County of Monterey
RECOMMENDED BUDGET
Fiscal Year Ending June 30th 2018

County of Monterey

RECOMMENDED BUDGET

Fiscal Year Ending June 30th

2018

RECOMMENDED BUDGET

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

FISCAL YEAR ENDING
JUNE 30, 2018

LUIS ALEJO (VICE CHAIR)	1ST DISTRICT
JOHN M. PHILLIPS	2ND DISTRICT
SIMÓN SALINAS	3RD DISTRICT
JANE PARKER	4TH DISTRICT
MARY L. ADAMS (CHAIR)	5TH DISTRICT

LEW C. BAUMAN
COUNTY ADMINISTRATIVE OFFICER

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to County of Monterey, California for the annual budget for the fiscal year beginning July 1, 2016. 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.

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 Alejo
District 1

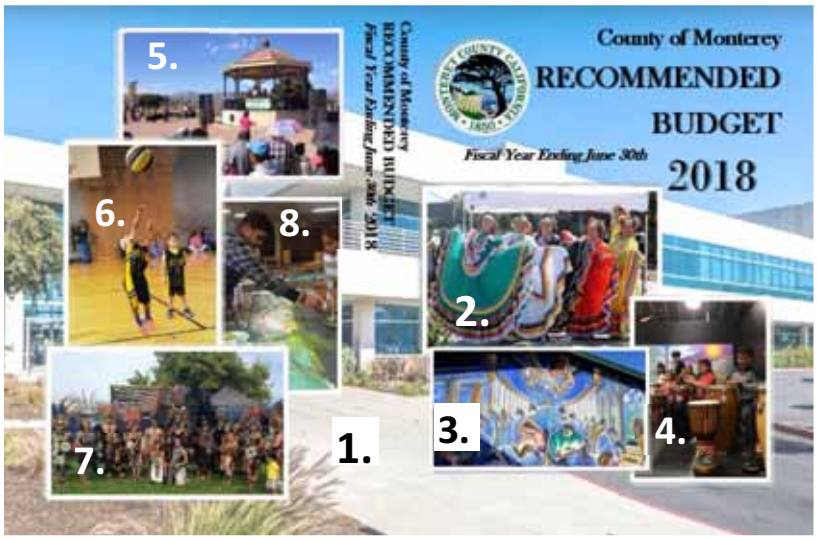
John M. Phillips
District 2

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 First Supervisorial District of Monterey County.

1. Schilling Place property was a build-to-suit for HSBC, who merged with Capital One Bank. The two-story office and warehouse building with over 292,065 square feet is situated on 20.5 acres, with an additional 4.05 acres of parking. The building features executive offices and conference rooms, a full-service cafeteria, workout facilities, several training rooms, conference rooms, a daycare center and warehouse facility. The County expects to save on its annual building lease expenses by purchasing this property. Monterey County officials began moving employees to the Salinas complex in 2015 with the final set of departments and employees moving in later in 2017.

2. Estampas de las Américas Folkloric dancers perform during the Salinas Food and Wine Festival. Their mission is to build a generation of children based on pride, respect and cultural identity, sharing multicultural heritage, music and dance. They offer Folkloric Dance classes from various regions of Mexico for the area youth.

3. Jose Ortiz is a local artist who works as an illustrator, painter, sculptor and muralist, and founder of Hijos del Sol, an after-school program in East Salinas which focuses on mural art, helping keep youth off the streets. In North Salinas' Natividad Elementary School, a magnificent mural can be viewed; here you will find "Los Niños Cosmos," one of Jose Ortíz's most dramatic achievements. With a technology emphasis, Ortíz began by transforming a vent grate at the top of the wall into the computer chip from which the story of the mural emerges. Rows of children are themselves sources of light; Ortíz believes that technology only exists as a tool to enhance our own power. Some children are reading while others are planting seeds. The similarities illustrate the artist's conviction that all kinds of work should be accorded equal respect and value.

If John Steinbeck lived today, it's safe to say one of his next novels would have to be about the Alisal — Salinas' vibrant east side. In this present day, he would find stories similar to those in his books among the established Mexican Americans and Latin American immigrants who compose over 95% of East Salinas. Gil Basketball Academy founder, Jose Gil, says *"There's this perception, this misconception that everybody in East Salinas is a gang member and it affects the kids tremendously."* In Gil's academy, kids that don't get good grades do their homework instead of playing ball, a reminder of the consequences for not prioritizing their schooling. *"We believe through our academy we can instill values and steer kids away from gangs. We're about more than basketball; it's prevention intervention."* So, sharing his passion for basketball with his hometown is very gratifying, Gil says. – ***Rob Waters, 2015 Stories from Salinas***

4. The Alisal Community Arts Network (ACAN) Latin Jazz Orchestra. The ACAN organization serves over 1,500 students weekly in East Salinas or "The Alisal" and also in Gonzales and Greenfield. They partner with Alisal Union School District, Alisal Center for Fine Arts (ACFA), and Community Housing Improvement Systems and Planning Association (CHISPA) to hold community music classes. This group is very active and performs in a variety of community events.

5. The group performing is the Mariachi group from Caminos del Arte. As the community gathers at a local park where Caminos del Arte, a non-profit organization from East Salinas, provides mentoring programs in a variety of traditional arts activities, including Mariachi music, Salsa, Merengue and Aztec dance. The picture was taken during a community event at Closter Park.

6. Gil Basketball Academy is part of the Salinas Youth Initiative, funded by the David & Lucile Packard Foundation. Jose Gil, the academy's founder, is a product of East Salinas and a graduate of Alisal High School. The academy serves roughly 100 boys and girls ages 4 to 12. The picture of a young player taking a jump shot with a full-size basketball like a pro while finishing up their warm-up exercises. – *Photo by Jay Dunn*

7. Yaocuauhtli Danza Cultural Mission is to keep Aztec traditions and Aztec cultures alive by working with children, youth, and community. They hold an annual event celebration at Natividad Creek Park.

8. All are welcome at Hijos del Sol. Most of the participating youth are of immigrant families. Ortiz has created several murals in Monterey County. Photo: Hijos del Sol student and a teacher working with local students.

Fiscal Year 2017-18 Recommended Budget

Submitted by
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Prepared by
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Budget and Analysis Division

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Clerk of the Board of Supervisors
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Elections
Library
Treasurer-Tax Collector/Revenue Division

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Emergency Communications
Probation
Public Defender
Sheriff-Coroner
Proposition 172 Forecast
Countywide Financial Analysis

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Auditor-Controller
Board of Supervisors
County Administrative Office
County Counsel/Risk Management
Health Department
Countywide Financial Analysis

Juan Pablo Lopez,
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Equal Opportunity Office
Human Resources
Information Technology
Fund Balance Reconciliation
Budget Book Production

Lucila Sanchez,
Senior Administrative Analyst
Agricultural Commissioner Office
Cooperative Extension Department
Resource Management Agency
Countywide Financial Analysis

Rod Walker,
Principal Administrative Analyst
Department of Social Services
Military & Veterans' Affairs Office
Natividad Medical Center
Water Resources Agency
Team Mentoring

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

Ebby Johnson
Executive Support Staff
Budget Committee Support Staff
Budget Workshops Coordinator
Budget Hearings Coordinator

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

Cover Design by:

Supervisorial District 1
Layout Design by: Jaime Ayala,
Associate Administrative Analyst

About Monterey County

Monterey County is located on the beautiful Pacific Coast of California, south of San Francisco and north of Los Angeles.

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.

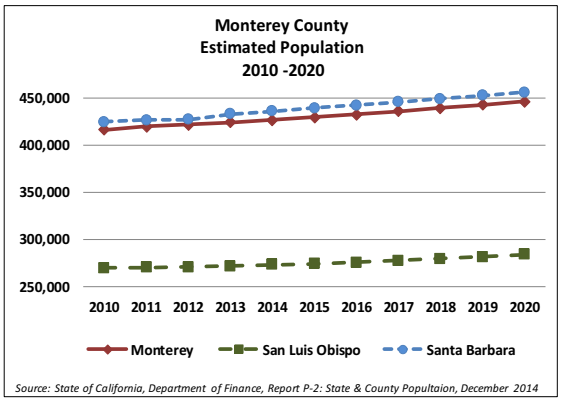
The County is comprised of 3,771 square miles and includes 12 incorporated cities and 16 unincorporated areas. The County seat and largest municipality is Salinas.

Monterey County 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 435,776.



Monterey County's population growth parallels growth in comparable counties of San Luis Obispo and Santa Barbara. The projected change in total population from 2016 to 2017 is 1% (432,475 to 435,776), consistent with Monterey County's population growth trend over the past 50 years.

With over 161,042 residents, Salinas represents the largest city in Monterey County. The cities of Marina, Soledad, Monterey and Seaside form the second largest group in population ranging from 20,982 to 34,071 residents each. The smallest cities include Sand City, Del Rey Oaks and Carmel-by-the-Sea with populations ranging from 381 to 3,833. The population for the unincorporated areas of Monterey County is 105,545.

Area	Population	% of Total
Carmel-By-The-Sea	3,833	1%
Del Rey Oaks	1,666	0.4%
Gonzales	8,473	2%
Greenfield	17,446	4%
King City	14,221	3%
Marina	20,982	5%
Monterey	28,610	7%
Pacific Grove	15,352	4%
Salinas	161,042	36%
Sand City	381	0.1%
Seaside	34,071	8%
Soledad	25,556	6%
unincorporated	105,545	26%

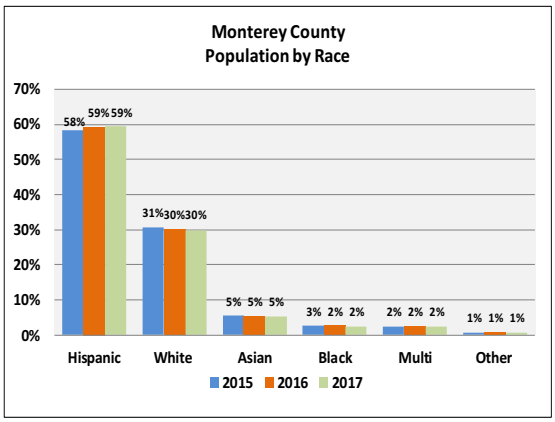
Source: State of California, Department of Finance E-1 Report, May 2016

Monterey County's population is relatively young with 46% 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 17%. The median age for Monterey County's population is 34 years, compared to 37 years for the State of California.

Monterey County 2017 Estimated Population By Age Groups	
Age	Population
0-9	63,177
10-19	58,266
20-29	69,897
30-39	58,982
40-49	49,200
50-59	47,892
60-69	33,480
70-79	23,185
80-89	11,155
90-99	3,317
100+	109

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

Monterey County's population reflects its diverse community. The Hispanic population grew by 1% between 2015 and 2017, while the White population decreased by 1% over the same time period. The Black population experienced a 1% decrease, while Asian and all other groups have experienced very little growth and remain at the same percentage.



Source: California Department of Finance, 2017

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 2015, Monterey County had a per capita personal income of $24,994 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	24,994	58,783	15.3%
San Luis Obispo County	31,060	60,691	14.4%
Santa Barbara County	30,589	63,965	15.6%
Santa Clara County	43,880	96,310	8.3%
California	30,318	61,818	15.3%

Source: U.S. Census Bureau, QuickFacts 2015

The Median Household Income in Monterey County is $58,782 which is 5% below the statewide average and the lowest compared to neighboring counties.

Monterey County has the same poverty level as the statewide average at 15.3%, while Santa Barbara County is higher at 15.6% and Santa Clara County has the lowest of neighboring counties at 8.3%.

Employment and Industry

Complementing the area's natural strengths, many of Monterey County's workers are employed by the agricultural sector 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 $8.12 billion and it accounted for 76,054 jobs in the County. The second largest employer was the government sector with 34,380 jobs and an output of $4.5 billion. The third largest industry was real estate with an output of $3.5 billion. The hospitality industry also impacts the economy, accounting for 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
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
Misionero Vegetables	Fruits & Vegetables-Growers & Shippers
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
Quality Farm Labor	Labor Contractors
R C Parking	Packing and Crating Service
Salinas Valley Memorial Healthcare/Hospital	Hospitals
Taylor Farms	Fruits & Vegetables-Growers & Shippers
US Defense Dept./Manpower Data Center	Government Offices-Us

Source: State of California Employment Development Department

Labor Force and Unemployment

Labor Force 2016 Annual Averages	
Labor Force	220,400
Employment	203,800
Unemployment	16,700
Unemployment Rate	7.6%

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

Monterey County's annual unemployment rate in 2016 was 7.6%. This compares with an unadjusted unemployment rate of 5.5% for California and 5.1% 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 2015 Employment Estimates	1 Qtr. 2016 Hourly Wage
Farming, Fishing, and Forestry	19%	$11.64
Office and Administrative Support	11%	$19.05
Food Preparation and Serving-Related	10%	$13.74
Sales and Related	9%	$17.20
Education, Training, and Library	8%	$31.27
Transportation and Material Moving	7%	$18.28
Healthcare Practitioners and Technical	4%	$46.70
Management	4%	$51.74
Building & Grounds Cleaning & Maintenance	4%	$15.90
Installation, Maintenance, and Repair	4%	$25.81
Production	3%	$17.36
Business and Financial Operations	3%	$39.29
Protective Service	3%	$31.08
Construction and Extraction	2%	$26.06
Healthcare Support	2%	$17.47
Personal Care and Service	2%	$13.90
Community and Social Services	1%	$23.25
Computer and Mathematical	1%	$45.07
Arts, Design, Entertainment, Sports, & Media	1%	$21.37
Life, Physical, and Social Science	1%	$41.10
Architecture and Engineering	1%	$41.86
Legal	1%	$44.58

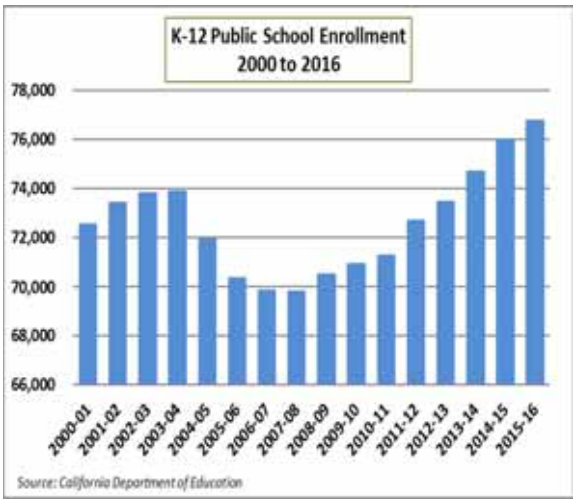
Source: State of California Employment Development Department, Labor Market Division

According to the State of California Employment Development Department's Labor Market Division, Monterey County's local economy strength lies in occupations that generally pay lower wages, explaining why the per capita income levels are relatively low compared to nearby counties. In Monterey County 19% of the labor force consist of

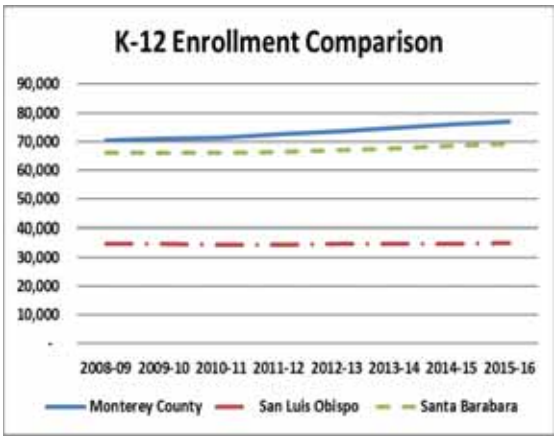
occupations in farming, fishing and forestry. In the first quarter of 2016, the median hourly wage was $11.64 per hour. The second highest occupational category is office and administration support, accounting for 11% of the workforce with a median wage of $19.05 per hour. The food preparation and serving related occupations represent the third largest share of Monterey County's employment, with 10% and a median wage of $13.74 per hour. The top three occupations in Monterey County represent 40% of all employment and have two of the lowest median hourly wages. 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 provides vital resources to support 24 school districts, two community colleges, and a state university.

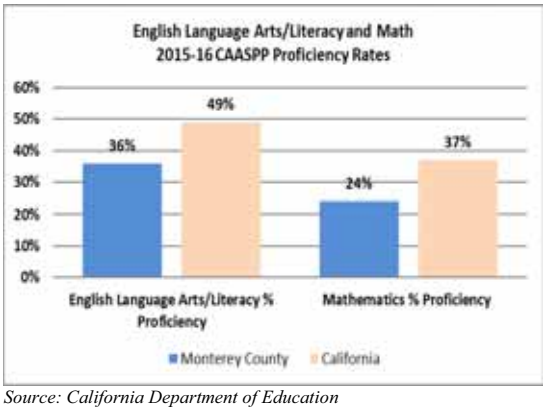


Enrollment in K-12 Public Schools in 2015-16 was 76,768 in Monterey County. After experiencing continuous declines in enrollment growth, Monterey County's K-12 enrollment began growing steadily in 2009. Since 2009, enrollment in Monterey County has grown by 8.9%.



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 helping to alleviate the financial challenges of years past. The State has implemented a new funding formula which lifts State restrictions and provides school district boards the flexibility on the use of funds. This new funding formula increases the local responsibility for student achievement.



Source: California Department of Education

Historically, educational attainment in Monterey County, along with other measures of educational performance, has lagged California and other Central Coast counties. In recent years, Monterey County began to close the gap with respect to English Language Arts/Literacy proficiency and Math proficiency. However, a comparison of Monterey County to the State show that Monterey County still lags 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 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, it should be noted that 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, even though most financial analysts say the recession is over. Monterey County via its Social Services Department provides temporary public assistance benefits and services to assist eligible residents in meeting their basic needs.

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

CalWorks FY 2015-16			
Applications Filed vs Approved			
County	Filed	Approved	Approved %
Monterey	9,235	3,299	36%
San Luis Obispo	2,434	1,000	41%
Santa Barbara	5,027	2,253	45%

Source: California Department of Social Services, Calworks Annual Summary January 2017

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.

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

Source: California Department of Social Services

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

Monterey County Snap Shot		
	Monterey	California
Health Care		
Uninsured adults	31%	24%
Uninsured children	10%	8%
Health Care costs*	$7,581	$9,102
Social & Economic Factors		
Children in poverty	25%	23%
Homicides (per 100,000 population)	9	5
Physical Environment		
Air pollution-particulate matter	7.2	9.3

Source: County Health Rankings 2016

*** 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 $4.8 billion in crop farming, which was a 7.75% increase over the previous year.

Gross Production Value		
Categories	2015 Total Value	2014 Total Value*
Vegetable Crops	$ 3,261,521,000	$ 3,098,138,000
Fruit & Nuts	$ 1,149,353,000	$ 1,033,798,000
Nursery Crops	$ 313,689,000	$ 286,577,000
Livestock & Poultry	$ 91,228,000	$ 64,286,000
Field Crops	$ 20,748,000	$ 18,724,000
Seed Crops& Apiary	$ 4,980,000	$ 5,466,000
TOTAL:	$ 4,841,519,000	$ 4,493,428,000

*Source: Monterey County Report 2015, *Adjusted Figure*

Monterey County is known as "The Salad Bowl of the World" and the gross production values for 2015 reaffirm it with a total vegetable crop value of $3.3 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 $8.12 billion in economic output which is 18.5% of the County's total economic output. The $8.12 billion in economic output consists of $5.68 billion in direct economic output and $2.44 billion in 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 2015 were leaf Lettuce and strawberries as in the prior year.

Monterey County's Ten Million Dollar Crops			
Crops	2015 Crop Value	2015 Crop Ranking	2014 Crop Ranking
Leaf Lettuce	$ 869,447,000	1	1
Strawberry	$ 861,438,000	2	2
Head Lettuce	$ 637,104,000	3	3
Brocoli	$ 423,006,000	4	4
Nursery	$ 313,689,000	5	5
Cauliflower	$ 238,004,000	6	6
Celery	$ 225,789,000	7	7
Wine Grapes	$ 185,925,000	8	8
Misc. Vegetables	$ 150,389,000	9	9
Spinach	$ 141,856,000	10	10
Mushrooms	$ 95,001,000	11	11
Beef Cattle	$ 80,793,000	12	14
Spring Mix	$ 69,300,000	13	12
Salad Products	$ 54,290,000	14	13
Lemon	$ 53,808,000	15	19
Artichokes	$ 49,725,000	16	17
Cabbage	$ 46,761,000	17	15
Raspberries	$ 39,680,000	18	16
Kale	$ 32,487,000	19	18
Brussels Sprouts	$ 31,280,000	20	-
Carrots	$ 26,506,000	21	22
Onions, Green	$ 25,380,000	22	20
Peas	$ 24,120,000	23	23
Onions, Dry	$ 21,786,000	24	21
Rangeland	$ 18,609,000	25	24
Asparagus	$ 13,431,000	26	25

Source: Monterey County Crop Report 2015

Hospitality

Monterey County has long been a tourist destination attracting nearly 4.5 million visitors annually. According to the 2015-16 Annual Report published by the Monterey County Convention & Visitors Bureau, tourism spending was $2.7 billion supporting 24,390 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 Mazda Raceway Laguna Seca, Concours d'Elegance, Big Sur Marathon and other food, wine, cultural and family festivals.

COUNTY DEPARTMENT SPOTLIGHT

COOPERATIVE EXTENSION

Cooperative Extension

The Cooperative Extension Department is jointly supported by Monterey County, the University of California and the United States Department of Agriculture. It is considered a part of the statewide educational arm of the University of California, Division of Agricultural and Natural Resources. This partnership promotes the growth of the agricultural industry, natural resources, and the community.

Cooperative Extension is currently staffed by the County administrative staff of Lennis Arriaga, Secretary, June Rasmussen, Accounting Technician, and Kelley Sivertson, Administrative Services Assistant.

In addition, the University of California, Division of Agriculture and Natural Resources provides the remaining staff of staff of Maria de la Fuente, Department Head, Larry Bettiga, Steve Koike, Richard Smith, Michael Cahn and Shimat Joseph, Farm Advisors, Lorin Hofmann-Lurz and Carol Garcia, 4-H Program Representatives, and Patricia Love, Laura Murphy, Ivy Lurz, Stacy Mauzey, Cayla Tsuchida, Staff Research Associates.

The Cooperative Extension office is located at 1432 Abbott Street, Salinas, CA 93901. They can also be contacted via telephone at (831) 759-7350 or visit the website at:

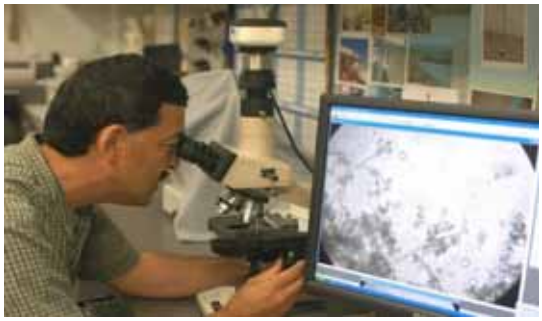
http://cemonterey.ucanr.edu/

Mission

The mission of the University of California Cooperative Extension in Monterey County is to serve the people of Monterey County by providing science-based research, education and public service to help solve problems in agriculture, natural resources, livestock, food safety, and human community development.

History

Established in 1918, Cooperative Extension is one of the oldest departments in the County. Cooperative Extension is a national program under the United States Department of Agriculture and is the land grant university in each state. Nationally authorized in 1914 by the Federal Smith Leaver Act, Cooperative Extension was developed to bring research directly to counties.



Services and Programs

The areas of staff expertise are commodity, as well as discipline driven. They include: viticulture, vegetable production, weed science, nutrient management, plant pathology, entomology, irrigation, water resources, and waste management. These programs provide targeted research, spur agricultural economic development, teach sustainability, promote food safety, educate on water and soil management, and reduce fertilizer and pesticide inputs.
Cooperative Extension operates the only off-campus university plant disease diagnostic lab in the state which receives and analyzes hundreds of plant, insect, and soil samples a year from farmers and residents.

Expertise is also available from cross county advisors in natural resources, livestock, rangeland,

strawberry, cranberries, Ag economics, farm management, environmental horticulture, and gardening.

Cooperative Extension provides resources for youth and community development. 4-H youth programs instill leadership, citizenship, and life skills in our youth through hands-on learning. In addition, specialized programs are developed for youth of military families and youth in disadvantaged communities. Community Development is also fostered in educational outreach programs for beginning minority, immigrant, and tribal farmers and ranchers.

Economic Contributions

More than $3.3 million dollars in grants obtained by Cooperative Extension support farm advisors which fuel the local economy through the creation of new job opportunities and the purchase of equipment and supplies for the grant-funded research projects. The volunteer contributions from the 4-H and Master Gardener programs accounted for more than $1.6 million per year back into serving our communities. With this, Cooperative Extension brings back as reinvestments in Monterey County, $16.84 for every dollar received in their budget from general funds.

Additional detailed information on the Cooperative Extension's programs and services may be found in the University of California Cooperative Extension, Monterey County Bi-Annual Report.

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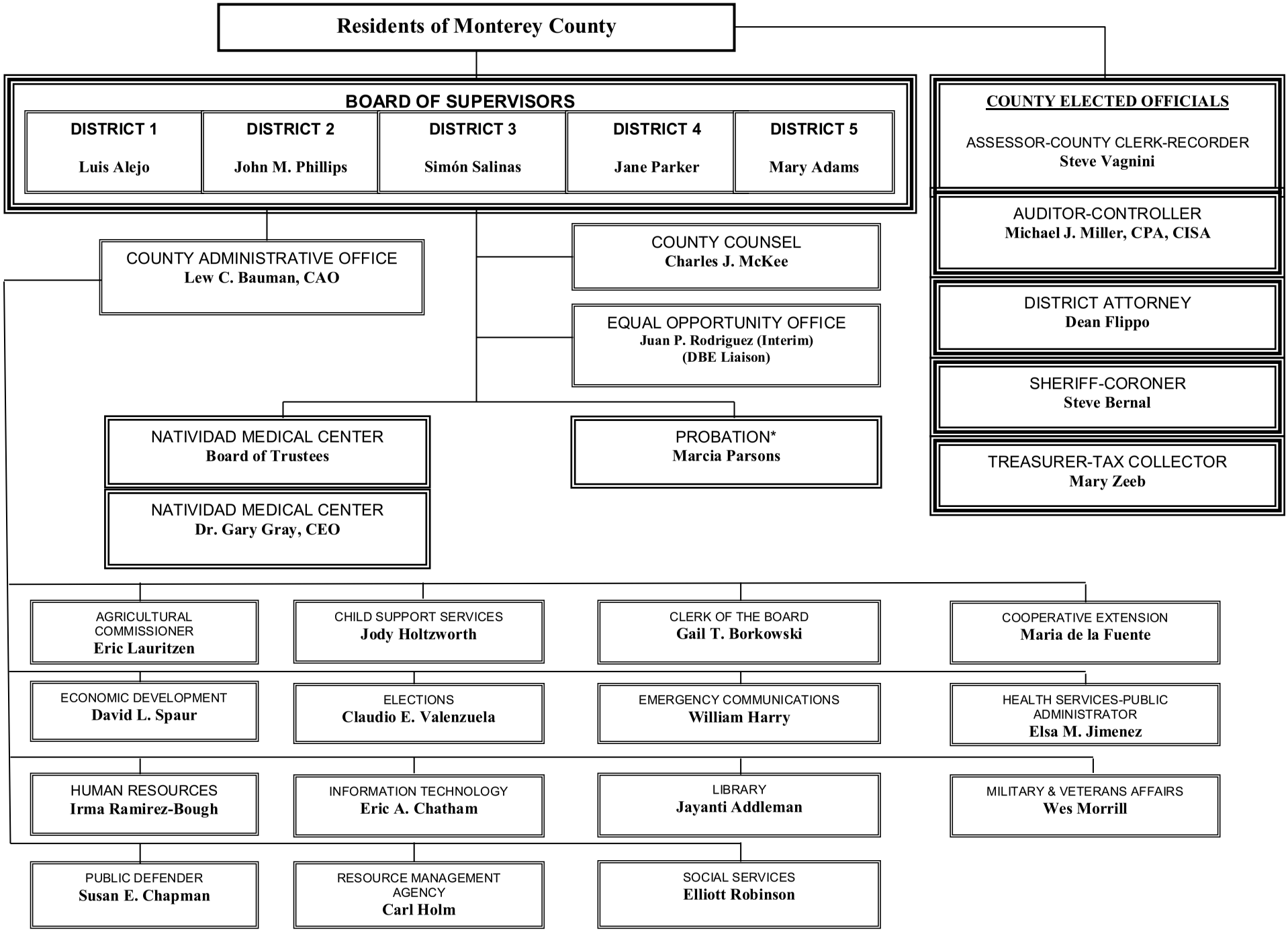
COUNTY OF MONTEREY



***appointed by Superior Court**

Updated 4/21/17

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MONTEREY COUNTY

COUNTY ADMINISTRATIVE OFFICE

LEW C. BAUMAN
COUNTY ADMINISTRATIVE OFFICER

COUNTY ADMINISTRATIVE OFFICE
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Salinas, CA 93901-2680
(831) 755-5115
www.co.monterey.ca.us

May 12, 2017

Honorable Board of Supervisors
County of Monterey
Salinas, California 93901

SUBJECT: FISCAL YEAR 2017-18 RECOMMENDED BUDGET

I am pleased to present the Fiscal Year (FY) 2017-18 Recommended Budget for consideration during budget hearings on June 5, 2017. The recommended budget provides essential services to the County's residents, maintains safe and healthy communities, and invests in key infrastructure and capital projects. The County continues its commitment to long-term structural balance, which strengthens our financial base to be responsive to emerging community needs. The recommended budget represents a balancing act of priorities with the goal of creating a prudent and sustainable spending plan, which is essential for the County's future financial stability.

The FY 2017-18 recommended spending plan includes $1.5 billion in expenditures for all funds, departments and programs, an increase of $117.1 million from the current year adopted budget. Expenditures are financed with revenues of $1.4 billion, an increase of $87.5 million from the current year adopted budget, and $68.1 million use of fund balance for planned one-time needs and capital projects.

This spending plan supports a workforce of 5,278.4, which grows by 64.7 positions since current year budget adoption. Most of this position growth is in Natividad Medical Center and the Health Department. The additional positions accommodate growth in patient volume in the hospital and address a growing demand for primary care services stemming from implementation of the *Affordable Care Act* (ACA) and the newly insured under *Covered California*. For the most part, new positions were only supported to the extent offsetting revenues were identified.

The recommended budget for the General Fund grows $45.4 million over the current year adopted budget, with total appropriations of $679.1 million, financed by revenue of $636.3 million and $42.9 million in use of fund balance for capital projects and other one-time planned needs. Following is an overview of the General Fund:

- Special purpose fund balance reserves are utilized to pay for planned capital projects and one-time expenditures.
- Provides an additional $15.2 million to support authorized pay increases and continue to preserve employee benefits.
- Supports clinic expansion to address a growing demand for primary care.

- Addresses long deferred infrastructure needs including funding for construction costs for the East and West Wing renovation, the Juvenile Hall, the jail expansion, as well as funding for tenant improvements to the Government Center to prepare for upcoming staffing moves.
- Provides funding to address critical repairs of damaged infrastructure caused by fire and storm events, as previously authorized by the Board on March 14, 2017.
- Modernizes the County's technology to ensure continuity of operations by replacing equipment that has exceeded its useful life.
- Supports existing obligations such as increased utility costs to operate the Schilling Complex and funding for programs that serve homeless populations.
- Funds new commitments including the County's share of cost to form the Salinas Valley Basin Groundwater Sustainability Agency and to participate in the Monterey Bay Community Power regional project.
- Includes a fully funded contingencies appropriation to address critical unanticipated needs that may emerge next fiscal year.
- Provides contributions ($1.8 million) of transient occupancy tax revenue to the Monterey County Convention and Visitors' Bureau (MCCVB), Arts Council, and Film Commission, to acknowledge their role in working for the betterment of Monterey County.
- Supports public safety organizations by contributing funds to fire agencies ($2.9 million) and emergency communications agencies ($1.6 million).

Over the last few years, the County has absorbed cost pressures including pay raises, increased pension contributions, and higher health insurance premiums. Other budget pressures include costs to upgrade technology and growing costs in the County's workers' compensation and general liability programs. While some departments that operate on a cost reimbursement basis can pass along some of these costs to the federal and State government, other departments rely on County contributions and have struggled to keep up with these fiscal pressures.

To close staffing-related funding gaps and mitigate operational impacts, departments submitted augmentation requests totaling $74.5 million in appropriations, supported by $7.6 million in program revenue and $66.9 million in requested General Fund Contributions. The County identified $23.9 million available to fund augmentation requests, including $16.5 million in fund balance to support one-time expenditures and $7.4 million growth in discretionary revenue after taking into account formulaic obligations. Staff prioritized funding of augmentation requests with a top priority of protecting county employees and current service levels. Other criteria considered included supporting new positions that expand County services and leverage non-County funding streams, modernizing the County's infrastructure to ensure continuity of operations, and meeting existing contractual obligations and new commitments.

Recommended augmentations that can be financed within the framework of a balanced budget include:

- Funding of $13.4 million to preserve 123 at-risk filled positions and 24 critical vacancies at-risk as a result of countywide cost pressures. The largest increase for position-related funding gaps was $4.9 million to the Sheriff's Office to restore all 23 of its at-risk filled positions and to restore 15 vacant positions comprising of sworn officers and custody control specialists. The Probation Department received $1.8 million to restore 14 at-risk filled positions. The RMA received an increase of $1.9 million and together with the rescheduling of the Blanco Road overlay project,

the agency restored 48 at-risk filled positions. Another 38 at-risk filled positions and 9 vacancies were funded across eight other departments.

- Support of 29 new positions funded by program revenues, of which 22 are in the Health Department to support expansion of health clinics and implementation of the Whole Person Care program. Other positions were approved in the Probation Department, District Attorney, and Public Defender's Office, to support realigned public safety programs and are fully funded with realignment monies. Two new positions were authorized in the RMA and CAO to launch the cannabis ordinance program, funded with program revenue.
- Funding for three new positions that that are deemed critical to the County's operations, including a new immigration attorney in the Public Defender's Office to address the growing need for immigration legal expertise in the community ($235,812) and two new positions in Human Resources to support efforts to improve services to operating departments ($275,572).
- Funding of $4.2 million to modernize County infrastructure including replacement of antiquated servers that have exceeded their useful life, replacement of the core microwave network supporting public safety, first responders, and 911, as well as replacement of equipment and software to improve voice, data, video, and radio services.
- Funding of $5.6 million to various departments to meet existing obligations and new commitments including: funding to RMA to cover increased maintenance and utilities at the Schilling Complex, to cover costs for the Salinas Valley Water Basin Study, for the Carmel Lagoon Project, for the update to the Local Coastal Program, and for General Plan implementation services; funding to the CAO to cover existing obligations and fund new commitments including the County's share of cost for forming the Salinas Valley Basin Ground Water Sustainability Agency and for participating in the Monterey Bay Community Power regional project; and funding to Social Services to support programs that serve homeless populations.

The Administrative Office worked diligently with operating departments to find solutions to mitigate budget impacts that departments identified in their initial budgets. However, due to limited growth in discretionary funding and the size of funding gaps caused by countywide cost pressures, many needs remain unfunded in the Recommended Budget. These unfunded needs include:

- Reduction in filled positions in the following departments: five positions in the RMA due to a decline in revenue and higher cost plan charges, seven positions in the Office for Employment Training (OET) due to federal grant funding reductions, and four positions in the County Administrative Office due to higher cost plan charges and increased staffing costs resulting from the recently negotiated labor agreements;
- Loss of 46 vacant positions across ten departments due to rising cost pressures;
- Most new position requests are unfunded;
- Additional funding requests to address fire and storm related repairs; and
- The Blanco Road overlay project.

New revenue sources next fiscal year include the commercial cannabis tax and transportation funding provided by Senate Bill No. 1 and Measure X. In the first quarter of FY 2017-18 those new revenues can be forecast and to the extent additional revenue is identified, requests related to new positions for cannabis ordinance enforcement, fire and storm repairs, the Blanco Road overlay project, and other needs can be considered for mid-year budget appropriation by your Board in the first quarter of next fiscal year.

This Recommended Budget document represents a continuing collaborative effort by staff and department heads. The spending plan is prioritized with your Board's strategic initiatives and financial policies, and strives to align available resources to your Board's goals and objectives. Your Board's Budget Committee continues to provide consistent leadership, and engages your entire Board in maintaining the County's fiscal integrity, financial stability, and positive credit ratings.

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

Lew C. Bauman
County Administrative Officer

Executive Summary

Introduction

The County Administrative Office is pleased to present the *Fiscal Year (FY) 2017-18 Recommended Budget*. This *executive summary* provides an overview of the County's fiscal condition, issues affecting the budget, and recommended spending plan for the fiscal year that commences July 1, 2017. Following the executive summary is information about the County's fiscal outlook, strategic initiatives, financial policies, and departmental budgets in a narrative format, providing additional details of each department's services and finances. The recommended budget concludes with discussion about the County's financial contributions to other agencies, fiscal obligations, and other resources that may prove helpful to the reader.

The recommended budget will be presented to the Board of Supervisors (Board) for consideration at public budget hearings scheduled to begin on June 5, 2017. Upon adoption, the budget provides needed spending authority for the next fiscal year and represents the Board's spending priorities on behalf of the citizens of Monterey County.

County Government

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

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

The Board generally meets every Tuesday in the Board Chambers of the Government Center to discuss and vote on County policy items. The meeting schedule and agenda are posted weekly on the Clerk of the Board's website, located at www.co.monterey.ca.us/cob.

2017 Monterey County Board of Supervisors

From left to right: Jane Parker (representing Del Rey Oaks, Marina, Sand City, Seaside, Southwest Salinas), Simón Salinas (representing East Salinas, Spreckels, Chualar, Greenfield, Gonzales, Ft. Hunter Liggett, King City, Soledad, Lake San Antonio, South County), Mary Adams (Chair, representing Carmel, Carmel Valley, Big Sur, Pacific Grove, Pebble Beach, Monterey, Hwy 68, Las Palmas), John M. Phillips (representing Aromas, Boronda, Castroville, Las Lomas, Moss Landing, North Salinas, Pajaro, Prundale, and Royal Oaks); and Luis Alejo (representing most of urban Salinas).

Budget Process

The budget process begins in December, when preliminary budget instructions are provided to department finance staff for development of a three-year forecast and the FY 2017-18 budget. In February departments forecast their revenues and expenditures and potential funding gaps for the current year, the coming budget year, and two out years. The Forecast is presented in March, and provides a

glimpse of the operational challenges that lie ahead given the continuance of current service levels and available financing sources. In March, departments submit their baseline budgets, identify funding gaps, budget impacts, and request augmentations for additional County contributions.

During the months of March and April, departments and County Administrative Office staff work together to finalize the budgets based on the Board's policies and priorities and available financing. During this time, the County Administrative Office maintains open communication about the fiscal challenges that are shaping the budget through constant communication with departments and through budget workshops with Department Heads and the Board. The County Administrative Office incorporates feedback and prioritizes spending in line with Board priorities to create a comprehensive, well-informed, and rational spending plan for the new fiscal year.

Upon adoption in June, department managers and the County Administrative Office analyze revenue and expenditure detail throughout the year to ensure compliance with the Board's approved spending plan.

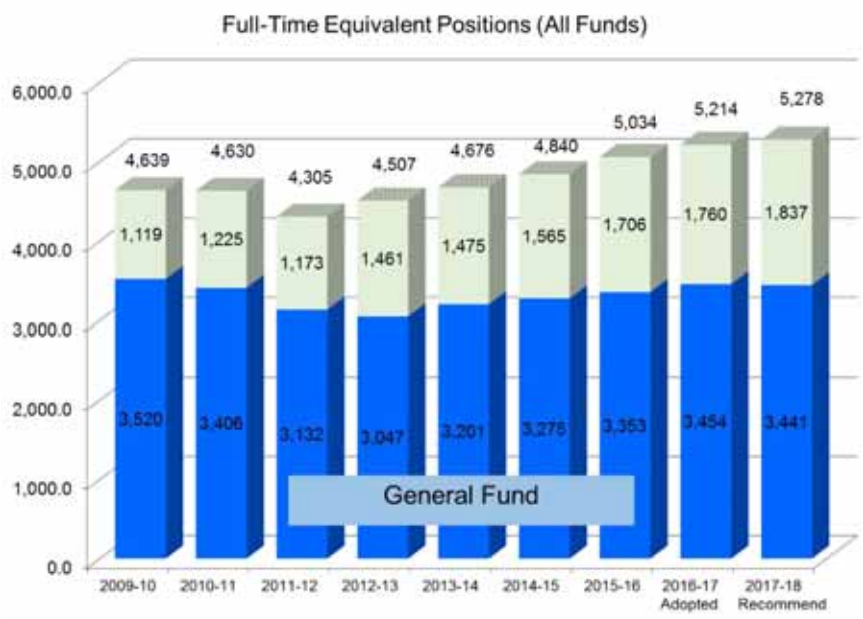
Current Financial Condition

General fund revenue has grown $92.3 million over the last five fiscal years - FY 2011-12 to the FY 2016-17 adopted budget - and an additional increase of $15.2 million is projected for FY 2017-18. The portion representing the County's discretionary "non-program" revenue has increased by $38.2 million over the same five-year time-period, with an additional increase of $10.7 million projected for FY 2017-18. The revenue growth has allowed the Board to make positive investments over the last few years, including:

Securing the County's finances: Since the recession, the Board strengthened financial policies to restore ongoing revenues and expenditures and invested year-end surpluses in its strategic reserve and other reserves for infrastructure. General fund balance increased from $76.5 million in FY 2009-10 to $148.9 million in FY 2015-16. Within this fund balance is the strategic reserve, which increased from $37.3 million to $56.1 million over the same time-period. Because of the Board's prudence and foresight, the County was in a strong position to weather significant damage caused by natural disasters in the current year as well as cover legal costs exceeding normal reserves designated for litigation. During the current year, the Board authorized $30.9 million in transfers from the strategic reserve to address extraordinary events including $16.8 million to begin critical repairs resulting from the *Soberanes Fire* and winter storms, $9.5 million to cover capital improvements and legal costs to comply with the *Hernandez v. County of Monterey* settlement, and $3.9 million to defend Measure Z.

***Improving the County's infrastructure*:** The County has invested significant resources to leverage State funding for a new 120-bed Juvenile Hall that will replace the existing 1950's facility and a 576-bed jail expansion to the existing jail facility. These investments include $23.7 million in County funds (including the $5.9 million construction bid increase) to secure $35.0 million in State funds for the Juvenile Hall and $8.9 million in County funds to acquire $80.0 million in State funds for the jail expansion. Other investments include the issuance of Certificates of Participation (COPs) to preserve the historic East and West Wings of the Monterey County Courthouse and authorization of $13.0 million to acquire the $36.0 million Schilling Place complex.

***Conserving the County's workforce*:** The County added 909 positions (322 in General Fund) since adoption of the FY 2011-12 budget to better meet departments' workload demands and service goals; with the majority of growth occurring in departments affected by state – county realignment programs, such as health, social services, and public safety programs. The recommended budget seeks to preserve current service levels and staffing. In addition, effective in FY 2016-17, the Board approved three-year bargaining agreements. In the first year, miscellaneous (non-safety) unit employees received a 1.5% salary increase, to be followed by a 2.5% raise in the second year and a 3.0% raise in the third year. Safety units in the Probation Department received a 2.5% wage increase in the first year, to be followed by 2.0% and 2.5% in years two and three, respectively. Most other safety unit employees received a 2.5% raise in the first year, to be followed by a 2.5% increase in the second year, and 3.0% in the third year. In addition, the County has continued to provide valuable benefits to our employees, absorbing an estimated $11.6 million in employee health insurance premium increases over the span of three years through FY 2016-17 and an estimated $11.1 million in increased pension contributions in the general fund over the same time-period.



***Focus on Public Safety*:** Over the last four fiscal years, the County added $24.0 million in increased appropriations to the Sheriff's Office from FY 2012-13 to the FY 2016-17 adopted budget to address rising safety employee compensation and enable the Office to add 41 filled "sworn" officers. Included in the increased appropriations is funding that was approved for an additional 11 patrol deputies and the addition of six custody control specialists in December 2015. Additional augmentations are recommended for next fiscal year and are discussed later.

***Contributions to Other Agencies*:** The Board increased discretionary contributions to other agencies by $1.5 million since FY 2012-13, including an additional $557,726 for development set-aside agencies, an increase of $611,124 for fire agencies, and $334,680 in increases to cities as an incentive for participating in the 911 consolidated dispatch center.

