 6 <b>Deadline: Submit detailed worksheet to Central HR and A/C-ERP for any position changes directed by Board at Budget Hearings</b>                                                                       | CAO B&A                              |
|      | 6-7 Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings                                                                                                               | CAO B&A                              |
|      | 6-7 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                              |
|      | 7 Create PB to HRM "Final" position spreadsheet for departmental review/verification                                                                                                                       | A/C - ERP, Central HR                |
|      | 6-8 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                              |
|      | 6-8 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 <b>PB Stage 3</b>                    | CAO B&A                              |
|      | 6-18 Finalize and workflow 9+/- individual Board Reports in Legistar for adoption of FY 2018-19 Budgets for all Board of Supervisors governed agencies and special districts (for 6/19 BoS mtg.)           | CAO B&A                              |
|      | 26 <b>Board of Supervisors Meeting</b> - Adoption of FY 2018-19 Budget                                                                                                                                     | CAO B&A                              |
|      | 27 <b>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</b> | HR & Finance - All Depts             |
|      | 27 Load PB to HRM "Final" position spreadsheet to HRM as draft documents                                                                                                                                   | A/C - ERP                            |
|      | 27 Load ESMT to HRM as draft documents                                                                                                                                                                     | A/C - ERP                            |
|      | 27-29 Position (PSMT) - Position Authorization (PAMT) - Employee (ESMT) documents finalized                                                                                                                | A/C - ERP                            |
|      | 25-28 PB approved FY 2019 budget data moved to FIN Advantage                                                                                                                                               | A/C - ERP                            |
|      | 26-29 Department verification of budgets in FIN Advantage, Expense/Revenue query pages (MC-FIN-BA-0200/0201), Expense vs Budget/Revenue vs Budget                                                          | Finance Staff/All Depts              |
|      | 27 <b>Budget Committee Meeting</b> (1:30 p.m. - Monterey Room).                                                                                                                                            | CAO B&A                              |
| JULY | 1 Departments compare FY 2018-19 Adopted Budget to HRM report (MC-HRM-POSN-0039) authorized positions (3.7) 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.

**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**

A 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.

**SALARY SAVINGS**

The dollar amount of salaries saved due to position

vacancies.

**SCHEDULE**

A "Schedule" is a listing of financial data in a form and manner prescribed by a governing code, policy or standard.

**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.

**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

|                                                           |                                                                                    |
|-----------------------------------------------------------|------------------------------------------------------------------------------------|
| <b>AAA</b> Area Agency on Aging                           | <b>AS</b> Animal Services                                                          |
| <b>AAB</b> Assessment Appeals Board                       | <b>ASBS</b> Area of Special Biological Significance                                |
| <b>AAM</b> American Alliance of Museums                   | <b>AV</b> Audiovisual                                                              |
| <b>AAP</b> Aid to Adoptive Parents                        | <b>AVA</b> Actuarial Value of Assets                                               |
| <b>AB</b> Assembly Bill                                   | <b>AWAG</b> Animal Welfare Assistance Group                                        |
| <b>ABC</b> Alcohol Beverage Control                       | <b>BCSD</b> Boronda County Sanitation District                                     |
| <b>ABO</b> Alternative Benefit Option Program             | <b>BEYR</b> Budget End of Year Report                                              |
| <b>ACA</b> Affordable Care Act                            | <b>BJA</b> Bureau of Justice Administration                                        |
| <b>ACAO</b> Assistant County Administrative Officer       | <b>BLL</b> Blood Lead Levels                                                       |
| <b>ACMC</b> Arts Council for Monterey County              | <b>BLM</b> Bureau of Land Management                                               |
| <b>ACS</b> American College of Surgeons                   | <b>BOS</b> Board of Supervisors                                                    |
| <b>ADA</b> Americans with Disabilities Act                | <b>BR&amp;E</b> Business Retention and Expansion                                   |
| <b>ADO</b> Alternate Defender's Office                    | <b>BSCC</b> Board of State and Community Corrections                               |
| <b>ADRC</b> Aging and Disability Resource Connection      | <b>CACEO</b> California Association of Clerks and Elections Officials              |
| <b>AEM</b> Adobe Experience Manager                       | <b>CAD</b> Computer Aided Dispatch                                                 |
| <b>AFDC</b> Aid to Families with Dependent Children       | <b>CAFR</b> Comprehensive Annual Financial Report                                  |
| <b>AFRP</b> Animal Friends Rescue Project                 | <b>CAIR</b> California Immunization Registry                                       |
| <b>AJCC</b> America's Job Center of California            | <b>CALA</b> Community Action Linking Adolescents                                   |
| <b>ALAE</b> Allocated Loss Adjustment Expense             | <b>CalFresh</b> Federally known as the Supplemental Nutrition Assistance Program   |
| <b>ALJ</b> Administrative Law Judge                       | <b>CALHEERS</b> California Healthcare Eligibility, Enrollment and Retention System |
| <b>AMBAG</b> Association of Monterey Bay Area Governments | <b>CALNOC</b> Collaborative Alliance for Nursing Outcomes                          |
| <b>AOC</b> Administrative Office of the Courts            | <b>CalOSHA</b> California Division of Occupational Safety and Health               |
| <b>AP</b> Accounts Payable                                | <b>CalPERS</b> California Public Employees Retirement System                       |
| <b>APHSA</b> American Public Human Services Association   | <b>CAO</b> County Administrative Office                                            |
| <b>APS</b> Adult Protective Services                      | <b>CAP</b> Community Action Partnership                                            |
| <b>ARC</b> Annual Required Contribution                   | <b>CARS</b> Coordinated Assessment and Referral System                             |
| <b>ARRA</b> American Recovery and Reinvestment Act        |                                                                                    |
| <b>ART</b> Aggression Replacement Training                |                                                                                    |