Contributions to the Road Fund: The Board adopted a policy to contribute a portion of the transient occupancy tax (discretionary revenue) to the Road Fund. Prior to this policy, the Road Fund received a flat contribution of $2.0 million. Based on the formula and the increasing trend in transient occupancy tax, the contribution has grown to $4.9 million in FY 2016-17, a $2.9 million increase since FY 2012-13. The contribution grows an additional $539,880 next fiscal year.

Recommended Budget – All Funds

Recommended appropriations for all funds, departments and programs total $1.5 billion next fiscal year, supporting a workforce of 5,278.4 authorized positions. The budget reflects an increase of $117.1 million over the prior year adopted budget. Significant budget changes since adoption of the FY 2016-17 budget include:

- **Utilizes $68.1 million in fund balance for capital projects and other planned, one-time needs.** Of this amount, $42.8 million is general fund balance (discussed below), and $25.2 million represents fund balance in other funds, of which $21.4 million is in the Facilities Master Plan fund, for planned capital projects.

All Funds	2015-16 Actual	2016-17 Adopted	2017-18 Recommend
Expenditures			
Salaries & Benefits	$ 553.1	$ 606.4	$ 636.7
Services & Supplies	318.7	359.7	366.1
Other Charges	94.6	81.7	89.3
Fixed Assets	45.8	137.1	155.8
Op. Transfers Out	146.4	175.5	228.0
Gain/Loss on Capital Asets	-	-	-
Contingencies	-	4.7	6.4
Total Expenditures	**$ 1,158.5**	**$ 1,365.2**	**$ 1,482.3**
Revenues			
Taxes	$ 188.7	$ 191.4	$ 207.5
Licenses, Permits & Franchises	20.5	21.8	22.8
Fines, Forfeitures & Penalties	9.8	11.8	11.0
State & Federal Aid	444.8	547.1	554.0
Charges for Current Services	338.4	322.5	359.7
Other Revenues	237.1	232.0	259.0
Total Revenues	**$ 1,239.3**	**$ 1,326.6**	**$ 1,414.1**
Use of Fund Balance	**$ (80.8)**	**$ 38.6**	**$ 68.1**
FTE Positions	**5,059.5**	**5,213.7**	**5,278.4**

- **Revenue increases $87.5 million.** Much of the estimated revenue is in Natividad Medical Center (NMC), projecting a $30.9 million improvement in revenue, primarily due to higher patient volume at the hospital and improvement in collection of fees as more patients are insured. NMC also expects $21.6 million more in operating transfers in from the Facilities Master Plan fund for reimbursement of capital projects. Additional revenues of $13.6 million are included in the budget for the assumption of the Laguna Seca Track operations. The Health Department anticipates it will collect $9.9 million more in federal and State aid, primarily for the implementation of the Whole Person Care program and expansion of clinics. Non-program revenue increases $10.7 million over the current year budget, largely due to higher property tax revenue due to a continued positive outlook on home value assessments and an increase in sales and use tax revenue based on current economic trends.

- **Increased labor costs**. Costs to support the County's workforce grow $30.3 million in the recommended budget. Of this growth, about half or an estimated $15.6 million is attributed to salary growth resulting from bargaining agreements between the County and employee bargaining units that took effect in FY 2016-17. The increase can also be attributed to a $4.3 million increase in pension contributions on behalf of employees' pensions, and an increase in employee health insurance rates, which adds $4.0 million over the current year budget. The County added 64.7 positions over the current year adopted budget. The largest increase in staffing is in NMC, with a recommended increase of 67.4 positions due to a larger volume of patients and the Health Department added 36.8 positions, primarily to expand primary care clinics. These two departments account for nearly all the year-over-year increase in positions, partially offset with reductions in other departments. Nearly half of the $30.3 million growth in salary and benefit expenditures is attributed to NMC alone.

- **Expansion of primary care and behavioral health services**. The recommended Health Department budget includes overall growth of $16.8 million. Growth of $8.0 million in expenditures is due to the implementation of the *Whole Person Care* program, a five-year pilot program which coordinates physical health, behavioral health, and social services for Medi-Cal beneficiaries who are high users of multiple systems. Growth of $7.7 million is attributed to the expanded capacity in clinic services

and public health. A growth in insured residents has stemmed from the implementation of the *Affordable Care Act* (ACA). Approximately 40% of County residents are eligible for Medi-Cal, of which approximately 130,000 are enrolled in Medi-Cal Managed Care. Additional residents are insured through Covered California, and as of May 2016, all remaining uninsured up to 18 years of age (approximately 6,000-8,000) are eligible for full scope Medi-Cal. Clinic services have approximately 45,000 Medi-Cal patients, but is expected to increase further due to expansion of clinics in Salinas and a new clinic in Seaside, as well as extended hours to serve more patients. The recommended budget authorizes new positions, primarily to augment staffing for primary care clinics and to coordinate the *Whole Person Care* program.

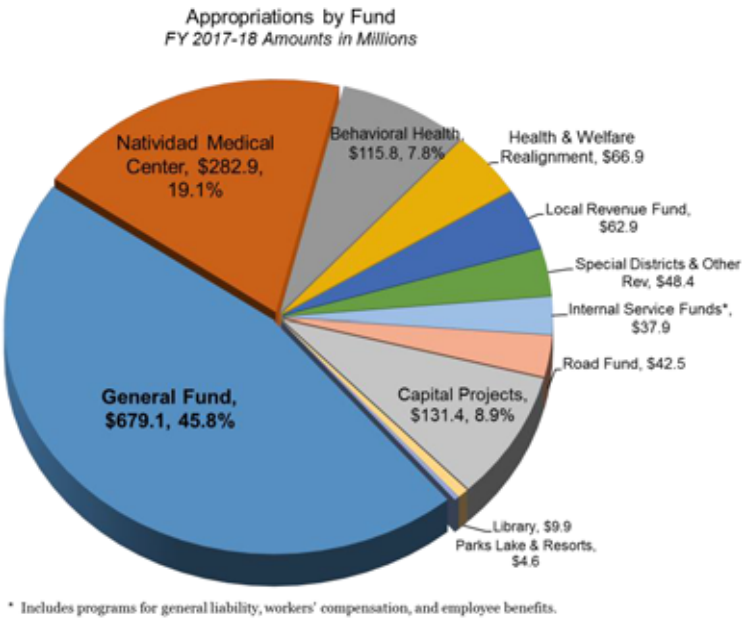
- **Capital projects construction**. The recommended budget for the Resource Management Agency (RMA) increases $28.1 million over the current year adopted budget. The increase is primarily due to increased construction costs of $34.2 million, of which the East and West Wing renovation accounts for $27.3 million. The remaining increases are due to construction costs for the New Juvenile Hall and Jail Housing Addition project. Major construction progress for the three projects occurs in FY 2017-18.
- **Responding to extraordinary events.** The recommended budget includes funding of $7.3 million to address potential cash flow needs pending federal and State reimbursements in the RMA for critical repairs of damaged infrastructure caused by the *Soberanes Fire* and the winter storms. The $7.3 million represents the estimated residual of the $16.8 million previously authorized by the Board. This funding allows the County to continue repair work to restore infrastructure and services for County residents.
- **Information technology infrastructure replacement**. The recommended budget provides an additional $4.2 million to replace end-of-life hardware and software for voice, data, video, and radio services. Additionally, the recommended budget includes $10.9 million for the Enterprise Resource Planning (ERP) project, which upgrades the obsolete system with a new version of the built-for-government software that integrates financial management, human resources, payroll, budgets, procurement, and vendor self-service functionality.
- **Other increased County costs.** The County assumed operations of the Laguna Seca Track from the concessionaire, which added $13.6 million in expenditures and offsetting revenue in the recommended budget. Additionally, operating transfers between funds increased $52.0 million. The increase can be attributed to transfers from the general fund to other funds to cover capital projects such as the Juvenile Hall and East and West Wing renovation, transfers from NMC for hospital related capital projects, and transfers from health realignment funds to the general fund to reimburse for staffing and services.

Recommended appropriations by fund. The chart on the next page displays recommended appropriations to the various funds overseen by the County Board of Supervisors.

The general fund is the largest fund at $679.1 million and represents 46% of the recommended appropriations. Natividad Medical Center is the County's second largest fund, with appropriations totaling $282.9 million, or 19% of the County's budget.

Appropriations for behavioral health, social services, and public safety programs related to the *2011 Realignment* are included in three funds: *Behavioral Health Fund* ($115.8 million), *Health and Welfare Realignment Fund* ($66.9 million), and the *Local Revenue Fund* to account for public safety and other realignment funds ($62.9 million). Monies for realigned programs are accounted for in these funds and transferred to general fund operating departments on a cost reimbursement basis.

Special District and Other Revenue Funds includes services financed by specific revenue sources that are legally restricted to specified purposes. Examples include the County Service Areas (CSAs), County Sanitation Districts (CSDs), In-Home Supportive Services (IHSS), Office of Employment Training (OET), economic development programs, special districts, Fort Ord Reuse, Emergency Medical Services, and other restricted revenue funds. Appropriations for these funds total $48.4 million.



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

Other special revenue funds include the Road Fund ($42.5 million) and the Library Fund ($9.9 million). The Parks Lakes and Resorts Enterprise Fund includes $4.6 million in recommended appropriations.

Capital projects funds, used to account for financial resources for implementation of Board approved capital projects, equipment purchases, or facilities, are recommended at $131.4 million.

Recommended Budget – General Fund

Recommended appropriations for the general fund total $679.1 million next fiscal year, supporting a workforce of 3,441.1 authorized positions. 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. Appropriations increase by $45.4 million over the current year adopted budget. Following is an overview and highlights of the recommended budget for the general fund:

- **Utilizes $42.9 million in fund balance for infrastructure projects and other planned one-time needs**. The recommended budget uses special purpose fund balance reserves to pay for planned, one-time expenditures, including next year's costs related to construction of the new Juvenile Hall, costs for repair of damage caused by the *Soberanes Fire* and the winter storms, replacement of aging technology, funding to cover increased construction costs for the East and West Wing, support of a remodel in the 2nd Floor of the Government Center for relocated staff, new funding commitments including the Salinas Valley Basin Groundwater Sustainability Agency and the Monterey Bay

Community Power agreement, and to fund the contingencies appropriation. Fund balance is also used to cover the general fund portion of the FY 2016-17 ERP charges, to minimize impact to departmental budgets.

General Fund	2015-16 Actual	2016-17 Adopted	2017-18 Recommend
Expenditures			
Salaries & Benefits	$ 352.2	$ 392.5	$ 407.7
Services & Supplies	137.2	146.1	167.3
Other Charges	23.3	27.0	33.6
Fixed Assets	10.7	10.5	9.9
Op. Transfers Out	37.6	52.8	54.2
Contingencies	-	4.7	6.4
Total Expenditures	**$ 560.9**	**$ 633.7**	**$ 679.1**
Revenues			
Taxes	$ 178.8	$ 178.0	$ 192.2
Licenses, Permits & Franchis	20.3	21.8	22.0
Fines, Forfeitures & Penalties	8.7	9.2	8.5
State & Federal Aid	192.8	219.7	209.6
Charges for Current Services	70.4	77.8	80.4
Other Revenues	99.3	114.6	123.6
Total Revenues	**$ 570.3**	**$ 621.1**	**$ 636.3**
Use of Fund Balance	**$ (9.3)**	**$ 12.6**	**$ 42.9**
FTE Positions	**3,352.0**	**3,453.8**	**3,441.1**

*Numbers may not add up due to rounding.

- **Estimated revenue increases $15.2 million**. Non-program revenue, the source of discretionary revenue, is estimated to grow $10.7 million as assessed home values drive property tax revenues higher. Additionally, the Health Department anticipates revenue will increase by $7.9 million, derived primarily from federal and State reimbursements as well as increased patient fees for the expansion of clinic services. The County Administrative Office anticipates increased revenues of $13.6 million from the Laguna Seca Track function. Gains in these revenue sources are partially offset with technical adjustments including a $9.4 million decrease in revenue and expenditures for indigent health care that was budgeted in the general fund in the FY 2016-17 adopted budget, but is budgeted in a health realignment fund effective FY 2017-18 and a $6.5 million technical adjustment on the way RMA accounts for its cost plan credits and charges.

- **Labor cost increase an estimated $15.2 million**. The bargaining agreements added the bulk ($9.6 million) of the increased labor cost for next fiscal year. The authorized pay raises were not included in the current year adopted budget, as negotiations were still in progress during budget development. Other sources of increased labor costs include higher pension contributions, increased health insurance premiums, and scheduled step advances. Public safety departments such as the Sheriff's Office and the Probation Department account for $5.1 million (33%) of the increased labor costs and are mostly supported with increases in general fund contributions. The Health Department accounts for $4.2 million of the increase (28%), supported primarily with federal and State reimbursements.

- **Provides funding for the new Juvenile Hall**. The recommended budget appropriates $15.1 million as operating transfers from the general fund to capital project funds for the Juvenile Hall to cover the County's share of construction costs.

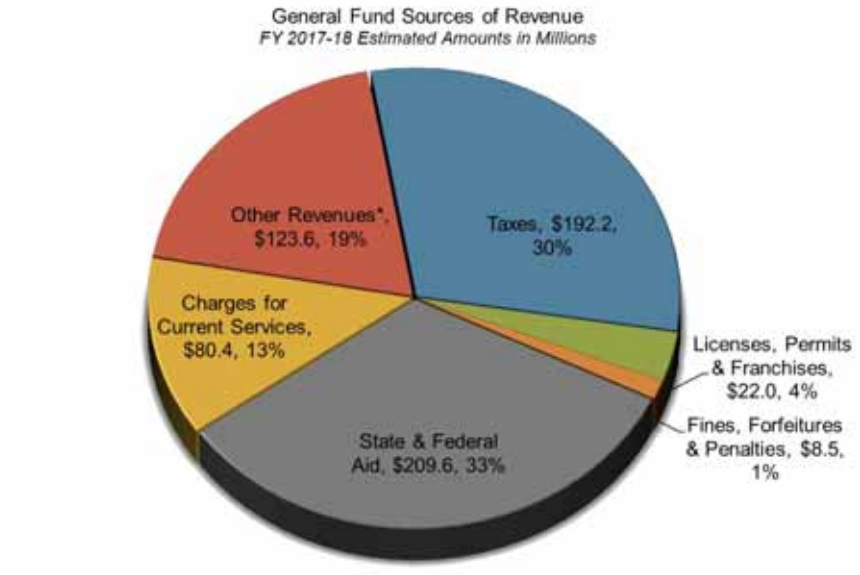
- **Includes funding to respond to extraordinary events.** Significant natural events including the *Soberanes Fire* and the winter storms have caused major damage to County roads, land, and infrastructure. The recommended budget includes funding for the most critical repairs during FY 2017-18. The Board authorized $16.8 million for these repairs, including $8.5 million for the County's estimated share of cost and $8.3 million to "cash flow" the estimated federal and State share of costs for immediate (FY 2016-17) work.

- **Supports expansion of County primary care clinics**. The Health Department has seen increased demand for primary care services in County clinics due to a higher insured population stemming from the Affordable Care Act. Primary care clinic expansion has been underway to meet increased demand for services, including growth in Salinas and the new Seaside clinic. The Health Department's general fund budget increases $10.1 million mostly due to the increased capacity of clinics, which is supported by federal and State reimbursements as well as patient fees.
- **Includes $6.4 million for operational contingencies.** In compliance with the County's financial policies, the budget appropriates $6.4 million (1% of estimated general fund revenue) for critical, unanticipated needs that emerge next fiscal year and cannot be funded within departments' appropriated resources. The $6.4 million appropriation represents an increase of $1.7 million over the current year adopted budget.
- **Provides funding for replacement of systems and information technology infrastructure.** The County is in the process of finalizing upgrade implementation of a countywide enterprise software system. The general fund recommended budget includes an estimated $7.8 million in charges for the upgrade, including $5.1 million in deferred charges from FY 2016-17. The FY 2016-17 deferred charges will be funded by release of fund balance to minimize impacts to departmental operations. The recommended budget also includes $4.2 million to replace core technology, especially hardware at risk of failure to avoid work disruptions.
- **Increased funding to the Road Fund.** The recommended budget includes a contribution of $5.5 million to the Road Fund, an increase of $539,880 over the current year. Board policy directs a portion of transient occupancy tax (discretionary revenue) to the Road Fund, in recognition that well maintained roads contribute to the value and overall economic vitality of the County.
- **Increased funding for existing and new commitments**. Funding is included for increased utility costs to operate the Schilling Complex. Funding is also included to continue new programs that serve homeless populations, to form the Salinas Valley Groundwater Sustainability Agency, and fund the County's share to participate in the Monterey Bay Community Power regional project.

General Fund Revenues

Estimated general fund revenues total $636.3 million for FY 2017-18. Revenue from federal and State sources is the largest revenue source estimated at $209.6 million, a decrease of $10.1 million, primarily due to a $9.4 million technical adjustment transferring indigent health care monies to a realignment fund. The County's social services and health programs are the largest recipients of these revenues and rely on these monies as the primary means of supporting their programs.

Revenue from *Taxes* total an estimated $192.2 million and represent the bulk of the County's

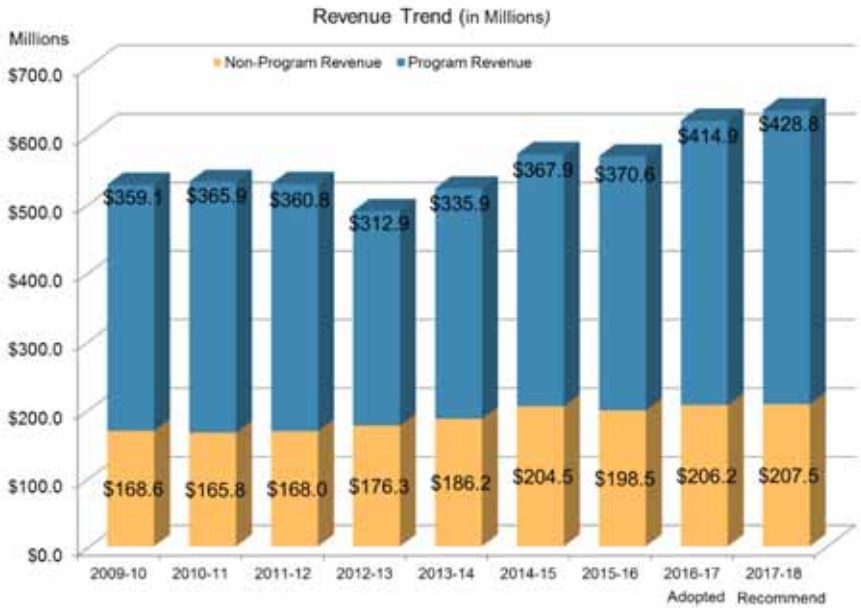


* Includes operating transfers into the general fund from other funds ($99.9 million), tobacco settlement monies ($3.5 million), rents & concessions ($10.9 million), and various miscellaneous revenues.

discretionary monies. Other sources of funding include: *charges for services* ($80.4 million); *other revenues* ($123.6 million), which mostly include operating transfers received from the three realignment funds mentioned earlier; revenue from *license, permit, and franchise fees* ($22.0 million); and *fines, forfeitures, and penalties* ($8.5 million).

General fund revenues are further categorized as "program" and "non-program" based on the source of and purpose for the funding.

Program revenues account for two-thirds of general fund revenue. Program revenues are primarily from State and federal sources and are typically provided for a statutory purpose and by law must be spent on designated activities. The recommended budget includes estimated program revenues of $428.8 million, an increase of $13.9 million from the current year budget.



Non-Program Revenues grow $10.7 million and account for one-third of general fund revenue. Non-program revenues total an estimated $207.5 million, and are distributed to departments in the form of General Fund Contributions (GFC). This revenue source allows the County a level of flexibility to address local needs and priorities. Historically, the County uses its discretionary revenues to support public safety, County finance and other administrative functions, meet maintenance of effort requirements, and to provide matching funds as a condition for receiving federal and State assistance. The largest sources of non-program revenues include property taxes (70%), transient occupancy tax (10%), and sales and use tax (7%). The remaining (13%) is derived from franchise fees, tobacco settlement, investment income, and other miscellaneous revenue.

The current year general fund adopted budget includes $9.4 million of Vehicle License Fee (VLF) monies, which are now deposited directly into a health realignment fund for use on indigent medical care (no longer received in general fund). Excluding this technical change, the non-program revenue increases by $10.7 million over the current year adopted budget.

The increase in non-program revenue is attributed to growth in property tax due to a positive outlook in assessed values, which is projected to increase 5.5% next fiscal year, and continued improvement in sales and use tax based on current economic trends. Transient occupancy tax (TOT) revenues have historically contributed to the improvement in non-program revenue. However, due to the recent damage caused by the fire events and winter storms to high tourism areas, the TOT is anticipated to decrease by $1.9 million below the current year adopted budget.

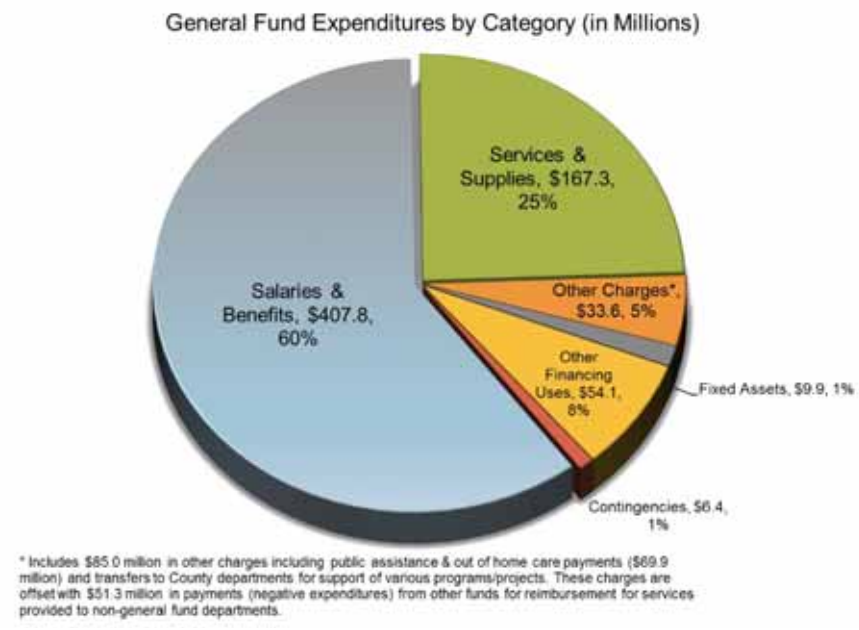
Estimates for commercial cannabis tax pending. In November 2016, Monterey County residents approved an ordinance imposing a business tax on commercial cannabis businesses in the unincorporated area of Monterey County, beginning January 2017. The recommended budget includes $376,929 in cannabis tax revenue to support critical positions to launch the program. However, at the time of this

writing, there isn't sufficient revenue data available for an accurate projection. The Treasurer-Tax Collector is implementing the tax collection for the cannabis program. Staff anticipates that sufficient data will be available to project revenue in the first quarter of next fiscal year.

General Fund Appropriations

Major expenditures for general fund departments are as follows:

Salaries and Benefits. The bulk of discretionary general fund spending supports the County's workforce. Salaries and benefits expenditures, totaling $407.8 million, comprise nearly two-thirds of general fund appropriations.



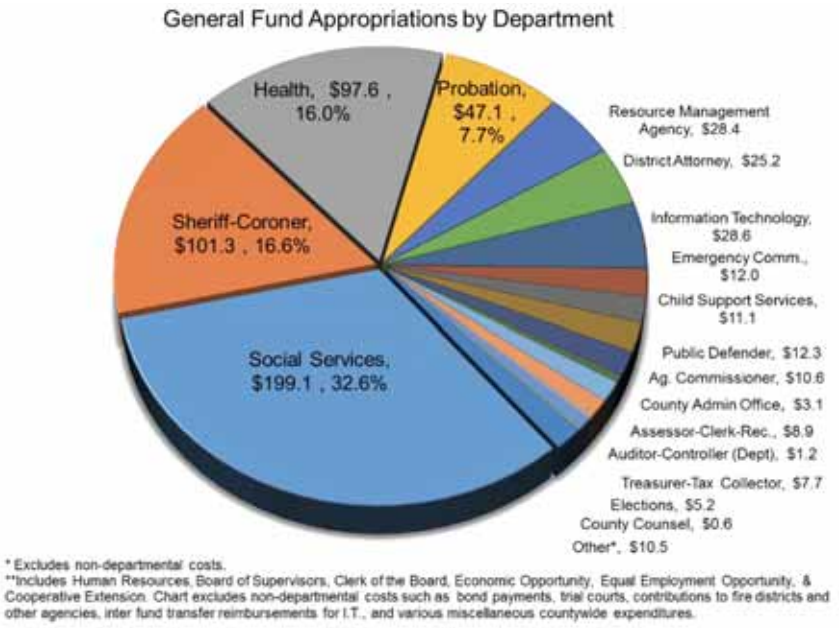
Services and Supplies is the second largest category of expenditure, accounting for 25% of the County's expenditures. This category includes goods and services to support the County's workforce such as building rents and maintenance, utilities, insurance, data processing, equipment, and supplies. This category also includes general liability program costs and agreements with community providers and vendors to help carry out the County's business. The recommended budget for services and supplies totals $167.3 million, which increases $21.2 million from the current year adopted budget, primarily due to a $13.6 million increase in the County Administrative Office for the assumption of the Laguna Seca Track operations, as well as increases for the ERP upgrade and general liability insurance.

Other Charges includes payments for public assistance, out of home care, and contributions to other agencies; "other charges" total $85.0 million, of which $69.9 million is in public assistance and out of home care payments. This category also includes cost plan charges as well as reimbursements from other funds.

The remaining recommended appropriations include operating transfers to other funds for debt service, capital projects, contributions to others, etc. ($54.1 million), fixed assets/equipment purchases ($9.9 million), and funding for operational contingencies ($6.4 million).

Recommended general fund appropriations are budgeted in 23 departments with a combined total of approximately 200 budget units, established for various departmental requirements and programs. Appropriations for these departments and programs total $679.1 million. Over three-quarters of recommended appropriations provide for three functional areas: social services, health, and public safety/criminal justice (Sheriff's Office, Probation, District Attorney, Public Defender, and Emergency Communications). General fund appropriations for Health and Social Services total $97.6 million and $199.1 million, respectively, and are primarily supported by federal and State revenue. The Sheriff's Office ($101.3 million), Probation ($47.1 million), and the District Attorney ($25.2 million) rely on a mix of federal and State revenue and general fund contributions, while the Public Defender ($12.3 million) is primarily supported by general fund contributions. Emergency Communications ($12.0

million) is financed by user agency contributions, with the County as the largest user agency providing about 30% of the Department's total funding. The table in the next page details recommended appropriations for all general fund departments compared to the current year adopted budget and prior year actual expenditure levels. Augmentations are discussed later.



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

Some departments experienced a change in appropriations due to technical adjustments. One such adjustment reflects decreases in departmental appropriations for Information Technology (I.T.) and the County wellness program. In recent years, the County has been transitioning away from the practice of general fund departments charging each other for services. This practice adds complexity to the budget process without commensurate value. Beginning next fiscal year, I.T. and the wellness program will no longer charge general fund departments for countywide services and instead receive the funding through the annual budget process. To formalize the change, departments' GFC allocations were reduced in the amount equal to charges they previously paid for these services, making it a budget neutral event. GFC was reallocated from general fund departments to the Information Technology Department and Health to cover the expenses. A few departments within the general fund will still be charged, including Health and Social Services so they can leverage reimbursement from the State and federal governments and other agencies.

Another major change in appropriations for some departments can be attributed to updated cost plan charges, which varied widely for some departments. Departments budgeted cost plan charges in the current year based on estimated charges. The Auditor-Controller's Office has since updated the charges based on actual cost, and there were significant variances in some departments.

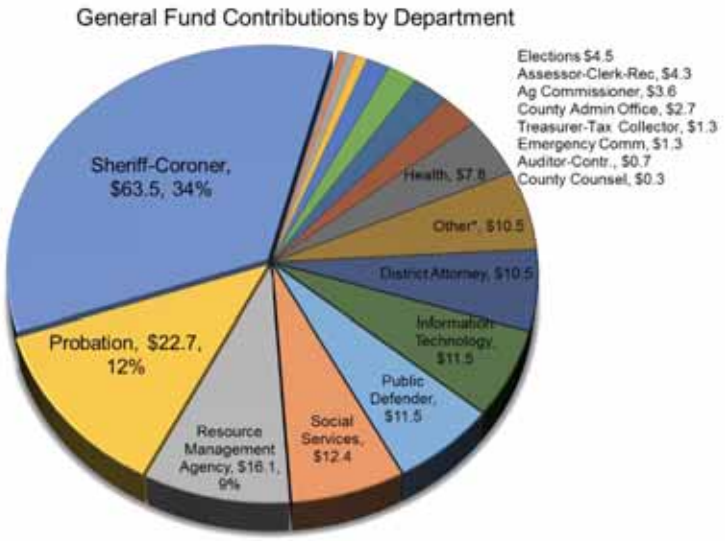
Department	2015-16 Actual	2016-17 Adopted	2017-18 Recommend	Growth: Dollars	Growth: %
Agricultural Commissioner	10,579,426	10,642,114	10,597,765	$ (44,349)	-0.4%
Assessor-Clerk-Rec.	7,824,883	9,115,348	8,940,648	(174,700)	-1.9%
Auditor-Controller (Dept)	5,294,163	1,491,164	1,197,852	(293,312)	-19.7%
Board of Supervisors	3,063,579	3,463,775	3,880,624	416,849	12.0%
Child Support Services	10,824,994	11,002,171	11,145,527	143,356	1.3%
Clerk of the Board	737,242	924,652	926,634	1,982	0.2%
Cooperative Extension Service	514,574	579,524	463,881	(115,643)	-20.0%
County Admin Office (Dept)	7,415,365	5,128,273	3,099,874	(2,028,399)	-39.6%
County Counsel	7,377,851	3,454,359	622,938	(2,831,421)	-82.0%
District Attorney	23,569,386	25,080,150	25,248,218	168,068	0.7%
Economic Opportunity	3,116,718	3,341,788	3,203,267	(138,521)	-4.1%
Elections	4,680,339	4,428,517	5,210,179	781,662	17.7%
Emergency Communications	11,915,937	12,186,711	12,020,275	(166,436)	-1.4%
Equal Opportunity Office	792,199	219,637	178,534	(41,103)	-18.7%
Health	72,839,103	87,545,869	97,599,335	10,053,466	11.5%
Human Resources	2,784,241	216,341	1,889,233	1,672,892	773.3%
Information Technology	23,062,006	21,251,536	28,587,890	7,336,354	34.5%
Parks	5,955,638	6,746,167	-	(6,746,167)	-100.0%
Probation	40,736,270	45,688,134	47,069,267	1,381,133	3.0%
Public Defender	11,202,458	11,539,694	12,319,767	780,073	6.8%
Resource Management Agency	22,210,960	28,430,379	28,366,761	(63,618)	-0.2%
Sheriff-Coroner	89,181,871	98,227,404	101,307,522	3,080,118	3.1%
Social Services	172,769,240	196,370,376	199,108,463	2,738,087	1.4%
Treasurer-Tax Collector	6,674,084	7,516,809	7,739,730	222,921	3.0%
Non-Departmental Costs[1]	15,821,088	39,064,299	68,393,597	29,329,298	75.1%
	560,943,615	633,655,191	679,117,781	$45,462,590	7.2%

[1]. Non-departmental costs include bond payments, funding for capital projects, trial courts transfers, contributions to fire districts and other agencies, and various countywide expenditures and expenditure offsets (e.g., IT interfund transfers).

General Fund Contributions

As discussed earlier, departments fund their operations with a mix of program and County discretionary revenue. The chart on the next page depicts departments' allocation of County discretionary monies. The recommended budget allocates over half (59%) of general fund contributions to support the public safety function, with the largest share, $63.5 million, allocated to the Sheriff's Office, followed by $22.7 million for Probation. The District Attorney receives $10.5 million while the Public Defender receives $11.5 million. Although Social Services and Health are among the larger departments in terms of staffing and appropriations, they only account for $12.4 million and $7.8 million of discretionary general fund

contributions, respectively. Other significant allocations of County discretionary contributions include: $16.1 million for the Resource Management Agency, $11.5 million for the Information Technology Department, $4.3 million for the Assessor's Office, $4.5 million for Elections, and $3.6 million for the Agricultural Commissioner. The allocations have changed the last two fiscal years as some overhead departments receive a greater share of their financing from cost plan charges and other programs for their overhead services. The chart to the right reflects departments' general fund contributions inclusive of recommended augmentations (discussed later).



*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.

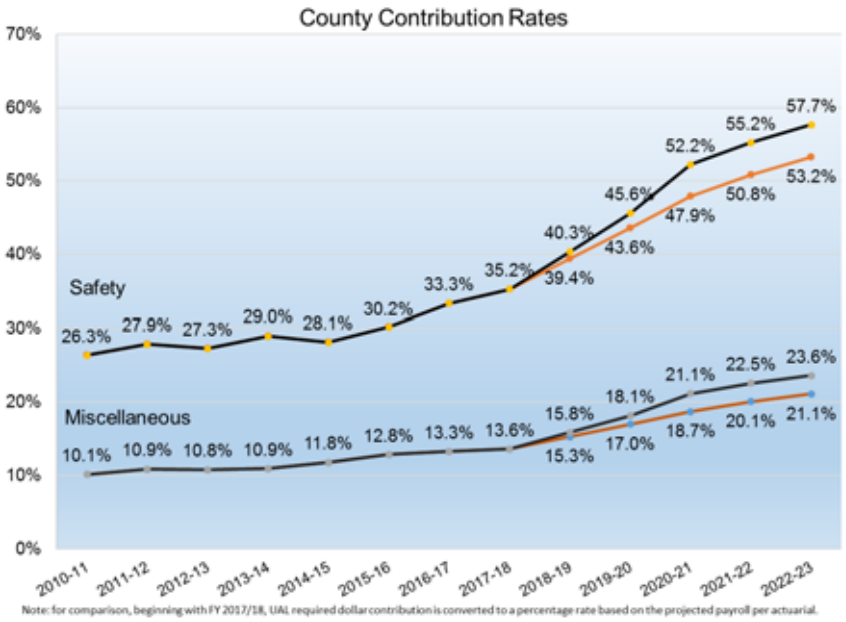
Cost Drivers Shaping the Recommended Budget

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. Other departments cannot, and rely on augmentations of GFC to meet increased costs. Over the last several budget cycles, departments have eroded operational flexibility as they have eliminated vacant positions and other savings opportunities to absorb rising costs and keep their budgets balanced. Following is a discussion of ongoing cost drivers that are affecting the budget.

Increased expenditures due to salary growth. During FY 2016-17, the County authorized three-year bargaining agreements with most employee organizations. Miscellaneous (non-safety) bargaining units received a 1.5% increase in salary in the first year, 2.5% increase in the second year, and 3.0% increase in the third year. Safety units in the Probation Department received a 2.5% wage increase in year one, a 2.0% increase in year two, and a 2.5% increase in year three. Other safety units also signed three-year agreements, with most employees receiving a 2.5% wage increase in the first year, followed by increases of 2.5% in the second year, and 3.0% in the third year. These agreements add $4.3 million in County costs the first year, an additional $6.7 million in the second year, and an another $8.3 million in the third year. This cost is based on filled staffing levels using FY 2015-16 as a base year. The bargaining agreements will add an estimated $19.3 million over the three-year period independent of position growth or the rise of PERS retirement rates.

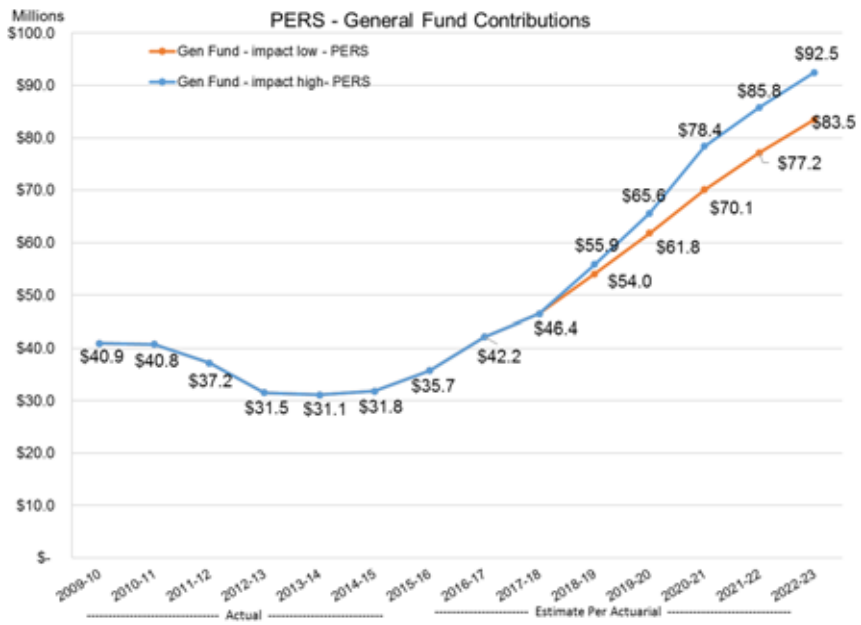
The increasing cost in wages and benefits has been ongoing, as prior year wage increases, pension rate increases, and health insurance premium hikes have accumulated over the years and increased cost of salaries and benefits from $307.3 million in FY 2012-13 to $407.8 million in the FY 2017-18 recommended budget, an increase of $100.5 million over the last five fiscal years.

Pension contributions are expected to increase dramatically in future years. Since FY 2014-15, the County's contributions toward employee pensions have increased due to changes in CalPERS' actuarial methodology. These changes include:



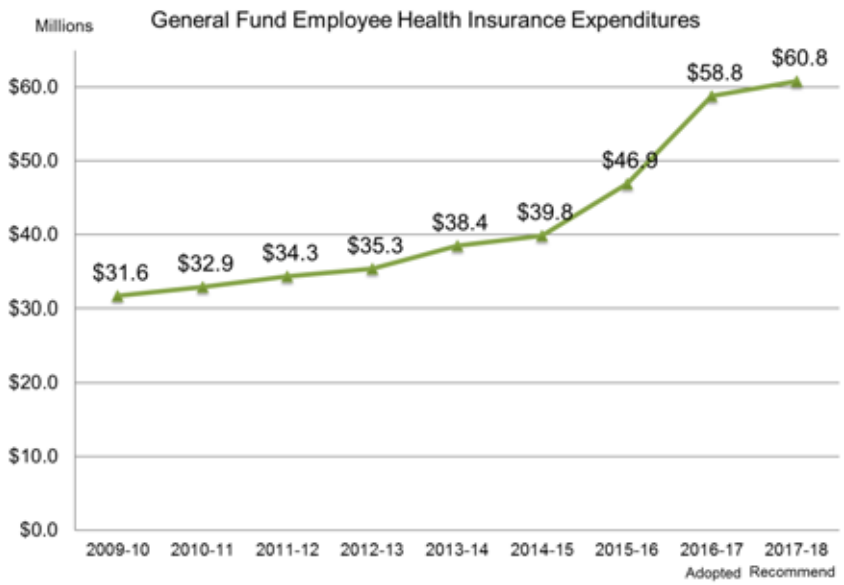
- Changes in amortization and rate smoothing policies to accelerate paying down large unfunded liabilities.
- Adoption of new demographic assumptions that show retirees are living longer, and thus requiring higher lifetime payout of benefits.
- Approval of a new funding risk mitigation policy to incrementally lower the "discount rate", which represents CalPERS' expected annual rate of return on investments.

Based on actuarial data, the County's contributions to CalPERS increase $4.2 million in FY 2017-18. Future years are expected to increase at a much higher rate, due to the implementation of a discount rate reduction from 7.5% to 7.0%, to be phased in over three years, effective July 1, 2018. CalPERS' decision to lower the discount rate is due to changes in market conditions, including lower rates of return, greater volatility, and a desire to close the cash flow funding gap.

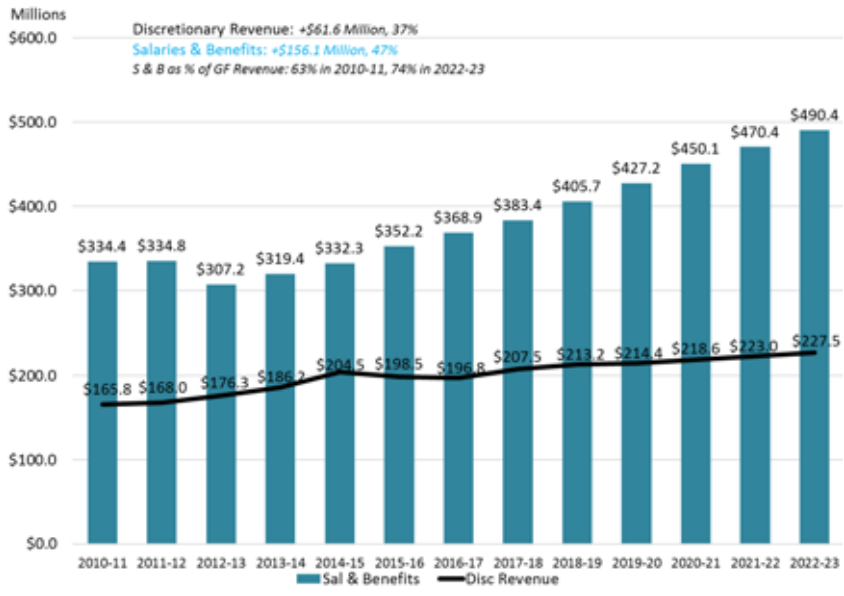


CalPERS has provided public agencies with estimates of potential cost increases, which are reflected in the charts on the prior page[1]. Rates increased by 0.26% for the Miscellaneous Plan and 1.93% of salary for the Safety Plan in FY 2017-18. The following year, will increase an estimated 1.7% to 2.2% for the Miscellaneous Plan, and 4.3% to 5.1% for the Safety Plan, adding an estimated $8.5 million in the general fund for FY 2018-19. Lowering the discount rate and other recent changes will gradually add $40 to $50 million more to the County's annual general fund contributions to the pension fund.

Employee health insurance continues to consume a greater share of the budget. A significant expenditure in the general fund is employee health insurance. Although the most recent premium information provided by CalPERS in January 2017 increases PERS Choice by a historically modest 3.1%, prior year increases have been significant and have exerted pressure on the County budget, consuming a larger share each year. Health insurance cost to the County increases $2.0 million in the general fund for FY 2017-18, however, over the last five years, cost for this benefit has increased $25.5 million, from FY 2012-13 to the FY 2017-18 recommended budget. The increase for January 2018 is still unknown and is not included in projected growth for next year.



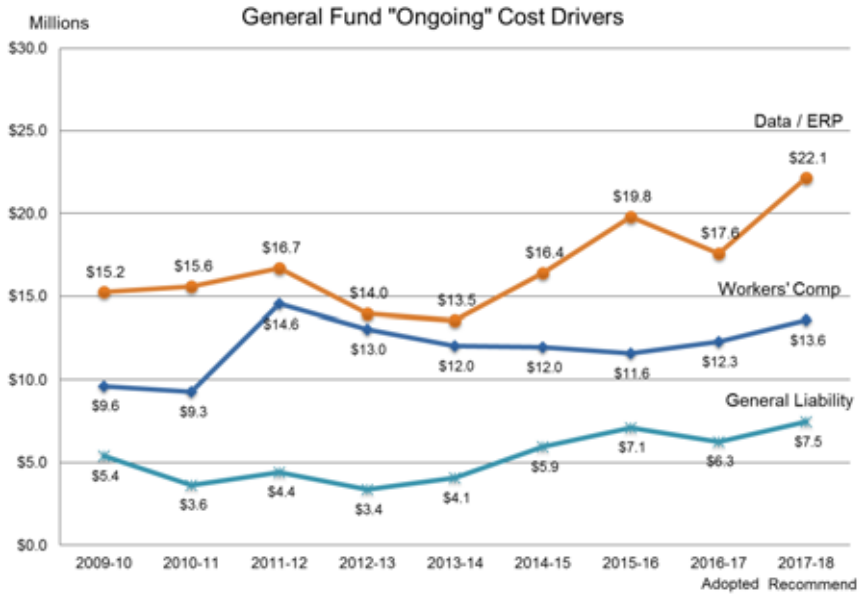
Collectively, salary and benefits is a key driver for expenditure growth. The chart to the right models trends in salary and employer-paid benefits through FY 2022-23. These figures are independent of position growth. Future years consider the recently negotiated bargaining agreements and recently published information from CalPERS. Years beyond the current three-year bargaining agreements assume 2.5% in salary growth and 5.6% annual health premium growth (8-year average). Through the end of the forecast period, salaries and benefits



[1] On January 19, 2017, CalPERS released a Circular Letter regarding discount rate changes. The letter provided information to public agency employers to calculate projected pension cost increases in future years, which included low and high ranges for rate increases for Miscellaneous and Safety Plans Normal Contribution and Unfunded Accrued Liability payments. Range minimums and maximums were calculated to provide preliminary estimates of potential impacts to the County.

expenditures grow $156.0 million from FY 2010-11. The growth is comprised of $43.8 million (133%) for employee health benefits, $47.2 million (116%) in increased pension contributions, and $48.5 million (22%) in increased salary expenditures. For comparison, discretionary revenues grow much slower over the same time-period, increasing $61.6 million or 37%. This means departments that rely on discretionary revenue are having difficulty keeping up with rising payroll costs.

Other cost pressures add $10.3 million to the recommended budget. The County continues investing in its information technology infrastructure. The Auditor-Controller is finalizing the upgrade of the County's ERP system. Charges to general fund departments for the ERP upgrade were deferred in FY 2016-17. Charges resume in FY 2017-18, and together with deferred charges from the prior year total $7.8 million in the general fund. Further impacting departmental budgets are significant increases in charges from internal service departments for general liability insurance and workers' compensation, which increase $1.2 million and $1.3 million fiscal year, respectively.



Unforeseen Cost Pressures

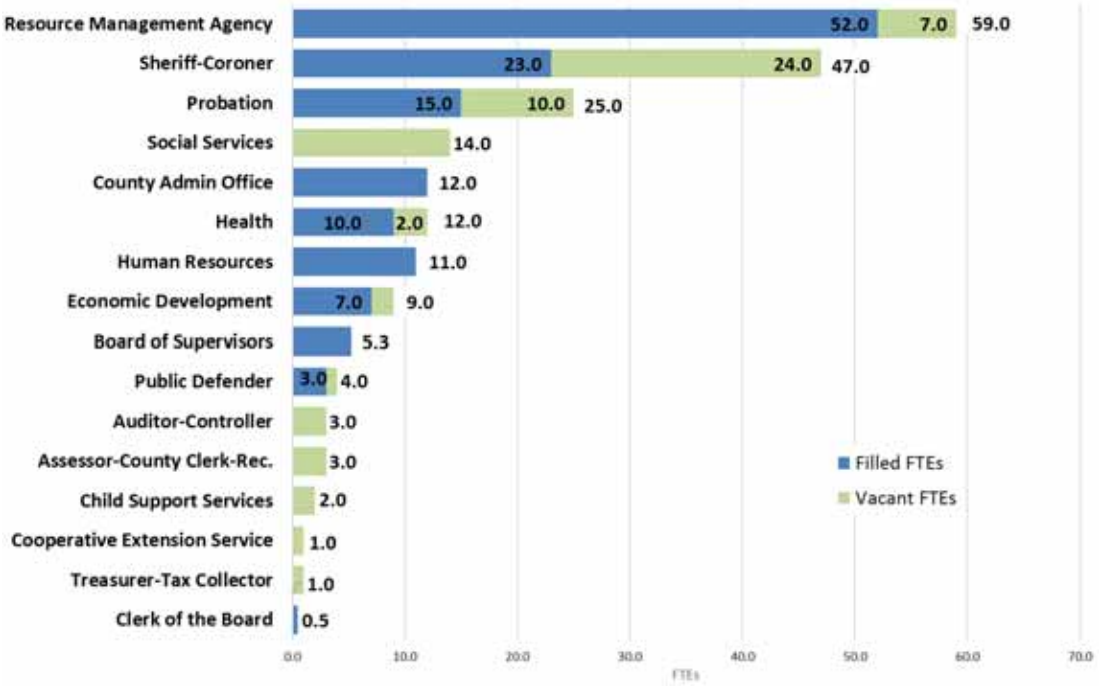
In addition to the ongoing cost pressures discussed, the County has faced many extraordinary costs that were discussed in detail in the *FY 2017-18 Forecast.* The recommended budget includes funding in FY 2017-18 for estimated costs to address many of these unexpected incidents. Repair work to address fire and storm damage has commenced in the current year and the recommended budget includes $7.3 million in funding for next fiscal year to help cover these repairs. The recommended budget also includes next year's estimated construction costs for the new Juvenile Hall and the East and West Wing renovation, including bid overruns for these two projects. Other obligations included in the recommended budget include: the Monterey Bay Community Power agreement, the Salinas Valley Basin Groundwater Sustainability Agency, improvements to the Government Center, and legal costs to defend Measure Z.

Baseline Budget Requests

Departments submit initial "baseline budgets" that balance to their existing general fund contributions. The baseline budget communicates what departments can afford with their existing funding, and what impacts they expect if additional funding is not provided. Most departments cannot afford their current operations / staffing next fiscal year without augmentations in County contributions due to inflationary pressures discussed earlier.

In prior budget cycles, departments have cut areas of discretionary spending to keep up with rising costs for salaries, employee benefits, technology infrastructure, and other fiscal pressures. Many departments have exhausted budgetary flexibility. Consequently, increases in cost next fiscal year translate into

funding gaps for supporting existing staffing. In total, departments identified gaps that resulted in the equivalent of 139 filled positions valued at $18.2 million and 70 vacancies valued at $7.7 million.



Departments impacted the most include the RMA, Sheriff's Office, and Probation. Funding gaps in these departments put 131.0 positions at-risk unless augmentations of County contributions are provided. The same pattern can be seen among the other departments, however, on a smaller scale.

The Resource Management Agency requested additional County contributions to support 59 positions that they could no longer afford as a result of expiration of one-time financing sources (e.g., redirection of the Blanco Road financing in the current year for support of road program staffing), increased cost plan charges, higher salary and benefit costs, and increased costs for the ERP upgrade and general liability insurance program. The agency also assumed management of the Parks Department in the current year, and thus is absorbing the additional cost pressures associated with 30 additional parks positions transferred to the agency.

The Sheriff's Office requested additional contributions to support 47 at-risk positions for which they lacked funding as a result of cost pressures including an estimated $2.4 million to support recently negotiated bargaining agreements, $1.2 million for the ERP upgrade, a $1.7 million combined increase for the general liability and workers' compensation programs, a $0.7 million increase in the inmate medical care program, and a $0.6 million cost increase in pension contributions.

The Probation Department requested additional contributions to support 25 at-risk positions due to cost pressures, including a $1.2 million impact associated with the new bargaining agreements, $0.8 million for the ERP upgrade, $0.3 million for increased pension contributions, and $0.3 million for employee health insurance.

Many other departments faced staffing-related funding gaps. For example, Social Services deleted 14 vacant positions due to lower caseloads in the CalWORKs cash aid program. Other departments with staffing-related budget impacts included: the County Administrative Office (12 at-risk filled positions), Health (12 at-risk positions including 10 filled and 2 vacancies), and Human Resources (11 at-risk positions). Other departments with initial position reductions are shown in the chart above.

How the Budget was Balanced and Baseline Budget Impacts Minimized

During the April 11, 2017 budget workshop with the Board of Supervisors, the County Administrative Office provided perspective on the fiscal context in which the budget is being built and offered information on requested augmentations. The table below outlines the budget requests and the recommended budget:

	2016-17 Adopted	2017-18 Requested Budget			2017-18 Recommend Budget
		Baseline	Augm.*	Total Req.	
Available Financing:					
Use of Fund Balance	$12.6	$26.3	$0.0	$26.3	**$42.9**
Revenues	621.1	632.4	7.6	640.0	**636.3**
Total Financing Sources	**$633.7**	**$658.7**	**$7.6**	**$666.3**	**$679.1**
Financing Uses:					
Assignments to Fund Balance	0.0	0.0	0.0	0.0	**0.0**
Expenditures	633.7	651.3	74.5	725.8	**679.1**
Total Financing Uses	**$633.7**	**$651.3**	**$74.5**	**$725.8**	**$679.1**
Balance	**$0.0**	**$7.4**	**-$66.9**	**-$59.5**	**$0.0**

*Numbers may not add up due to rounding.

*Augmentation totals changed throughout the budget process as CAO staff and departments worked together to incorporate savings that offset the initial augmentation requests.

Departments submitted baseline budgets totaling $651.3 million, representing a growth of $17.6 million over the current year adopted budget. This growth represents planned capital projects and formulaic commitments. Baseline expenditures are supported by revenue of $632.4 million and $26.3 million in fund balance for one-time expenditures identified in the baseline budget, such as the release of restricted fund balance for the new Juvenile Hall construction, release of fund balance to cover fire and storm damage repair, and releases of designated reserves to cover capital projects and other appropriate one-time expenditures. The residual $7.4 million in the baseline budget represents the growth in non-program revenue available to fund augmentation requests, net of formulaic increases for existing non-discretionary funding commitments. The following table details the use of fund balance for baseline expenditures:

Use of Fund Balance	2017-18 Baseline
Restricted Fund Balance - Juvenile Hall	15,087,306
Restricted Fund Balance - Programs	747,900
Disaster Assistance Assignment	7,300,000
Capital Assignment - East /West Wing	2,300,000
Capital Assignment - Gov't Ctr. remodel	861,441
Total Use of Fund Balance	**26,296,647**

The County Administrative Office received augmentation requests for additional County contributions above baseline levels totaling $74.5 million, supported by an estimated $7.6 million in program revenue and requested increases in County contributions totaling $66.9 million. These augmentations combined with requested baseline budgets totaled $725.8 million, exceeding available financing by $59.5 million.

By law, the County must adopt a balanced budget that aligns expenditures to available financing. To balance the budget, the County Administrative Office proposes a spending plan consisting of $679.1 million in financing uses, financed by $636.3 million in revenue and $42.9 million in use of fund balance to support capital projects and other planned one-time needs.

Discretionary financing available to fund augmentations of general fund contributions for next fiscal year total $23.9 million including $7.4 million of non-program revenue growth (net of formulaic increases), and $16.5 million in fund balance, to support appropriate one-time expenditures in the recommended budget that would otherwise be drawn from operating budgets. The major financing sources for augmentations include:

- Non-program revenue growth of $7.4 million, which includes the $10.7 million in estimated growth next year, partially offset by formulaic commitments to the Road Fund, maintenance of effort contributions to the trial courts, and other non-discretionary adjustments;
- Use of FY 2015-16 year-end unassigned fund balance of $6.0 million, as reflected in the audited financial statements, for support of one-time needs, including funding to partially cover the FY 2016-17 deferred ERP charges to general fund departments, to replace end-of-life technology, and for support of one-time needs such as the Salinas Valley Basin Groundwater Sustainability Agency and the Monterey Bay Community Power agreement;
- Release of the contingencies fund balance assignment to cover the $6.4 million contingencies appropriation; and
- Use of $2.0 million from the capital assignment that was designated for ERP, to cover the remainder of deferred charges.

Augmentation requests include requests from general fund departments as well as requests from other funds for contributions from the general fund. Departments requested augmentations to retain 139 filled at-risk positions and 50 of the 70 vacant at-risk positions, as well as requests to add 126.5 new positions and fund various operational and infrastructure needs.

The following chart reflects the department-requested augmentations and the CAO recommended augmentations:

Department	Department Requested:		CAO Recommended					
	FTEs	GFC	Ongoing GFC	One-Time GFC	Restore Filled	Restore Vacancy	New Positions	Total Positions
Agricultural Commissioner	-	$ 466,383	$ 466,383	$ -	-	-	-	**-**
Assessor/Clerk/Recorder	3.0	282,603	-	-	-	-	-	**-**
Auditor-Controller	7.0	911,886	-	-	-	-	-	**-**
Board of Supervisors	5.3	529,975	529,975	-	5.3	-	-	**5.3**
Clerk of the Board	0.5	56,736	56,736	-	0.5	-	-	**0.5**
County Administrative Office	19.0	3,567,360	1,453,194	792,730	8.0	-	1.0	**9.0**
County Counsel	2.0	244,888	-	-			-	**-**
District Attorney	10.0	966,046	-	-	-	-	2.0	**2.0**
Economic Development	8.0	1,386,359	-	-	-	-	-	**-**
Elections	-	1,135,586	-	1,080,000	-	-	-	**-**
Health	45.0	3,814,282	1,014,843	200,000	10.0	-	22.0	**32.0**
Human Resources	15.0	1,806,512	1,607,849	-	11.0	-	2.0	**13.0**
Information Technology	9.0	7,685,701	-	4,490,000	-	-	-	**-**
Library	5.0	719,383	-	-	-	-	-	**-**
Probation[1]	26.0	3,193,563	1,776,660	-	14.0	7.0	1.0	**22.0**
Public Defender	9.5	2,504,448	881,976	-	3.0	1.0	2.0	**6.0**
Resource Management Agency	62.0	35,524,767	3,323,484	728,000	48.0	-	2.0	**50.0**
Sheriff-Coroner	66.0	10,354,080	4,852,749	-	23.0	15.0	-	**38.0**
Social Services	23.0	2,087,725	595,500	-	-	-	-	**-**
Treasurer-Tax Collector	1.0	98,115	98,115	-	-	1.0	-	**1.0**
Totals	**316.3**	**$ 77,336,398**	**$ 16,657,464**	**$ 7,290,730**	**122.8**	**24.0**	**32.0**	**178.8**

[1]Augmentation requests partially funded by baseline budget adjustment of 108,527 and additional revenues of $64,185; net GFC $1,603,318. Augmentation totals changed throughout the budget process.

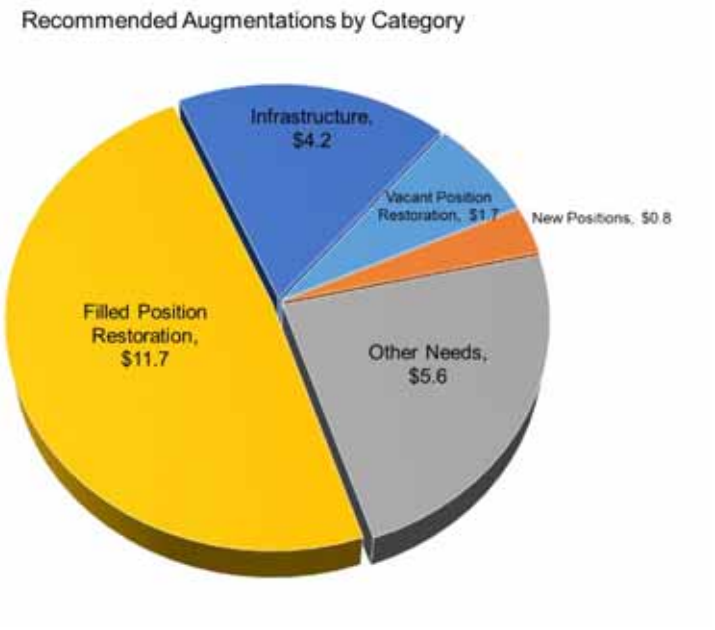
In reviewing requests for augmentation, staff utilized four criteria to prioritize recommendations. These criteria included:

- Protecting County employees to preserve current service levels;
- Supporting requests that leverage non-County funding streams that expand County services with sustainable financing sources;
- Modernizing the County's infrastructure to ensure continuity of operations; and
- Meeting existing contractual obligations and new commitments.

Recommended augmentations are described below according to these criteria.

Protecting County employees to preserve current service levels. The recommended budget provides general fund augmentations of $13.4 million to help departments close their staffing-related funding gaps to protect 123 at-risk filled positions and 24 of the most-critical vacancies. Specific recommendations include:

- $4.9 million for the Sheriff's Office to protect 23 at-risk filled safety positions and 15 vacant positions (sworn officer and custody control specialists) to support the Office's recent success in recruiting more officers.
- $1.9 million in additional County contributions, combined with other funding solutions for the Resource Management Agency to protect 48 at-risk filled positions.



- $1.8 million to preserve 14 filled Probation Department positions, and maintain seven vacant (unfunded) safety positions in the Juvenile Hall.
- $2.5 million to support 19 filled administrative positions, including eight at-risk filled positions in County Administration and 11 at-risk filled positions in Human Resources to preserve the County's capacity for assisting departments with their recruitment and personnel management needs.
- $1.0 million for Health to protect ten at-risk filled positions in their general fund operations.
- $1.3 million to protect 11 positions in four departments, including restoring three filled positions and one vacant position in the Public Defender's Office, six filled positions within the offices of the Board of Supervisors and Clerk to the Board, and preserve one vacant position in the Treasurer-Tax Collector critical to the cannabis ordinance program.

New positions that can leverage new (non-county) funding streams. The recommended budget adds 29 new positions that are fully funded by program revenues, including:

- Twenty-two new positions in the Health Department funded entirely by non-county funding sources and primarily support the expansion of health clinics and the new *Whole Person Care* program.
- A new attorney in the Public Defender's Office to help meet growth in misdemeanor cases under state-county realignment and funded entirely by realignment monies.
- Two new positions for the District Attorney supported with realignment monies and other program revenues, including a new attorney to support growth in misdemeanor cases and a new victim witness coordinator.
- Two new positions to launch the cannabis ordinance program including a code enforcement officer in RMA and a new program manager in the CAO to coordinate the program.
- A new program manager in the Probation Department, fully funded with realignment monies, and a courier in RMA to provide mail service at the Schilling Place complex.

Modernizing County infrastructure to ensure continuity of operations. Recommended $4.2 million in augmentations to replace core technology, especially hardware at risk of failure, to support staff in providing services and prevent work disruptions; including:

- $2.0 million to replace data center power and cooling systems, upgrade equipment and software, and enable video conferencing to allow virtual face-to-face meetings and reduce the need for travel between County buildings for meetings.
- $1.2 million to replace antiquated servers that have exceeded their useful life and are no longer supported by the vendor for parts and service.
- $1.0 million to replace the core microwave network supporting public safety, first responders, and the 911 center.

Meeting existing obligations and new commitments. The recommended budget provides $5.6 million in augmentations to fund existing obligations and new commitments, and adds $511,384 in County contributions to add three new critical positions. These augmentations include:

- $1.3 million to the RMA to fund operations and maintenance and cover estimated utility costs to operate the Schilling Place building as County staff from the RMA, Health, and Elections take occupancy.
- $728,000 to the RMA to fund costs associated with the Salinas Valley Water Basin Study, funding for the Carmel Lagoon Project, costs to update the Local Coastal Program, which requires an update every 20 years, and for General Plan implementation services.
- $595,500 to Social Services to support programs that serve homeless populations, including year-round operation of day-time services at Dorothy's Place, funding for the Coalition of Homeless Services providers to manage the Coordinated Assessment and Referral System (leverages Whole Person Care monies), and support of the winter warming shelter in Salinas and the Safe Place Shelter on the peninsula.
- $1.1 million to the CAO to cover existing funding commitments for federal and State legislative advocacy, and to cover new funding commitments for the County's share of cost for forming the Salinas Valley Ground Water Sustainability Agency, participating in the Monterey Bay Community Power regional project to provide clean-source power, and to participate in the Monterey Peninsula Regional Water Authority.
- $1.1 million is recommended to cover anticipated increased costs for the Elections Department, as there are three elections next fiscal year versus one election included in the current year budget.
- $466,383 in additional contributions to the Agricultural Commissioner to support the office in meeting its maintenance of effort requirement and continue leveraging state gas tax monies.
- $275,000 to remodel antiquated restrooms in the building that the Information Technology Department occupies.
- $200,000 to continue the existing uninsured pilot program, utilizing estimated unspent current year funds for this program.
- $275,572 to fund two new positions in Human Resources to support efforts to improve services to operating departments.
- $235,812 to fund a new immigration attorney in the Public Defender's Office to address the need for immigration legal expertise in the community.

Unfunded Requests

The County Administrative Office worked diligently and collaboratively with departments to find solutions to cover rising costs and the associated staffing and operational impacts. However, due to the limited growth in discretionary funding available and substantial requests for additional general funds, there are requests that remain unfunded in the recommended budget. These remaining unfunded requests are described below:

Staffing impacts. During the budget process, departments identified 139 at-risk filled positions requiring new funding as a result of cost increases. The recommended budget includes funding to protect 123 of these positions, leaving 16 positions for which funding expires on June 30, 2017. These positions include:

- Loss of five positions in the RMA due to higher cost plan charges, decline in reimbursements, and the recent bargaining agreements. Positions scheduled to expire include a Building Official, Building Inspector Supervisor, two park rangers, and a parks ranger manager. The RMA recently added a Chief of Building position to replace the Building Official position based on recommendations of a recent organizational study. With regard to the Building Inspector Supervisor, there will still be a managerial and senior level staff to ensure continuity of operations. The reduction in park ranger staffing still leaves the RMA with minimal staffing to ensure coverage of one ranger per major park.
- Loss of seven filled positions in the Office for Employment Training (OET) due to federal grant funding reductions. County policy discourages use of County monies to compensate for federal of State decisions to cut a program.
- Loss of four positions in the County Administrative Office due to higher cost plan charges and increased staffing costs resulting from the recently negotiated bargaining agreements. These positions include: an Assistant County Administrative Officer, an Associate Administrative Analyst in the Budget and Analysis Division, a Management Analyst III in the Intergovernmental and Legislative Affair Division, and an Administrative Secretary.

Reduction in budgeted vacancies. In their baseline budgets, departments identified 70 vacancies that would not be continued past June 30, 2017 unless new funding could be provided. Not all reductions in vacancies result in service level impacts. Some departments have experienced a lower need in some programs, thus not all vacancies were requested to be restored. As discussed earlier, the recommended budget "restores" 24 vacant positions, primarily in public safety programs. The remaining 46 vacant positions scheduled to expire at the end of the current year include:

- Loss of 14 vacancies in Social Services due to reductions in CalWORKS caseloads and associated funding
- Loss of nine vacancies ("non-sworn" positions) in the Sheriff's Office including three Records Specialists, three Corrections Specialists, a Property Technician, a Civil Clerk, and a Vehicle Abatement officer.
- Loss of five vacancies within the RMA, including a Finance Manager, Parks Director, Secretary, Management Analyst, and Senior personnel Analyst (function moved to central Human Resources).
- Loss of four vacancies in the Probation Department including two Juvenile Institution Officers resulting from of the closure of the Evening Reporting Center program (one position is currently filled; however, the Department has identified a vacancy and the employee will be transferred into the vacant position upon expiration of funding). The other two positions are a vacant Probation Officer and an Associate Personnel Analyst, which were vacant and unfunded in the current year.

- Other reductions in budgeted vacancies include a loss of three vacancies in the Health Department, two vacancies in the Auditor-Controller as staff "roll-off" the ERP Project and associated reimbursements expire, three positions in the Assessor's Office due to an expiring grant, two positions in Child Support Services due to stagnant State funding, three positions in Economic Development due to reduced grant funding, and loss of one position in Cooperative Extension.

Deferral of the Blanco Road Overlay Project. In the current year, staff recommended deferring the Blanco Road Overlay Project to avert staffing impacts in the Road Fund. The recommended budget recommends continued deferral to avert a loss of 22 road program positions. Protecting these positions preserves the program's staffing structure so that it can leverage emerging funding streams in the near future, namely the SB I Transportation Tax and Measure X funding. The ability to leverage these funding streams to begin the Blanco Road overlay and other road projects would be revisited in the first quarter of next fiscal year.

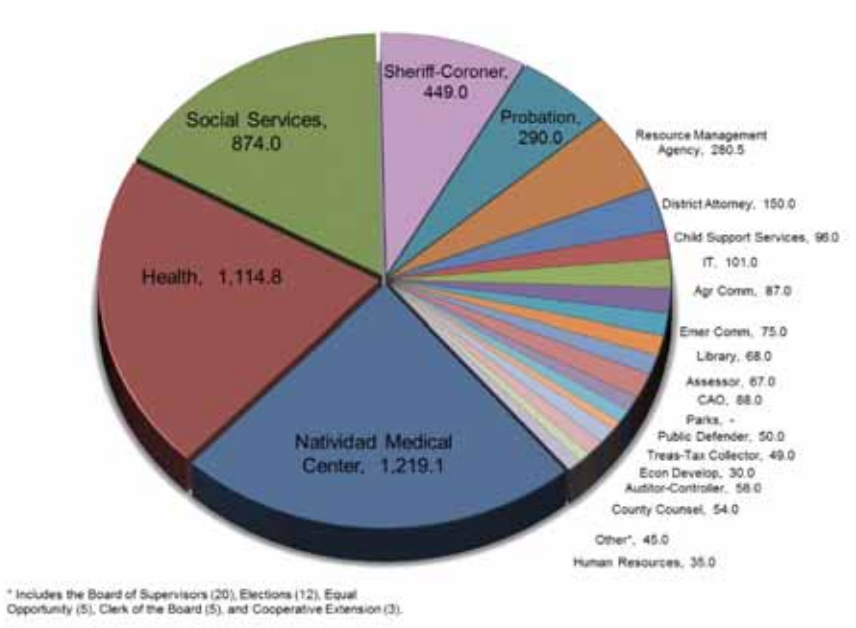
Additional fire and storm related repairs. In addition to current year repairs that are underway to address fire and storm related repairs, the RMA requested $19.2 million in additional funding for next fiscal year. On March 14th, the Board authorized a $16.8 million transfer from the Strategic Reserve to the Disaster Assistance fund balance assignment to address these critical repairs in the current year and provide working capital to the RMA to "bridge" the gap between time of repair and receipt of potential reimbursements from federal and State agencies. The recommended budget includes the estimated residual of $7.3 million from the original $16.8 million authorization. The $19.2 million in additional requested funds covers additional storm damage that occurred after February 16, 2017 and potential additional cash flow assistance pending federal and State reimbursements. The RMA's request for additional funds will be deferred until the first quarter of next fiscal year to consider progress made in repairs and reimbursements.

Most new position requests remain unfunded. Of the 126.5 new positions requested, only 32.0 of the mission critical positions were authorized. The recommended positions heavily leverage non-County funding streams. Unfunded requests include positions in the Sheriff's Office to staff up their Records Division, requests in the Sheriff's Office and Health Department to support cannabis ordinance enforcement, and in Social Services to add social workers to keep up with increased workloads in the benefits programs.

Other unfunded requests. Some other significant unfunded requests include a $1.6 million request for the expansion of the uninsured pilot project to provide lab, x-rays, and prescription services to the remaining uninsured; a $2.0 million request to establish an emergency infrastructure repair fund to address critical repairs in a timely fashion in the event of fires or storms; $2.0 million in various requests from the RMA to fully fund capital projects and maintenance work to address flood prone areas; a $1.7 million request to retrofit radio towers to meet current seismic standards; a $500,000 request to implement an affordable housing program in Monterey county; and requests by the County Library totaling $425,000 to buy books and to relocate the Bradley Library. Other unfunded needs are described in detail in the departmental budget narratives.

County Employees

The recommended budget includes 5,278.4 positions, increasing by 64.7 positions since adoption of the FY 2016-17 budget. Natividad Medical Center has the largest staffing at 1,219 positions, which increases by 67.4 since the adoption of the current budget. Position growth for NMC is primarily in nursing and areas that are affected by the increased volume of patients, such as radiology and lab services. The Health Department increased its positions by 36.8, due to continued expansion in the behavioral health program and in primary care clinics. The position growth at NMC and the Health Department are partially offset by position reductions in other departments as described in the prior section.



Strategic Reserve

Maintaining responsible reserve levels is a key component of a sound financial management strategy. A major component of this strategy is the County's existing Strategic Reserve policy which provides for a strategic reserve equal to 10% of general fund revenue. The main purpose of the strategic reserve is to build the County's capacity for funding settlement of legal judgments that exceed reserves normally designated for litigation, offset short-term revenue reductions due to economic down-turns, and address natural disasters as determined by the County Administrative Officer or the Board. Since the recession, the County has prudently invested year-end operating surpluses to build up the strategic reserve, which grew from $37.3 million in FY 2009-10 to $73.9 million at fiscal year end June 30, 2016. Included in this amount was $56.1 million for the general fund and $17.8 million for NMC.

In the current year, the Board authorized transfers from the strategic reserves to appropriately fund events for which the reserve was established. On March 14, 2017, the Board approved transfers totaling $30.9

million from the strategic reserve including $16.8 million to address critical repairs resulting from the *Soberanes Fire* and winter storms, $9.5 million to cover capital improvements and legal costs to comply with the *Hernandez v. County of Monterey* settlement, and $3.9 million to cover costs for legal defense of Measure Z. As a result of these transfers, the strategic reserve for the general fund decreased from $56.1 million to $25.2 million, below the existing policy of 10%.

Next Steps

Cost increases have exerted budgetary pressure on departmental operations. On top of wage increases, rising employee health premiums, and costs for the County's workers' compensation and general liability programs, we begin to see unprecedented increases in required pension contributions beginning FY 2018-19. These costs are accelerating as the current economic expansion is maturing, increasing the probability of a recession in coming years. The County must therefore balance consideration for funding new proposals against the potential impacts to existing County programs and staffing, bearing in mind that new commitments compete against the same resources as existing obligations and costs for staffing existing programs and services.

Staff will present the recommended budget during budget hearings, scheduled to begin June 5, 2017. At that time, staff will report as to any new developments with regard to the at-risk filled positions. Monterey County has over 5,000 employees, and expiring positions in this recommended budget may not necessarily result in layoffs as vacancies arise within departments. The County also has the Support for Employment and Educational Knowledge (SEEK) program, which assists County employees in finding placement opportunities.

With new funding sources emerging, such as the commercial cannabis tax, and transportation funding provided by Senate Bill No. 1 and Measure X, staff is proposing re-consideration of some unfunded requests during the first quarter of FY 2017-18. By that time, staff will be in a position to provide revenue estimates associated with the cannabis ordinance and transportation revenue streams. At that time, and to the extent additional revenue is identified, requests related to new positions for cannabis ordinance enforcement, fire and storm repairs, the Blanco Road overlay project, and other needs can be considered by the Board.

Other Funds

Natividad Medical Center

Natividad Medical Center is a County "enterprise fund," defined as a governmental fund that provides goods and services to the public for a fee, which makes the entity self-supporting. The NMC FY 2017-18 Recommended Budget uses the following revenue and operating expenses assumptions:

Natividad Medical Center*	Actuals 2015-16	Adopted Budget 2016-17	Current Year Estimate 2016-17	Recommend 2017-18
Beginning Net Position	$ 39,156,272	$ 52,010,199	$ 52,010,199	$ 62,510,563
Revenue	286,241,021	262,167,926	288,543,370	315,656,639
Expenditures	273,387,094	251,667,562	271,928,023	299,043,554
Ending Net Position	52,010,199	62,510,563	68,625,546	79,123,648
Change in Net Position	12,853,927	10,500,364	16,615,347	16,613,085

*Recommended budget for NMC includes Funds 451 (operations) and 404 (capital projects).

The Recommended Budget totals $299.0 million in expenditures, financed by $315.7 million in estimated revenue. The hospital is anticipating a $16.6 million improvement to fund balance next fiscal year. The recommended budget for NMC recommends appropriations of $282.9 million in the enterprise fund to account for operations as well as appropriations of $16.1 million in the Facilities Master Plan fund to reimburse NMC for capital projects expenditures. The recommended budget increases expenditures by $47.4 million and revenues increase by $53.5 million.

The increase in expenditures is driven by a $14.6 million increase in salary and benefits related to pay raises, employee benefits, new positions to accommodate for volume increases, as well as an expanding Family Practice Residency Program, increasing quality assurance resources, and other support positions. Additionally, $38.7 million is attributed to transfers between the NMC enterprise fund and a capital projects fund to allocate funds for capital projects.

Of the $53.5 million increase in revenue, $21.7 million reflects technical transfers between funds to reimburse NMC for capital projects. The remaining increase is largely attributed to an increase in net patient revenues primarily attributed to the Medicaid expansion through Covered California, new enrollees in Medi-Cal Managed Care, and revenue from trauma services. Additionally, governmental revenue is expected to increase primarily attributed to the Affordable Care Act.

Road Fund

Road Fund	Actuals 2015-16	Adopted Budget 2016-17	Current Year Estimate 2016-17	Recommend 2017-18
A. Beginning Fund Balance	$ 4,589,599	$ 1,215,276	$ 1,215,276	$ (509,515)
B. Revenue	20,932,875	38,898,911	31,187,671	43,071,208
C. Use of Fund Balance	-	-	-	-
D. Total Financing, A+B+C	25,522,474	40,114,187	32,402,947	42,561,693
E. Expenditures	24,335,780	38,640,720	32,912,462	42,539,672
F. Assignments to Fund Balance		-		-
G. Total Financing Uses, E+F	24,335,780	38,640,720	32,912,462	42,539,672
H. Ending Fund Balance, D-G	$ 1,186,694	$ 1,473,467	$ (509,515)	$ 22,021

The Road Fund is a special revenue fund established pursuant to State Law to account for revenues that are legally restricted for County road and bridge construction and related maintenance projects. The fund balance in the Road Fund has steadily eroded in recent years as the revenue from the County's Highway Users Tax (HUTA) continues to decrease and overhead expenses increase. The Resource Management Agency's (RMA) response to the 2017 winter storms further complicated the financial condition of the Road Fund. The unassigned fund balance for the Road Fund is anticipated to be completely depleted by the end of FY 2016-17 and end in a hypothetical negative fund balance of $509,515, without preventive measures.

Increased expenditures to the Road Fund are largely attributable to the Soberanes Fire and winter storm events. On March 14, 2017, the Board of Supervisors approved the use of the Strategic Reserve in the amount of $16.8 million, of which $8.5 million will be utilized for the County's share of repair costs and an additional $8.3 million to "cash flow" the current year costs until federal and State reimbursements are received.

Next fiscal year, the Road Fund anticipates it will begin restoring its fund balance due to additional funding streams that are emerging. The Road Fund is primarily funded by State and local fuel taxes as well as federal and State grants. The Road Fund also receives a portion of the County's anticipated TOT revenue. For FY 2017-18 the Road Fund share of TOT revenue is $5.5 million (24% of total TOT revenue), of which $2.0 million supports the Pavement Management Program and $3.5 million would be used to sustain field maintenance operations. The increased revenues for FY 2017-18 include

projected increases in road project revenue as well as an estimated $1.0 million in additional revenue related to the passing of the Transportation Agency for Monterey County (TAMC) 3/8 cent transportation sales tax (Measure X). Measure X, along with the newly passed SB1 transportation funding, is anticipated to provide an ongoing funding source for transportation projects and road maintenance. The RMA will be diligent in allocating available funds to the most important and severe road and maintenance projects throughout the County.

County Library Fund

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

Monterey County Free Library	Actuals 2015-16	Adopted Budget 2016-17	Current Year Estimate 2016-17	Recommend 2017-18
A. Beginning Fund Balance	$ 1,077,528	$ 372,827	$ 372,827	$ 409,169
B. Revenue	8,474,577	9,954,562	10,516,827	10,667,128
C. Use of Fund Balance	-	-	-	-
D. Total Financing, A+B+C	9,552,105	10,327,389	10,889,654	11,076,297
E. Expenditures	9,179,278	10,119,266	10,480,485	9,934,913
F. Assignments to Fund Balance	-	-	-	-
G. Total Financing Uses, E+F	9,179,278	10,119,266	10,480,485	9,934,913
H. Ending Fund Balance, D-G	$ 372,827	$ 208,123	$ 409,169	$ 1,141,384

Demand for library services in Monterey County remain high because of the lack of alternate resources in many of the communities MCFL serves. MCFL's role has evolved into that of a Community Hub, being the "go to" place for more than just information, books and literacy.

The majority of MCFL's budget goes toward staff salaries, and for maintaining its multiple locations, some of which are County owned and some of which are leased. A small portion of the budget is used for the purchase of library materials including book collections.

Recommended appropriations for FY 2017-18 decrease by $184,353 over the 2016-17 Adopted Budget. The decrease is due to a lower cost plan charge anticipated in the next fiscal year. Revenue included in the recommended budget increases $712,566 over the FY 2016-17 Adopted Budget, and is primarily due to increases in property tax revenue allocated to MCFL, as well as continuing projected refunds from the Redevelopment Property Tax Trust Fund and refunds from the Federal E-rate program for telecommunication services.

The County Library Strategic Plan recommends seeking alternative and diversified sources of funding to fill the growing gap between fiscal resources and community needs. MCFL continually seeks new ways to minimize the imbalance between revenues and increased expenditures by collaborating with various Library Friends groups and with the Foundation for Monterey County Free Libraries on fundraising events, through outreach to attempt to increase their funding contributions, and through seeking grants/donations for ongoing and new programs.

Behavioral Health Fund

Behavioral Health Fund	Actuals 2015-16	Adopted Budget 2016-17	Current Year Estimate 2016-17	Recommend 2017-18
A. Beginning Fund Balance	$ 27,755,420	$ 17,539,352	$ 17,539,352	$ 14,007,551
B. Revenue	81,073,728	104,927,846	90,796,025	115,811,703
C. Use of Fund Balance	-	-	-	-
D. Total Financing, A+B+C	108,829,148	122,467,198	108,335,377	129,819,254
E. Expenditures	92,131,196	116,858,100	94,327,826	115,811,703
F. Assignments to Fund Balance	-	-	-	-
G. Total Financing Uses, E+F	92,131,196	116,858,100	94,327,826	115,811,703
H. Ending Fund Balance, D-G	$ 16,697,952	$ 5,609,098	$ 14,007,551	$ 14,007,551

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

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

The recommended budget for the Behavioral Health Fund shows a $1.0 million reduction in appropriations to budget more closely to actual trends. Revenues will increase $10.9 million, primarily due to the implementation of the Whole Person Care program. In addition to this new program, the Health Department continues to provide an array of strong behavioral health services both in house and through contracts with community-based, culturally competent contract providers. Although the Department is challenged with the development of better access to services, more prevention efforts, and even more efficient use of our resources, it will continue to balance integration and transformation of service delivery with quality behavioral health care.

Local Revenue Fund 2011

Local Revenue Fund 2011	Actuals 2015-16	Adopted Budget 2016-17	Current Year Estimate 2016-17	Recommend 2017-18
A. Beginning Fund Balance	$ 11,286,065	$ 18,309,609	$ 18,309,609	$ 19,910,187
B. Revenue	53,524,509	56,876,584	56,810,154	59,281,822
C. Use of Fund Balance	-	-	-	-
D. Total Financing, A+B+C	64,810,574	75,186,193	75,119,763	79,192,009
E. Expenditures	46,433,367	56,876,584	55,209,576	62,857,966
F. Assignments to Fund Balance	-	-	-	-
G. Total Financing Uses, E+F	46,433,367	56,876,584	55,209,576	62,857,966
H. Ending Fund Balance, D-G	$ 18,377,207	$ 18,309,609	$ 19,910,187	$ 16,334,043

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

For next fiscal year, the Local Revenue Fund 2011 revenue increases to $59.3 million, while expenditures (operating transfers out for the various public safety, health and social services programs) total $62.9 million, exceeding revenues by $3.6 million. This fund balance reduction of $3.6 million is primarily to cover expenditures for health programs and for court security.

Health and Welfare Realignment Fund

In 1991, the State enacted legislation that altered the fiscal arrangement between the State and counties and dedicated portions of Vehicle License Fee (VLF) and Sales Tax revenues to County health, mental health and social services programs. The *1991 Realignment* transferred programs from State to county control, altered cost-sharing ratios, and provided counties with the VLF and Sales Tax as dedicated revenues to pay for the programs.

Health & Welfare Realignment	Actuals 2015-16	Adopted Budget 2016-17	Current Year Estimate 2016-17	Recommend 2017-18
A. Beginning Fund Balance	$ 10,847,272	$ 21,357,119	$ 21,357,119	$ 26,811,671
B. Revenue	67,187,349	63,140,474	67,945,764	61,797,300
C. Use of Fund Balance	-	-	-	-
D. Total Financing, A+B+C	78,034,621	84,497,593	89,302,883	88,608,971
E. Expenditures	56,679,502	62,865,718	62,491,212	66,872,495
F. Assignments to Fund Balance	-	-	-	-
G. Total Financing Uses, E+F	56,679,502	62,865,718	62,491,212	66,872,495
H. Ending Fund Balance, D-G	$ 21,355,119	$ 21,631,875	$ 26,811,671	$ 21,736,476

The Realignment impacted the Department of Social Services (DSS), who received responsibility for implementation of programs such as CalWORKs, CalFresh, Foster Care, Adoptions, Child Welfare Services, and In-Home Supportive Services (IHSS) while the Health Department received responsibility for programs in the areas of Health and Behavioral Health. The sales tax and VLF are collected and distributed monthly by the State Controller's Office and is deposited into the Health and Welfare Realignment Fund (Fund 025) and distributed to various budget units through operating transfers within Social Services and Health Departments. Growth funds above the base are distributed by a defined process and estimated annually by the State Department of Finance. The fund expects a $5.1 million reduction to fund balance in FY 2017-18, for use in health programs.

Parks Lake & Resort Operations

The Parks Resort Enterprise Fund is estimated to begin FY 2017-18 with a negative $5.4 million net position. With the Governor officially ending the drought state of emergency in most California counties and the recovery of lake levels, it is expected that the Lakes Resorts will be in full

Parks Lake & Resort Operations	Actuals 2015-16	Adopted Budget 2016-17	Current Year Estimate 2016-17	Recommend 2017-18
A. Beginning Fund Balance	$ (5,520,898)	$ (5,321,096)	$ (5,321,096)	$ (5,410,036)
B. Revenue	5,659,350	3,663,798	4,674,420	4,599,294
C. Use of Fund Balance	-	-	-	-
D. Total Financing, A+B+C	138,452	(1,657,298)	(646,676)	(810,742)
E. Expenditures	4,687,773	3,963,798	4,763,360	4,598,757
F. Assignments to Fund Balance	-	-	-	-
G. Total Financing Uses, E+F	4,687,773	3,963,798	4,763,360	4,598,757
H. Ending Fund Balance, D-G	$ (4,549,321)	$ (5,621,096)	$ (5,410,036)	$ (5,409,499)

operation and experience a normal recreational season. The Recommended Budget includes expenditures of $4.6 million, and $4.6 in revenue for a breakeven budget year.

The reorganization of the Parks Department under the Resource Management Agency has created an opportunity to provide additional support for administration and management. The recommended budget includes salaries for temporary employees only. All permanent employees are now budgeted in the Parks General Fund Unit and any charges for personnel allocated to the Lakes will be reimbursed to the General Fund. Lake Nacimiento and Lake San Antonio are expected to be open for the normal recreational season in anticipation of the public utilizing the camping and boating facilities.

Budget Hearings

Budget hearings for the FY 2017-18 Recommended Budget are scheduled to begin on Monday, June 5, 2017. The budget hearing schedule will be available online at the Monterey County Clerk of the Board's website on or around Friday, May 26, 2017.

Appropriation Limits

Article XIIIB 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.