|                                                                                  |                                                                                                                    |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>CASA</b> Court Appointed Special Advocates                                    | <b>CEHA</b> California Environmental Health Association                                                            |
| <b>CASGEM</b> California Statewide Groundwater Elevation Monitoring              | <b>CEQA</b> California Environmental Quality Act                                                                   |
| <b>CASP</b> Community Alliance for Safety and Peace                              | <b>CERBT</b> California Employers' Retiree Benefit Trust                                                           |
| <b>CB C.A.R.E. Center</b> Community Benefits: Community Assistance, Response and | <b>CERS</b> California Environmental Reporting System                                                              |
| <b>CBI</b> Cognitive Behavior Intervention                                       | <b>CERT</b> Community Emergency Response Teams                                                                     |
| <b>CBI/UDS</b> Care Based Incentive/Uniform Data System                          | <b>CERT</b> Corrections Emergency Response Team                                                                    |
| <b>CAAH</b> Central California Alliance for Health                               | <b>CFD</b> Community Facilities District                                                                           |
| <b>CCCP</b> Criminal Court Collections Program                                   | <b>CFMG</b> California Forensic Medical Group                                                                      |
| <b>CCD</b> Continuity of Care Document                                           | <b>CFP</b> County Facility Payment                                                                                 |
| <b>CCDEH</b> California Conference of Directors of Environmental Health          | <b>CGFM</b> Certified Government Finance Manager                                                                   |
| <b>CCHC</b> Central Coast Health Connect                                         | <b>CHDP</b> Child Health Disability Prevention                                                                     |
| <b>CCI</b> Coordinated Care Initiative                                           | <b>CHISPA</b> Community Housing Improvement Systems and Planning Association, Inc.                                 |
| <b>CCP</b> Community Corrections Partnership                                     | <b>CHPS</b> Consumer Health Protection Services                                                                    |
| <b>CCP</b> Criminal Collection Program                                           | <b>CIAP</b> Coastal Implementation Assistance Program                                                              |
| <b>CCR</b> Continuum of Care Reform                                              | <b>CIC</b> Capital Improvement Committee                                                                           |
| <b>CCS</b> California Children's Services                                        | <b>CIMIS</b> California Irrigation Management Information System                                                   |
| <b>CCTA</b> California Coastal Trail Association                                 | <b>CIP</b> Capital Improvement Projects                                                                            |
| <b>CDBG</b> Community Development Block Grants                                   | <b>CIW</b> CERS Integration Wizard                                                                                 |
| <b>CDC</b> Centers for Disease Control and Prevention                            | <b>CJIS</b> Criminal Justice Information System                                                                    |
| <b>CDCR</b> California Department of Corrections and Rehabilitation              | <b>CJIS/SUSTAIN</b> Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN) |
| <b>CDFA</b> California Department of Food and Agriculture                        | <b>CLPPP</b> Childhood Lead Poisoning Prevention Program                                                           |
| <b>CDPH</b> California Department of Public Health                               | <b>CMIPS</b> Case Management Information Payroll System                                                            |
| <b>CDS</b> County Disposal Site                                                  | <b>CMS</b> Case Management System                                                                                  |
| <b>CDSS</b> California Department of Social Services                             | <b>CNC</b> Creating New Choices                                                                                    |
| <b>CDVA</b> California Department of Veterans Affairs                            | <b>COB</b> Clerk of the Board                                                                                      |
| <b>CEDS</b> Comprehensive Economic Development Strategy                          | <b>COB</b> Corrections Operations Bureau                                                                           |