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COUNTY OF MONTEREY

APPROPRIATION LIMITS FOR THE 2017-18 FISCAL YEAR

Pursuant to Article XIIIB of the California Constitution

FUND	1978-79 Base Year	Appropriation Limit	Estimated Tax proceeds
County General and Library Funds	$ 33,688,425	$ 652,012,213	$ 211,769,126
Special Districts			
052 CSA # 9 Oak Park	42,702	372,145	35,138
053 CSA # 10 Laguna Seca Ranch	9,658	84,169	-
055 CSA # 14 Castroville	530,743	4,625,385	-
056 CSA # 15 Serra Village, Toro Park	87,250	760,377	139,912
059 CSA # 20 Royal Estates	4,977	43,374	2,030
062 CSA # 25 Carmel Valley Country Club	9,339	81,389	38,547
063 CSA # 26 New Moss Landing Heights	1,026	8,942	2,615
066 CSA # 32 Green Valley Acres	1,836	16,001	3,474
069 CSA # 35 Paradise Park	5,283	46,041	4,893
072 CSA # 41 Gabilan Acres	2,727	23,766	8,178
076 CSA # 47 Carmel Views	5,013	43,688	16,648
077 CSA # 50 Rioway Track	944	8,227	1,062
079 CSA # 52 Cerro Del Oso	2,055	17,909	3,954
081 CSA # 54 Manzanita	219	1,909	1,076
085 CSA # 58 Vista Corado	1,406	12,253	2,124
086 CSA # 62 Rancho Del Monte	5,363	46,738	8,794
128 Storm Drain Maintenance # 2	17,628	153,627	20,957
129 Gonzales Slough Maintenance	5,955	51,897	4,376
151 Pajaro County Sanitation District	254,092	2,214,392	157,715
152 Moss Landing County Sanitation District	37,531	327,080	-

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Recommendations

It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 5, 2017 at 9:00 a.m. to adopt the Fiscal Year (FY) 2017-18 Appropriation Limits pursuant to Article XIIIB of the California State Constitution.
2. Commence Budget Hearings with the County Administrative Office summary presentation of the FY 2017-18 Recommended Budget on June 5, 2017 at 9:00 a.m. and continue Budget Hearings on June 6, 2017 beginning at 9:00 a.m. if necessary.
3. Authorize the County Administrative Office and Auditor-Controller to prepare the FY 2017-18 Adopted Budget Resolution reflecting changes made by the Board during budget hearings, to make any changes in budget units to reflect any position and/or account adjustments approved by the Board during or prior to budget hearings.
4. Authorize the County Administrative Office and Auditor-Controller to make adjustments if needed to position counts, appropriations, revenues, fund balances, etc. to correct clerical errors.
5. Authorize the County Administrative Office and Auditor-Controller, in the event that any unbudgeted/unassigned fund balance is available at year-end FY 2016-17, to allocate in the following order of priority:
   a. For the *General Fund Contingency Assignment* (3113) to help fund future annual appropriations for contingencies to cover unanticipated events or emergencies as prescribed in the County General Financial Policy 7.12.
   b. For support of the *Strategic Reserve* (3111), not to exceed established Board policy of 10% of estimated FY 2017-18 General Fund revenues (excluding NMC Strategic Reserve).
6. Authorize the County Administrative Office and the Auditor-Controller to transfer or release to/from assignments associated with the following self-funded programs in the event they require additional funds or have excess funds at the end of FY 2016-17:
   a. Vehicle Replacement (3116).
   b. Laguna Seca Track Assignment (3129).
   c. Information Technology Charges Assignment (3124).
7. Authorize the County Administrative Office to adjust the FY 2017-18 Adopted Budgets for the Other Funds under the authority of the Board of Supervisors to reflect the FY 2016-17 year-end final Available Fund Balance.
8. Consider approval and adoption of the *Resource Management Agency - Public Works Annual Work Program* for the Road Fund for Fiscal Year 2017-18. 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.

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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 (fiscal year 2017-18), 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.

The 2017 Monterey County Board of Supervisors, as shown above, includes from left to right: Jane Parker (representing Del Rey Oaks, Marina, Sand City, Seaside, Southwest Salinas), Simón Salinas (representing East Salinas, Spreckels, Chualar, Greenfield, Gonzales, Ft. Hunter Liggett, King City, Soledad, Lake San Antonio, South County), Mary Adams (Chair, representing Carmel, Carmel Valley, Big Sur, Pacific Grove, Pebble Beach, Monterey, Hwy 68, Las Palmas), John M. Phillips (representing Aromas, Boronda, Castroville, Las Lomas, Moss Landing, North Salinas, Pajaro, Prunedale, and Royal Oaks); and Luis Alejo (representing most of urban Salinas).

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. By comparing expenditures required to carry out existing operations to estimated resources, the forecast serves as a key financial management tool to guide the upcoming budget process and help preserve long-term financial stability.

General Fund Outlook through 2019-20

	FY 2015-16	FY 2016-17			FY 2017-18	FY 2018-19	FY 2019-20
	Actual	Adopted	Modified	Year-End Estimate	Forecast		
Available Financing:							
Unassigned Fund Balance	$6.6	$0.0	$6.0	$6.0	$0.0	$0.0	$0.0
Cancellation of Assignments	19.3	12.6	12.6	12.6	12.6	12.6	12.6
Revenues	569.1	621.1	621.6	589.4	611.1	620.2	624.9
Total Financing Sources	$595.0	$633.7	$640.2	$608.0	$623.7	$632.8	$637.5
Financing Uses:							
Assignments/Restrictions	28.1	0.0	0.0	0.0	0.0	0.0	0.0
Expenditures	561.0	633.7	634.2	601.4	635.3	652.8	672.5
Total Financing Uses	$589.0	$633.7	$634.2	$601.4	$635.3	$652.8	$672.5
Unassigned Fund Balance	$6.0	$0.0	$6.0	$6.6	($11.5)	($20.1)	($35.0)

Positive prior year performance. Based on the official Auditor-Controller's *Comprehensive Annual Financial Report (CAFR),* the general fund outperformed budget expectations last fiscal year, ending the prior fiscal year with an ending unassigned fund balance of $6.0 million. Revenues exceeded expenditures by $8.0 million, mainly due to an increase in local discretionary revenue, including higher property tax and transient occupancy tax receipts of approximately $5.7 million, and the one-time occurrence of $2.8 million received in interest payments from pre-2004 SB 90 reimbursement claims.

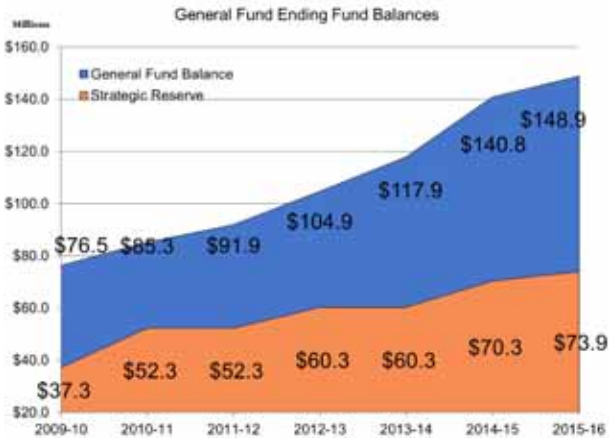
Prudent financial decisions by the Board have strengthened the County's financial position to weather unplanned events. Since the recession, the Board has strengthened financial policies to restore balance between ongoing revenues and expenditures, ending the practice of using one-time gains to finance ongoing operations. Under these policies, the County has invested year-end surpluses into shoring up its Strategic Reserve and other key investments. These investments have added to the County's ending fund balances each year, growing from $76.5 million in fiscal year 2009-10 to an estimated $148.9 million at the end of last fiscal year. The largest commitment is in the County's Strategic Reserve.

A one-time increase in revenue helped finance a $10.0 million increase in fiscal year 2014-15 to the general fund Strategic Reserve. The following year Natividad Medical Center (NMC) added $3.6 million to its portion of the Strategic Reserve. As of today, the Strategic Reserve totals $73.9, including $17.8 million for NMC and $56.1 million for the general fund.

Current year fiscal performance for "regular" County operations on the right track. The general fund is expected to outperform expectations by $0.6 million in the current year. Departments expect to end the current year with expenditures $32.8 million below budget with a corresponding decrease in estimated year-end revenues of $32.2 million, mostly due to reduced reimbursement-based billings to federal and state agencies. The net result is a $0.6 million estimated increase in current year unassigned fund balance, which when added to the $6.0 million amount reported in the CAFR, results in a $6.6 million projected ending unassigned fund balance.

Reassignment of resources is needed to respond to extraordinary events. Although departments are competently managing their existing budgets, a number of significant and unplanned events, some of which present immediate health and safety issues, require unprecedented steps to protect residents and County services. Disasters caused by the winter storms and the *Soberanes Fire* have caused an estimated $34.0 million in damages, including $11.1 million for immediate repairs needed in the current year. In addition, the *Hernandez v. County of Monterey* legal settlement requires $9.5 million in unplanned expenditures to improve safety and security in the jail. Funding is also needed to defend the County and Measure Z against lawsuits. These unbudgeted events, combined with recent bargaining agreements and other needs to be discussed later, add $28.3 million in current year costs beyond the balanced budget adopted in June 2016. Meeting these needs will require the first-ever use of the Strategic Reserve.

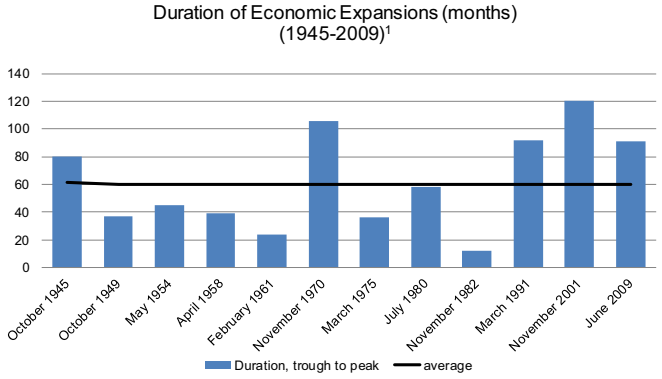
The convergence of "ordinary" inflationary pressures and extraordinary events will also require reprioritization of resources in the approaching fiscal year and beyond. In recent budget cycles, "ordinary" cost drivers such as salary increases, higher benefit costs, replacement of County systems, and increased general liability program costs have outpaced growth in revenues, requiring departments to become increasingly creative in balancing their budgets. Some departments have weathered the inflationary pressures better than others, particularly those that seek reimbursement from the state government. Meanwhile, others have exhausted opportunities to cut discretionary spending, de-funded



vacant positions, and in some cases laid off employees as a last resort. Next fiscal year departments will again struggle to balance their budgets amid these inflationary pressures. On top of these pressures, the County will face unplanned extraordinary costs.

The winter storms and *Soberanes Fire* necessitate $22.9 million in critical repairs in addition to the $11.1 million in current year repairs. Additional funding is needed for bid overruns in key capital projects, including $5.9 million for the juvenile hall and $2.3 million for the east/west wing building. An estimated $3.3 million is needed over the next two fiscal years to defend Measure Z. In addition, while increased costs for employee pensions is not new, the level of increases planned by CalPERS over the coming years is unprecedented, increasing $4.3 next fiscal year and an additional $8.5 million the following fiscal year with additional increases in future years as the pension fund implements new approaches to shore up its finances. These events, combined with the ordinary inflationary pressures, will add $58.8 million in costs next fiscal year and will require use of fund balances to soften the impacts to County operations and staffing.

Future Economic Uncertainty. Underlying the financial forecast is the assumption that the economy continues to recover through the forecast period. This assumption should be carried with caution as the recovery continues to mature well beyond the average length of recoveries. Since World War II, there have been 11 economic expansions, defined as the phase when the economy (i.e., gross domestic product) moves from expansion to contraction or trough to peak. The current economic expansion has lasted since June 2009 for 91 months, or roughly 8 years. On average, expansions have lasted around 60 months, or 5 years. Economic expansions do not last forever and as the table above notes, the current expansion has exceeded the average length of expansions by almost three years. If the expansion continues past March of this year, it will have become the third longest expansion in modern U.S. History.



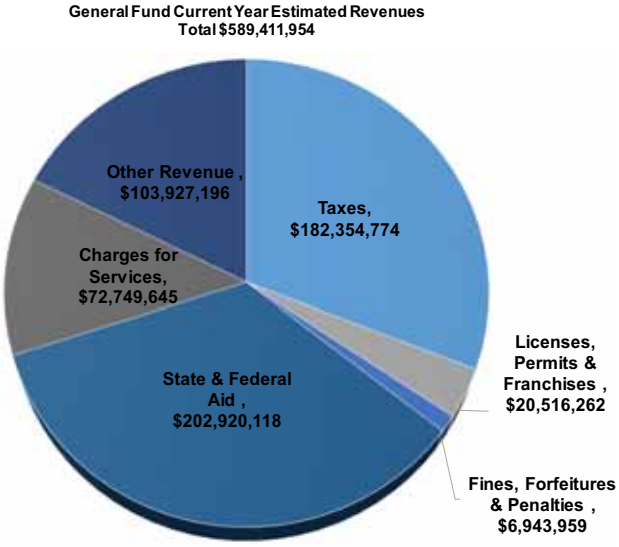
[1]. Source: National Bureau of Economic Research

The new administration has suggested significant changes in federal trade, taxation, immigration, environmental policy, and regulation policy. These changes will likely impact the financial markets and more importantly, the state and Monterey County's local economy. With such uncertainty in the economic outlook, a cautious tone towards the revenue outlook should be adopted especially as the Board considers any new commitments. Moreover, with ensuing recommendations to use the Strategic Reserve, mitigating additional commitments will be necessary to minimize the County's financial vulnerability in meeting future financial needs. The $34.0 million in estimated fire and storm damages does not include the major storm event hitting the region on February 17th, or for that matter, future events. While the forecast assumes continuation of moderate revenue growth through fiscal year 2019-20 it should be underscored that new budget commitments will increase the severity of cuts the County could have to make in an economic downturn or future disaster. Given these uncertainties, the County's continued prudent financial management practices, including limiting new on-going commitments, seem appropriate for the current environment.

General Fund Revenues

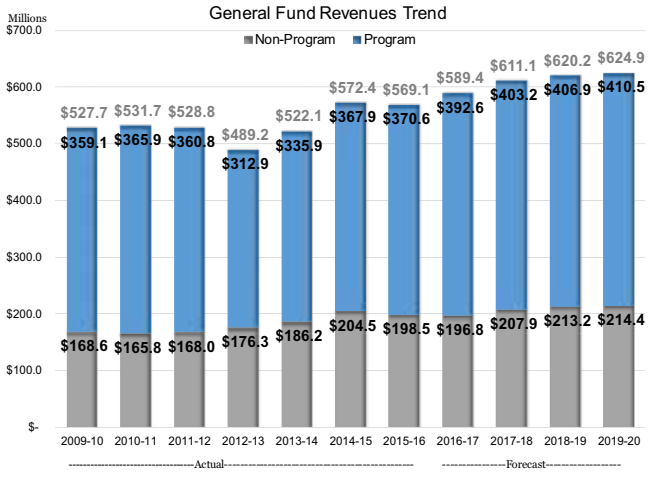
At an estimated year-end total of $589.4 million, current year revenues reflect a shortfall of $32.2 million (5.0%) compared to the modified budget. The major causes of the decrease in revenue in the current year include:

- **Decline in state reimbursements:** A $16.9 million decrease in state and federal qualifiable reimbursements, specifically in the Health and Social Services departments due to unfilled positions and the transfer of $9.4 million in Vehicle License Fee (VLF) revenue from the general fund into a separate realignment fund as part of an accounting change.
- **Lower than budgeted Health Clinic fees:** Fees charged by the Health Department decreased by $8.4 million below budgeted expectations. Health fees typically have a direct relationship to expenditures. Since projected expenditures are lower, health fees revenue is also projected to be lower.
- Other areas of decreased revenue include a technical accounting change reducing operating transfers into the Resource Management Agency (RMA) by $6.3 million and lower than budgeted revenue for the Sheriff's Office, District Attorney, and RMA.

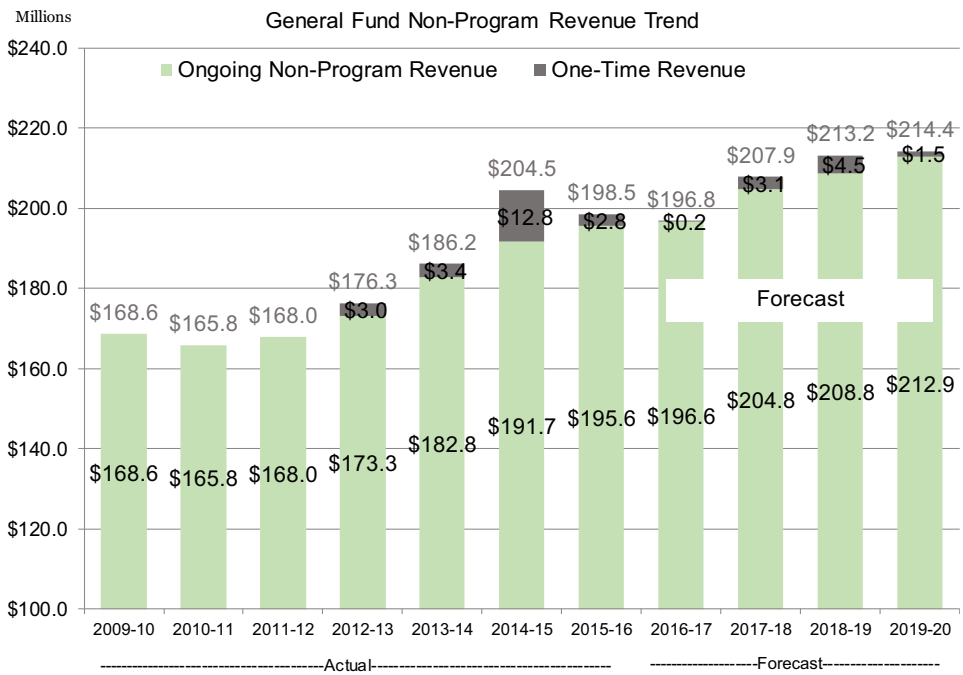


Reductions in revenue were partially offset by increases in County discretionary revenues, especially higher than budgeted property tax receipts.

Revenues continue increasing for realigned programs. 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 fiscal year 2011-12 the County's program generated revenues have grown under state-county realignment and Affordable Care Act to support increased responsibilities and associated costs, including mandated public assistance and health & public safety programs. For fiscal year 2017-18, program revenues are estimated to grow $10.6 million from the current year estimate largely due to the assumption that

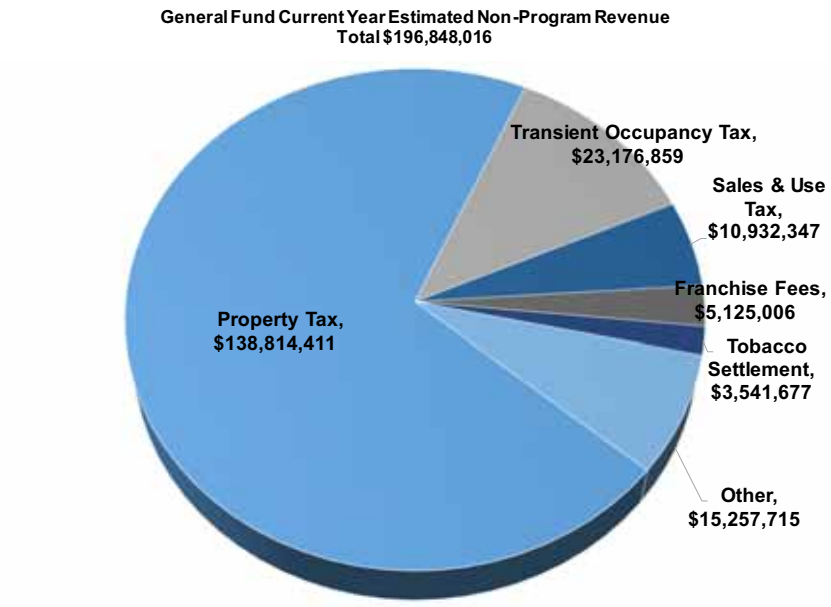


vacancies in Social Services and the Health Department will be filled, thereby increasing their qualifying reimbursements. In the two out years, moderate growth is projected.



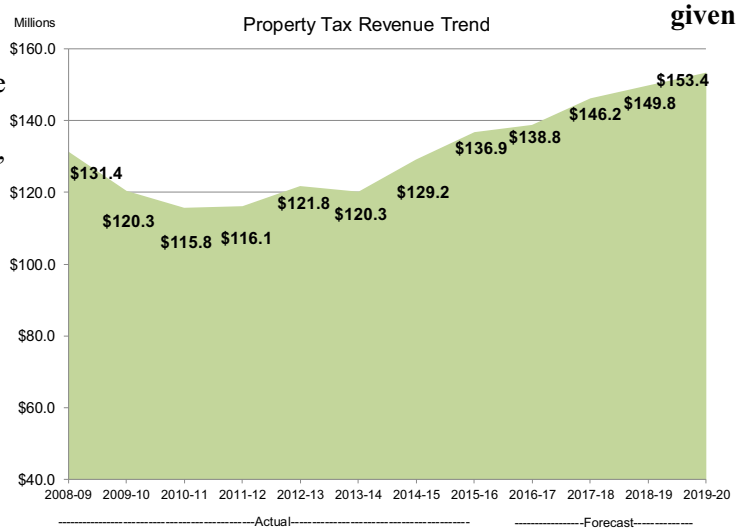
County ongoing discretionary "non-program" revenue continues to increase. Departments may generally increase their budgets to the extent they earn more program revenues. However, the Board authorizes augmentations of local discretionary monies. The allocation of these monies is at the heart of the annual budget process. For the current year, non-program revenue is expected to decrease $1.7 million from fiscal year 2015-16 actuals. This decrease is the result of a one-time state payment of $2.8 million on interest for pre-2004 SB 90 reimbursement claims. For fiscal year 2017-18, non-program revenue is forecasted to grow to $207.9 million; an increase of $11.1 million over the current year estimate. A slight increase of $5.3 million in growth is projected for fiscal year 2018-19 with an additional $1.2 million projected in growth for fiscal year 2019-20.

Solar Flats will add an additional $9.3 million in non-recurring County revenues. Forecasted revenues include estimates for one-time use tax revenues that will be generated from the California Flats solar project. In February of 2015, the Board of Supervisors adopted an ordinance approving a development agreement between the County and California Flats Solar, LLC (Cal Flats). Per the agreement, Cal Flats agreed to guarantee $3.0 million in revenue to the County from the project. Current forecast projections provided to the County by HdL consultants estimate a total of $8.3 million in one-time tax revenues and $1.0 million in project-related gains in the County's share of countywide use tax pool that will be generated from the project in the current year and over the next three years. It should be noted that the project is currently three quarters behind its original schedule, and Cal Flats has made errors in directing payments to the County, therefore meaningful amounts of revenue from this project are not expected until next fiscal year.



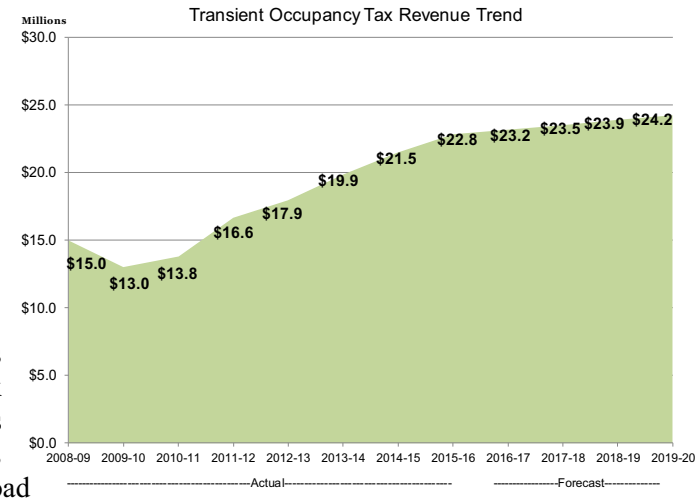
Property tax revenue comprises the bulk of local discretionary monies. Sources of non-program revenue are displayed in the chart below. Total non-program revenue in the current year is estimated at $196.8 million. Property tax revenue comprises the bulk of non-program revenue, totaling an estimated $138.8 million (71%) of current year estimated non-program revenue. Transient occupancy tax, often referred to as a hotel or room tax, is estimated at $23.2 million, while sales and use tax revenue is estimated at $10.9 million. Other significant sources of non-program revenue include vehicle license fees, tobacco settlement monies, and franchise fees. The County also receives property transfer taxes, investment income and payments of interest on delinquent taxes.

Rebounding property assessments have given the Board flexibility to meet departmental and infrastructure needs. In the aftermath of the economic downturn of 2008, revenues from property taxes sustained steep reductions, declining $15.6 million from peak to trough. This decline was a driving factor behind four years of budget reductions following the onset of the recession. Since that time, assessed values have recovered to pre- 2008 levels. While property tax revenue was originally estimated to increase by 5.5% over prior year totals based on the Assessor's projected growth of 5-6%, the revision in the current year to 3.9% due to the decline in oil prices and related de-valuation of oil properties results in a loss of approximately $1.0 million compared to budgeted assumptions.



The County Assessor projects a 5.5% increase in assessed values for fiscal year 2017-18, which would yield approximately $7.4 million in increased revenue. Annual growth of 2.5% is projected for the two out years of the forecast, which produce annual revenue gains of approximately $3.6 million.

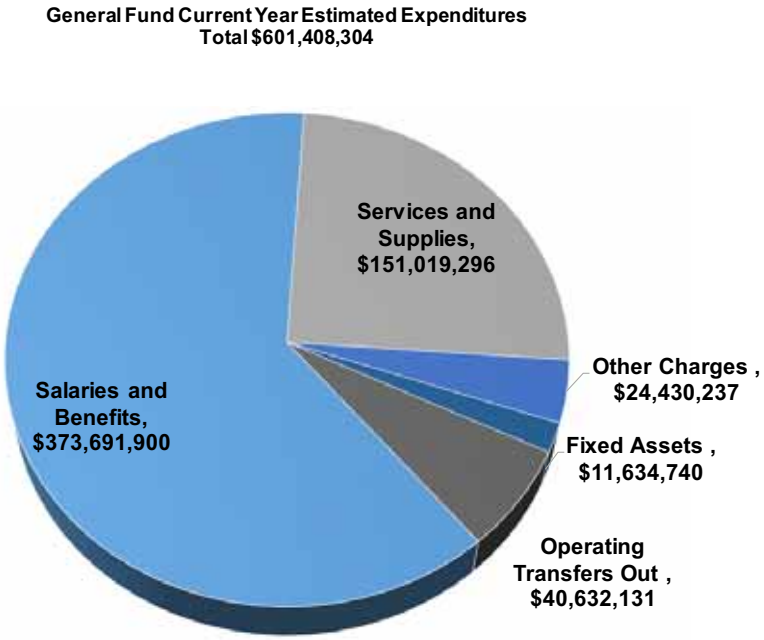
Transient Occupancy Tax (TOT) receipts moderating. Monterey County relies on TOT as its second largest source of discretionary revenue. Often referred to as the "hotel tax," TOT is the tax applied on hotel/motel accommodations. The rate for Monterey County is 10.5%. The County's TOT revenue is estimated at $23.5 million for fiscal year 2017-18, well above the $13.0 million level during the recession; however, although positive performance can be noted in this key revenue source, attributed to positive economic conditions and the successful efforts of the Treasurer-Tax Collector to improve collection and compliance, it's worth noting year-over-year revenue growth has moderated in recent years. The storm-related road damages in the Big Sur area will have a yet to be determined negative impact on these revenues.



Estimates for commercial cannabis tax pending. 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. At this time, it is unknown what revenue levels will be generated through the new tax as the program is being developed. Staffing needs are also being developed and will be presented as part of the upcoming budget process.

General Fund Expenditures

The fiscal year 2016-17 adopted budget included appropriations of $633.7 million. The budget grew by $0.5 million over the course of the fiscal year to $634.2 million and included: a $300,000 increase, offset with program revenue, in the Sheriff's Office to support additional staff for security services for the Superior Court; $120,000



in Social Services for the funding agreement with the City of Salinas for operation of the Salinas Winter Warming Shelter; and an $82,010 increase, offset with program revenue, in the District Attorney's Office for increased services for the victims of crime program. At an estimated year-end total of $601.4 million, current year expenditures reflect a decrease of $32.8 million (5.0%) compared to the modified budget.

Vacancies reduce expenditures by $19.2 million in the current year. The modified budget included $392.9 million in expenditures for salaries and benefits. However, current year estimated expenditures are significantly lower mostly due to an estimated 396.7 vacancies. Departments with significant salary savings include:

- The Health Department is estimating year-end salary savings of $10.8 million mainly due to challenges in recruiting and filling specialty staffing in clinics and delays in hiring for additional shifts.
- Social Services estimates year-end salary savings of $2.2 million mostly attributable to lower-than-budgeted employee benefit costs.
- RMA estimates year-end salary savings of $1.5 million due to its unfilled positions.

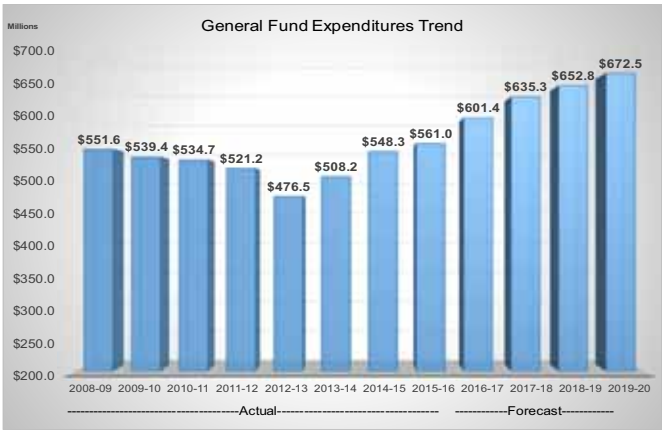
Remaining decreases in salary and benefits can be attributed to vacancies across the County – reflecting an overall 11.0% vacancy rate.

Filing all 396.7 vacancies would add a hypothetical $47.1 million in general fund expenditures. Of the vacancies, 210 are in the Departments of Health and Social Services. To the extent these departments have savings, it also reduces their billings for reimbursement. This also applies to departments that 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.

General Fund Department	Vacancies as of 2/8/17	Annualized Salary & Benefit Cost
Agricultural Commissioner	12.0	$ 1,302,658
Assessor-County Clerk-Rec.	6.1	616,687
Auditor-Controller	6.2	794,004
Board of Supervisors	0.0	-
Child Support Services	8.0	796,570
Clerk of the Board	0.0	-
Cooperative Extension Service	1.0	92,511
County Admin Office	3.0	420,815
County Counsel	8.4	1,151,009
District Attorney	12.0	1,395,035
Economic Opportunity	1.0	165,217
Elections	0.0	-
Emergency Communications	11.0	1,158,696
Equal Opportunity Office	2.0	382,242
Health	139.3	16,748,872
Human Resources	5.5	711,849
Information Technology	15.0	2,278,941
Parks	7.0	852,857
Probation	18.0	2,179,398
Public Defender	2.0	244,074
Resource Management Agency	17.0	2,138,637
Sheriff-Coroner	44.0	5,889,690
Social Services	71.2	7,046,983
Treasurer-Tax Collector	7.0	773,394
Total County	**396.7**	**$47,140,139**

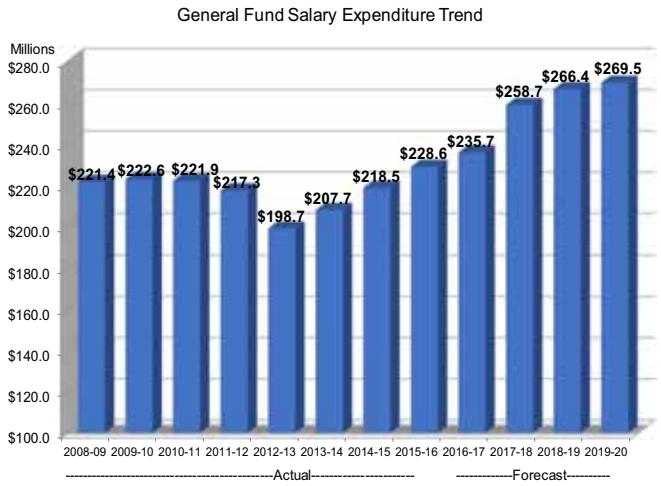
The accounting change moving the previously mentioned VLF revenues and associated expenditures into realignment funds reduces general fund expenditures by $9.4 million. As mentioned previously, prior to fiscal year 2016-17, VLF revenues were accounted for in the general fund and then transferred to realignment funds. Those funds are now deposited directly into the realignment funds, resulting in a corresponding decrease in general fund expenditures.

General fund costs are expected to increase by $18.5 million in fiscal year 2017-18, followed by increases of $32.9 million and $19.7 million in the out years. The forecast for expenditures is built on the assumption that authorized position levels will remain the same and that vacancies will be filled. Future growth in expenditures is further impacted by increases in salary and benefit costs, including salary increases, health benefits, PERS retirement, increases in workers' compensation, general liability, and Enterprise Resource Planning (ERP) charges.



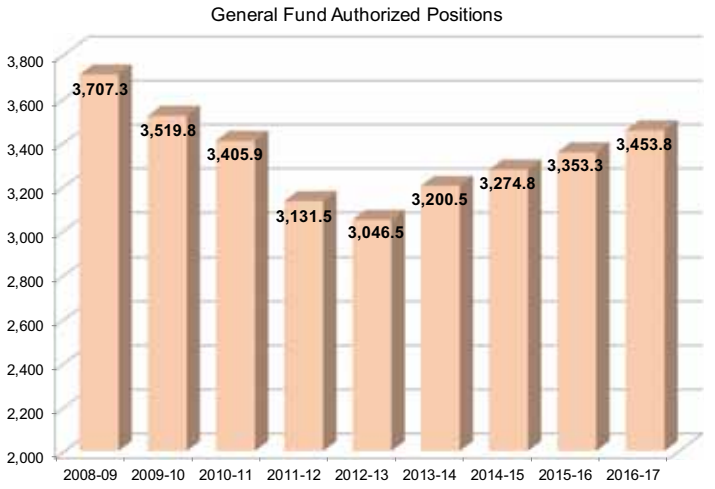
Emerging Cost

Driving expenditures higher are recent bargaining agreements, increased costs for employee benefits, upgrade of the County's ERP system and costs for the workers' compensation and general liability programs.



Bargaining agreements add an estimated $4.3 million in current year expenditures. The Board of Supervisors approved wage increases for most labor groups of 1.5% in the current year, 2.5% in fiscal year 2017-18 and 3.0% in fiscal year 2018-19. Costs for increases in salaries were not included in the adopted budget. The agreements add an additional $6.7 million next fiscal year and $8.3 million the following fiscal year, for a total of $19.3 million in expenditures for the general fund.

Added positions also contributed to growth in salary and benefit costs from the prior year. A total of 407.3 general fund positions have been added since fiscal year 2012-13, including 100.5 added for 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 fiscal year 2012-13 to an estimated $235.7 million in the current year and climbing to $269.5 million by fiscal year 2019-20 assuming vacancies are filled.



Recent actions by CalPERS dramatically increase future costs to local governments. Since fiscal year 2014-15, the County's contributions toward employee pensions have increased due to changes in CalPERS' actuarial methodology which have included:

- Changes in amortization and rate smoothing policies to accelerate paying down large unfunded liabilities
- 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

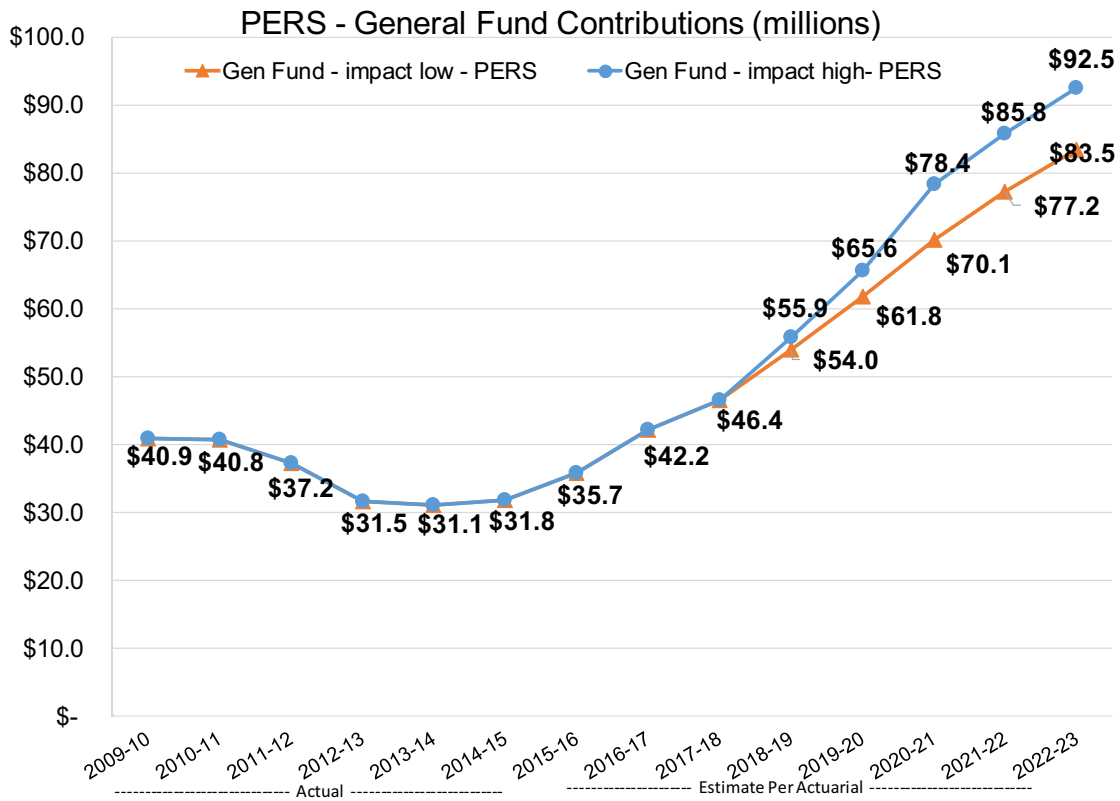
The changes, although necessary to protect solvency of the pension program, will drive up the County's expenditures, including a $4.3 million projected increase next fiscal year.

Reduction to the "Discount Rate" increases employer contributions beyond the $4.3 million increase in fiscal year 2017-18. In determining public agency contribution requirements, CalPERS assumes a "discount rate" on expected return of its investments. Previously this rate was set at 7.75% annually. In response to public criticism against pension systems employing overly optimistic assumptions, thereby overstating funding levels, CalPERS lowered its discount rate to 7.5% in 2012. This had the effect of increasing employer contribution levels. In December 2016, CalPERS approved an additional lowering of the discount rate from 7.5% to 7.0% over the next three years. For public agencies, this takes effect on July 1, 2018, further increasing contribution rates. CalPERS' decision to lower the discount rate now is due to changes in market conditions, including lower rates of return, greater volatility and a desire to close the cash flow funding gap. Recently, CalPERS is now paying out more in benefits than it takes in with contributions. This has resulted in CalPERS needing to sell off assets to cover cash flow requirements.

CalPERS acknowledges that the new discount rate of 7.0% is still optimistic given that its pension consultants estimate an average rate of return of 6.2% over the next 10 years. This suggests volatility and risks may still lie ahead. CalPERS has provided public agencies with estimates of potential costs increases which are reflected in the table below[1].

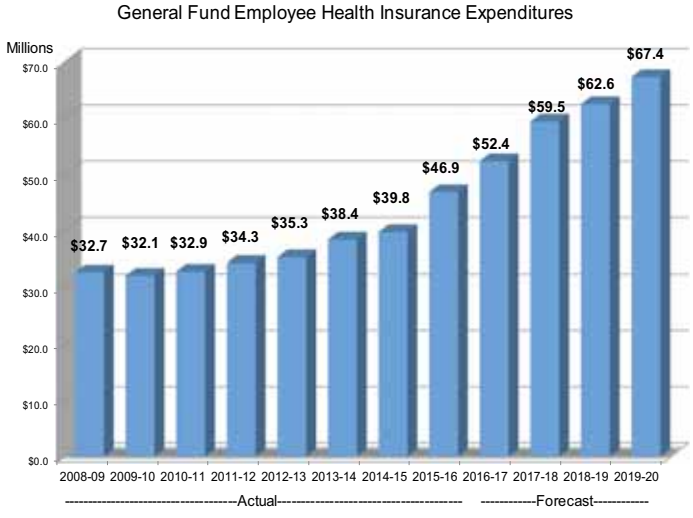
General Fund Estimated Plan Cost Increases			
Misc. & Safety Plans Combined	Original Estimate	New Estimate Low	New Estimate High
2017-18	46,429,573	46,429,573	46,429,573
2018-19	52,267,465	54,047,642	55,854,126
2019-20	58,353,600	61,798,862	65,611,323
2020-21	62,546,868	70,071,931	78,375,749
2021-22	67,157,358	77,155,009	85,845,766
2022-23	70,812,602	83,461,665	92,495,844

[1] On January 13, 2017, CalPERS released a Circular Letter regarding discount rate changes. The letter provided information to public agency employers to calculate projected pension costs increases in future years, which included low and high ranges for rate increases for Miscellaneous and Safety Plans Normal Contribution and Unfunded Accrued Liability payments. Range minimums and maximums were combined to provide preliminary estimates of potential impacts to the County.



For Monterey County, the changes in the actuarial methodology and discount rate add $4.3 million in additional general fund expenditures next fiscal year, another $7.6 - $9.5 million the following fiscal year, and growing to an additional $41.7 - $50.3 million by fiscal year 2022-23. As rate increases take effect, the impact to the County will be a larger share of revenue consumed to pay for the increases.

Covering employee health insurance increases consumes an increasing share of the County budget. Since the recession, health insurance premiums paid on behalf of employees have added almost $20.0 million in general fund expenditures, reaching $52.4 million in the current year. Growth in the current year constitutes the full year of the January 2016 rate increases of 21.26% resulting in an estimated increase of $5.5 million. The latest premium information provided by CalPERS increases the premium for PERS Choice, the most popular plan, by 3.0% in January 2017. Growth in expenditures of $7.1 million in fiscal year 2017-18 are mostly due to departments assuming vacant positions are filled. The assumed growth for health insurance in fiscal year 2018-19 and fiscal year 2019-20 is 9.0% and 8.0% respectively, contributing an estimated increase in costs in forecasted years of $3.1 million and $4.8 million respectively.



ERP upgrade charges resume next fiscal year. In fiscal year 2015-16, the County began replacing its ERP software which had reached the end of its useful life. During budget hearings for the current fiscal year, the Board took action to defer ERP Upgrade costs for general fund departments, redirecting these monies to fund Board-directed budget modifications to other programs. The deferred current year costs combined with next year's costs will add $12.5 million to departmental budgets next fiscal year.

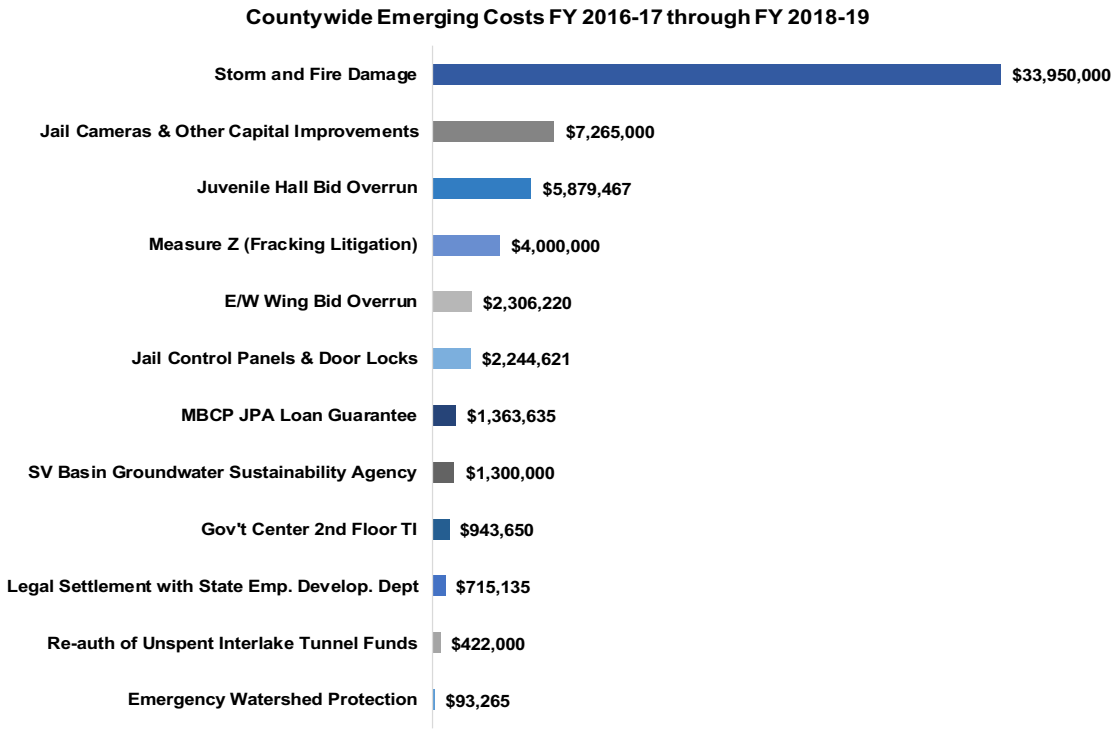
Costs for internal service funds increase. The workers' compensation program is increasing its charges to departments by $1.8 million next fiscal year with additional increases projected in the out years of the forecasts. Meanwhile, general liability program charges to departments increase $1.4 million in fiscal year 2017-18 with similar 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.

Departments continue to operate in a prolonged period of fiscal constraint. The recovery in County revenues has not kept pace with the growing cost to operate at existing staffing and service levels. Over the past few years, these costs have constrained departments' capacity to meet staffing and service capacity goals, and in many cases required organizational downsizing. Each year departments have reduced levels of authorized positions to submit balanced baseline budgets, hoping to restore these positions through the augmentation request process.

Furthermore, departments have held positions vacant during the year as a means to address lower than anticipated revenues and/or unforeseen increases in costs. Next fiscal year departments will again be faced with making strategic choices to mitigate cost increases to make room for salary and benefit increases, PERS rate hikes, and rising health premiums paid on behalf of County employees. These increases, combined with increases in charges for general liability, workers' compensation, and the ERP upgrade have eroded many departments' capacity to afford current operating levels. As seen in recent years' budget hearings, extensive efforts have been made by County staff and the Board to find ways to save positions and avert layoffs. The upcoming budget process is expected to present similar challenges, as departments again face increased costs and further erosion of discretionary funding to respond to these pressures.

Countywide "Extraordinary" Costs

Beyond the departmental cost pressures, a number of significant unplanned events have converged since adoption of the current budget. The magnitude of these events and the associated financial need necessitates "re-thinking" of long standing financial practices and priorities and require the first ever use of the Strategic Reserve. These needs are described below:



Storm and Fire Disasters: The *Soberanes Fire* burned over 132,000 acres resulting in damages to private property and water systems, impacts to local business and damages to county roads and bridges. The unusual intensity of the winter storms has wreaked further havoc on the County's infrastructure. As of February 16, 2017, total estimated costs of repairing storm and fire damages is $34.0 million. This estimate does not include damages from the major storm event hitting the region on February 17th, nor future storms for that matter.

Hernandez v. County of Monterey Legal Settlement: After a 2014 site survey/needs assessment of the County Jail complex, it was determined that approximately 140 new cameras were needed to increase safety for all personnel and inmates. Additionally, assessments completed in 2015 and 2016 included recommendations for improvements to video surveillance, suicide prevention and accessibility. The estimated costs of replacing the surveillance system, suicide prevention capital improvements and associated legal fees is $7.3 million.

Jail Control Panels & Door Locks: To comply with the Hernandez v. County of Monterey implementation plan, the project scope increased to include a door lock control system for an additional cost of $2.2 million.

Juvenile Hall Bid Overrun: The New Juvenile Hall Project was initially bid in 2016. Bid results were $8.2 million over the construction budget, representing a 22% increase in the construction costs. Staff rebid the project, lowering the projected overrun to a $5.9 million increase. The additional $5.9 million will be needed next fiscal year.

East/West Wing Bid Overrun: Bid results for the East/West wing construction project will require an additional $2.3 million next fiscal year.

Measure Z (Fracking) Litigation: Future litigation costs for the County to defend Measure Z are estimated at a total of $4.0 million over the next three years. Current year costs are estimated at $750,000 of which $125,000 has already been transferred from the appropriation for contingencies, leaving an unfunded remaining need of $3.8 million.

Monterey Bay Community Power JPA Loan Guarantee: Monterey Bay Community Power (MBCP) is a proposed regional Community Choice Energy (CCE) initiative for local jurisdictions to form a Joint Powers Authority (JPA). It is estimated that MBCP will require a loan of up to $3.0 million to cover startup costs. As presented in the drafted JPA document, the $3.0 million credit guarantee would be allocated equally among participating jurisdictions. If the County is required to carry the credit guarantee for all Monterey County cities participating in the JPA, the total credit guarantee could require the County to sequester $1.4 million in funding depending on the financing requirements of the guarantee.

Salinas Valley Basin Groundwater Sustainability Agency (SVBGSA) JPA: The JPA authorizes the County and local agencies to form a Groundwater Sustainability Agency which was required by the Sustainability Groundwater Management Act of 2004 to achieve groundwater sustainability through the adoption and implementation of groundwater sustainability plans. The estimated costs of $1.3 million would cover expenditures related to resourcing activities to support the SVBGSA and it is currently anticipated that the $1.3 million would be divided over the next two fiscal years.

Other unfunded needs include: $943,650 for tenant improvements to the Government Center to accommodate the Public Defender and Human Resources departments relocating to the 2nd floor; $93,265 for emergency watershed protective measures in response to the *Soberanes Fire* to mitigate potential for landslides/runoff damage; $715,135 to settle a legal matter with the state Employment Development Department over disallowed administrative costs; and $422,000 to reauthorize unused prior year reimbursements of expenditures by the Water Resources Agency for current year work on the Interlake Tunnel. Additionally, several costs remain unknown, including costs for storm damages beyond February 16, 2017, costs for the jail expansion, the disposition of the old jail, and general assistance litigation costs.

The table below summarizes the emerging unfunded costs that will require budget solutions beginning in the current year. These costs include the "ordinary" escalating costs discussed in recent years (bargaining agreements, higher benefit costs, the ERP upgrade, and higher general liability and workers' compensation program costs) as well as the extraordinary costs related to the disasters, the *Hernandez v. County of Monterey* settlement, Measure Z, and others. These costs total $28.3 million in the current year. Next year, the unfunded emerging costs grow to $58.8 million and when added to the $4.3 million current year cost of the bargaining agreements, totals $63.2 million beyond the currently balanced budget. An additional $28.6 million will be needed in fiscal year 2018-19. County staff forecast discretionary revenues to grow another $11.1 million next fiscal year and an additional $5.3 million in fiscal year 2018-19 assuming the economy continues growing. In addition, there is the hope that state and federal agencies will partially reimburse the County for the recent disasters. Furthermore, some departments may be able to pass along some of their increased costs to other payors such as the state and grantor agencies. Nevertheless, these funding streams will not amount to sufficient funding to cover these emerging costs, presenting difficult choices for the upcoming budget process.

Countywide Emerging Costs (General Fund)

Unfunded Need	FY 16/17	FY 17/18	FY 18/19	Total
Bargaining Agreements	$4,266,301	$6,742,236	$8,292,950	$19,301,488
Jail Cameras & Other Capital Improvements	7,265,000	-	-	7,265,000
Jail Control Panels & Door Locks	2,244,621	-	-	2,244,621
Storm and Fire Damage through February 16, 2017	11,100,000	18,550,000	4,300,000	33,950,000
Emergency Watershed Protection	93,265	-	-	93,265
Juvenile Hall Bid Overrun	-	5,879,467	-	5,879,467
East/West Wing Bid Overrun	-	2,306,220	-	2,306,220
ERP Upgrade	-	12,532,885	-	12,532,885
Legal Settlement with State EDD	715,135	-	-	715,135
Measure Z (Fracking Litigation)	750,000	1,625,000	1,625,000	4,000,000
Gov't Center 2nd Floor Tenant Improvements	82,209	861,441	-	943,650
MBCP JPA Loan Guarantee	1,363,635	-	-	1,363,635
SV Basin Groundwater Sustainability Agency	-	650,000	650,000	1,300,000
Re-authorizaton of Unspent Interlake Tunnel Funds	422,000	-	-	422,000
Pension Increase	-	4,276,644	8,521,311	12,797,955
Health Insurance	-	2,343,383	2,416,028	4,759,411
General Liability Insurance	-	1,316,755	1,420,583	2,737,338
Workers' Compensation	-	1,750,841	1,404,876	3,155,717
Total	**$28,302,166**	**$58,834,872**	**$28,630,748**	**$115,767,786**

Potential Reimbursements

County staff are seeking reimbursement for the unexpected costs related to the fire and storm events from various sources, including the Fire Management Assistance Grant (FMAG), the California Disaster Assistance Act (CDAA), United States Forest Service (USFS), CalFire, and Federal Highway Administration (FHWA). The best-case scenario is that these agencies will reimburse the County 75% of all costs, leaving the County with a contribution of 25%. The estimates for repairs in the current year are critical to maintaining the county's infrastructure and as such require immediate action. Considerable time may elapse before the County receives reimbursements. In the meantime, the health and safety of the County's residents requires immediate repairs with creative solutions to "cash flow" work pending reimbursements. Solutions are presented below for consideration by the Board to provide critical repairs related to the fire and storm events, as well as other critical needs.

Budget Modification to Address Immediate Needs

The number and severity of recent events require new financial commitments beyond that which can be financed through redirection of existing operating budgets. To meet these needs through redirection of operating budgets would surely result in unprecedented impacts to County operations and staffing. To avoid such impacts, the County Administrative Office recommends modifications to the County's reserves to address the most critical needs, as described below with full details provided in Attachment A.

Transfer $9.5 million from the Strategic Reserve for capital improvements and legal costs to comply with the *Hernandez v. County of Monterey* settlement. The implementation plan agreed upon by parties in the *Hernandez v. County of Monterey* settlement require significant new investment in the jail, including a camera system, capital improvements to prevent suicides, and legal fees. Estimated costs to meet these needs total $7.3 million. In addition, staff recently learned that an additional $2.2 million is needed to integrate the jail control panels and door locks to comply with the implementation plan, increasing the settlement cost to $9.5 million (excluding costs for ongoing staffing). During the last budget process, the County set aside $5.6 million in the general capital (fund balance) assignment to help cover expenses related to the settlement. However, those monies are now needed to help meet the projected $5.9 million juvenile hall bid overrun and the $2.3 million expected east/west wing bid overrun. The County Administrative Office is therefore recommending the transfer of $9.5

million from the Strategic Reserve into the General Capital assignment for support of the implementation plan. These monies will be released from the assignment on a reimbursement-only basis after actual expenses are incurred.

Transfer $16.8 million from the Strategic Reserve to finance critical repairs in response to the *Soberanes Fire* and winter storm disasters. The Resources Management Agency estimates costs for repairing damages caused by the winter storms and fire events to be $34.0 million. Staff in the CAO – Intergovernmental and Legislative Affairs overseeing the disaster recovery effort estimate the County will be potentially eligible for reimbursement up to 75% of total costs, with the County being responsible for the remaining 25% of costs. Staff recommends transferring $8.5 million from the Strategic Reserve into the Disaster Assistance assignment to cover the County's share of expected expenses. Staff also recommends transferring an additional $8.3 million from the Strategic Reserve into the Disaster Assistance assignment to cover the estimated state and federal share of costs as a "bridge" to cover immediate (current year) critical repairs until federal and state reimbursements are received. This action will help ensure the RMA has the initial working capital to support the most time-sensitive work to protect the health and safety of County residents until the County receives state and federal reimbursements for these disasters. These monies will be utilized on a reimbursement basis after actual expenses are incurred.

Transfer $3.9 million from the Strategic Reserve to defend the County and Measure Z. County staff recommend transfer of $3.9 million from the Strategic Reserve into a new assignment to be named *Non-Recoverable Costs* to support County Counsel in defending the County and Measure Z. The Board has already approved a transfer of $125,000 from the contingencies appropriation to County Counsel to support initial needs in this matter. It is estimated that an additional $3,875,000 will be needed over the next three years, including another $750,000 in the current year. Monies will be released from the assignment on a reimbursement basis after actual expenses are incurred.

Transfer $715,135 from the Strategic Reserve for a legal settlement with the California Employment Development Department. Staff recommends transfer of $715,135 from the Strategic Reserve into the new assignment to be named *Non-Recoverable Costs* to cover the County's legal settlement to repay the state for disallowed costs incurred carrying out Workforce Development Board activities.

Modifications are recommended to mitigate departmental impacts of the County's indirect charge-back program. Effective in FY 2016-17, the Auditor-Controller implemented a new cost recovery process in which general fund operating departments will be charged for overhead services while "overhead departments" receive credits (cost recoveries reflected as negative expenditures) for those services. To minimize operational impacts, the County Administrative Office recommended redistribution of County contributions from departments receiving the credits to departments receiving the charges. The redistributions were made as part of the budget process based on the Auditor-Controller's estimated charges. Since that time, the Auditor-Controller has issued revised charges which, in some cases, vary significantly from their previously estimated costs. To again help neutralize this event to minimize operational impacts, the County Administrative Office recommends modifications (as detailed in Attachment A) to redistribute County contributions from departments experiencing unplanned financial gains related to the cost recovery program to those departments negatively impacted by the revised charges.

Other proposed modifications. Other proposed modifications (as detailed in Attachment A) include: a clerical correction to reduce estimated revenue for the Department of Social Services by $1,000,000; and use of the appropriation for contingencies to re-authorize $422,000 for the Interlake Tunnel Project, representing unused reimbursement authority from the prior year.

The proposed modifications discussed earlier will reduce the Strategic Reserve from $56.1 million to $25.2 million, a reduction of $30.9 million. Maintaining an adequate level of reserves is essential to ensuring the long-

term fiscal health of the County and future decisions to expand or add to County commitments should consider the benefit of adding to County liabilities in light of new reserve levels.

Beginning and Ending Balances After Recommended Transfers

Description	Beginning Balances 7/1/16	Transfers	Revised Balances After Transfers
3111 - Strategic Commitment - GF	$ 56,092,695	$ (30,912,256)	$ 25,180,439
3111 - Strategic Commitment - NMC	17,800,000	-	17,800,000
3065 - General Capital Assignment	9,623,624	9,509,621	19,133,245
3126 - Disaster Assistance Program	1,368,837	16,812,500	18,181,337
XXXX - Non-Recoverable Costs (New)	-	4,590,135	4,590,135
Appropriation for Contingencies	4,672,269	(547,000)	4,125,269
	$ 89,557,425	$ (547,000)	$ 89,010,425

Planning for the Fiscal Year 2017-18 Budget

Next fiscal year, the County faces a $11.5 million deficit in current staffing and services plus the emerging unfunded needs discussed earlier. It should be stressed that costs could rise as staff continue to assess impacts of the February 17, 2017 storm, the Pajaro sewer line failure, and potential for future events. Funding of ongoing services considering the continued pressure of accelerating expenditures and new emerging costs will require tough choices in the ensuing months as the County begins building next year's budget.

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 threatened by projected changes in expenditures and revenues in immediately pending 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

"Non-program" revenue provides the financing for departments' general fund contributions (GFC), which become the focus of the annual budget process. General fund contributions represent discretionary general fund revenue appropriated by the Board each fiscal year. Departments use these revenues to supplement program-specific revenues to finance operations.

Baseline GFC allocations to departments for the Forecast years reflect decreases to fund the County's information technology and wellness programs. In recent years, the County has been transitioning away from the practice of general fund departments charging each other for services. Such practices add complexity and confusion to the budget process without commensurate value. Beginning in fiscal year 2017-18, the information technology and

wellness program will cease charging departments and will instead receive their funding through the annual budget process just as do other departments. To finance this change in practice, departments' GFC allocation will be reduced in an amount equal to charges they previously paid for these services, making this a budget neutral event.

Agricultural Commissioner – The Agricultural Commissioner expects to end the current year with $10.5 million in expenditures, $7.1 million in revenues, and general fund contributions of $3.5 million. The Department expects to end the current year within its budgeted GFC. One of the Department's critical revenue sources is from unclaimed gas tax which is distributed based on maintenance of effort (MOE) requirements related to the County's annual GFC to the Department. In the forecast years, revenue is expected to decrease due to a reduction in state contracts and an anticipated reduction in the County's pro rata share of unclaimed gas tax. Increasing deficits in the forecast years are due to negotiated salary increases and greater PERS retirement costs.

Agricultural Commissioner	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$10,272,905	$10,382,131	$ 10,539,098	$ 10,570,422	$ 10,872,448
B. Cost Plan Recovery/Charges	369,209	166,151	166,151	166,151	166,151
C. Total Expenditures	10,642,114	10,548,282	10,705,249	10,736,573	11,038,599
D. Revenue	7,146,141	7,052,309	6,904,934	6,984,046	7,030,311
E. Financing Need, C-D	3,495,973	3,495,973	3,800,315	3,752,527	4,008,288
F. Authorized County Contribution	3,495,973	3,495,973	3,090,256	3,090,256	3,090,256
G. Surplus/(Deficit), F-E	$ -	$ -	$ (710,059)	$ (662,271)	$ (918,032)

Assessor-County Clerk/Recorder – The Assessor-County Clerk/Recorder estimates year-end expenditures of $8.5 million, revenues of $4.2 million, and County contributions of $4.3 million. Compared to budget the Department will end the year with a projected surplus of $178,309 because of salaries and benefits costs below budget due to unexpected resignations and vacancies and a reduction in cost plan charges. Without the reduction in cost plan charges, the Department would end the year with a surplus of $31,033. Forecasted revenue is less than amounts assumed in the budget due to loss of grant monies. The Assessor-County Clerk-Recorder is projecting deficits in the forecasted years as a result of ERP upgrade/maintenance costs, estimated higher cost plan charges, step advances, MOU salary increases, PERS retirement costs, and rising health rates. These deficits assume County contributions remain flat in forecasted years. 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.

Assessor-County Clerk/Recorder	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 8,341,806	$ 7,901,438	$ 8,517,210	$ 8,823,550	$ 9,123,877
B. Cost Plan Recovery/Charges	773,542	626,266	657,579	690,458	724,981
C. Total Expenditures	9,115,348	8,527,704	9,174,789	9,514,008	9,848,858
D. Revenue	4,592,395	4,183,060	4,287,895	4,392,895	4,497,895
E. Financing Need, C-D	4,522,953	4,344,644	4,886,894	5,121,113	5,350,963
F. Authorized County Contribution	4,522,953	4,522,953	4,142,035	4,142,035	4,142,035
G. Surplus/(Deficit), F-E	$ -	$ 178,309	$ (744,859)	$ (979,078)	$ (1,208,928)

Auditor-Controller - The Auditor-Controller's Office includes ten budget units, eight of which are budgeted in the general fund. Two units support countywide non-departmental costs that are not directly Auditor-Controller core operations, consisting of short-term borrowing and the annual audits. The table summarizes the finances for departmental operations. The Auditor-Controller estimates ending the fiscal year with expenditures of $1.2 million, revenues of $454,555, and a County contribution of $719,115. Compared to a budgeted County contribution of $1.1 million, the Department will end the year with a projected surplus of $332,538. The surplus is a result of an increased cost plan credit of $746,824. Without the credit, the Department would have ended the fiscal year in a deficit of $414,286 due to a reduction of anticipated reimbursements from the ERP upgrade project for staff time based on actual hours worked by individuals. The deficits emerging in forecast years are driven by cost increases related to increases in salaries, PERS rates and health insurance premiums.

Auditor-Controller	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$ 5,403,671	$ 5,833,001	$ 6,306,250	$ 7,282,089	$ 7,570,549
B. Cost Plan Recovery/Charges	(3,912,507)	(4,659,331)	(4,659,331)	(4,659,331)	(4,659,331)
C. Total Expenditures	1,491,164	1,173,670	1,646,919	2,622,758	2,911,218
D. Revenue	439,511	454,555	465,385	464,170	465,685
E. Financing Need, C-D	1,051,653	719,115	1,181,534	2,158,588	2,445,533
F. Authorized County Contribution	1,051,653	1,051,653	719,073	719,073	719,073
G. Surplus/(Deficit), F-E	$ -	$ 332,538	$ (462,461)	$ (1,439,515)	$ (1,726,460)

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 fiscal year 2016-17 with a deficit of $364,806. The deficit is mainly attributed to a $300,562 increase in cost plan charges. Without the increase in cost plan charges, there is a potential deficit of $64,244 due to payment of vacation accruals for employees that separated from the County as a result of staffing changes in two Supervisorial districts. The deficits emerging in forecast years are driven by cost increases related to increases in salaries, cost plan charges, ERP upgrade costs, PERS rates and health insurance premiums.

Board of Supervisors	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$ 3,132,958	$ 3,197,202	$ 3,331,842	$ 3,430,740	$ 3,517,572
B. Cost Plan Recovery/Charges	330,817	631,379	631,379	631,379	631,379
C. Total Expenditures	3,463,775	3,828,581	3,963,221	4,062,119	4,148,951
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	3,463,775	3,828,581	3,963,221	4,062,119	4,148,951
F. Authorized County Contribution	3,463,775	3,463,775	3,350,649	3,350,649	3,350,649
G. Surplus/(Deficit), F-E	$ -	$ (364,806)	$ (612,572)	$ (711,470)	$ (798,302)

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 $11.0 million in expenditures and revenue of $11.1 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 and benefits, 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.

Child Support Services	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$10,633,287	$10,775,978	$11,190,804	$11,792,905	$12,165,190
B. Cost Plan Recovery/Charges	368,884	150,949	150,949	150,949	150,949
C. Total Expenditures	11,002,171	10,926,927	11,341,753	11,943,854	12,316,139
D. Revenue	11,140,443	11,140,443	11,605,142	12,010,309	12,269,716
E. Financing Need, C-D	(138,272)	(213,516)	(263,389)	(66,455)	46,423
F. Authorized County Contribution	(138,272)	(138,272)	(138,272)	(138,272)	(138,272)
G. Surplus/(Deficit), F-E	$ -	$ 75,244	$ 125,117	$ (71,817)	$ (184,695)

Clerk of the Board - The Clerk of the Board anticipates year-end expenditures of $918,552, revenue of $20,000 and a county contribution of $898,522. Revenues from assessment appeal application filings are projected to remain flat in forecasted years. Compared to budget, the Department estimates it will end the year with a surplus of $6,130. The surplus is a result of a decrease in cost plan charges of $11,813; however, the Department anticipates operational expenses to be $5,683 over budget due to increased costs related to the recently negotiated bargaining agreements. Expenditures are expected to continue rising in the forecast years due to the bargaining agreements, step advances, increased employee benefit cost and increased internal service charges for the ERP upgrade.

Clerk of the Board	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 813,627	$ 819,310	$ 926,747	$ 954,072	$ 978,555
B. Cost Plan Recovery/Charges	111,025	99,212	99,212	99,212	99,212
C. Total Expenditures	924,652	918,522	1,025,959	1,053,284	1,077,767
D. Revenue	20,000	20,000	20,000	20,000	20,000
E. Financing Need, C-D	904,652	898,522	1,005,959	1,033,284	1,057,767
F. Authorized County Contribution	904,652	904,652	851,777	851,777	851,777
G. Surplus/(Deficit), F-E	$ -	$ 6,130	$ (154,182)	$ (181,507)	$ (205,990)

Cooperative Extension - The Cooperative Extension expects to end the current year with $555,570 in expenditures, $113,566 in revenue and general fund contributions of $442,004. Compared to budget, the Department estimates it will end the year with a surplus of $13,301. Much of the projected surplus is due to a decrease in cost recovery charges of $9,787 and salary savings resulting from a leave of absence. 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.

Cooperative Extension	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 537,652	$ 523,485	$ 537,323	$ 556,000	$ 572,070
B. Cost Plan Recovery/Charges	41,872	32,085	32,085	32,085	32,085
C. Total Expenditures	579,524	555,570	569,408	588,085	604,155
D. Revenue	124,219	113,566	136,018	140,459	142,711
E. Financing Need, C-D	455,305	442,004	433,390	447,626	461,444
F. Authorized County Contribution	455,305	455,305	420,478	420,478	420,478
G. Surplus/(Deficit), F-E	$ -	$ 13,301	$ (12,912)	$ (27,148)	$ (40,966)

County Administrative Office - The table below 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, Fleet Administration, and the Vehicle Asset Management Program (VAMP). The Department projects year-end expenditures of $6.6 million, revenues of $376,557, and a County contribution of $6.3 million. These operations estimate a combined year-end deficit of $1,587,097. The deficit is due to a cost plan credit decrease of $1,611,079. The CAO is projecting hypothetical deficits in the forecast years because of salary increases, cost plan charges, higher PERS rates and increases in health insurance premiums.

County Administrative Office	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Expenditures	$ 9,884,626	$ 9,788,779	$ 7,850,214	$ 6,651,036	$ 6,156,537
B. Cost Plan Recovery/Charges	(4,756,303)	(3,145,224)	(3,145,224)	(3,145,224)	(3,145,224)
C. Total Expenditures	5,128,323	6,643,555	4,704,990	3,505,812	3,011,313
D. Revenue	448,422	376,557	368,659	352,327	354,401
E. Financing Need, C-D	4,679,901	6,266,998	4,336,331	3,153,485	2,656,912
F. Authorized County Contribution	4,679,901	4,679,901	882,405	882,405	882,405
G. Surplus/(Deficit), F-E	$ -	$ (1,587,097)	$ (3,453,926)	$ (2,271,080)	$ (1,774,507)

County Counsel – County Counsel estimates it will end the current fiscal year with $95,463 in expenditures, revenue of $261,877 and a $3.3 million surplus resulting from a cost plan credit increase of $3.3 million. Without the additional credit the Department would end the year with a $10,491 surplus due to salary savings from vacant positions. The deficits emerging in forecast years are driven by cost increases related to increases in salaries, vacation buy backs, PERS rates and increases in health insurance premiums.

County Counsel	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$ 5,193,121	$ 5,155,756	$ 5,969,350	$ 6,221,886	$ 6,558,140
B. Cost Plan Recovery/Charges	(1,738,762)	(5,060,293)	(5,060,233)	(5,060,233)	(5,060,233)
C. Total Expenditures	3,454,359	95,463	909,117	1,161,653	1,497,907
D. Revenue	288,751	261,877	288,751	288,751	288,751
E. Financing Need, C-D	3,165,608	(166,414)	620,366	872,902	1,209,156
F. Authorized County Contribution	3,165,608	3,165,608	2,905,349	2,905,349	2,905,349
G. Surplus/(Deficit), F-E	$ -	$ 3,332,022	$ 2,284,983	$ 2,032,447	$ 1,696,193

District Attorney - The Office of the District Attorney anticipates year-end expenditures of $23.5 million, revenues of $12.9 million and $10.6 million in County contribution, resulting in a year-end surplus of $656,194. Much of the surplus is the result of a decrease in cost plan charges of $612,480. In addition, the Department also saw decreases in operational expenditures of $1,047,696 resulting mostly from salary savings from unfilled positions. Current year revenue is trending below budgeted assumptions to the extent the salary savings reduces qualified reimbursements, as well as reduced grant funding. The Office projects deficits in the forecast years primarily due to forecasted salary step increases and increasing costs related to PERS retirement, health insurance premiums, and allocated costs such as workers' compensation insurance.

District Attorney	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$24,141,086	$23,093,390	$26,037,304	$26,529,937	$26,938,354
B. Cost Plan Recovery/Charges	1,021,074	408,594	408,594	408,594	408,594
C. Total Expenditures	25,162,160	23,501,984	26,445,898	26,938,531	27,346,948
D. Revenue	13,873,723	12,869,741	14,681,689	14,912,273	15,079,593
E. Financing Need, C-D	11,288,437	10,632,243	11,764,209	12,026,258	12,267,355
F. Authorized County Contribution	11,288,437	11,288,437	10,517,850	10,517,850	10,517,850
G. Surplus/(Deficit), F-E	$ -	$ 656,194	$ (1,246,359)	$ (1,508,408)	$ (1,749,505)

Economic Development Department - The Economic Development Department's (EDD) general fund units estimate year-end expenditures of $3.3 million and $3.3 million in use of GFC. Compared to budgeted GFC, the Department estimates ending the year with a small deficit of $55. The Department experienced salary savings on a vacant position, which it is working to fill; however, with an increase in cost plan charges, savings were eroded. Forecasted years project a $184,828 deficit starting in FY 2017-18. An increase in the ERP Upgrade charges is a small part of the deficit, while approximately $170,000 of that deficit is due to increased salaries and corresponding benefits. The deficit continues to rise in future forecasted years primarily due to continued salary and benefit cost increases.

Economic Development Department	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 3,181,902	$ 3,162,624	$ 3,459,797	$ 3,515,010	$ 3,552,036
B. Cost Plan Recovery/Charges	159,886	179,219	179,219	179,219	179,219
C. Total Expenditures	3,341,788	3,341,843	3,639,016	3,694,229	3,731,255
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	3,341,788	3,341,843	3,639,016	3,694,229	3,731,255
F. Authorized County Contribution	3,341,788	3,341,788	3,454,188	3,454,188	3,454,188
G. Surplus/(Deficit), F-E	$ -	$ (55)	$ (184,828)	$ (240,041)	$ (277,067)

Elections - The Elections Department administers all federal, state, county, and local public elections. Departmental expenditures and revenues vary based on the number of scheduled elections and unscheduled special elections in a given year. The Department expects to end the current year with expenditures of $5.1 million, revenues of $1.7 million, and a County contribution of $3.5 million. Compared to budget, the Department will end the year with a projected surplus of $35,901. An increase in local elections resulted in higher expenditures and revenues which comes from local districts that reimburse the cost of their portion of the election. Projected expenditures and revenues in forecast years reflect estimated charges for three scheduled elections in fiscal year 2017-18, a statewide general election in fiscal year 2018-19, and two scheduled elections in fiscal year 2019-20, including a Presidential Primary. Deficits in forecast years arise from flat GFC financing assumptions while services and supplies (including ballot printing, postage, and translation) are projected to increase due to larger or more 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.

Elections	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 4,363,400	$ 4,691,958	$ 4,595,562	$ 4,806,867	$ 5,136,405
B. Cost Plan Recovery/Charges	65,117	440,473	440,473	450,000	500,000
C. Total Expenditures	4,428,517	5,132,431	5,036,035	5,256,867	5,636,405
D. Revenue	913,500	1,653,315	913,500	913,500	913,500
E. Financing Need, C-D	3,515,017	3,479,116	4,122,535	4,343,367	4,722,905
F. Authorized County Contribution	3,515,017	3,515,017	3,372,308	3,372,308	3,372,308
G. Surplus/(Deficit), F-E	$ -	$ 35,901	$ (750,227)	$ (971,059)	$ (1,350,597)

Emergency Communications – The Emergency Communications Department expects to end the current year with $14.4 million in expenditures, $12.5 million in revenue, and general fund contributions of $1.8 million. Compared to budget, the Department estimates it will end the year with a deficit of $181,804. The Department had lower cost plan charges of $70,411, however, the Department anticipates expenses to be $2.2 million over budget, primarily due to the Department not budgeting $1.2 million for completion of the Computer Aided Dispatch (CAD) system. The Department expects to cover the CAD system costs by using $976,393 in restricted revenue and $176,908 in grant monies awarded by the Urban Areas Security Initiative (UASI). Additionally, departmental IT costs estimated at $1.0 million exceed the budgeted amount due to the implementation of the NGEN equipment maintenance agreement. The higher expenditures will be offset with $2.0 million higher revenues through increased charges to user agencies. The Department anticipates deficits in the forecast years ranging from $1.1 million to $2.0 million as the revenues projected are mostly flat, while expenditures increase due to higher maintenance of equipment as the NGEN project is expected to be fully implemented and also due to increasing salaries and benefits costs due to the new labor agreements, rising pension costs, and higher health insurance premiums. The forecast does not reflect $1.4 million in revenue that the Department is anticipating collecting in fiscal year 2017-18 to reimburse the general fund for prior year under billings to user agencies.

Emergency Communications	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$11,740,612	$13,984,937	$12,608,654	$13,134,459	$13,458,352
B. Cost Plan Recovery/Charges	446,099	375,688	375,688	375,688	375,688
C. Total Expenditures	12,186,711	14,360,625	12,984,342	13,510,147	13,834,040
D. Revenue	10,544,061	12,536,171	10,582,828	10,570,220	10,559,173
E. Financing Need, C-D	1,642,650	1,824,454	2,401,514	2,939,927	3,274,867
F. Authorized County Contribution	1,642,650	1,642,650	1,259,583	1,259,583	1,259,583
G. Surplus/(Deficit), F-E	$ -	$ (181,804)	$ (1,141,931)	$ (1,680,344)	$ (2,015,284)

Equal Opportunity Office - The Equal Opportunity Office (EOO) expects to end fiscal year 2016-17 with expenditures of $79,430 and a County contribution of $79,430. Compared to a budgeted County contribution of $219,637, the Department will end the year with a projected surplus of $140,207. Much of this surplus is the result of an additional $140,207 in cost plan recoveries credit. The deficits in forecast years are due to projected increases in expenditures as a result of increased salary and benefits costs (employee step advances, rising PERS contributions, etc.) as well as cost for the EOO's mandatory equal opportunity training program.

Equal Opportunity Office	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 846,990	$ 846,990	$ 986,735	$ 1,014,895	$ 1,034,534
B. Cost Plan Recovery/Charges	(627,353)	(767,560)	(767,560)	(767,560)	(767,560)
C. Total Expenditures	219,637	79,430	219,175	247,335	266,974
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	219,637	79,430	219,175	247,335	266,974
F. Authorized County Contribution	219,637	219,637	178,534	178,534	178,534
G. Surplus/(Deficit), F-E	$ -	$ 140,207	$ (40,641)	$ (68,801)	$ (88,440)

Health – The Health Department provides a wide array of services including but not limited to animal services, behavioral health, public health, clinic services, public guardian/conservator/administrator, emergency medical services, and environmental health. The Department estimates year-end expenditures of $78.5 million, revenues of $72.0 million, and a financing need of $6.5 million. This level of financing is greater than the $5.7 million budgeted by $790,928 due to increases in the cost plan charges of $416,491 and the cost of the pilot project for the remaining uninsured of $374,000. The pilot program covers laboratory, radiology, and pharmacy services of uninsured to improve health outcomes in the community. The current year adopted budget includes an authorization to reimburse the Department for pilot project costs upon year end reconciliation. The deficits in the forecast years are due to costs increasing for County ERP system upgrade and capital needs, and employee health benefit increases.

Health Department	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$84,899,031	$75,412,417	$ 85,696,425	$ 85,294,284	$ 87,648,050
B. Cost Plan Recovery/Charges	2,646,838	3,080,215	3,080,215	3,080,215	3,080,215
C. Total Expenditures	87,545,869	78,492,632	88,776,640	88,374,499	90,728,265
D. Revenue	81,841,183	71,997,018	81,290,973	79,718,123	78,986,017
E. Financing Need, C-D	5,704,686	6,495,614	7,485,667	8,656,376	11,742,248
F. Authorized County Contribution	5,704,686	5,704,686	5,874,185	5,874,185	5,874,185
G. Surplus/(Deficit), F-E	$ -	$ (790,928)	$ (1,611,482)	$ (2,782,191)	$ (5,868,063)

Human Resources – The Human Resources Department projects, excluding the cost plan credit, expenditures of $3.8 million and a general fund financing need of $3.8 million. Adjusting for the cost plan credit, projected expenditures are $975,063 and a general fund need of $974,891, resulting in a deficit of $758,550. The deficit is mostly due to a decrease in cost plan credits of $804,381. Without the decrease in credits, the Department would end the year with a surplus of $45,831. This surplus is attributed to vacancies in the Department. Forecasted years are projecting deficits as a result of increases in the costs of services and supplies, and significant increases for benefit expenditures. In addition, funding for positions assigned to the ERP project will end beginning in fiscal year 2017-18 adding to the overall deficit.

Human Resources	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 3,870,121	$ 3,824,462	$ 4,437,759	$ 4,721,328	$ 4,856,723
B. Cost Plan Recovery/Charges	(3,653,780)	(2,849,399)	(2,849,399)	(2,849,399)	(2,849,399)
C. Total Expenditures	216,341	975,063	1,588,360	1,871,929	2,007,324
D. Revenue	-	172	-	-	-
E. Financing Need, C-D	216,341	974,891	1,588,360	1,871,929	2,007,324
F. Authorized County Contribution	216,341	216,341	48,202	48,202	48,202
G. Surplus/(Deficit), F-E	$ -	$ (758,550)	$ (1,540,158)	$ (1,823,727)	$ (1,959,122)

Information Technology – The current year-end estimate reflects the Information Technology Department (ITD) full cost recovery methodology, in which ITD operational expenses are fully recovered through its rate structure and customer billing. ITD Capital Improvement Projects (CIP) were also fully recovered as a separate chargeback to all County ITD customers. In addition, ITD budgeted a cost plan credit of $2.5 million based on the Auditor-Controller's cost plan estimates. The Department projects year-end expenditures of $310,818, revenues of $989,403, and an ending surplus of $678,585. The decrease in the ending surplus is mostly due to actual cost plan charges of $168,380, as opposed to the estimated credit of $2.5 million. Without the increase in cost plan charges, the Department would have ended the year with a surplus of $802,759. Beginning in fiscal year 2017-18, the Department will no longer bill general fund customers for countywide services. Instead, beginning in fiscal year 2017-18, ITD will receive funding through the budget process as do other departments. Departments receiving external revenue for these services are excluded and will continue to be billed directly by ITD. The Department anticipates deficits in the forecast years due to increasing salary and benefits costs due to the new labor agreements, rising pension costs, higher health insurance premiums, and lower reimbursements.

Information Technology	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$ 23,749,009	$ 22,022,825	$ 23,981,539	$ 24,186,177	$ 24,294,851
B. Cost Plan Recovery/Charges	(2,497,473)	168,380	168,380	168,380	168,380
Reimbursements	(23,022,873)	(21,880,387)	(16,166,972)	(16,166,972)	(15,543,757)
C. Total Expenditures	(1,771,337)	310,818	7,982,947	8,187,585	8,919,474
D. Revenue	770,342	989,403	758,836	758,836	1,042,524
E. Financing Need, C-D	(2,541,679)	(678,585)	7,224,111	7,428,749	7,876,950
F. Authorized County Contribution	(2,541,679)	(2,541,679)	7,366,402	7,366,402	7,366,402
G. Surplus/(Deficit), F-E	$ -	$ (1,863,094)	$ 142,291	$ (62,347)	$ (510,548)

Parks (General Fund) – The Parks Department projects year-end expenditures of $6.7 million, revenues of $4.5 million, and a County contribution of $2.2 million. Compared to a budgeted County contribution of $2.0 million, the Department will end the year with a deficit of $129,304. The Department estimates revenues will come in under budget by nearly $203,983, partially due to the impact the Soberanes Fire had on the Department's day use and rental activity during the peak season. The loss of revenue is projected to be partially offset by a $74,679 reduction in expenditures from decreased staff charges from other departments and cost plan charges. The Department will continue to pursue cost saving opportunities to help reduce the general fund contribution deficit by fiscal year-end.

General fund contribution deficits in the Department's general fund operations are expected to grow over the forecast primarily due to rising salary and benefit cost, such as salary increases related to the bargaining agreements, PERS contribution rates, and employee health insurance. In fiscal year 2016-17, the Department had a one-time operating transfer-in of $450,000 from the Laguna Seca Track Maintenance and Repairs fund balance assignment. As a one-time use, the revenue is not forecasted in future years.

Parks	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$ 6,186,144	$ 6,221,275	$ 6,407,977	$ 6,728,411	$ 6,972,614
B. Cost Plan Recovery/Charges	560,023	450,213	450,213	450,213	450,213
C. Total Expenditures	6,746,167	6,671,488	6,858,190	7,178,624	7,422,827
D. Revenue	4,698,002	4,494,019	3,921,092	3,921,092	3,921,092
E. Financing Need, C-D	2,048,165	2,177,469	2,937,098	3,257,532	3,501,735
F. Authorized County Contribution	2,048,165	2,048,165	1,869,170	1,869,170	1,869,170
G. Surplus/(Deficit), F-E	$ -	$ (129,304)	$ (1,067,928)	$ (1,388,362)	$ (1,632,565)

Probation - The Department's fiscal year 2016-17 year-end estimates reflect expenditures of $45.4 million, revenue of $23.5 million and estimated general fund contributions of $21.8 million. Based on this estimate, the Department will end with a surplus of $221,597, under the authorized general fund contribution of $22.1 million. The surplus is attributed to $749,113 in lower cost plan charges than anticipated, which was offset with unbudgeted negotiated MOU bargaining unit salary and benefit increases, cost increases related to the state contract with the Department of Juvenile Justice and a lower than budgeted revenue projection for Public Safety sales tax revenue. Had the Department not had the financial gain resulting from lower cost plan charges, the Department would end the year with a deficit of $527,516. Probation is working to mitigate the unbudgeted expenditures through careful use of resources and monitoring of operations over the remainder of the year. The forecast for fiscal year 2017-18 through fiscal year 2019-20 indicates deficits ranging from $4.1 to $7.3 million. The deficits are attributable to salary and benefit increases for negotiated bargaining agreements, higher PERS contributions and cost increases for health insurance premiums, workers' compensation insurance and infrastructure charges.

Probation	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$43,974,356	$44,395,953	$ 47,935,236	$ 49,658,804	$ 51,163,992
B. Cost Plan Recovery/Charges	1,713,778	964,665	964,665	964,665	964,665
C. Total Expenditures	45,688,134	45,360,618	48,899,901	50,623,469	52,128,657
D. Revenue	23,622,818	23,516,899	23,676,429	23,658,993	23,643,716
E. Financing Need, C-D	22,065,316	21,843,719	25,223,472	26,964,476	28,484,941
F. Authorized County Contribution	22,065,316	22,065,316	21,141,672	21,141,672	21,141,672
G. Surplus/(Deficit), F-E	$ -	$ 221,597	$ (4,081,800)	$ (5,822,804)	$ (7,343,269)

Public Defender - The Public Defender's function consists of two budget units: the Alternate Defender (ADO) and Public Defender (PDO). The two units estimate combined year-end expenditures of $11.5 million, revenue of $658,000, and ending general fund contributions of $10.8 million. Compared to budget, the Department would end the current year $140,213 under its currently authorized GFC. The Department was impacted with additional cost plan charges of $69,671; however, it is anticipated this can be absorbed in the current year budget. Although, the current estimated GFC is under the authorized GFC, it is likely that the Department may need the estimated balance and perhaps more to cover ancillary costs of unforeseen serious cases and related attorney fees. The Department projects deficits in the forecast years due to earned step advances, forecasted increases in employee benefits and general liability costs, and negotiated salary increases. Additional cost drivers are employee promotions, unanticipated termination payouts, costs related to the upgrade of aging computers and software, and the records imaging project to keep pace with the Superior Court's new systems.

Public Defender	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$11,125,159	$11,015,275	$11,649,509	$12,021,722	$12,271,765
B. Cost Plan Recovery/Charges	414,535	484,206	484,206	484,206	484,206
C. Total Expenditures	11,539,694	11,499,481	12,133,715	12,505,928	12,755,971
D. Revenue	558,000	658,000	558,000	558,000	558,000
E. Financing Need, C-D	10,981,694	10,841,481	11,575,715	11,947,928	12,197,971
F. Authorized County Contribution	10,981,694	10,981,694	10,618,979	10,618,979	10,618,979
G. Surplus/(Deficit), F-E	$ -	$ 140,213	$ (956,736)	$ (1,328,949)	$ (1,578,992)

Resource Management Agency (General Fund) - The Resource Management Agency (RMA) fiscal year 2016-17 current year estimate projects expenditures of $23.5 million, revenues of $10.7 million, and a general fund contribution of $12.8 million. In comparison to the modified budget, the Department estimates it will end the year

with a deficit of $2.2 million. The deficit is a result of a decrease in cost plan credits of $2.3 million. Without the reduction in credits, the Department would end the year with a net surplus of $150,662. While estimated salary and benefit savings of $1,585,138 are projected due to unfilled positions, these savings are offset by increased utility and other service costs of $277,644, as well as lower reimbursements of staff cost of $410,809 due to multiple capital project delays. The RMA included cost plan credits as part of their budgeted revenue rather than as an expenditure offset. The year-end estimate makes this technical adjustment. With this adjustment, RMA is projecting a net decrease in revenue of $791,023, which is largely attributable to a reduction in construction permit fees, as several long-term projects were deferred into next fiscal year. RMA will continue to closely monitor its operations and follow up with the Board before the end of the fiscal year if it becomes apparent that RMA is unable to continue operations within the current general fund allocation.

The Department anticipates a growing deficit in forecast years from $5.8 million to $7.5 million. The increase in the deficit is primarily attributable to the county cost plan charges, which rose over $2.3 million. Other contributing factors include increases to salaries related to bargaining agreements, PERS contribution rates, employee health insurance, and general liability. Revenue is projected to decrease by $452,109 in fiscal year 2017-18. The Department anticipates a reduction in both construction permit fees and one-time grant funds for the Coastal Impact Assistance Program and Department of Water Resources.

Resource Management Agency	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$33,444,846	$26,232,157	$ 27,767,185	$ 27,994,321	$ 29,011,331
B. Cost Plan Recovery/Charges	(5,014,467)	(2,698,349)	(2,698,349)	(2,698,349)	(2,698,349)
C. Total Expenditures	28,430,379	23,533,808	25,068,836	25,295,972	26,312,982
D. Revenue	17,829,764	10,722,738	10,270,629	9,834,190	9,844,179
E. Financing Need, C-D	10,600,615	12,811,070	14,798,207	15,461,782	16,468,803
F. Authorized County Contribution	10,600,615	10,600,615	8,982,822	8,982,822	8,982,822
G. Surplus/(Deficit), F-E	$ -	$ (2,210,455)	$ (5,815,385)	$ (6,478,960)	$ (7,485,981)

Sheriff-Coroner - The Sheriff's Office expects to end the current year with $97.0 million in expenditures, $36.4 million in revenues, and general fund contributions of $60.6 million. Compared to budget, the Office estimates that it will end with a surplus of $10,814 in fiscal year 2016-17. However, the Office had $1.5 million lower cost plan charges than anticipated. Had the Office not had the financial gain resulting from lower cost plan charges, the Office would end the year with a deficit of $1.5 million. Factors contributing to the adjusted deficit include increased costs to hire and train sworn officers, such as background investigation costs, tuition for the basic police academy and safety equipment. Other factors contributing to the deficit include unbudgeted supplies/safety equipment for new patrol vehicles, higher than budgeted overtime costs, building repair costs, and new technology costs. Additionally, the Office anticipates lower revenue of $1.5 million primarily due to lower reimbursements under the inmate housing contract. The Office anticipates deficits in the forecast years due to increasing costs related to labor agreements, PERS retirement, health insurance premiums, and allocated costs such as workers' compensation and general liability insurance premiums.