**COBRA** Consolidated Omnibus Budget Reconciliation Act

**COI** Conflict of Interest

**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

**CWDB** California Workforce Development Board

**CWS** Child Welfare Services

**CWS/CMS** Child Welfare Services Case Management System

**CY** Current Year

**CYE** Current Year Estimate

**CYO** California Youth Outreach

**D&O** Directors & Officers

**DA** District Attorney

**DBA** Database

**DBW** Division of Boating and Waterways

**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

**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

**EEO** 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

**GRM** Graduated Responses and Incentives Matrix

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

**MCIEP** 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

**NCQA** National Committee for Quality Assurance

**NCYRA** North County Youth Recreation

**NEHA** National Environmental Health

**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

**OJT** On the Job 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

|                                                                  |                                                                         |
|------------------------------------------------------------------|-------------------------------------------------------------------------|
| <b>PEI</b> Prevention and Early Intervention                     | <b>RFQ</b> Request for Qualifications, Request for Quote                |
| <b>PEPRA</b> Public Employees Pension Reform Act                 | <b>RHNA</b> Regional Housing Needs Assessment                           |
| <b>PHIL</b> Peninsula Health Information Link                    | <b>RLF</b> Revolving Loan Fund                                          |
| <b>PIC</b> Public Improvement Corporation                        | <b>RMA</b> Resource Management Agency                                   |
| <b>PIP</b> Placement Intervention Program                        | <b>RME</b> Rapid Medical Evaluation                                     |
| <b>PLPD</b> Public Liability and Property Damage                 | <b>ROI</b> Return on Investment                                         |
| <b>PMO</b> Project Management Office                             | <b>ROPS</b> Recognized Obligation Payment Schedule                      |
| <b>POST</b> California Police Officers Standards and Training    | <b>RPTTF</b> Redevelopment Property Tax Trust Fund                      |
| <b>PPACA</b> Patient Protection and Affordable Care Act          | <b>RRC</b> Records Retention Center                                     |
| <b>PPO</b> Preferred Provider Organization                       | <b>RRD</b> Records Retention Division                                   |
| <b>PRC</b> Postal Regulatory Commission                          | <b>RRRS</b> Recycling and Resource Recovery Services                    |
| <b>PRCS</b> Post Release Community Supervision                   | <b>RV</b> Recreational Vehicle                                          |
| <b>PREA</b> Prison Rape Elimination Act                          | <b>SA</b> Standard Agreements                                           |
| <b>PRIME</b> Public Hospital Redesign and Incentives in Medi-Cal | <b>SAC</b> Sheriff's Advisory Council                                   |
| <b>PSA</b> Professional Services Agreements                      | <b>SAFE</b> Sexual Assault Felony Enforcement                           |
| <b>PSAP</b> Public Safety Answering Point                        | <b>SAMHSA</b> Substance Abuse and Mental Health Services Administration |
| <b>PSP</b> Professional Standards and Practices                  | <b>SAR</b> Search and Rescue Team                                       |
| <b>PTAC</b> Procurement and Technical Assistance Center          | <b>SART</b> Sexual Assault Response Team                                |
| <b>PTAF</b> Property Tax Allocation Fee                          | <b>SB</b> Senate Bill                                                   |
| <b>PTO</b> Paid Time Off                                         | <b>SCAAP</b> State Criminal Alien Assistance Program                    |
| <b>PW</b> Public Works                                           | <b>SCORM</b> Sharable Content Object Reference Model                    |
| <b>QBRM</b> Qualified Business Reply Mail                        | <b>SCRAMP</b> Sports Car Racing Association of the Monterey Peninsula   |
| <b>QI</b> Quality Improvement                                    | <b>SCVSC</b> South County Violence Suppression Collaboration            |
| <b>RA</b> Reimbursement Agreements                               | <b>SD</b> Security Division                                             |
| <b>RAC</b> Realignment Allocation Committee                      | <b>SEAT</b> Sheriff's Emergency Assistance Team                         |
| <b>RCAC</b> Rural Community Assistance Corporation               | <b>SED</b> Seriously Emotionally Disturbed                              |
| <b>RDA</b> Redevelopment Agency                                  | <b>SEEK</b> Support for Educational and Employment Knowledge            |
| <b>RFP</b> Request for Proposal                                  |                                                                         |

**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** 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

**WIB** Workforce Investment Board

**WIC** Women, Infants and Children

**WIF** Workforce Innovation Fund

**WINS** Work Incentives Nutrition Supplement

**WIOA** Workforce Innovation and Opportunity Act

**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 provides funding 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.

**026 – NGEN OPERATIONS & MAINTENANCE:** This fund provides for the operations and maintenance cost of NGEN equipment.

**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 fund's 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.

**478 – RESOURCE PLANNING:** This fund provides funds for capital projects that require replacement, maintenance, or upgrades during the life of the asset. The fund serves to establish a capital funding process, generating funds over the life of an asset, and thereby minimizing fiscal impacts to operations.

**541 – COLLECTIONS AND CLEARING FUND:** This fund is used to house monies that the County receives prior to being disbursed to external entities.