Sheriff-Coroner	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$93,196,327	$93,135,808	$ 96,776,985	$ 99,785,333	$ 103,988,436
B. Cost Plan Recovery/Charges	5,331,077	3,860,948	3,860,948	3,860,948	3,860,948
C. Total Expenditures	98,527,404	96,996,756	100,637,933	103,646,281	107,849,384
D. Revenue	37,903,367	36,383,533	36,555,046	37,053,615	37,584,014
E. Financing Need, C-D	60,624,037	60,613,223	64,082,887	66,592,666	70,265,370
F. Authorized County Contribution	60,624,037	60,624,037	58,912,441	58,912,441	58,912,441
G. Surplus/(Deficit), F-E	$ -	$ 10,814	$ (5,170,446)	$ (7,680,225)	$ (11,352,929)

Social Services - The Department of Social Services (DSS) estimates year-end expenditures of $193.4 million, revenue of $181.5 million and a General Fund Contribution of $11.9 million. The current year-end estimated expenditures are less than budget primarily due to a decline of $2.0 million in entitlement costs for CalWorks, Out of Home Care, General Assistance, In-Home Supportive Services, and $1.0 million in salary savings. Estimated year-end revenues decreased due to the reimbursement by the state and federal government which only provides funding based on actual expenses. The estimated year-end deficit in General Fund Contributions is resulting from a CAO clerical error in which we did not reduce revenue commensurate with the budgeted reduction in expenditures related to the ERP adjustment. It should be noted that the year-end estimate was completed at a time when only one quarter of fiscal data was available to estimate earned revenues, where these estimates may change before year-end closing.

The estimated deficits for the forecast years are directly related to entitlement programs and homeless assistance programs. These include increases in: state mandated COLAs for all Out of Home Care Programs such as Foster Care and Adoption Assistance and the state mandated implementation of Continuum of Care in children services operations. Additionally, there is a statutory 3.5% increase in the In-Home Supportive Services (IHSS) Programs' existing Maintenance of Effort, and deficits in ongoing homeless assistance programs. Realignment funding and growth funding is not yet known and was assumed to remain "flat" for the forecast.

Social Services	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Operational Expenditures	$ 193,212,324	$ 190,912,471	$ 197,159,097	$ 203,335,966	$ 208,374,029
B. Cost Plan Recovery/Charges	3,278,052	2,504,020	2,504,020	2,504,020	2,504,020
C. Total Expenditures	196,490,376	193,416,491	199,663,117	205,839,986	210,878,049
D. Revenue	185,371,822	181,450,272	184,318,677	188,527,369	191,550,125
E. Financing Need, C-D	11,118,554	11,966,219	15,344,440	17,312,617	19,327,924
F. Authorized County Contribution	11,118,554	11,118,554	12,005,042	12,005,042	12,005,042
G. Surplus/(Deficit), F-E	$ -	$ (847,665)	$ (3,339,398)	$ (5,307,575)	$ (7,322,882)

Treasurer-Tax Collector – The Treasurer-Tax Collector projects year-end expenditures of $7.1 million, revenue of $6.1 million, and a County contribution of $1.1 million. Compared to a budgeted County contribution of $1.3 million, the Department will end the year with a projected surplus of $237,502. The revised distribution in cost plan recovery charges lowered year-end estimated expenditures resulting in a credit of $475,027. Absent this revision, the Department's year-end expenditures would reflect a total deficit of $273,267. Expenditures for salaries and benefits are estimated to end the year $187,528 below budget. Savings in salaries and benefits also help offset increased services and supplies expenditures, which otherwise exceed the modified budget by $88,969, primarily due to increased costs for banking services, and unanticipated increases in ERP charges. Compared to the fiscal year 2016-17 modified budget, forecasted fiscal year 2017-18 operational expenditures reflect an increase of $603,141. Salaries and benefits expenditures are estimated to increase by $333,091 to cover costs for Board approved salary increases and related FICA and Medicare expenses, increases in OPEB, PERS Retirement, workers' compensation insurance, and health insurance benefits. Increased expenditures also include full year costs for three new positions approved by the Board on December 13, 2016.

Departmental revenue is expected to be under budget in the current year by $134,892. This reduction correlates with expenditures savings in the Revenue Division, which receives revenue based on actual costs of collections services to the local Superior Court. Fiscal year 2017-18 revenue projections conservatively reflect allowable cost recovery related to the Departments services and programs. Although forecasted revenue decreases in fiscal year 2017-18, the Department anticipates revenue will match or slightly exceed the fiscal year 2016-17 year-end estimate primarily due to the implementation of the cannabis licensing and tax collections operations set to be

implemented this fiscal year. The forecasted total expenditure and revenue projections for fiscal year 2018-19 and fiscal year 2019-20 generally assume 2% increase in costs, with like increases for offsetting revenues

Treasurer Tax Collector	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Operational Expenditures	$ 7,481,067	$ 7,619,442	$ 8,084,208	$ 8,379,944	$ 8,724,839
B. Cost Plan Recovery/Charges	35,742	(475,027)	(475,027)	(475,027)	(475,027)
C. Total Expenditures	7,516,809	7,144,415	7,609,181	7,904,917	8,249,812
D. Revenue	6,195,944	6,061,052	5,653,424	5,747,659	5,843,820
E. Financing Need, C-D	1,320,865	1,083,363	1,955,757	2,157,258	2,405,992
F. Authorized County Contribution	1,320,865	1,320,865	1,046,926	1,046,926	1,046,926
G. Surplus/(Deficit), F-E	$ -	$ 237,502	$ (908,831)	$ (1,110,332)	$ (1,359,066)

OTHER MAJOR FUNDS

Natividad Medical Center - Natividad Medical Center (NMC) is a County "Enterprise Fund," defined as a governmental fund that provides goods and services to the public for a fee, which makes the entity self-supporting.

Revenue: Net patient revenue is projected to increase in fiscal year 2017 and fiscal year 2018, with a reduction forecasted in fiscal Year 2018-19 and fiscal year 2019-20. The revenue decline is attributed to the 1115 Waiver through 2020 (Medi-Cal 2020). Medi-Cal 2020 includes three main components: (1) Public Hospital Redesign and Incentives (PRIME), which provides incentive payments; 2) Public Safety-Net System Global Payment Program (GPP), a funding source for the uninsured; and 3) Federal/State Shared Savings. As Medi-Cal 2020 progresses, the components may result in lower revenue. FY 2016-17 and FY 2017-18 growth is attributed to an increase in the average daily census, an improved payor mix and a favorable allocation from Medi-Cal 2020's PRIME and GPP components.

Operating Expenses: Operating expenses are projected to increase by an annual average of 2% due to annual cost increases for labor and non-labor services and projected volume increases. Primary growth is in Salaries and Benefits (wage increases).
Costs for medical and lab supplies are also increasing.

Capital Expenditures: Fiscal year 2016-17 through 2018-19 will see heavy capital expenditures ranging between $26.2 million and $41.2 million annually. Where Project costs are above $100,000, funds are transferred to the NMC capital fund (Fund 404) to make sure funding is available for an approved project, and then as funds are needed, they are transferred back to NMC's operational fund (Fund 451) for use. The projects are primarily to upgrade patient care areas, replace clinical equipment, and investment in required information technology programs.

Net Results: NMC staff projects a constant decline in fund balance totaling $38,596,016 during the forecast period due to the heavy investment in capital.

Natividad Medical Center	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Beginning Fund Balance	$ 73,366,700	$ 66,311,305	$ 82,926,652	$ 62,222,039	$ 51,378,491
B. Revenue	262,167,926	288,543,370	300,018,896	292,097,704	290,142,469
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	335,534,626	354,854,675	382,945,548	354,319,743	341,520,960
E. Expenditures	251,667,562	271,928,023	320,723,509	302,941,252	296,249,912
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	251,667,562	271,928,023	320,723,509	302,941,252	296,249,912
H. Ending Fund Balance, D-G	$ 83,867,064	$ 82,926,652	$ 62,222,039	$ 51,378,491	$ 45,271,048

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.

The County's Road Fund has experienced significant reductions in the Highway User Tax Allocation (HUTA) receipts, also referred to as "Gas Tax". HUTA is the primary funding source for road and bridge maintenance for the County. In fiscal year 2013-14 the Road Fund received $12.6 million in HUTA funding, and three years later, RMA projects 2016-17 HUTA receipts to come in under $8.7 million. The result is a net decline in Road Fund HUTA revenues of $3.9 million or 33.1% over the last three years. The loss of these revenues has resulted in a significant erosion of available fund balance. For fiscal year 2016-17, the Road Fund forecasts an additional reduction in fund balance of $833,573, which would result in an ending fund balance of $498,406. The compounding effect of reduced HUTA receipts into fiscal year 2017-18 will result in significant operational impacts to the Road Fund.

The Transportation Agency for Monterey County (TAMC) successfully passed a retail transactions and use tax ordinance, which TAMC anticipates will generate $20.0 million in annual funding for local road maintenance, transit and pedestrian projects, and regional road projects. RMA tentatively estimates the County's share of revenues at $5.0 million annually. The new funding source is restricted and is intended to augment, rather than replace, existing transportation expenditures. The tax levy will go into effect April 1, 2017, with the 1st quarter revenue payments being distributed in August 2017. This new funding source has been excluded from the forecast, as there are many unknown variables, such as TAMC's cost share formula methodology and project approval process. Once staff can assert an accurate forecast, additional information will be provided to the Board of Supervisors.

While the erosion of HUTA revenues is a significant factor in the projected operating deficit, the deficit also reflects more than $1.2 million in unforeseen response and recovery cost encountered as a result of the Soberanes Fire. The County estimates the fire cost, from initial response to full restoration, will be upwards of $10 million. In addition, fiscal year 2017-18 salary and benefit costs are projected to increase by $1.6 million as a result new bargaining agreements, PERS contribution rates, and employee health insurance. A projected decrease in services and supplies of $615,120, most notably from general liability insurance dropping over $387,000, will offset some of the salary and benefit increases. However, capital project expenditures are expected to increase over $6.6 million in 2017-18, primarily due to the Blanco Road Overlay Project of $3 million and the Davis Road Bridge Replacement and Road Widening Project increasing $2.8 million.

Fund balance will no longer be able to sustain expenditures at current levels without an alternative funding source. Staff will continue to identify alternate funding sources in order to continue maintaining the County's infrastructure at current levels.

Road Fund	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
A. Beginning Fund Balance	$ 1,331,979	$ 1,331,979	$ 498,406	$ (132,840)	$ (6,563,431)
B. Revenue	38,898,911	32,311,732	39,995,526	48,125,425	44,986,392
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	40,230,890	33,643,711	40,493,932	47,992,585	38,422,961
E. Expenditures	38,640,720	33,145,305	40,626,772	54,556,016	46,737,068
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	38,640,720	33,145,305	40,626,772	54,556,016	46,737,068
H. Ending Fund Balance, D-G	$ 1,590,170	$ 498,406	$ (132,840)	$ (6,563,431)	$ (8,314,107)

Monterey County Free Libraries - The Monterey County Free Libraries (MCFL) is a special taxing authority under the County Library Law of 1911, established to provide library services to the diverse communities of Monterey County. The Library's operations are primarily financed through its own share of the property tax.

Current year revenues are projected to increase at 1.5% based on actual revenues received this current fiscal year, and projected to level off for the next 3 forecasted years. The 1.5% growth in property tax revenue is conservatively compared to the Assessor's 3.9% estimated growth used for the general fund forecast.

Expenditures increased moderately in the current year and forecast period due to increased costs related to rents and leases of buildings, janitorial and maintenance services, and additional cost increases relating to the new bargaining agreement and employee benefits.

MCFL's upcoming capital improvements projects for the next three years include the construction and reopening of the Parkfield Library for which funding and construction opportunities are being discussed with the community and will include discussions with the school district, and possibly the need for a new location for the Bradley Library. The East Garrison community library is another possible project. The City of Gonzales is also exploring options for building a new library in that city. The exact cost of these projects to the County is unknown at this time. In addition, MCFL's two bookmobiles and the Reading Safari van are anticipated to have increasing need for repairs and maintenance, and possibly even replacement of two of the vehicles.

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

Monterey County Free Libraries	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Beginning Fund Balance	$ 1,077,528	$ 1,077,528	$ 1,264,412	$ 1,353,700	$1,497,248
B. Revenue	9,954,562	9,954,562	10,674,578	10,834,691	10,997,210
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	11,032,090	11,032,090	11,938,990	12,188,391	12,494,458
E. Expenditures	10,164,266	9,767,678	10,585,290	10,691,143	10,798,051
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	10,164,266	9,767,678	10,585,290	10,691,143	10,798,051
H. Ending Fund Balance, D-G	$ 867,824	$ 1,264,412	$ 1,353,700	$ 1,497,248	$1,696,407

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

The year-end estimates for the Behavioral Health Bureau are expenditures totaling $94.3 million, revenues totaling $90.7 million, with estimated ending fund balance of $14.0 million. As the Department continues to expand to meet an increased demand for services, in part attributable to the Affordable Care Act (ACA), which expanded the Medi-Cal eligible population, and the Medi-Cal Waiver 2020 which will expand Drug Medi-Cal eligible population, and to address the needs for services in unserved or underserved communities in the County, the Department anticipates the need to use fund balance in the forecast years. The anticipated use of fund balance will partially cover operational costs and will provide the matching funds required to draw down Federal Financial Participation (FFP) funds.

Assuming levels of service and revenues were to remain the same, in the last of the forecasted years, fiscal year 2019-20, the Department would be in a deficit status. However, the Department's approach in developing annual operational budgets is to assess needs versus available resources, and to adjust accordingly to maintain a prudent level of resources for periods of economic instability. The Department will maintain and continue to employ the same budgeting approach in the foreseeable future, and will make use of reserves when it is prudent to do so to meet community needs.

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

Behavioral Health	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Beginning Fund Balance	$ 17,539,352	$ 17,539,352	$ 14,007,551	$ 7,426,019	$ 761,225
B. Revenue	104,927,846	90,796,025	104,352,549	106,177,426	108,360,063
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	122,467,198	108,335,377	118,360,100	113,603,445	109,121,288
E. Expenditures	116,858,100	94,327,826	110,934,081	112,842,220	115,134,612
F. Provisions for Assigments	-	-			-
G. Total Financing Uses, E+F	116,858,100	94,327,826	110,934,081	112,842,220	115,134,612
H. Ending Fund Balance, D-G	$ 5,609,098	$ 14,007,551	$ 7,426,019	$ 761,225	$ (6,013,324)

Parks - Lakes Resorts - The Parks Lake Resort Operations Fund is a County enterprise fund, and as such, its operations are to be financed and operated in a manner similar to private business enterprises, where services provided are primarily funded through user charges. The Lakes began fiscal year 2016-17 with a negative $5.5 million net position, which includes a $2.9 million negative adjustment in fiscal year 2014-15 to comply with pension liability reporting requirements.

It's projected that Nacimiento Lake camping and day use revenues will increase $1.0 million over budget, due to an increase in use. Expenditures are projected to increase by $803,935 over budget, largely due to the inclusion of depreciation expenditures in the current year estimate. The change in net position is still projected to decline by $93,313, resulting in a projected year end negative net position of $5.6 million. The three-year forecast reflects a reduction in expenditures due mostly to a reduction in estimated depreciation cost. The recent unanticipated rainfalls are not factored into the three-year forecast estimated revenues. Lake San Antonio remains closed except for special events, such as Lightening in a Bottle, but continues to be maintained. The forecast years cautiously assume that lake levels remain low and revenues remain steady continuing to result in annual losses. If rainfalls continue through the end of fiscal year 2016-17 it is expected that Lake Nacimiento would experience a more profitable season beginning fiscal year 2017-18.

Parks - Lakes Resorts	Modified Budget 2016-17	Year-End Estimate 2016-17	Forecast		
			2017-18	2018-19	2019-20
A. Beginning Net Position	$ (5,515,874)	$ (5,515,874)	$ (5,609,187)	$ (5,804,675)	$ (5,930,574)
B. Revenue	3,663,798	4,674,420	4,095,206	4,095,206	4,095,206
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	(1,852,076)	(841,454)	(1,513,981)	(1,709,469)	(1,835,368)
E. Expenditures	3,963,798	4,767,733	4,290,694	4,221,105	4,285,907
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	3,963,798	4,767,733	4,290,694	4,221,105	4,285,907
H. Ending Net Position, D-G	$ (5,815,874)	$ (5,609,187)	$ (5,804,675)	$ (5,930,574)	$ (6,121,275)

Expenditure/Revenue History by Department for All Funds

Department		FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated	FY 2017-18 Recommended
Board of Supervisors								
1000	Expenditures	$ 2,933,046	$ 2,907,910	$ 2,786,775	$ 2,968,566	$ 3,063,579	$ 3,828,581	$ 3,880,624
	Revenue	$ -	$ 488	$ -	$ -	$ -	$ -	$ -
	GF Contribution	$ 2,933,046	$ 2,907,422	$ 2,786,775	$ 2,968,566	$ 3,063,579	$ 3,828,581	$ 3,880,624
County Administrative Office								
1050	Expenditures	$ 64,963,535	$ 44,311,430	$ 49,630,191	$ 69,877,033	$ 54,329,509	$ 54,316,965	$ 96,792,786
	Revenue	$ 215,294,879	$ 184,752,485	$ 197,752,681	$ 226,883,472	$ 209,534,602	$ 203,403,811	$ 236,503,367
	GF Contribution/Fund Balance	$ (150,331,344)	$ (140,441,055)	$ (148,122,491)	$ (157,006,439)	$ (155,205,093)	$ (149,086,846)	$ (139,710,581)
Departmental	Expenditures	$ 8,057,502	$ 4,985,750	$ 5,464,528	$ 5,345,862	$ 7,415,365	$ 6,643,555	$ 11,735,375
1050_CAO_BR	Revenue	$ 1,052,884	$ 460,178	$ 281,584	$ 560,514	$ 636,707	$ 376,557	$ 9,109,255
	GF Contribution	$ 7,004,618	$ 4,525,572	$ 5,182,944	$ 4,785,348	$ 6,778,658	$ 6,266,998	$ 2,626,120
Departmental	Expenditures	$ 56,906,033	$ 39,325,680	$ 44,165,663	$ 64,531,171	$ 46,914,144	$ 47,673,410	$ 84,957,411
1050_CAON_BR	Revenue	$ 214,241,995	$ 184,292,307	$ 197,471,097	$ 226,322,958	$ 208,897,894	$ 203,027,254	$ 227,394,112
	GF Contribution/Fund Balance	$ (157,335,962)	$ (144,966,627)	$ (153,305,434)	$ (161,791,787)	$ (161,983,750)	$ (155,353,844)	$ (142,436,701)
Human Resources								
1060	Expenditures	$ -	$ 10,442,261	$ 11,026,265	$ 12,433,657	$ 12,058,163	$ 10,523,058	$ 13,992,940
	Revenue	$ -	$ 10,322,044	$ 9,528,999	$ 8,693,114	$ 9,098,739	$ 9,119,660	$ 10,737,769
	GF Contribution/Fund Balance	$ -	$ 120,216	$ 1,497,266	$ 3,740,543	$ 2,959,424	$ 1,403,398	$ 3,255,171
Economic Opportunity								
1070	Expenditures	$ 13,440,117	$ 10,706,998	$ 36,980,909	$ 15,942,077	$ 12,403,550	$ 25,842,438	$ 14,349,493
	Revenue	$ 11,884,851	$ 5,779,054	$ 17,876,612	$ 13,832,275	$ 10,084,736	$ 22,250,429	$ 9,243,740
	GF Contribution/Fund Balance	$ 1,555,266	$ 4,927,944	$ 19,104,297	$ 2,109,802	$ 2,318,814	$ 3,592,009	$ 5,105,753
Equal Opportunity Office								
1080	Expenditures	$ 608,746	$ 584,454	$ 604,911	$ 659,738	$ 792,199	$ 79,430	$ 178,534
	Revenue	$ 78,113	$ 41,301	$ -	$ -	$ 5	$ -	$ -
	GF Contribution	$ 530,633	$ 543,152	$ 604,911	$ 659,738	$ 792,194	$ 79,430	$ 178,534
Auditor/Controller								
1110	Expenditures	$ 15,544,834	$ 15,226,582	$ 15,171,681	$ 13,828,772	$ 17,330,663	$ 27,316,330	$ 14,151,335
	Revenue	$ 17,484,676	$ 17,486,543	$ 16,280,579	$ 16,694,850	$ 18,313,951	$ 19,526,524	$ 19,541,748
	GF Contribution/Fund Balance	$ (1,939,842)	$ (2,259,961)	$ (1,108,898)	$ (2,866,078)	$ (983,288)	$ 7,789,806	$ (5,390,413)
Auditor/Controller - Departmental	Expenditures	$ 4,950,507	$ 4,967,737	$ 4,869,612	$ 5,073,692	$ 5,294,163	$ 1,173,670	$ 1,197,852
1110_AUDC_DV	Revenue	$ 685,249	$ 473,728	$ 469,027	$ 520,445	$ 443,828	$ 454,555	$ 478,779
	GF Contribution	$ 4,265,258	$ 4,494,009	$ 4,400,585	$ 4,553,247	$ 4,850,335	$ 719,115	$ 719,073
Auditor/Controller - Nondepartmental	Expenditures	$ 10,594,327	$ 10,258,845	$ 10,302,069	$ 8,755,080	$ 12,036,500	$ 26,142,660	$ 12,953,483
1110_ACNO_DV	Revenue	$ 16,799,427	$ 17,012,815	$ 15,811,552	$ 16,174,405	$ 17,870,123	$ 19,071,969	$ 19,062,969
	GF Contribution/Fund Balance	$ (6,205,100)	$ (6,753,970)	$ (5,509,483)	$ (7,419,325)	$ (5,833,623)	$ 7,070,691	$ (6,109,486)
Treasurer/Tax Collector								
1170	Expenditures	$ 5,829,363	$ 5,975,981	$ 6,297,639	$ 6,177,869	$ 6,674,084	$ 7,144,415	$ 7,739,730
	Revenue	$ 5,041,509	$ 5,269,936	$ 5,129,125	$ 5,268,574	$ 5,174,106	$ 6,061,052	$ 6,474,336
	GF Contribution	$ 787,854	$ 706,045	$ 1,168,514	$ 909,295	$ 1,499,978	$ 1,083,363	$ 1,265,394
Assessor/County Clerk/Recorder								
1180	Expenditures	$ 7,238,974	$ 6,269,915	$ 6,539,568	$ 7,484,598	$ 7,824,883	$ 8,527,704	$ 8,940,648
	Revenue	$ 3,667,832	$ 3,389,350	$ 3,035,442	$ 3,845,156	$ 3,932,640	$ 4,183,060	$ 4,658,451
	GF Contribution	$ 3,571,142	$ 2,880,565	$ 3,504,126	$ 3,639,442	$ 3,892,243	$ 4,344,644	$ 4,282,197
County Counsel								
1210	Expenditures	$ 2,740,432	$ 26,431,830	$ 28,813,438	$ 28,944,039	$ 30,872,925	$ 24,278,534	$ 32,383,762
	Revenue	$ 312,105	$ 30,194,216	$ 27,989,396	$ 26,964,784	$ 28,904,752	$ 28,863,287	$ 32,049,575
	GF Contribution	$ 2,428,327	$ (3,762,386)	$ 824,042	$ 1,979,255	$ 1,968,173	$ (4,584,753)	$ 334,187
Clerk of the Board								
1300	Expenditures	$ 599,911	$ 611,823	$ 683,421	$ 684,025	$ 737,242	$ 918,522	$ 926,634
	Revenue	$ 35,997	$ 30,238	$ 26,324	$ 23,082	$ 22,436	$ 20,000	$ 20,000
	GF Contribution	$ 563,914	$ 581,585	$ 657,098	$ 660,943	$ 714,806	$ 898,522	$ 906,634
Elections								
1410	Expenditures	$ 3,979,641	$ 3,581,941	$ 3,786,950	$ 3,528,924	$ 4,680,339	$ 5,132,431	$ 5,210,179
	Revenue	$ 1,103,433	$ 881,548	$ 1,457,345	$ 1,618,667	$ 1,106,439	$ 1,653,315	$ 757,871
	GF Contribution	$ 2,876,208	$ 2,700,393	$ 2,329,605	$ 1,910,257	$ 3,573,900	$ 3,479,116	$ 4,452,308
Emergency Communications								
1520	Expenditures	$ 12,969,749	$ 11,622,252	$ 12,216,799	$ 10,798,468	$ 12,824,361	$ 17,587,639	$ 13,174,699
	Revenue	$ 8,428,371	$ 7,359,867	$ 9,385,281	$ 10,597,626	$ 17,123,794	$ 15,763,185	$ 11,911,856
	GF Contribution/Fund Balance	$ 4,541,378	$ 4,262,385	$ 2,831,518	$ 200,842	$ (4,299,433)	$ 1,824,454	$ 1,262,843
Information Technology								
1930	Expenditures	$ 367,491	$ 1,710,335	$ 1,509,346	$ 1,181,772	$ 64,436	$ 310,818	$ 12,583,861
	Revenue	$ 1,194,888	$ 1,011,861	$ 1,179,546	$ 1,335,259	$ 756,108	$ 989,403	$ 1,110,347
	GF Contribution	$ (827,397)	$ 698,474	$ 329,800	$ (153,487)	$ (691,672)	$ (678,585)	$ 11,473,514
District Attorney								
2240	Expenditures	$ 18,537,824	$ 19,391,244	$ 21,601,094	$ 22,375,004	$ 23,844,084	$ 24,281,984	$ 25,598,218
	Revenue	$ 9,365,517	$ 9,963,459	$ 12,325,047	$ 13,248,789	$ 12,042,643	$ 13,649,741	$ 15,080,368
	GF Contribution	$ 9,172,307	$ 9,427,785	$ 9,276,047	$ 9,126,215	$ 11,801,441	$ 10,632,243	$ 10,517,850
Child Support Services								
2250	Expenditures	$ 10,707,437	$ 10,429,786	$ 10,841,551	$ 10,903,940	$ 10,824,994	$ 10,926,927	$ 11,145,527
	Revenue	$ 10,799,155	$ 10,523,944	$ 10,600,684	$ 11,456,313	$ 10,879,019	$ 11,140,443	$ 11,145,527
	GF Contribution	$ (91,718)	$ (94,158)	$ 240,867	$ (552,373)	$ (54,025)	$ (213,516)	$ -
Public Defender								
2270	Expenditures	$ 9,895,384	$ 9,535,837	$ 10,139,117	$ 9,974,522	$ 11,359,375	$ 11,652,481	$ 12,471,267
	Revenue	$ 865,866	$ 397,709	$ 563,552	$ 704,764	$ 654,766	$ 811,000	$ 945,312
	GF Contribution	$ 9,029,518	$ 9,138,128	$ 9,575,565	$ 9,269,758	$ 10,704,609	$ 10,841,481	$ 11,525,955

Department		FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated	FY 2017-18 Recommended
Sheriff/Coroner								
2300	Expenditures	$ 78,503,954	$ 78,826,990	$ 86,169,080	$ 92,930,663	$ 95,201,493	$ 103,240,219	$ 108,581,666
	Revenue	$ 29,532,801	$ 30,474,602	$ 36,745,011	$ 43,484,552	$ 42,535,617	$ 42,326,996	$ 43,772,047
	GF Contribution	$ 48,971,153	$ 48,352,388	$ 49,424,069	$ 49,446,111	$ 52,665,876	$ 60,913,223	$ 64,809,619
Probation								
2550	Expenditures	$ 41,195,708	$ 44,893,928	$ 52,817,345	$ 54,168,671	$ 55,604,295	$ 61,633,076	$ 67,910,225
	Revenue	$ 26,732,071	$ 31,938,910	$ 36,161,593	$ 36,064,305	$ 39,759,384	$ 41,689,935	$ 45,164,605
	GF Contribution	$ 14,463,637	$ 12,955,018	$ 16,655,751	$ 18,104,366	$ 15,844,911	$ 19,943,141	$ 22,745,620
Agricultural Commissioner								
2810	Expenditures	$ 9,306,477	$ 9,159,378	$ 9,680,593	$ 9,489,142	$ 10,579,426	$ 10,548,282	$ 10,597,765
	Revenue	$ 7,204,773	$ 6,767,189	$ 6,678,038	$ 6,602,122	$ 6,893,547	$ 7,052,309	$ 7,041,126
	GF Contribution	$ 2,101,704	$ 2,392,189	$ 3,002,555	$ 2,887,020	$ 3,685,879	$ 3,495,973	$ 3,556,639
Resource Management Agency								
3000	Expenditures	$ 58,795,199	$ 59,611,785	$ 56,126,415	$ 83,765,322	$ 71,085,415	$ 105,162,317	$ 193,747,969
	Revenue	$ 41,583,745	$ 40,982,788	$ 43,277,591	$ 61,404,397	$ 103,011,128	$ 65,199,875	$ 141,570,931
	GF Contribution/Fund Balance	$ 17,211,454	$ 18,628,997	$ 12,848,824	$ 22,360,925	$ (31,925,713)	$ 39,962,442	$ 52,177,038
Resource Management Agency								
Administration*	Expenditures	$ 243,739	$ 431,364	$ 562,221	$ 2,175,310	$ 5,644,675	$ -	$ -
3000_RMAA_BR	Revenue	$ 5,673	$ 10,594	$ 2,660	$ 853,655	$ 783,926	$ -	$ -
	GF Contribution	$ 238,066	$ 420,770	$ 559,561	$ 1,321,655	$ 4,860,749	$ -	$ -
Resource Management Agency								
Building Services*	Expenditures	$ 4,766,077	$ 4,449,891	$ 4,962,060	$ 4,180,393	$ 3,995,152	$ -	$ -
3000_BLDS_BR	Revenue	$ 3,559,779	$ 3,515,335	$ 4,861,767	$ 5,065,967	$ 6,063,410	$ -	$ -
	GF Contribution	$ 1,206,298	$ 934,556	$ 100,293	$ (885,574)	$ (2,068,258)	$ -	$ -
Resource Management Agency								
Planning*	Expenditures	$ 5,105,783	$ 4,930,935	$ 5,373,470	$ 5,463,278	$ 4,409,830	$ -	$ -
3000_PLNG_BR	Revenue	$ 1,523,109	$ 1,437,402	$ 1,538,172	$ 1,684,139	$ 1,517,639	$ -	$ -
	GF Contribution	$ 3,582,674	$ 3,493,533	$ 3,835,297	$ 3,779,139	$ 2,892,191	$ -	$ -
Resource Management Agency								
Public Works/Countywide Services*	Expenditures	$ 3,995,018	$ 4,025,176	$ 2,617,577	$ 2,657,391	$ 2,684,644	$ -	$ -
3000_PWCS_BR	Revenue	$ 3,582,454	$ 5,511,400	$ 2,861,456	$ 2,323,847	$ 2,365,180	$ -	$ -
	Fund Balance	$ 412,564	$ (1,486,224)	$ (243,879)	$ 333,544	$ 319,464	$ -	$ -
Resource Management Agency								
Public Works*	Expenditures	$ 44,684,583	$ 45,221,996	$ 41,852,720	$ 69,288,947	$ 54,351,114	$ -	$ -
3000_PWRK_GR	Revenue	$ 32,890,455	$ 30,293,111	$ 33,776,649	$ 51,444,283	$ 92,280,973	$ -	$ -
	GF Contribution/Fund Balance	$ 11,794,128	$ 14,928,885	$ 8,076,070	$ 17,844,664	$ (37,929,859)	$ -	$ -
Resource Management Agency								
Redevelopment & Housing	Expenditures	$ -	$ -	$ -	$ -	$ -	$ -	$ -
3000_RHO_BR	Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	GF Contribution/Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Resource Management Agency								
Land Use & Community Services*	Expenditures	$ -	$ -	$ -	$ -	$ -	$ 17,297,922	$ 18,625,319
3000_LUCD_DV	Revenue	$ -	$ -	$ -	$ -	$ -	$ 9,513,034	$ 9,998,765
	GF Contribution/Fund Balance	$ -	$ -	$ -	$ -	$ -	$ 7,784,888	$ 8,626,554
Resource Management Agency								
Administration & General Services*	Expenditures	$ -	$ -	$ -	$ -	$ -	$ 54,678,455	$ 128,467,023
3000_ADGS_DV	Revenue	$ -	$ -	$ -	$ -	$ -	$ 23,207,959	$ 87,307,472
	GF Contribution/Fund Balance	$ -	$ -	$ -	$ -	$ -	$ 31,470,496	$ 41,159,551
Resource Management Agency*								
Public Works/Facilities	Expenditures	$ -	$ -	$ -	$ -	$ -	$ 33,185,940	$ 46,655,627
3000_PWFC_DV	Revenue	$ -	$ -	$ -	$ -	$ -	$ 32,478,882	$ 44,264,694
	GF Contribution/Fund Balance	$ -	$ -	$ -	$ -	$ -	$ 707,058	$ 2,390,933
Health								
4000	Expenditures	$ 120,268,561	$ 140,241,891	$ 143,595,027	$ 179,894,900	$ 196,689,205	$ 212,395,248	$ 257,096,621
	Revenue	$ 110,268,335	$ 160,006,008	$ 149,329,259	$ 180,979,862	$ 188,458,034	$ 207,641,230	$ 241,234,707
	GF Contribution/Fund Balance	$ 10,000,226	$ (19,764,117)	$ (5,734,232)	$ (1,084,962)	$ 8,231,171	$ 4,754,018	$ 15,861,914
Social & Employment Services								
5010	Expenditures	$ 169,622,170	$ 191,786,707	$ 200,794,478	$ 217,697,510	$ 225,943,538	$ 252,241,221	$ 261,363,794
	Revenue	$ 161,098,502	$ 186,087,295	$ 195,558,548	$ 209,412,641	$ 226,437,523	$ 240,275,002	$ 248,918,435
	GF Contribution/Fund Balance	$ 8,523,668	$ 5,699,412	$ 5,235,930	$ 8,284,869	$ (493,985)	$ 11,966,219	$ 12,445,359
Library								
6110	Expenditures	$ 7,215,801	$ 7,275,047	$ 7,778,695	$ 8,312,832	$ 9,179,278	$ 10,480,485	$ 9,934,913
	Revenue	$ 7,018,503	$ 7,802,627	$ 7,556,684	$ 7,839,671	$ 8,474,577	$ 10,516,827	$ 10,667,128
	Fund Balance	$ 197,298	$ (527,580)	$ 222,011	$ 473,161	$ 704,701	$ (36,342)	$ (732,215)
Cooperative Extension Service								
6210	Expenditures	$ 529,550	$ 523,130	$ 516,353	$ 501,846	$ 514,574	$ 555,570	$ 463,881
	Revenue	$ 146,388	$ 135,767	$ 81,072	$ 107,947	$ 114,352	$ 113,566	$ 43,403
	GF Contribution	$ 383,162	$ 387,363	$ 435,281	$ 393,899	$ 400,222	$ 442,004	$ 420,478
Parks								
7500	Expenditures	$ 15,231,218	$ 13,099,377	$ 12,185,367	$ 10,873,881	$ 10,671,966	$ 11,452,659	$ -
	Revenue	$ 15,001,652	$ 13,459,631	$ 12,529,828	$ 10,033,823	$ 9,763,006	$ 9,196,877	$ -
	GF Contribution/Fund Balance	$ 229,566	$ (360,254)	$ (344,461)	$ 840,058	$ 908,960	$ 2,255,782	$ -
Natividad Medical Center								
9600	Expenditures	$ 193,510,608	$ 209,335,789	$ 236,468,991	$ 244,237,687	$ 273,387,094	$ 271,928,023	$ 299,043,554
	Revenue	$ 199,373,262	$ 218,611,559	$ 220,288,466	$ 258,806,795	$ 286,241,021	$ 288,543,370	$ 315,656,639
	Fund Balance	$ (5,862,654)	$ (9,275,770)	$ 16,180,525	$ (14,569,108)	$ (12,853,927)	$ (16,615,347)	$ (16,613,085)
Countywide								
Totals	Expenditures	$ 883,554,714	$ 934,494,601	$ 1,024,761,999	$ 1,119,635,458	$ 1,158,540,670	$ 1,272,305,357	$ 1,482,260,625
	Revenue	$ 890,125,296	$ 983,670,419	$ 1,021,336,703	$ 1,155,902,840	$ 1,239,316,925	$ 1,249,990,897	$ 1,414,249,288
	GF Contribution/Fund Balance	$ 18,683,692	$ (49,175,818)	$ 3,425,296	$ (36,267,382)	$ (80,776,255)	$ 22,314,460	$ 68,011,337

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Monterey County Strategic Initiatives

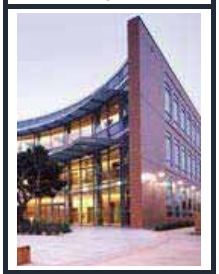
Overview

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
Economic Development *"Enhancing the well-being and prosperity of Monterey County Residents"*	Through collaboration, strengthen economic development to ensure a diversified and healthy economy.
Administration *"Efficient and Effective Government Operations"*	Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.
Health and Human Services *"Health and Wellness for Monterey County Residents"*	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"*	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"*	Create a safe environment for people to achieve their potential, leading business and communities to thrive and grow while reducing violent crime.

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.
- Assure health promotion, wellness, and top quality healthcare delivery through best practice and ever improving health outcomes.
- 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.

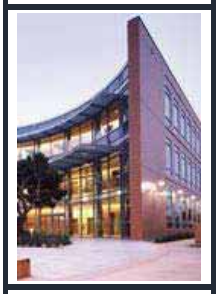
Infrastructure

- 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

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General Financial Policies

1. PURPOSE AND BACKGROUND

The stewardship of public funds is one of the greatest responsibilities given to the officials and managers of the County of Monterey (County). Therefore, the development and maintenance of prudent financial policies enables County officials to protect public interests, ensure transparency, and build trust. 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 have been established to provide general financial guidance in the management of the County's financial affairs. The Recommended Budget adheres to these policies.

2. GENERAL FINANCIAL PHILOSOPHY

2.1 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.

2.2 The Annual Budget

a. The County Administrative Office (CAO) will recommend a balanced budget that aligns annual expenditures with estimated annual revenues and minimizes the use of fund balance or other one-time financing sources for ongoing operating expenditures while utilizing conservative revenue forecasts;

b. The County Administrative Office will consult with Department Heads and seek their input in developing the Recommended Budget through cooperative discussions and through budget workshops;

c. The County Administrative Office and Auditor-Controller 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. STRATEGIC PLANNING

3.1 Strategic Planning (Three-Year Forecast)

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

The strategic model identifies fund balances, revenue patterns, expenditure trends, and cash requirements, which are subject to constant change. The strategic model is not a future budget nor recommends services or programs; it is a guide to assist in making recommendations and building future budgets. Due to the dynamic nature of government, 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.

4. ROLES AND FUNCTIONS

4.1 Role of County Administrative Office

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

4.2 Principal Functions of the County Administrative Office

Principal functions of the County Administrative Office include:

- Promoting continuous improvement of the structures, systems, processes, and effectiveness of County programs;
- Recommending effective fiscal policies to carryout County programs;
- Verifying Board policies are consistently applied;
- Preparing the County's annual financial plan (Recommended Budget);
- Developing financial forecasts;
- 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.

4.3 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.

4.4 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.

4.5 Principal Functions of the Capital Improvement Committee

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

4.6 Principal Functions of the Road Fund Advisory Committee

The principal function of the Road Fund Advisory Committee is to include the recommendation from the Resource Management Agency (RMA) on the use of the Road Fund.

5. SERVICES AND FUND STRUCTURE

5.1 Mandated and Optional Government Services

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

5.2 Other Funds

In addition to the General Fund, the County maintains other funds to account for those activities not provided by the General Fund. The following is a brief description of the County's other 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.
- County enterprise funds are operations that are financed and operated in a manner similar to private business enterprises, where services provided are primarily funded through user charges, such as Natividad Medical Center.
- Internal service funds are used to manage the County's self-insurance programs for workers' compensation, general liability, benefits, and capital assets.
- Capital project funds are used for facilities maintenance, capital improvements management, and specified capital projects.
- Debt service funds are used to provide repayment of debt for Certificates of Participation (COP), short-term borrowing, and other obligations and debt.

5.3 Major Funds

Sufficient fund 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.

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 are as follows, but 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.

5.4 Minimum Number of Funds

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

5.5 Creation and Closing of Funds and Budgets to Be Documented

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

6. OPERATING BUDGET POLICIES

6.1 County Budget

The County's Recommended Budget is the central financial planning document that embodies all County departments' goals, objectives, priorities, and levels of service and the associated operating revenue and expenditures. In so doing, it establishes a relationship between expenditures and revenues, in which departments are to operate. Appropriation authority is granted on the relationship between expected expenditures and revenue and therefore appropriation authority is granted contingent on this relationship meeting the recommended budget plan. 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 plan.

The Recommended Budget shall be presented to the Board for adoption in June of each year and prepared in such a manner where it is understandable to the public. The Recommended Budget may be modified as approved by the Board during the fiscal year.

6.2 Balanced Budget

The County must adopt a *statutorily* balanced budget. A budget is *statutorily* balanced when total estimated financing sources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending fund balance). At no time shall spending in a given year exceed total current revenues plus any fund balance carryover from the prior year.

In addition to adopting a statutorily balanced budget, the County ensures ongoing sustainability of its 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 of reliance on fund balance for operating purposes shall be a fiscal objective and included as a goal for every department to align annual operating expenditures with annual operating revenues.

6.3 Ongoing Maintenance and Operations Needs

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

6.4 Adequate Maintenance of Capital Facilities and Equipment

The County shall establish as a primary fiscal responsibility the preservation, maintenance, future improvement and when applicable, orderly replacement of the County's capital facilities and equipment.

6.5 CalPERS Retirement Systems

The annual budget will provide adequate funding for all retirement systems. The County contracts with the California Public Employees' Retirement System (CalPERS) for provision of retirement benefits under their defined benefit program. As a participant, the County is required to annually fund at a minimum the cost for retiree health benefits otherwise known as Other Post Employment Benefits (OPEB). These benefits principally involve health care benefits and include life insurance, disability, legal, and other services. Under 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.

6.6 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.

6.7 Responsibility for Budget Management and Budgetary Control System

The County shall maintain a budgetary control system to help it adhere to the budget. County Officers and Department Heads have primary responsibility for management of the budgets within their departments. The responsibility to manage budgets includes:

- Providing accurate and timely budget estimates;
- Monitoring revenues to ensure timely receipt in the amounts anticipated;
- Ensuring that expenditures are in compliance with the law, adopted resolutions, policies and within appropriations relative to revenues;
- Ensuring prompt notification to the Budget and Analysis Division when either revenues or expenditures are not as anticipated; and
- The preparation and justification for budget revisions as necessary.

6.8 Preparation of Financial Reports

The County Administrative Office annually prepares:

- A Budget End of Year Report (BEYR) to retrospectively report on actual financial performance at both a detail and summary level;
- A current year estimate and three year forecast to provide current year performance and forward-looking perspective to advise the Board on future challenges and provide a base for building the following year's recommended budget; 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 purpose of the CAFR is to report on the financial position and activities of the County by presenting information above and beyond what is required by generally accepted accounting principles or state law. The intent is to also provide its readers a broader view and understanding of the County's financial operations;
- Maintaining accounting records and reports on the County's financial condition and results of operations in accordance with state and federal laws and regulations and Generally Accepted Accounting Principles (GAAP), which are set by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB);
- 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 of the County to operating and non-general county departments; and
- The countywide annual Tax Rate Book.

6.9 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.

6.10 Establish Countywide Priorities

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

6.11 Authorization of Elected Officials

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

6.12 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.

6.13 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 Monterey County Strategic Initiatives will be included in the budget document as a narrative, as well as reflected in department objectives, performance measures, and budget requests.

Departments will submit annual baseline budget requests for services that can be afforded with existing general fund contributions and anticipated program revenues. Requests for augmentations to existing general fund contribution levels must be fully justified using the County's *Budget Change Proposal* (BCP) process. Generally, requests for new or expanded services or programs will only be considered when a new revenue source can support the ongoing cost or when there is an offsetting reduction to an existing service or program. Requests for augmentations requiring ongoing resources made outside the budget process are discouraged.

6.14 Budget Adoption Level

In accordance with the California Government Codes, Sections 29000 through 29144, commonly known as the Budget Act, the 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. In the Performance Budgeting (PB) system an "appropriation unit" represents one or more "units" and it is used to define the budgetary limits of those "unit(s)." A "unit" represents a program or group of programs providing a similar service. The assignment of an appropriation unit is guided by State Controller financial reporting requirements and/or County requirements.

6.15 Capital Item Overview, Definitions and Thresholds

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

6.16 Changes to Adopted Budget

The Adopted Budget can only be modified by subsequent amendments by the Board. Changes to the Adopted Budget will be made in compliance with Board policies. General Board direction is to strategically plan departmental budgets during the annual budget process thereby minimizing the need to make mid-year budget modifications.

6.17 Budgetary Basis

The County uses modified accrual basis of accounting in accordance with Generally Accepted Accounting Principles (GAAP). The budgetary basis is substantially the same as the modified accrual method of accounting that is used for financial reporting for all governmental funds except enterprise funds. The County currently has two enterprise funds (Natividad Medical Center and the Lake Resorts), which are budgeted based on a full accrual basis of accounting.

7. REVENUE AND EXPENDITURE POLICIES

7.1 Revenue Diversification

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

7.2 Revenue Estimates

Annual revenues are conservatively estimated as a basis for preparing the annual Recommended Budget. Estimates shall not be based on optimistically hoped for events, but accepted analytical techniques that use historical data, economic trends and indicators, information available from the state and other governmental agencies, and other accepted standards. In general, revenue estimates shall not assume any growth rate that is not well documented. Real growth that occurs beyond budgeted revenue will be recognized through budgetary adjustments. Major revenues will be estimated by the department who manages the program and reviewed first by the County Administrative Office and subsequently by the Board's Budget Committee, prior to adoption of the annual budget.

7.3 Current Revenues

Annual expenditures shall be balanced to annual ongoing revenues, without use of one-time financing. Deficit financing and borrowing will not be used to support ongoing County services and operations, without explicit Board direction and approval. Funds under the authority of the Board may be available for purposes of cash loans to cover temporary gaps in cash flow, but only when supported by a well-documented repayment schedule of short duration within the fiscal year and otherwise not disallowed by policy, regulation or statue. All departments shall obtain Board approval via the County Administrative Office to use non-appropriated funds under their control to support their operations and programs either directly or indirectly. The Board shall be advised in the event cash loans are required or use of non-appropriated funds are requested. This policy applies to funds under the governance of the Board.

7.4 User Fees

The County charges user fees for various services when it is appropriate and permitted by law. Unless set by policy, regulation or statute, user fees and charges are established and maintained at the discretion of the Board. It is the policy of the Board that fees will generally be set at a level sufficient to cover both direct and indirect costs of the services provided or the service may be subsidized by the County as deemed necessary by the Board. Factors for subsidy consideration is whether a subsidy causes an inappropriate burden on property

tax payers, the degree to which the service benefits a 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 a desired cost-recovery threshold. Increases may be justified based on outside variables not considered at the time of budget submissions (e.g., water levels, gas prices, economy, etc.).

7.5 One-Time Revenues

Use of one-time revenues for ongoing expenditures 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 Use of Year-End Fund Balance

The County goal is to use fund balance as a source to finance one-time investments, reserves and/or commitments. As a one-time financing source, any unbudgeted year-end fund balance will be used solely for nonrecurring expenditures and only after the yearly audit and confirmation of the General Fund's *fund balance.*

7.9 Maintaining Revenue and Expenditure Categories

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

7.10 Outside Organization Contributions

Public Safety Sales Tax (Proposition 172)

Public Safety Sales Tax (Proposition 172) revenues: Pursuant to Government Code Section 30052, Proposition 172 funds must be placed into a special revenue fund to be expended on such public safety services as sheriffs, fire, county district attorneys, and corrections.

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

Emergency Communications Users' Offset

In April 2012, the County met with user agencies of the County's 911 dispatch services to negotiate a new funding agreement. This agreement fixed the funding for user agencies at five percent (5%) of the County's total Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2016-17 allocation will be five percent (5%) of FY 2014-15 audited actuals).

Fire Agencies' Distribution

The County shares with the Association of Firefighters and Volunteer Fire Companies 9.13% of the County's Proposition 172 revenues for the most recently audited fiscal year. This agreement ties future allocations to audited actuals, resulting in greater predictability for budgeting purposes, and eliminating the need for year-end reconciliations and payment "true-ups." The various fire agencies allocate the Proposition 172 revenues amongst themselves via their own allocation formula.

Distributions to Sheriff, Probation, and District Attorney

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

Department	% of Growth
Sheriff	61.2%
Probation	17.1%
District Attorney	21.7%
TOTAL	100.0%

County Agency Distribution

The State Board of Equalization apportions Proposition 172 revenues to each county based on its proportionate share of statewide taxable sales. Due to the disbursement cycle of Proposition 172 revenues from the State Controller, each fiscal year's actual Proposition 172 revenues are not known until August of the following fiscal year.

Contributions 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 and contributes to the County's TOT. 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 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.

The Road Fund Advisory Committee (Advisory Committee) shall be responsible per annum to review the recommendation from the RMA on the use of the funds. When the RMA provides a plan for the use of this funding to the Board and its respective committees, minutes from the Advisory Committee shall be included for consideration.

Other Contributions

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

7.11 Appropriations/Expenditures

Departments shall continually strive and demonstrate the review of program effectiveness to ensure maximum return on limited resources. Appropriations approved by the Board in the annual budget define the County's spending limits for the upcoming fiscal year. Beyond the requirements of law, the County shall maintain an operating philosophy of cost control and responsible financial management. The County shall pay current expenditures with current revenue. Departments should only propose ongoing operating expenditures that can be supported with ongoing operating revenues. Prior to the County undertaking any agreements that would create fixed ongoing expenditures, the cost implications of such agreements shall be fully determined for current and future years with the aid of strategic financial planning models. The goal is to deliver maximum services in a sustainable cost effective and efficient manner, which includes:

a. Department Heads are responsible for managing their budgets within the total appropriation for their department. Expenditures shall not exceed appropriations, and expenditures of discretionary General Fund dollars will not exceed the amount approved in the department budget, except upon approval by the Board.

b. Departments shall continually review program effectiveness to ensure maximum return.

c. Expenditures shall be controlled and must stay within the amount of appropriated funds.

d. In requesting Board authorization for mid-year budget modifications, departments should include in their report both the current year and ongoing fiscal impacts and the sustainability of revenues to support the impact.

e. Prior to requesting Board authorization for mid-year budget modifications, such as the addition of new positions or reclassification of existing positions, departments should make every attempt to anticipate

future expense and revenues to support those costs to ensure requested budget modifications do not place at risk current staff and services.

f. If revenue projections fall short of associated expenditures, the department shall develop service alternatives and/or mitigation strategies and present those findings to the Board and its Budget Committee.

g. If expenditure reductions are necessary, complete elimination of a specific, non-mandatory service is preferred to lowering the quality of existing programs.

h. Every effort shall be made to maintain current service levels for essential services within existing revenues. There shall be no introduction of new services without an appropriate measurement and accounting of the incremental increase in service with the incremental increase in financial impact.

i. High priority shall be given to expenditures that will reduce future operating costs, such as increased utilization of technology, equipment, and efficient business practices.

j. Emphasis is placed on improving individual and work group productivity rather than adding to the work force. The County will invest in technology and other efficiency tools to maximize productivity. The County will hire additional staff only after the need of such positions has been demonstrated and documented.

k. 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 Monterey County Strategic Initiatives (MCSI).

7.12 Appropriations for Contingencies

The County annually adopts an appropriation for contingencies to provide sufficient working capital and a margin of safety for 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 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.

7.13 Grant Supported County Programs

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

7.14 Performance Measures

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 also provide management and the Board criteria in which to evaluate departmental requests for funding.

7.15 Payment for Goods from Prior Year

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

8. ENTERPRISE FUNDS

8.1 Enterprise Funds

The County will establish enterprise funds for County services when:

a. The intent of the County is that 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.

The Auditor-Controller and County Administrative Office will be chief advisors to the Board in the creation of an enterprise fund.

8.2 Expenses

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

8.3 Rate Structure and Fund Balance

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

8.4 Services

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

8.5 Net Operating Revenues

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

8.6 Maintenance of Cash

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

8.7 Interest from Funds

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

8.8 Departmental Financial Monitoring and Reporting

The County Administrative Office and departments shall monitor revenues and expenses throughout the year to ensure conformity to adopted budgets. Enterprise funds shall provide the Board'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.

9. FUND BALANCE AND RESERVE POLICIES

9.1 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

9.2 Committed Fund Balance – Strategic Reserve Fund

The County will commit a portion the General Fund *fund balance* as a strategic reserve to provide the County with sufficient working capital and 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 Natividad Medical Center (NMC) strategic reserve designation was established in 2011 as a sub-designation of the General Fund strategic reserve. The goal of the County is to maintain a strategic reserve equal to ten percent (10%) of the General Fund estimated revenues.

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 County debt.

9.3 Fund Balance Assignments

The County shall maintain a portion of fund balance for specific assignments. The assigned reserves are used to pay for planned, one-time expenditures, including fleet replacement, costs related to infrastructure projects and other capital needs

and liabilities associated with employee leave credits. Assignments shall be utilized only after all other budget resources have been examined for available funds.

10. INTERNAL SERVICE FUNDS

10.1 Use of Internal Service Funds

The County's Risk Management Division is responsible for managing Internal Service Funds (ISFs) for the County's general liability and workers' compensation funds. The ISFs shall function as funds for paying all judgments, settlements, and claims against the County. The General Liability ISF will reserve adequate funds to cover both excess insured events and events not covered by excess insurance coverage. Both ISFs are currently funded at the seventy percent (70%) confidence level.

10.2 General Fund Transfers

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

10.3 Actuarial Studies

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

10.4 Internal Service Funds Reporting

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

11. CAPITAL FACILITIES AND IMPROVEMENT POLICIES

11.1 Capital Investments

The County is accountable for a considerable investment in buildings, parks, roads, sewers, equipment, and other capital investments. The preservation, maintenance, and future improvement of these facilities are a primary responsibility of the County. Planning and implementing sound capital improvement plans, policies and programs 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 Budget and Analysis Division.

The CIP includes projects where costs exceed $100,000, are non-recurring, and have an estimated useful life of five years or more. The CIP does not indicate approval of a project, but is considered a tool which the Board may use as a strategic planning tool to prioritize countywide capital projects. The CIP includes capital projects that have been implemented, in the stages of implementation, and those projects for which there is a dedicated funding source. It is a dynamic document, where new projects are incorporated in the plan and previously submitted projects are updated. The CIP shall be consistent with the County's overall goals and objectives. When doing economic development planning and capital investments, the County should coordinate the timing of economic development projects with related capital infrastructure projects.

11.2 Ongoing Funding Levels

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

11.3 Financial Analysis of Funding Sources

Financial analysis of funding sources is conducted for all proposed major capital improvement projects. The plan shall be updated and priorities reviewed annually 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.

11.4 Annual Capital Improvement Budget

As part of the annual budget process, the Board shall include any capital project funding as part of the budget process. In general, the capital projects that will be in progress and have secured funding for work in the first year of the Five-Year CIP will be included in the annual budget. Each capital project will be budgeted and tracked at the project level utilizing an assigned Program Code in the Performance Budgeting (PB) system. The sum of the funds for all projects included in the Capital Project Fund will equal the fund's appropriation limit for the given fiscal year.

11.5 Capital Project Reports

The RMA and the 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 Debt Manager detailing quarterly forecasts of expenditures for the life of debt financed projects, such as Certificates of Participation (COP).
e. Semi-annual update to the Capital Improvement and Budget committees on scheduled and unscheduled maintenance projects that are funded by the Facilities Project Fund (Fund 401).

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

11.6 Capital Maintenance

The Board recognizes the importance of providing funding for ongoing maintenance needs to keep capital facilities and infrastructure systems in good repair and to maximize capital assets' useful life and as such, will be included as part of the CIP.

12. DEBT MANAGEMENT

The County has a limited ability to incur debt under state law. Debt policy establishes criteria for the issuance of debt obligation so that acceptable levels of indebtedness are maintained. They also transmit the message to investors and rating agencies that the County is committed to sound financial management.

It is the objective of the debt policies that: the County obtain financing consistent with state law and only when necessary; the process for identifying the timing and amount of debt or other financing be as efficient as possible; the most favorable interest rate and other related costs be obtained, and when appropriate, future financial flexibility be maintained. The proper utilization of debt is a major financing tool–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 to address county-wide business needs 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. The 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, its 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. In 2012, the Board amended the County's Public Finance Policy (PFP) developed by the Auditor Controller's Office. The Debt Management section takes language from the PFP and from best practices recommended by the Government Finance Officers Association (GFOA).

12.1 Use of Debt and Legal Limitations

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 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.

All debt issued by the County shall follow all pertinent state and federal statutes and in compliance with all regulations promulgated by agencies that maintain jurisdiction over debt issuance. All debt issues shall conform to the provisions of Public Finance Policy, unless waived by the Board. In 2005, the Board extended the General Obligation bond debt ceiling of 1.25% of countywide assessed value to include COP financings.

12.2 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 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.

12.3 Avoiding Negative Impact on General Fund

Expenditures and investment transactions related to borrowings for funds other than the 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.

12.4 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 and upon receipt of acceptable and reliable project construction bids. In certain situations, reliable estimates may be the basis for debt issuance.

12.5 Taxable Status

It is the County's policy to avoid taxable status on County borrowings unless it is determined that taxable status would be in the best interest of the County. The County will comply with applicable IRS regulations and provisions including arbitrage rebate calculations, rebate of arbitrage profits, and any necessary tax filings.

12.6 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, for example through a benefit assessment. In certain instances, the Board may determine that exceptions to this general guideline would be in the best interests of the County.

12.7 Authorized Method of Sale

The structure and type of financing shall be dependent upon various factors, including the nature of the project to be financed, available revenue sources and revenue streams, budget impact, and the financial market environment.

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 Debt Manager, and if used, a financial 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.

12.8 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. The Debt Manager 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. Such reviews may result from the County's placement on a *watch* or other pre-emptive outlook position. It is the County's policy to solicit ratings from Nationally Recognized Statistical Ratings Organizations ("NRSRO") for its debt issues. A single credit rating may be utilized if/when it is financially advantageous to do so and upon advice from the County's financial advisor, underwriter, or Debt Manager.

12.9 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 IRS concerning arbitrage, such as the 6 month, 18 month, 3 year and 5 year exceptions, when applicable.

12.10 Debt Refunding Policy

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 a financial advisor, Debt Manager, underwriter, bond counsel, and disclosure counsel.

12.11 Policy on Primary and Continuing Disclosure

Primary disclosure shall include the preliminary official statement and the official statement, which shall be prepared in a manner consistent with applicable securities laws and the 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 Debt Manager who shall be responsible for disclosure.

12.12 Investment of Bond Proceeds

Bond proceeds shall be invested as permitted by the instrument pursuant to which the bonds are issued. The Debt Manager 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 Treasury Department, Guaranteed Investment Contracts, or outside investment managers within the scope allowed by the instrument pursuant to which the bonds are issued.

12.13 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.

12.14 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.

12.15 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:

a. Short-term Debt: Bond Anticipation Notes, Grant Anticipation Notes, Tax and Revenue Anticipation Notes, and other types of short-term debt promulgated by statute or regulatory authority that serves a beneficial public purpose.

b. Long-term Debt: General Obligation Bonds and Limited Obligation Bonds, Special Assessment Bonds, Tax Allocation Bonds, Certificates of Participation and Lease Revenue Bonds, Revenue Bonds, Taxable Bonds, Mello-Roos Bonds, Marks-Roos Bonds, Pension Obligation Bonds and Other Post Employment Benefits Bonds, Judgment Obligation Bonds, and other securitizations of County revenues.

The County may utilize the California Statewide Communities Development Authority short-term Tax and Revenue Anticipation Note program and affiliated long-term CaLease program when appropriate to reduce cost of issuance; the County is a member of the Authority. The County may participate in other joint powers or related agreements with public or quasi-public entities for beneficial issuance of debt instruments.

13. GRANT MANAGEMENT

13.1 Funding

The County recognizes that grant funding provides significant resources to enhance the County's ability to provide services and activities not otherwise available. The County shall seek grant funding for activities that are determined to further core

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

14. STATE AND FEDERAL PROGRAMS

14.1 Level of State Funding

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.

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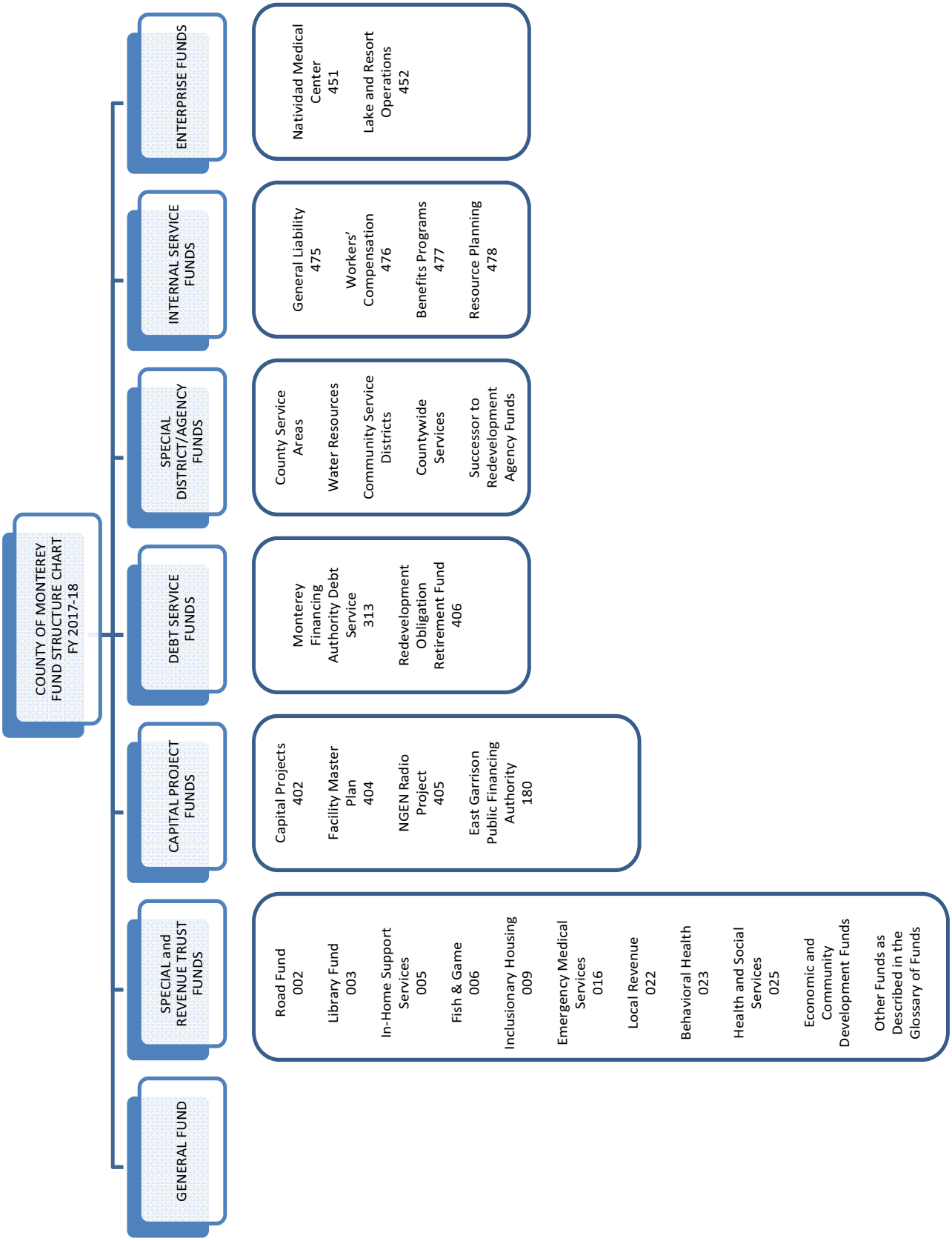
Fund Structure



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Schedules

Schedule 1
County of Monterey
All Funds Summary
Fiscal Year 2017-2018

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
Governmental Funds								
General Fund	6,018,270	36,841,934	636,257,577	679,117,781	679,117,781	-	679,117,781	-
Special Revenue Funds	67,882,941	-	307,747,304	375,630,245	316,278,007	-	316,278,007	59,352,238
Capital Project Funds	29,273,102	-	115,282,629	144,555,731	168,498,633	-	168,498,633	(23,942,902)
Debt Service Funds	10,227,157	-	19,062,969	29,290,126	19,062,969	-	19,062,969	10,227,157
Total Governmental Funds	**113,401,471**	**36,841,934**	**1,078,350,479**	**1,228,593,884**	**1,182,957,390**	**-**	**1,182,957,390**	**45,636,494**
Other Funds								
ISF	19,570,682	-	42,564,284	62,134,966	37,864,830	-	37,864,830	24,270,136
Enterprise	76,741,111	-	272,683,234	349,424,345	295,431,890	-	295,431,890	53,992,455
Special District & Other Agencies								
CSA	9,904,938	-	2,596,106	12,501,044	4,103,778	-	4,103,778	8,397,266
CSD	131,271	-	1,283,224	1,414,495	1,267,667	-	1,267,667	146,828
Successor	12,989,852	-	5,055,336	18,045,188	5,667,772	-	5,667,772	12,377,416
Total Other Funds	**119,337,854**	**0**	**324,182,184**	**443,520,038**	**344,335,937**	**0**	**344,335,937**	**99,184,101**
Total All Funds	**232,739,324**	**36,841,934**	**1,402,532,663**	**1,672,113,921**	**1,527,293,327**	**-**	**1,527,293,327**	**144,820,594**

Schedule 2
County of Monterey
Governmental Funds Summary
Fiscal Year 2017-18

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
General Fund	6,018,270	36,841,934	636,257,577	679,117,781	679,117,781	-	679,117,781	-
Total General Fund	**6,018,270**	**36,841,934**	**636,257,577**	**679,117,781**	**679,117,781**	**-**	**679,117,781**	**-**
Special Revenue Funds:								
Road Fund	381,703	-	43,071,208	43,452,911	42,539,672	-	42,539,672	913,239
Library Fund	408,113	-	10,667,128	11,075,241	9,934,913	-	9,934,913	1,140,328
In-Home Support Services	140,329	-	1,017,201	1,157,530	1,017,201	-	1,017,201	140,329
Fish & Game Propagation Fund	90,343	-	24,764	115,107	32,125	-	32,125	82,982
Office Of Employment Training	(16,716)	-	2,664,844	2,648,128	2,664,844	-	2,664,844	(16,716)
Community Action Partnership	259,649	-	568,563	828,212	568,563	-	568,563	259,649
Inclusionary Housing	986,896	-	36,500	1,023,396	741,700	-	741,700	281,696
Economic Development Program	1,324,400	-	275,400	1,599,800	900,250	-	900,250	699,550
Community Development Fund	14,921,832	-	1,211,660	16,133,492	1,171,660	-	1,171,660	14,961,832
Emergency Medical Service Fund	955,360	-	858,500	1,813,860	825,000	-	825,000	988,860
Workforce Investment Board	-	-	8,756,287	8,756,287	8,635,501	-	8,635,501	120,786
Local Revenue Fund 2011	12,886,643	-	59,281,822	72,168,465	62,857,966	-	62,857,966	9,310,499
Behavioral Health	24,222,676	-	115,811,703	140,034,379	115,811,703	-	115,811,703	24,222,676
Homeland Security	199,685	-	550,000	749,685	550,000	-	550,000	199,685
H&W Realignment	11,122,028	-	61,797,300	72,919,328	66,872,485	-	66,872,485	6,046,843
NGEN Operations & Maintenance	-	-	1,154,424	1,154,424	1,154,424	-	1,154,424	-
Total Special Revenue Funds	**67,882,941**	**-**	**307,747,304**	**375,630,245**	**316,278,007**	**-**	**316,278,007**	**59,352,238**
Capital Projects Funds:								
Facilities Project Fund	2,889,548	-	3,117,450	6,006,998	6,006,998	-	6,006,998	-
Capital Projects Fund	4,086,770	-	15,738	4,102,508	5,123,406	-	5,123,406	(1,020,898)
Enterprise Resource Planning Fund	(4,557,392)	-	-	(4,557,392)	-	-	-	(4,557,392)
Facility Master Plan Implement	23,082,889	-	109,336,373	132,419,262	154,567,229	-	154,567,229	(22,147,967)
NGEN Radio Project	3,771,288	-	2,813,068	6,584,356	2,801,000	-	2,801,000	3,783,356
Total Capital Projects Funds	**29,273,102**	**-**	**115,282,629**	**144,555,731**	**168,498,633**	**-**	**168,498,633**	**(23,942,902)**
Debt Service Funds:								
Master Plan COPS (PIC Debt)	10,227,157	-	19,062,969	29,290,126	19,062,969	-	19,062,969	10,227,157
Total Debt Service Funds	**10,227,157**	**-**	**19,062,969**	**29,290,126**	**19,062,969**	**-**	**19,062,969**	**10,227,157**
Total Governmental Funds	**113,401,471**	**-**	**1,078,350,479**	**1,228,593,884**	**1,182,957,390**	**-**	**1,182,957,390**	**45,636,494**

Schedule 3

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

Fund Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balance Available June 30, 2017
		Encumbrances	Nonspendable, Restricted, and Committed	Assigned	
1	2	3	4	5	6
General Fund					
001- General Fund	181,789,677	-	70,846,465	104,924,942	6,018,270
Total General Fund	**181,789,677**	**-**	**70,846,465**	**104,924,942**	**6,018,270**
Special Revenue Funds:					
002- Road Fund	381,703	-	-	-	381,703
003- County Library Fund	408,113	-	-	-	408,113
005 - In-Home Support Services	140,329	-	-	-	140,329
006 - Fish and Game Propagation	90,343	-	-	-	90,343
007 - Office of Employment Training	(16,716)	-	-	-	(16,716)
008 - Community Action Partnership	259,649	-	-	-	259,649
009 - Inclusionary Housing	986,896	-	-	-	986,896
011 - Economic Development Program	1,324,400	-	-	-	1,324,400
013 - Community Development	14,921,832	-	-	-	14,921,832
016 - Emergency Medical Service	955,360	-	-	-	955,360
022 - Local Revenue Fund 2011	-	-	-	-	-
023 - Behavioral Health	12,886,643	-	-	-	12,886,643
024 - Homeland Security	24,222,676	-	-	-	24,222,676
025 - H&W Realignment	199,685	-	-	-	199,685
Total Special Revenue Funds	**56,760,913**	**-**	**-**	**-**	**56,760,913**
Capital Project Funds:					
401 - Facilities Project	2,889,548	-	-	-	2,889,548
402 - Capital Projects	4,086,770	-	-	-	4,086,770
403 - Capital Project Automation	(4,557,392)	-	-	-	(4,557,392)
404 - Facility Master Plan Implementation	23,082,889	-	-	-	23,082,889
405 - NGEN Radio Project	3,771,288	-	-	-	3,771,288
Total Capital Projects Funds	**29,273,102**	**-**	**-**	**-**	**29,273,102**
Debt Service Funds:					
251 - Public Improvement Corporation	10,227,157	-	-	-	10,227,157
Total Debt Service Funds	**10,227,157**	**-**	**-**	**-**	**10,227,157**
Total Governmental Funds	**278,050,850**	**-**	**70,846,465**	**104,924,942**	**102,279,442**

Schedule 4

COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2017-18

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
General Fund						
Nonspendable:						
001 - 3026 - Reserve For Inventories	252,782	-	-	-	-	252,782
Restricted:						
001 - 3041 - Public Protection	22,196,050	15,112,306	-	-	-	7,083,744
001 - 3043 - Health and Saniation	1,817,194	722,900	-	-	-	1,094,294
Committed:						
001 - 3111 - Strategic Reserve	46,580,439	-	-	-	-	46,580,439
Assigned:						
001 - 3012 - Assigned for Encumbrances	59,731	-	-	-	-	59,731
001 - 3065 - General Capital	28,756,869	5,161,441				
001 - 3113 - General Fund Contingency	6,956,222	6,359,130	-	-	-	597,092
001 - 3115 - Compensated Absences	8,322,603	-	-	-	-	8,322,603
001 - 3116 - Vehicle Replacement	8,053,066	-	-	-	-	8,053,066
001 - 3120 - Health Clinics	1,970,000	-	-	-	-	1,970,000
001 - 3121 - Social Services	28,243	-	-	-	-	28,243
001 - 3122 - NGEN Radio System	3,155,563	2,186,157	-	-	-	969,406
001 - 3123 - Capital Project	2,569,624	-	-	-	-	2,569,624
001 - 3124 -Information Technology Charges Mitigation	1,869,508	-	-	-	-	1,869,508
001 - 3125 - Productivity Investment Program	282,331	-	-	-	-	282,331
001 - 3126 - Disaster Assistance Program	18,181,337	7,300,000	-	-	-	10,881,337
001 - 3127 - New Juvenile Hall Project	12,367,446	-	-	-		12,367,446
001 - 3128 - Revenue Stabilization	2,876,910	-	-	-	-	2,876,910
001 - 3129 - Laguna Seca Track Maintenance and Repairs	4,885,355	-	-	-	-	4,885,355
001 - 3131 - Non-Recoverable Costs	4,590,135	-	-	-	-	4,590,135
Unassigned:						
001 - 3101 - Unassigned Fund Balance	6,018,270	6,018,270	-	-	-	-
Total General Fund	**181,789,677**	**42,860,204**	**-**	**-**	**-**	**115,334,045**
Special Revenue Funds						
002 - Road Fund	118,976	-	-	-	-	118,976
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	-	-	-	-	-	-

Schedule 4

COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2017-18

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
025 - H&W Realignment	-	-	-	-	-	-
026 - NGEN Operations & Maintenance	-	-	-	-	-	-
Total Special Revenue Funds	**118,976**	**-**	**-**	**-**	**-**	**118,976**
Capital Projects Funds						
401 - Facilities Projects	-	-	-	-	-	-
402 - Capital Projects	-	-	-	-	-	-
403 - Capital Project Automation	-	-	-	-	-	-
404 - Facility Master Plan Implementation	-	-	-	-	-	-
405 - NGEN Radio Project	-	-	-	-	-	-
Total Capital Projects Funds	**-**	**-**	**-**	**-**	**-**	-
Debt Service Funds						
251 - Public Improvement Corporation	10,227,157	-	-	-	-	10,227,157
Total Debt Service Funds	**10,227,157**	**-**	**-**	**-**	**-**	10,227,157
Total Governmental Funds	**192,135,810**	**42,860,204**	**-**	**-**	**-**	**125,680,178**

Schedule 5
County of Monterey
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2017-18

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Summarization by Source						
Current Secured Property Tax	87,307,012	92,343,385	92,506,861	97,254,040	97,254,040	4,910,655
Current Unsecured Property Tax	3,721,147	3,875,082	3,910,422	4,023,235	4,023,235	148,153
Taxes Other than Current Property	95,314,059	90,351,792	95,276,493	101,449,771	101,449,771	11,097,979
Total Taxes:	**$186,342,218**	**$186,570,259**	**$191,693,776**	**$202,727,046**	**$202,727,046**	**$16,156,787**
Licenses, Permits, and Franchises	20,528,751	21,832,771	20,746,298	22,958,169	22,817,868	985,097
Fines, Forfeitures, and Penalties	9,631,345	10,306,846	8,007,922	9,727,694	9,530,566	(776,280)
Revenue from Use of Money & Property	7,914,934	4,322,784	5,140,548	16,069,130	16,069,130	11,746,346
Intergovernmental Revenues	388,733,656	508,655,732	430,275,001	512,127,888	510,692,355	2,036,623
Charges for Services	76,180,737	83,318,900	76,498,893	84,708,849	84,092,261	773,361
Miscellaneous Revenues	6,980,618	11,248,631	10,943,343	10,444,199	10,858,033	(390,598)
Other Financing Sources	186,365,985	161,365,710	137,761,871	190,986,374	188,128,291	26,762,581
Grand Total	**$882,678,244**	**$987,621,633**	**$881,067,652**	**$1,049,749,349**	**$1,044,915,550**	**$57,293,917**

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2017-18

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
001 - General						
Taxes						
4010 - Property Tax - Current Secured	80,836,784	84,609,921	83,989,419	88,608,837	88,608,837	3,998,916
4015 - Property Tax - Current Unsecured	3,477,287	3,629,282	3,610,422	3,718,735	3,718,735	89,453
4020 - Property Tax In-Lieu of VLF	46,540,795	48,659,605	48,355,886	51,015,460	51,015,460	2,355,855
4025 - Property Tax - Prior Secured	1,110,992	1,208,296	1,110,992	1,110,992	1,110,992	(97,304)
4030 - Property Tax - Prior Unsecured	34,804	27,210	34,804	34,804	34,804	7,594
4035 - Property Tax - Current Supplemental	1,829,997	2,032,652	1,646,468	1,646,468	1,646,468	(386,184)
4040 - Property Tax - Prior Supplemental	66,420	55,545	66,420	66,420	66,420	10,875
4050 - Sales and Use Taxes	8,977,751	9,057,201	10,932,347	14,411,397	14,411,397	5,354,196
4060 - Property Tax in Lieu of Sales Tax	2,762,922	2,642,466	-	-	-	(2,642,466)
4090 - Other Property Taxes	7,032,901	-	6,827,109	6,827,109	6,827,109	6,827,109
4100 - Transient Occupancy Tax	22,834,344	23,451,689	23,176,859	21,578,455	21,578,455	(1,873,234)
4110 - Real Property Transfer Tax	3,294,727	2,603,928	2,603,928	2,815,240	2,815,240	211,312
4120 - Other Taxes	(2,654)	140	120	120	120	(20)
4130 - Cannabis Tax	-	-	-	376,929	376,929	376,929
Total Taxes	**$ 178,797,070**	**$ 177,977,935**	**$ 182,354,774**	**$ 192,210,966**	**$ 192,210,966**	**$ 14,233,031**
Licenses, Permits, and Franchises						
4200 - Animal Licenses	177,965	191,879	181,783	192,000	192,000	121
4220 - Business Licenses	4,021,735	4,274,413	3,900,511	4,531,326	4,361,459	87,046
4230 - Construction Permits	8,174,699	9,383,563	8,514,350	9,412,411	9,441,977	58,414
4250 - Road Privileges and Permits	142,551	117,122	117,122	117,122	117,122	-
4260 - Zoning Permits	1,298,152	1,269,664	1,301,418	1,401,165	1,401,165	131,501
4270 - Franchises	6,038,622	6,138,124	6,078,159	6,098,304	6,098,304	(39,820)
4300 - Other Licenses and Permits	421,241	406,006	422,919	416,160	416,160	10,154
Total Licenses, Permits, and Franchises	**$ 20,274,965**	**$ 21,780,771**	**$ 20,516,262**	**$ 22,168,488**	**$ 22,028,187**	**$ 247,416**
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	1,398,875	1,230,617	1,087,462	1,233,355	1,233,355	2,738
4450 - Other Court Fines	325,432	358,768	242,971	304,330	304,330	(54,438)
4500 - Forfeitures and Penalties	4,785,885	5,837,293	3,811,671	4,923,330	4,726,202	(1,111,091)
4550 - Penalties and Costs on Delinquent Taxes	2,194,107	1,801,855	1,801,855	2,202,996	2,202,996	401,141
Total Fines, Forfeitures, and Penalties	**$ 8,704,299**	**$ 9,228,533**	**$ 6,943,959**	**$ 8,664,011**	**$ 8,466,883**	**$ (761,650)**
Revenue from Use of Money & Property						
4600 - Investment Income	4,418,059	843,862	1,592,550	1,623,876	1,623,876	780,014
4650 - Interest on Notes Receivable	344	-	-	-	-	
4675 - Rents and Concessions	3,057,000	3,106,872	3,094,718	14,042,557	14,042,557	10,935,685
Total Revenue from Use of Money & Property	**$ 7,475,403**	**$ 3,950,734**	**$ 4,687,268**	**$ 15,666,433**	**$ 15,666,433**	**$ 11,715,699**
Intergovernmental Revenues						
4820 - Vehicle License Fee	747,391	9,381,703	-	806,334	806,334	(8,575,369)
4900 - State Aid - Public Assistance Administration	34,996,478	19,080,830	39,004,160	37,830,768	37,232,523	18,151,693
4910 - State Aid - Public Assistance Programs	5,736,691	6,647,153	6,204,933	5,350,982	5,350,982	(1,296,171)
4970 - Tuberculosis Control	30,579	-	-	-	-	-
4975 - State Aid - Health Programs	3,584,029	3,306,345	3,251,737	3,218,136	3,218,136	(88,209)
4985 - Tobacco Program (Prop 99)	122,247	127,500	119,802	782,982	782,982	655,482

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
4990 - Realignment - Health	-	-	60,050	-	-	-
5000 - State Aid - Agriculture	4,802,498	4,827,314	4,816,661	4,641,483	4,641,483	(185,831)
5010 - State Aid - Construction Capital Grants	109,737	110,000	110,000	185,000	185,000	75,000
5025 - State Veterans' Affairs	138,945	163,226	125,706	122,364	122,364	(40,862)
5030 - Homeowners Property Tax Relief	446,524	451,032	450,310	449,725	449,725	(1,307)
5035 - Public Safety - Sales Tax	31,333,508	33,284,429	32,588,423	33,687,853	34,028,167	743,738
5050 - Other State Aid	8,413,105	9,385,239	9,713,013	12,291,070	12,291,070	2,905,831
5075 - SB 90 Reimbursements	135,775	-	-	-	-	-
5095 - Peace Officer Training (Post)	89,740	90,000	80,000	90,000	90,000	-
5100 - Federal - In-Lieu Taxes	1,749,624	5,681	875,758	875,758	875,758	870,077
5200 - Federal Aid - Public Assistance Administration	51,476,948	81,400,801	58,895,794	65,251,752	64,074,150	(17,326,651)
5225 - Federal Aid - Public Assistance Programs	23,886,972	26,276,029	26,006,281	25,100,117	25,100,117	(1,175,912)
5290 - Federal Aid Other	23,831,449	18,061,319	19,639,654	19,279,937	19,279,937	1,218,618
5325 - Other In-Lieu Taxes	-	6,112,830	-	-	-	(6,112,830)
5350 - Aid - Other Governmental Agencies	1,010,801	977,836	977,836	1,022,083	1,022,083	44,247
5355 - Aid from City/County	59,714	-	-	-	-	-
5360 - Aid from Special District/JPA	122,075	-	-	-	-	-
Total Intergovernmental Revenues	**$ 192,824,830**	**$ 219,689,267**	**$ 202,920,118**	**$ 210,986,344**	**$ 209,550,811**	**$ (10,138,456)**
Charges for Services						
5400 - Assessment and Tax Collection Fees	2,919,889	2,799,195	2,852,063	3,042,789	3,042,789	243,594
5415 - Special Assessments	-	-	175	-	-	-
5430 - Auditing and Accounting Fees	828,602	1,078,499	1,152,811	1,287,196	1,287,196	208,697
5445 - Communication Services	8,464,647	5,978,964	7,953,180	7,461,659	6,947,825	968,861
5460 - Election Services	1,029,475	900,000	1,474,563	400,000	400,000	(500,000)
5475 - Legal Services	426,497	343,816	366,912	343,786	343,786	(30)
5505 - Planning and Engineering Services	842,676	755,705	705,062	830,653	830,653	74,948
5520 - Agricultural Services	1,795,103	2,055,446	1,961,614	2,055,446	2,055,446	-
5535 - Civil Process Services	3,333,809	4,023,493	3,717,000	4,139,197	4,139,197	115,704
5550 - Estate Fees	61,835	100,000	60,000	60,000	60,000	(40,000)
5560 - Humane Services	74,858	1,633	6,960	2,000	2,000	367
5570 - Law Enforcement Services	4,228,894	3,347,226	3,668,226	3,431,344	3,328,590	(18,636)
5580 - Recording Fees	2,662,420	2,797,848	2,670,490	2,896,277	2,896,277	98,429
5600 - Health Fees	32,177,694	43,078,310	34,726,444	45,851,091	45,851,091	2,772,781
5640 - Mental Health Fees	7,575	12,805	8,275	8,400	8,400	(4,405)
5660 - Children's Services	900	1,676	855	898	898	(778)
5685 - Adoption Fees	35,605	65,000	41,905	70,000	70,000	5,000
5690 - Institutional Care and Services	1,136,063	1,015,000	1,085,000	1,075,000	1,075,000	60,000
5730 - Park and Recreation Services	1,529,914	1,436,576	1,322,361	999,273	999,273	(437,303)
5750 - Other Services	8,811,339	8,019,217	8,975,749	7,036,028	7,036,028	(983,189)
Total Charges for Services	**$ 70,367,795**	**$ 77,810,409**	**$ 72,749,645**	**$ 80,991,037**	**$ 80,374,449**	**$ 2,564,040**
Miscellaneous Revenues						
5800 - Other Taxable Sales	66,565	2,000	2,224	22,175	22,175	20,175
5850 - Developer Reimbursements	42,160	18,000	21,530	-	-	(18,000)
5855 - Other Reimbursement	91,031	40,872	328,780	168,912	682,746	641,874
5860 - Tobacco Settlement	3,577,452	3,545,768	3,541,677	3,506,261	3,506,261	(39,507)
5870 - Miscellaneous Revenues	1,485,464	3,538,433	3,531,469	3,629,304	3,629,304	90,871
5960 - Loan Repayment	5,358	-	-	-	-	-
5980 - Contributions	322,006	1,044,500	80,200	312,674	212,674	(831,826)
Total Miscellaneous Revenues	**$ 5,590,036**	**$ 8,189,573**	**$ 7,505,880**	**$ 7,639,326**	**$ 8,053,160**	**$ (136,413)**

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Other Financing Sources						
5900 - Sale of Capital Assets	178,702	63,778	63,778	-	-	(63,778)
5940 - Operating Transfers In	86,055,797	102,397,488	91,670,270	100,664,868	99,906,688	(2,490,800)
Total Other Financing Sources	**$ 86,234,499**	**$ 102,461,266**	**$ 91,734,048**	**$ 100,664,868**	**$ 99,906,688**	**$ (2,554,578)**
Total 001 - General	**$ 570,268,897**	**$ 621,088,488**	**$ 589,411,954**	**$ 638,991,473**	**$ 636,257,577**	**$ 15,169,089**
002 - Road Fund						
Taxes						
4050 - Sales and Use Taxes	-	-	-	1,037,127	1,037,127	1,037,127
Total Taxes	**$ -**	**$ -**	**$ -**	**$ 1,037,127**	**$ 1,037,127**	**$ 1,037,127**
Licenses, Permits, and Franchises						
4250 - Road Privileges and Permits	253,785	52,000	230,036	789,681	789,681	737,681
Total Licenses, Permits, and Franchises	**$ 253,785**	**$ 52,000**	**$ 230,036**	**$ 789,681**	**$ 789,681**	**$ 737,681**
Revenue from Use of Money & Property						
4600 - Investment Income	2,266	21,404	17,129	7,735	7,735	(13,669)
Total Revenue from Use of Money & Property	**$ 2,266**	**$ 21,404**	**$ 17,129**	**$ 7,735**	**$ 7,735**	**$ (13,669)**
Intergovernmental Revenues						
4800 - State Highway Users Tax	8,939,203	8,350,044	8,693,572	9,113,892	9,113,892	763,848
5010 - State Aid - Construction Capital Grants	1,045,685	11,786,665	8,471,912	10,806,934	10,806,934	(979,731)
5011 - State Aid - Construction Operating Grants	725,486	725,486	725,486	725,486	725,486	-
5250 - Federal Aid - Construction Capital Grants	1,601,297	6,381,116	5,017,137	11,110,785	11,110,785	4,729,669
5260 - Federal Aid - Disaster Relief	-	-	28,913	-	-	-
5270 - Federal Aid - Forest Reserve Revenue		15,069	15,069	15,069	15,069	-
5350 - Aid - Other Governmental Agencies	104,620	-	18,022	-	-	-
Total Intergovernmental Revenues	**$ 12,416,291**	**$ 27,258,380**	**$ 22,970,111**	**$ 31,772,166**	**$ 31,772,166**	**$ 4,513,786**
Charges for Services						
5750 - Other Services	3,663,693	3,775,241	1,377,419	1,793,312	1,793,312	(1,981,929)
Total Charges for Services	**$ 3,663,693**	**$ 3,775,241**	**$ 1,377,419**	**$ 1,793,312**	**$ 1,793,312**	**$ (1,981,929)**
Miscellaneous Revenues						
5855 - Other Reimbursement	411	950,842	660,741	2,185,000	2,185,000	1,234,158
5870 - Miscellaneous Revenues	1,175	681	5,882	5,944	5,944	5,263
Total Miscellaneous Revenues	**$ 1,586**	**$ 951,523**	**$ 666,623**	**$ 2,190,944**	**$ 2,190,944**	**$ 1,239,421**
Other Financing Sources						
5900 - Sale of Capital Assets	11,815	-	-	-	-	-
5940 - Operating Transfers In	4,583,438	6,840,363	7,050,414	5,480,243	5,480,243	(1,360,120)
Total Other Financing Sources	**$ 4,595,253**	**$ 6,840,363**	**$ 7,050,414**	**$ 5,480,243**	**$ 5,480,243**	**$ (1,360,120)**
Total 002 - Road Fund	**$ 20,932,874**	**$ 38,898,911**	**$ 32,311,732**	**$ 43,071,208**	**$ 43,071,208**	**$ 4,172,297**
003 - Library Fund						
Taxes						
4010 - Property Tax - Current Secured	6,470,227	7,733,464	8,517,442	8,645,203	8,645,203	911,739
4015 - Property Tax - Current Unsecured	243,860	245,800	300,000	304,500	304,500	58,700
4025 - Property Tax - Prior Secured	88,262	120,000	120,000	121,800	121,800	1,800

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
4030 - Property Tax - Prior Unsecured	2,769	3,060	3,060	3,200	3,200	140
4035 - Property Tax - Current Supplemental	143,037	80,000	140,000	142,100	142,100	62,100
4040 - Property Tax - Prior Supplemental	5,292	10,000	10,000	10,150	10,150	150
4090 - Other Property Taxes	591,701	400,000	248,500	252,000	252,000	(148,000)
Total Taxes	**$ 7,545,148**	**$ 8,592,324**	**$ 9,339,002**	**$ 9,478,953**	**$ 9,478,953**	**$ (886,629)**
Revenue from Use of Money & Property						
4600 - Investment Income	9,929	3,075	3,075	3,150	3,150	(75)
Total Revenue from Use of Money & Property	**$ 9,929**	**$ 3,075**	**$ 3,075**	**$ 3,150**	**$ 3,150**	**$ (75)**
Intergovernmental Revenues						
5030 - Homeowners Property Tax Relief	35,452	37,413	35,000	35,525	35,525	1,888
5050 - Other State Aid	49,392	82,000	50,000	50,750	50,750	31,250
5325 - Other In-Lieu Taxes	-	400,000	250,000	253,750	253,750	146,250
Total Intergovernmental Revenues	**$ 84,844**	**$ 519,413**	**$ 335,000**	**$ 340,025**	**$ 340,025**	**$ 179,388**
Charges for Services						
5725 - Library Services	155,328	153,750	153,750	145,000	145,000	8,750
Total Charges for Services	**$ 155,328**	**$ 153,750**	**$ 153,750**	**$ 145,000**	**$ 145,000**	**$ 8,750**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	29	-	-	-	-	-
5980 - Contributions	499,676	300,000	386,000	300,000	300,000	-
Total Miscellaneous Revenues	**$ 499,705**	**$ 300,000**	**$ 386,000**	**$ 300,000**	**$ 300,000**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	179,622	386,000	300,000	400,000	400,000	(14,000)
Total Other Financing Sources	**$ 179,622**	**$ 386,000**	**$ 300,000**	**$ 400,000**	**$ 400,000**	**$ (14,000)**
Total 003 - Library Fund	**$ 8,474,576**	**$ 9,954,562**	**$ 10,516,827**	**$ 10,667,128**	**$ 10,667,128**	**$ (712,566)**
005 - In-Home Support Services						
Revenue from Use of Money & Property						
4600 - Investment Income	580	-	452	-	-	-
Total Revenue from Use of Money & Property	**$ 580**	**$ -**	**$ 452**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	298,730	469,831	409,021	521,594	521,594	(51,763)
5290 - Federal Aid Other	265,027	440,065	377,976	495,159	495,159	(55,094)
Total Intergovernmental Revenues	**$ 563,757**	**$ 909,896**	**$ 786,997**	**$ 1,016,753**	**$ 1,016,753**	**$ (106,857)**
Other Financing Sources						
5940 - Operating Transfers In	237	382	382	448	448	(66)
Total Other Financing Sources	**$ 237**	**$ 382**	**$ 382**	**$ 448**	**$ 448**	**$ (66)**
Total 005 - In-Home Support Services	**$ 564,574**	**$ 910,278**	**$ 787,831**	**$ 1,017,201**	**$ 1,017,201**	**$ (106,923)**
006 - Fish & Game Propagation Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	14,555	13,313	13,963	13,683	13,683	(370)
Total Fines, Forfeitures, and Penalties	**$ 14,555**	**$ 13,313**	**$ 13,963**	**$ 13,683**	**$ 13,683**	**$ (370)**

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Revenue from Use of Money & Property						
4600 - Investment Income	575	125	1,162	581	581	(456)
Total Revenue from Use of Money & Property	**$ 575**	**$ 125**	**$ 1,162**	**$ 581**	**$ 581**	**$ (456)**
Miscellaneous Revenues						
5980 - Contributions	50,000	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 50,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	10,500	-	13,313	10,500	10,500	(10,500)
Total Other Financing Sources	**$ 10,500**	**$ -**	**$ 13,313**	**$ 10,500**	**$ 10,500**	**$ (10,500)**
Total 006 - Fish & Game Propagation Fund	**$ 75,630**	**$ 13,438**	**$ 28,438**	**$ 24,764**	**$ 24,764**	**$ (11,326)**
007 - WIB-OET						
Revenue from Use of Money & Property						
4600 - Investment Income	(363)	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ (363)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
5290 - Federal Aid Other	5,971,815	6,899,668	7,184,562	-	-	6,899,668
5350 - Aid - Other Governmental Agencies	138,963	-	-	-	-	-
Total Intergovernmental Revenues	**$ 6,110,778**	**$ 6,899,668**	**$ 7,184,562**	**$ -**	**$ -**	**$ 6,899,668**
Charges for Services						
5700 - Educational Services	9,926	-	-	-	-	-
Total Intergovernmental Revenues	**$ 9,926**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	1,573	-	-	-	-	-
5870 - Miscellaneous Revenues	765	8,442	8,442	-	-	8,442
Total Miscellaneous Revenues	**$ 2,338**	**$ 8,442**	**$ 8,442**	**$ -**	**$ -**	**$ 8,442**
Other Financing Sources						
5900 - Sale of Capital Assets	3,601	-	-	-	-	-
5940 - Operating Transfers In	516,986	1,029,360	661,807	2,664,844	2,664,844	(1,635,484)
Total Other Financing Sources	**$ 520,587**	**$ 1,029,360**	**$ 661,807**	**$ 2,664,844**	**$ 2,664,844**	**$ (1,635,484)**
Total 007 - WIB-OET	**$ 6,643,266**	**$ 7,937,470**	**$ 7,854,811**	**$ 2,664,844**	**$ 2,664,844**	**$ 5,272,626**
008 - Community Action Partnership						
Revenue from Use of Money & Property						
4600 - Investment Income	508	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 508**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
5290 - Federal Aid Other	533,311	648,831	616,994	568,414	568,414	80,417
Total Intergovernmental Revenues	**$ 533,311**	**$ 648,831**	**$ 616,994**	**$ 568,414**	**$ 568,414**	**$ 80,417**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	127	-	-	-	-	-
Total Intergovernmental Revenues	**$ 127**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Other Financing Sources						
5940 - Operating Transfers In	158	153	151	149	149	4
Total Other Financing Sources	**$ 158**	**$ 153**	**$ 151**	**$ 149**	**$ 149**	**$ 4**
Total 008 - Community Action Partnership	**$ 534,104**	**$ 648,984**	**$ 617,145**	**$ 568,563**	**$ 568,563**	**$ 80,421**
009 - Inclusionary Housing						
Revenue from Use of Money & Property						
4600 - Investment Income	4,366	2,000	7,000	6,000	6,000	(4,000)
4650 - Interest on Notes Receivable	8,001	10,000	7,000	6,000	6,000	4,000
Total Revenue from Use of Money & Property	**$ 12,367**	**$ 12,000**	**$ 14,000**	**$ 12,000**	**$ 12,000**	**$ -**
Intergovernmental Revenues						
5750 - Other Services	(41)	-	-	-	-	-
Total Intergovernmental Revenues	**$ (41)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Charges for Services						
5580 - Recording Fees	258	-	-	-	-	-
5750 - Other Services	106,884	4,500	100,000	4,500	4,500	-
Total Charges for Services	**$ 107,142**	**$ 4,500**	**$ 100,000**	**$ 4,500**	**$ 4,500**	**$ -**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	35	400,000	400,000	-	-	400,000
5960 - Loan Repayment	-	25,000	25,000	20,000	20,000	5,000
Total Miscellaneous Revenues	**$ 35**	**$ 425,000**	**$ 425,000**	**$ 20,000**	**$ 20,000**	**$ 405,000**
Total 009 - Inclusionary Housing	**$ 119,503**	**$ 441,500**	**$ 539,000**	**$ 36,500**	**$ 36,500**	**$ 405,000**
011 - Economic Development Program						
Revenue from Use of Money & Property						
4600 - Investment Income	547	300	553	400	400	(100)
4650 - Interest on Notes Receivable	56,044	100,000	40,000	100,000	100,000	-
Total Revenue from Use of Money & Property	**$ 56,591**	**$ 100,300**	**$ 40,553**	**$ 100,400**	**$ 100,400**	**$ (100)**
Charges for Services						
5750 - Other Services	-	50,000	25,000	50,000	50,000	-
Total Charges for Services	**$ -**	**$ 50,000**	**$ 25,000**	**$ 50,000**	**$ 50,000**	**$ -**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	4,131	-	18	-	-	-
5960 - Loan Repayment	-	125,000	-	125,000	125,000	-
Total Miscellaneous Revenues	**$ 4,131**	**$ 125,000**	**$ 18**	**$ 125,000**	**$ 125,000**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	291,818	-	-	-	-	-
Total Miscellaneous Revenues	**$ 291,818**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 011 - Economic Development Program	**$ 352,540**	**$ 275,300**	**$ 65,571**	**$ 275,400**	**$ 275,400**	**$ (100)**
013 - Community Development Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	5,392	3,060	3,000	5,000	5,000	(1,940)

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
4650 - Interest on Notes Receivable	26,696	8,600	40,000	8,000	8,000	600
Total Revenue from Use of Money & Property	**$ 32,088**	**$ 11,660**	**$ 43,000**	**$ 13,000**	**$ 13,000**	**$ (1,340)**
Intergovernmental Revenues						
5050 - Other State Aid	652,996	-	-	-	-	-
5290 - Federal Aid Other	877,347	1,289,006	1,289,006	1,156,760	1,156,760	132,246
Total Intergovernmental Revenues	**$ 1,530,343**	**$ 1,289,006**	**$ 1,289,006**	**$ 1,156,760**	**$ 1,156,760**	**$ 132,246**
Miscellaneous Revenues						
5855 - Other Reimbursement	53,000	470,477	510,037	-	-	470,477
5960 - Loan Repayment	839	68,000	140,000	41,900	41,900	26,100
Total Miscellaneous Revenues	**$ 53,839**	**$ 538,477**	**$ 650,037**	**$ 41,900**	**$ 41,900**	**$ 496,577**
Total 013 - Community Development Fund	**$ 1,616,270**	**$ 1,839,143**	**$ 1,982,043**	**$ 1,211,660**	**$ 1,211,660**	**$ 627,483**
016 - Emergency Medical Service Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	710,477	850,000	850,000	850,000	850,000	-
Total Fines, Forfeitures, and Penalties	**$ 710,477**	**$ 850,000**	**$ 850,000**	**$ 850,000**	**$ 850,000**	**$ -**
Revenue from Use of Money & Property						
4600 - Investment Income	8,272	3,500	3,522	3,500	3,500	-
Total Revenue from Use of Money & Property	**$ 8,272**	**$ 3,500**	**$ 3,522**	**$ 3,500**	**$ 3,500**	**$ -**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	11,312	25,000	5,000	5,000	5,000	20,000
Total Miscellaneous Revenues	**$ 11,312**	**$ 25,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 20,000**
Total 016 - Emergency Medical Service Fund	**$ 730,061**	**$ 878,500**	**$ 858,522**	**$ 858,500**	**$ 858,500**	**$ 20,000**
021 - Workforce Development Board						
Intergovernmental Revenues						
5290 - Federal Aid Other	-	-	-	8,094,480	8,094,480	(8,094,480)
Total Intergovernmental Revenues	**$ -**	**$ -**	**$ -**	**$ 8,094,480**	**$ 8,094,480**	**$ (8,094,480)**
Other Financing Sources						
5940 - Operating Transfers In	-	-	-	661,807	661,807	(661,807)
Total Miscellaneous Revenues	**$ -**	**$ -**	**$ -**	**$ 661,807**	**$ 661,807**	**$ (661,807)**
Total 021 - Workforce Development Board	**$ -**	**$ -**	**$ -**	**$ 8,756,287**	**$ 8,756,287**	**$ (8,756,287)**
022 - Local Revenue Fund						
Intergovernmental Revenues						
4920 - Realignment - Social Services	18,136,036	18,875,397	18,036,877	18,604,340	18,604,340	271,057
4960 - Realignment - Mental Health	11,302,732	9,500,000	13,900,000	13,500,000	13,500,000	(4,000,000)
5035 - Public Safety - Sales Tax	24,085,741	22,501,187	18,929,814	21,177,482	21,177,482	1,323,705
5040 - Citizens Option for Public Safety Funds	-	250,000	250,000	250,000	250,000	-
5050 - Other State Aid	-	5,750,000	5,693,463	5,750,000	5,750,000	-
Total Intergovernmental Revenues	**$ 53,524,509**	**$ 56,876,584**	**$ 56,810,154**	**$ 59,281,822**	**$ 59,281,822**	**$ (2,405,238)**
Total 022 - Local Revenue Fund	**$ 53,524,509**	**$ 56,876,584**	**$ 56,810,154**	**$ 59,281,822**	**$ 59,281,822**	**$ (2,405,238)**

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
023 - Behavioral Health						
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	202,014	215,000	200,000	200,000	200,000	15,000
Total Fines, Forfeitures, and Penalties	**$ 202,014**	**$ 215,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 15,000**
Revenue from Use of Money & Property						
4600 - Investment Income	75,050	80,000	75,000	80,000	80,000	-
4675 - Rents and Concessions	27,898	36,451	24,096	36,451	36,451	-
Total Revenue from Use of Money & Property	**$ 102,948**	**$ 116,451**	**$ 99,096**	**$ 116,451**	**$ 116,451**	**$ -**
Intergovernmental Revenues						
4820 - Vehicle License Fee	639,468	-	162,007	162,007	162,007	(162,007)
4950 - State Aid - Mental Health	16,708,612	20,000,000	20,000,000	18,500,000	18,500,000	1,500,000
4975 - State Aid - Health Programs	170,000	-	211,000	-	-	-
5240 - Federal Aid - Health Administration	-	5,500,000	-	5,478,707	5,478,707	21,293
5290 - Federal Aid Other	35,000,486	45,538,441	40,000,000	50,428,367	50,428,367	(4,889,926)
5350 - Aid - Other Governmental Agencies	4,313,281	8,688,269	5,000,000	6,563,145	6,563,145	2,125,124
Total Intergovernmental Revenues	**$ 56,831,847**	**$ 79,726,710**	**$ 65,373,007**	**$ 81,132,226**	**$ 81,132,226**	**$ 1,500,000**
Charges for Services						
5600 - Health Fees	56,574	20,000	-	20,000	20,000	-
5640 - Mental Health Fees	1,762,951	1,500,000	1,811,061	1,700,000	1,700,000	(200,000)
5660 - Children's Services	22,383	-	16,219	-	-	-
5750 - Other Services	22,221	5,000	53,367	5,000	5,000	-
Total Charges for Services	**$ 1,864,129**	**$ 1,525,000**	**$ 1,880,647**	**$ 1,725,000**	**$ 1,725,000**	**$ (200,000)**
Miscellaneous Revenues						
5855 - Other Reimbursement	279,290	-	227,963	-	-	-
5870 - Miscellaneous Revenues	232,136	-	15,312	-	-	-
Total Miscellaneous Revenues	**$ 511,426**	**$ -**	**$ 243,275**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5900 - Sale of Capital Assets	1,046	-	-	-	-	-
5940 - Operating Transfers In	21,560,317	23,344,685	23,000,000	32,638,026	32,638,026	(9,293,341)
Total Other Financing Sources	**$ 21,561,363**	**$ 23,344,685**	**$ 23,000,000**	**$ 32,638,026**	**$ 32,638,026**	**$ (9,293,341)**
Total 023 - Behavioral Health	**$ 81,073,727**	**$ 104,927,846**	**$ 90,796,025**	**$ 115,811,703**	**$ 115,811,703**	**$ (7,978,341)**
024 - Homeland Security Grant						
Revenue from Use of Money & Property						
4600 - Investment Income	1,605	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 1,605**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
5290 - Federal Aid Other	540,088	796,546	550,000	550,000	550,000	246,546
Total Intergovernmental Revenues	**$ 540,088**	**$ 796,546**	**$ 550,000**	**$ 550,000**	**$ 550,000**	**$ 246,546**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	1,864	-	-	-	-	-
Total Miscellaneous Revenues	**$ 1,864**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 024 - Homeland Security Grant	**$ 543,557**	**$ 796,546**	**$ 550,000**	**$ 550,000**	**$ 550,000**	**$ 246,546**

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
025 - H&W Realignment						
Intergovernmental Revenues						
4820 - Vehicle License Fee	8,586,219	-	8,890,824	6,115,707	6,115,707	(6,115,707)
4920 - Realignment - Social Services	42,535,458	39,149,247	38,974,741	41,645,845	41,645,845	(2,496,598)
4960 - Realignment - Mental Health	11,808,270	11,000,000	10,800,000	10,300,000	10,300,000	700,000
4990 - Realignment - Health	751,052	527,412	5,327,871	367,778	367,778	159,634
Total Intergovernmental Revenues	**$ 63,680,999**	**$ 50,676,659**	**$ 63,993,436**	**$ 58,429,330**	**$ 58,429,330**	**$ (7,752,671)**
Other Financing Sources						
5940 - Operating Transfers In	3,508,350	12,463,815	3,952,328	3,367,970	3,367,970	9,095,845
Total Other Financing Sources	**$ 3,508,350**	**$ 12,463,815**	**$ 3,952,328**	**$ 3,367,970**	**$ 3,367,970**	**$ 9,095,845**
Total 025 - H&W Realignment	**$ 67,189,349**	**$ 63,140,474**	**$ 67,945,764**	**$ 61,797,300**	**$ 61,797,300**	**$ 1,343,174**
401 - Facilities Project Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	31,257	1,762	76,775	30,142	30,142	(28,380)
Total Revenue from Use of Money & Property	**$ 31,257**	**$ 1,762**	**$ 76,775**	**$ 30,142**	**$ 30,142**	**$ (28,380)**
Intergovernmental Revenues						
5010 - State Aid - Construction Capital Grants	-	58,520	65,006	-	-	58,520
5290 - Federal Aid Other	92,099	256,225	256,447	83,829	83,829	172,396
Total Intergovernmental Revenues	**$ 92,099**	**$ 314,745**	**$ 321,453**	**$ 83,829**	**$ 83,829**	**$ 230,916**
Charges for Services						
5750 - Other Services	12,724	-	121,446	-	-	-
Total Charges for Services	**$ 12,724**	**$ -**	**$ 121,446**	**$ -**	**$ -**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	17,552	-	-	-	-	-
5870 - Miscellaneous Revenues	31,213	-	-	-	-	-
5980 - Contributions	-	685,616	686,072	-	-	685,616
Total Miscellaneous Revenues	**$ 48,765**	**$ 685,616**	**$ 686,072**	**$ -**	**$ -**	**$ 685,616**
Miscellaneous Revenues						
5855 - Other Reimbursement	6,303,914	3,627,367	2,737,548	3,003,479	3,003,479	623,888
Total Miscellaneous Revenues	**$ 6,303,914**	**$ 3,627,367**	**$ 2,737,548**	**$ 3,003,479**	**$ 3,003,479**	**$ 623,888**
Total 401 - Facilities Project Fund	**$ 6,488,759**	**$ 4,629,490**	**$ 3,943,294**	**$ 3,117,450**	**$ 3,117,450**	**$ 1,512,040**
402 - Capital Projects Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	93,701	1,773	54,516	15,738	15,738	(13,965)
Total Revenue from Use of Money & Property	**$ 93,701**	**$ 1,773**	**$ 54,516**	**$ 15,738**	**$ 15,738**	**$ (13,965)**
Charges for Services						
5750 - Other Services	-	-	90,986	-	-	-
Total Charges for Services	**$ -**	**$ -**	**$ 90,986**	**$ -**	**$ -**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	45,577	-	-	-	-	-

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
5960 - Loan Repayment	29,975	-	30,726	-	-	-
Total Miscellaneous Revenues	**$ 75,552**	**$ -**	**$ 30,726**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	886,333	3,793,260	3,793,260	2,099,903	-	3,793,260
Total Other Financing Sources	**$ 886,333**	**$ 3,793,260**	**$ 3,793,260**	**$ 2,099,903**	**$ -**	**$ 3,793,260**
Total 402 - Capital Projects Fund	**$ 1,055,586**	**$ 3,795,033**	**$ 3,969,488**	**$ 2,115,641**	**$ 15,738**	**$ 3,779,295**
403 - Enterprise Resource Planning Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	26,762	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 26,762**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	40,000	249,769	-	-	-	-
Total Revenue from Use of Money & Property	**$ 40,000**	**$ 249,769**	**$ -**	**$ -**	**$ -**	**$ -**
Total 403 - Enterprise Resource Planning Fund	**$ 66,762**	**$ 249,769**	**$ -**	**$ -**	**$ -**	**$ -**
404 - Facility Master Plan Implementation						
Revenue from Use of Money & Property						
4600 - Investment Income	60,444	100,000	100,000	100,000	100,000	-
Total Revenue from Use of Money & Property	**$ 60,444**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ -**
Intergovernmental Revenues						
5010 - State Aid - Construction Capital Grants	-	63,050,027	7,124,163	58,715,739	58,715,739	-
Total Intergovernmental Revenues	**$ -**	**$ 63,050,027**	**$ 7,124,163**	**$ 58,715,739**	**$ 58,715,739**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	129,903	-	336,270	122,029	122,029	-
Total Intergovernmental Revenues	**$ 129,903**	**$ -**	**$ 336,270**	**$ 122,029**	**$ 122,029**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	10,233,351	7,169,290	4,518,620	39,994,137	39,994,137	-
5950 - Debt Issuance	48,440,000	-	-	-	-	-
5955 - Premium on Debt Issuance	3,560,000	-	-	-	-	-
Total Other Financing Sources	**$ 62,233,351**	**$ 7,169,290**	**$ 4,518,620**	**$ 39,994,137**	**$ 39,994,137**	**$ -**
Total 404 - Facility Master Plan Implementation	**$ 62,423,698**	**$ 70,319,317**	**$ 12,079,053**	**$ 98,931,905**	**$ 98,931,905**	**$ -**
Grand Total	**$ 882,678,244**	**$ 987,621,633**	**$ 881,067,652**	**$ 1,049,749,349**	**$ 1,044,915,550**	**$ 12,657,190**

Schedule 7
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2017-18

Description	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Summarization by Function						
GE01 - General	$ 110,762,556	$ 189,346,559	$ 136,020,320	$ 255,971,614	$ 249,917,277	$ 60,570,718
PP02 - Public Protection	242,058,658	272,140,181	263,573,954	288,394,469	277,585,027	5,444,846
PW03 - Public Ways & Facilities	24,335,780	38,640,720	33,145,304	64,229,984	42,539,672	3,898,952
HS04 - Health & Sanitation	196,670,913	247,989,099	209,766,440	273,116,151	270,439,663	22,450,564
PA05 - Public Assistance	234,726,506	267,037,091	262,244,865	278,769,502	274,736,049	7,698,958
ED06 - Education	9,693,852	10,698,790	11,036,055	11,118,177	10,398,794	(299,996)
RC07 - Recreation & Culture	5,955,638	6,746,167	6,671,488	-	-	(6,746,167)
Sub-Total	**$ 824,203,903**	**$ 1,032,598,607**	**$ 922,458,426**	**$ 1,171,599,897**	**$ 1,125,616,482**	**$ 93,017,875**
Appropriation for Contingencies	**-**	**-**	**-**	**-**	**-**	**-**
Total Financing Requirements	**$ 824,203,903**	**$ 1,032,598,607**	**$ 922,458,426**	**$ 1,171,599,897**	**$ 1,125,616,482**	**$ 93,017,875**

Schedule 7
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2017-18

Description	Actual 2015-16	Adopted Budget 2016-17	CY Estimated 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Summarization by Fund						
001 - General	$ 560,970,530	$ 633,655,241	$ 601,408,304	$ 700,677,723	$ 679,117,781	$ 45,462,540
002 - Road Fund	24,335,780	38,640,720	33,145,305	64,259,550	42,539,672	3,898,952
003 - Library Fund	9,179,278	10,119,266	10,480,485	10,654,296	9,934,913	(184,353)
005 - In-Home Support Services	489,065	910,278	787,831	1,017,201	1,017,201	106,923
006 - Fish & Game Propagation Fund	28,556	13,438	13,438	32,125	32,125	18,687
007 - OET	6,646,611	7,908,384	7,854,811	3,489,832	2,664,844	(5,243,540)
008 - Community Action Partnership	519,822	648,984	617,145	568,563	568,563	(80,421)
009 - Inclusionary Housing	18,761	586,680	586,680	741,700	741,700	155,020
011 - Economic Development Program	47,656	900,250	65,500	900,250	900,250	-
013 - Community Development Fund	2,088,701	1,854,793	2,083,333	1,171,660	1,171,660	(683,133)
016 - Emergency Medical Service Fund	452,510	876,928	725,000	825,000	825,000	(51,928)
021 - Workforce Development Board	-	-	-	8,695,894	8,635,501	8,635,501
022 - Local Revenue Fund	46,433,367	56,876,584	55,209,576	62,857,966	62,857,966	5,981,382
023 - Behavioral Health	92,131,196	116,858,100	94,327,826	115,811,703	115,811,703	(1,046,397)
024 - Homeland Security Grant	546,646	796,546	550,000	550,000	550,000	(246,546)
025 - H&W Realignment	56,679,502	62,865,718	62,491,212	66,731,316	66,872,485	4,006,767
401 - Facilities Project Fund	5,034,245	7,859,342	6,596,748	6,006,998	6,006,998	(1,852,344)
402 - Capital Projects Fund	2,786,545	4,647,073	5,461,410	5,323,406	5,123,406	476,333
403 - Enterprise Resource Planning Fund	1,781,890	3,427,781	6,821,954	-	-	(3,427,781)
404 - Facility Master Plan Projects	14,033,242	83,152,501	33,231,868	121,284,714	120,244,714	37,092,213
Total Financing Requirements	**$ 824,203,903**	**$ 1,032,598,607**	**$ 922,458,426**	**$ 1,171,599,897**	**$ 1,125,616,482**	**$ 93,017,875**

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2017-18

Function and Activity	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
General						
Contingencies						
County Administrative Office	-	4,672,269	-	6,359,130	6,359,130	1,686,861
Total Contingencies	**$ -**	**$ 4,672,269**	**$ -**	**$ 6,359,130**	**$ 6,359,130**	**$ 1,686,861**
Legislative & Administrative						
Auditor-Controller	(7,548,730)	307,336	248,737	261,832	261,832	(45,504)
Board of Supervisors	3,063,579	3,463,775	3,828,581	3,880,624	3,880,624	416,849
Clerk of the Board	737,242	924,652	918,522	926,634	926,634	1,982
County Administrative Office	4,142,542	891,276	2,597,900	4,018,345	2,662,913	1,771,637
Total Legislative & Administrative	**$ 394,633**	**$ 5,587,039**	**$ 7,593,740**	**$ 9,087,435**	**$ 7,732,003**	**$ 2,144,964**
Other Financing Uses						
County Administrative Office	29,711,292	31,758,370	31,758,370	47,751,600	47,751,600	15,993,230
Total Other Financing Uses	**$ 29,711,292**	**$ 31,758,370**	**$ 31,758,370**	**$ 47,751,600**	**$ 47,751,600**	**$ 15,993,230**
Finance						
Assessor-County Clerk-Recorder	5,535,180	6,241,039	5,852,536	6,401,475	6,118,872	(122,167)
Auditor-Controller	5,294,163	1,491,164	1,173,670	2,109,738	1,197,852	(293,312)
County Administrative Office	979,943	197,823	63,854	74,915	74,915	(122,908)
Treasurer-Tax Collector	6,674,084	7,516,809	7,144,415	7,739,730	7,739,730	222,921
Total Finance	**$ 18,483,370**	**$ 15,446,835**	**$ 14,234,475**	**$ 16,325,858**	**$ 15,131,369**	**$ (315,466)**
Counsel						
County Counsel	4,247,026	3,101,836	(238,109)	454,404	209,516	(2,892,320)
Total Counsel	**$ 4,247,026**	**$ 3,101,836**	**$ (238,109)**	**$ 454,404**	**$ 209,516**	**$ (2,892,320)**
Housing & Redevelopment						
Economic Development	18,761	586,680	586,680	741,700	741,700	155,020
Total Housing & Redevelopment	**$ 18,761**	**$ 586,680**	**$ 586,680**	**$ 741,700**	**$ 741,700**	**$ 155,020**
Personnel						
Equal Opportunity Office	792,199	219,637	79,430	178,534	178,534	(41,103)
Human Resources	2,784,241	216,341	975,063	2,087,896	1,889,233	1,672,892
Total Personnel	**$ 3,576,440**	**$ 435,978**	**$ 1,054,493**	**$ 2,266,430**	**$ 2,067,767**	**$ 1,631,789**
Elections						
Elections	4,680,339	4,428,517	5,132,431	5,265,765	5,210,179	781,662
Total Elections	**$ 4,680,339**	**$ 4,428,517**	**$ 5,132,431**	**$ 5,265,765**	**$ 5,210,179**	**$ 781,662**
Communications						
Emergency Communications	11,915,937	12,186,711	14,360,625	12,027,063	12,020,275	(166,436)
Total Communications	**$ 11,915,937**	**$ 12,186,711**	**$ 14,360,625**	**$ 12,027,063**	**$ 12,020,275**	**$ (166,436)**

Function and Activity	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Property Management						
Resource Management Agency	11,681,019	14,983,831	9,351,376	13,752,898	13,752,898	(1,230,933)
Total Property Management	**$ 11,681,019**	**$ 14,983,831**	**$ 9,351,376**	**$ 13,752,898**	**$ 13,752,898**	**$ (1,230,933)**
Plant Acquisition						
Auditor-Controller	1,781,890	3,427,781	6,821,954	-	-	(3,427,781)
Resource Management Agency	16,819,787	87,799,574	38,693,278	110,505,430	109,265,430	21,465,856
Total Plant Acquisition	**$ 18,601,677**	**$ 91,227,355**	**$ 45,515,232**	**$ 110,505,430**	**$ 109,265,430**	**$ 18,038,075**
Promotion						
Economic Development	1,862,606	1,875,396	1,875,396	1,888,186	1,875,396	-
Total Promotion	**$ 1,862,606**	**$ 1,875,396**	**$ 1,875,396**	**$ 1,888,186**	**$ 1,875,396**	**$ -**
Other General						
County Administrative Office	1,527,008	3,268,155	3,073,255	13,735,052	13,735,052	10,466,897
County Counsel	2,990,670	195,000	126,302	195,000	195,000	-
Information Technology	64,436	(1,771,337)	310,818	14,329,562	12,583,861	14,355,198
Resource Management Agency	1,007,343	1,363,924	1,285,236	1,286,101	1,286,101	(77,823)
Total Other General	**$ 5,589,457**	**$ 3,055,742**	**$ 4,795,611**	**$ 29,545,715**	**$ 27,800,014**	**$ 24,744,272**
Total General	**$ 110,762,557**	**$ 189,346,559**	**$ 136,020,320**	**$ 255,971,614**	**$ 249,917,277**	**$ 60,570,718**
Public Protection						
Judicial						
Child Support Services	10,824,994	11,002,171	10,926,927	11,145,527	11,145,527	143,356
County Administrative Office	8,021,981	8,365,675	8,317,800	7,846,286	7,846,286	(519,389)
County Counsel	140,154	157,523	207,270	218,422	218,422	60,899
District Attorney	23,844,084	25,858,150	24,281,984	26,761,392	25,598,218	(259,932)
Public Defender	11,359,375	11,692,694	11,652,481	14,329,551	12,471,267	778,573
Total Judicial	**$ 54,190,588**	**$ 57,076,213**	**$ 55,386,462**	**$ 60,301,178**	**$ 57,279,720**	**$ 203,507**
Police Protection						
Sheriff-Coroner	40,419,814	44,945,889	44,359,118	49,528,710	45,323,525	377,636
Total Police Protection	**$ 40,419,814**	**$ 44,945,889**	**$ 44,359,118**	**$ 49,528,710**	**$ 45,323,525**	**$ 377,636**
Detention & Correction						
Probation	55,604,295	67,423,297	61,633,076	68,576,510	67,910,225	486,928
Sheriff-Coroner	52,862,536	57,092,244	56,803,574	61,448,156	61,169,417	4,077,173
Total Detention & Correction	**$ 108,466,831**	**$ 124,515,541**	**$ 118,436,650**	**$ 130,024,666**	**$ 129,079,642**	**$ 4,564,101**
Protection Inspection						
Agricultural Commissioner	10,579,426	10,642,114	10,548,282	10,597,765	10,597,765	(44,349)
Resource Management Agency	8,379,244	11,340,564	10,188,161	10,029,140	9,347,275	(1,993,289)
Total Protection Inspection	**$ 18,958,670**	**$ 21,982,678**	**$ 20,736,443**	**$ 20,626,905**	**$ 19,945,040**	**$ (2,037,638)**
Other Protection						
Assessor-County Clerk-Recorder	2,289,702	2,874,309	2,675,168	2,821,776	2,821,776	(52,533)
County Administrative Office	5,441,728	5,268,786	5,137,816	5,623,713	5,455,124	186,338
Economic Development	1,254,112	1,466,392	1,466,447	1,876,452	1,327,871	(138,521)
Health	3,061,369	3,382,609	4,212,483	5,168,456	4,465,890	1,083,281
Parks	28,556	13,438	13,438	-	-	(13,438)

Function and Activity	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Resource Management Agency	6,001,252	8,425,055	9,072,402	10,259,441	9,797,715	1,372,660
Sheriff-Coroner	1,919,143	2,189,271	2,077,527	2,163,172	2,088,724	(100,547)
Total Other Protection	**$ 19,995,862**	**$ 23,619,860**	**$ 24,655,281**	**$ 27,913,010**	**$ 25,957,100**	**$ 2,337,240**
Total Public Protection	**$ 242,031,765**	**$ 272,140,181**	**$ 263,573,954**	**$ 288,394,469**	**$ 277,585,027**	**$ 5,444,846**
Public Ways & Facilities						
County Service Areas						
Resource Management Agency	-	-	(1)	(29,566)	-	-
Total County Service Areas	**$ -**	**$ -**	**$ (1)**	**$ (29,566)**	**$ -**	**$ -**
Public Ways						
Resource Management Agency	24,335,780	38,640,720	33,145,305	64,259,550	42,539,672	3,898,952
Total Public Ways	**$ 24,335,780**	**$ 38,640,720**	**$ 33,145,305**	**$ 64,259,550**	**$ 42,539,672**	**$ 3,898,952**
Total Public Ways & Facilities	**$ 24,335,780**	**$ 38,640,720**	**$ 33,145,304**	**$ 64,229,984**	**$ 42,539,672**	**$ 3,898,952**
Health & Sanitation						
Health						
Health	183,992,267	225,598,379	198,698,500	245,025,167	242,348,679	16,750,300
Total Health	**$ 183,992,267**	**$ 225,598,379**	**$ 198,698,500**	**$ 245,025,167**	**$ 242,348,679**	**$ 16,750,300**
Hospital Care						
County Administrative Office	4,505,016	13,282,351	3,367,970	3,900,648	3,900,648	(9,381,703)
Health	455,139	876,928	824,751	950,000	950,000	73,072
Total Hospital Care	**$ 4,960,155**	**$ 14,159,279**	**$ 4,192,721**	**$ 4,850,648**	**$ 4,850,648**	**$ (9,308,631)**
California Childrens Services						
Health	7,541,912	8,055,094	6,641,837	6,915,751	6,915,751	(1,139,343)
Total California Childrens Services	**$ 7,541,912**	**$ 8,055,094**	**$ 6,641,837**	**$ 6,915,751**	**$ 6,915,751**	**$ (1,139,343)**
Enterprise Fund						
Natividad Medical Center	-	-	-	16,102,690	16,102,690	16,102,690
Total Enterprise Fund	**$ -**	**$ -**	**$ -**	**$ 16,102,690**	**$ 16,102,690**	**$ 16,102,690**
Sanitation						
Resource Management Agency	176,347	176,347	233,382	221,895	221,895	45,548
Total Sanitation	**$ 176,347**	**$ 176,347**	**$ 233,382**	**$ 221,895**	**$ 221,895**	**$ 45,548**
Total Health & Sanitation	**$ 196,670,681**	**$ 247,989,099**	**$ 209,766,440**	**$ 273,116,151**	**$ 270,439,663**	**$ 22,450,564**
Public Assistance						
Administration						
Social Services	134,169,208	155,314,639	153,835,433	163,892,549	161,746,786	6,432,147
Total Administration	**$ 134,169,208**	**$ 155,314,639**	**$ 153,835,433**	**$ 163,892,549**	**$ 161,746,786**	**$ 6,432,147**
Aid Programs						
Social Services	70,797,255	77,092,082	75,242,622	74,812,174	74,812,174	(2,279,908)
Total Aid Programs	**$ 70,797,255**	**$ 77,092,082**	**$ 75,242,622**	**$ 74,812,174**	**$ 74,812,174**	**$ (2,279,908)**

Function and Activity	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
General Relief						
Social Services	958,690	950,747	798,412	1,551,632	775,489	(175,258)
Total General Relief	**$ 958,690**	**$ 950,747**	**$ 798,412**	**$ 1,551,632**	**$ 775,489**	**$ (175,258)**
Veteran's Services						
Social Services	960,278	1,129,411	1,095,068	1,339,530	1,238,364	108,953
Total Veteran's Services	**$ 960,278**	**$ 1,129,411**	**$ 1,095,068**	**$ 1,339,530**	**$ 1,238,364**	**$ 108,953**
Other Assistance						
County Administrative Office	-	-	-	8,695,894	8,635,501	8,635,501
Economic Development	8,782,968	10,663,427	10,003,644	5,561,742	4,736,754	(5,926,673)
Social Services	19,058,108	21,886,785	21,269,686	22,915,981	22,790,981	904,196
Total Other Assistance	**$ 27,841,076**	**$ 32,550,212**	**$ 31,273,330**	**$ 37,173,617**	**$ 36,163,236**	**$ 3,613,024**
Total Public Assistance	**$ 234,726,507**	**$ 267,037,091**	**$ 262,244,865**	**$ 278,769,502**	**$ 274,736,049**	**$ 7,698,958**
Education						
Library Services						
Library	9,179,278	10,119,266	10,480,485	10,654,296	9,934,913	(184,353)
Total Library Services	**$ 9,179,278**	**$ 10,119,266**	**$ 10,480,485**	**$ 10,654,296**	**$ 9,934,913**	**$ (184,353)**
Agriculture Education						
Cooperative Extension Service	514,574	579,524	555,570	463,881	463,881	(115,643)
Total Agriculture Education	**$ 514,574**	**$ 579,524**	**$ 555,570**	**$ 463,881**	**$ 463,881**	**$ (115,643)**
Total Education	**$ 9,693,852**	**$ 10,698,790**	**$ 11,036,055**	**$ 11,118,177**	**$ 10,398,794**	**$ (299,996)**
Recreation & Culture						
Recreation Facilities						
Parks	5,955,638	6,746,167	6,671,488	-	-	(6,746,167)
Total Recreation Facilities	**$ 5,955,638**	**$ 6,746,167**	**$ 6,671,488**	**$ -**	**$ -**	**$ (6,746,167)**
Total Recreation & Culture	**$ 5,955,638**	**$ 6,746,167**	**$ 6,671,488**	**$ -**	**$ -**	**$ (6,746,167)**
Total Financing Uses by Budget Unit	**$ 824,176,780**	**$ 1,032,598,607**	**$ 922,458,426**	**$ 1,171,599,897**	**$ 1,125,616,482**	**$ 93,017,875**

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2017-2018

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
Public Protection								
County Services Areas								
051 CSA #1 Carmel Point	160,534	-	31,759	192,293	72,443	-	72,443	119,850
052 CSA #9 Oak Park	281,113	-	45,713	326,826	66,619	-	66,619	260,207
053 CSA #10 Laguna Seca Ranch	152,851	-	744	153,595	5,750	-	5,750	147,845
054 CSA #14 Moro Cojo	(51)	-	-	(51)	-	-	-	(51)
055 CSA #14 Castroville	12,847	-	-	12,847	-	-	-	12,847
056 CSA #15 Serra Vllge, Toro Park	81,985	-	168,294	250,279	192,152	-	192,152	58,127
057 CSA #17 Rancho Terra Grande	20,132	-	13,000	33,132	15,000	-	15,000	18,132
058 CSA #19 Carmel Meadows	14,858	-	697	15,555	5,000	-	5,000	10,555
059 CSA #20 Royal Estates	55,794	-	6,958	62,752	15,958	-	15,958	46,794
060 CSA #23 Carmel Rancho	237,889	-	14,459	252,348	67,050	-	67,050	185,298
061 CSA #24 Pedrazzi Subdivision	125,344	-	6,054	131,398	31,000	-	31,000	100,398
062 CSA #25 Carmel V Country Club	67,302	-	39,268	106,570	31,902	-	31,902	74,668
063 CSA #26 New Moss Landing Hgts	56,334	-	4,729	61,063	12,717	-	12,717	48,346
064 CSA #30 Rancho Mar Monte	22,812	-	1,490	24,302	14,000	-	14,000	10,302
065 CSA #31 Aromas Hills	31,745	-	1,470	33,215	11,000	-	11,000	22,215
066 CSA #32 Green Valley Acres	79,833	-	9,032	88,865	16,394	-	16,394	72,471
067 CSA #33 Coast Ridge Subdivisn	16,261	-	2,821	19,082	11,000	-	11,000	8,082
068 CSA #34 Rancho Rio Vista	6,118	-	2,119	8,237	9,250	-	9,250	(1,013)
069 CSA #35 Paradise Park	55,672	-	10,278	65,950	20,137	-	20,137	45,813
070 CSA #37 Colonial Oak Estates	19,774	-	953	20,727	11,000	-	11,000	9,727
071 CSA #38 Paradise Lake Estates	48,798	-	2,350	51,148	11,000	-	11,000	40,148
072 CSA #41 Gabilan Acres	168,205	-	19,556	187,761	36,793	-	36,793	150,968
073 CSA #44 Corral De Tierra	36,022	-	6,220	42,242	13,622	-	13,622	28,620
074 CSA #45 Oak Hills	95,923	-	30,536	126,459	38,035	-	38,035	88,424
075 CSA #45-Oak Hills - Open Space	143,659	-	19,771	163,430	57,200	-	57,200	106,230
076 CSA #47 Carmel Views	184,603	-	23,298	207,901	25,798	-	25,798	182,103
077 CSA #50 Rioway Track	624,958	-	120,322	745,280	397,610	-	397,610	347,670
078 CSA #51 High Meadow	156,165	-	18,613	174,778	31,737	-	31,737	143,041
079 CSA #52 Cerro Del Oso	157,600	-	6,542	164,142	16,000	-	16,000	148,142
080 CSA #53 Arroyo Seco	116,075	-	9,302	125,377	41,000	-	41,000	84,377
081 CSA #54 Manzanita	22,072	-	1,482	23,554	10,000	-	10,000	13,554
082 CSA #55 Buena Vista Del Sol	141,857	-	8,349	150,206	11,000	-	11,000	139,206
083 CSA #56 Del Mesa Carmel	177,248	-	10,226	187,474	16,000	-	16,000	171,474
084 CSA #57 Los Tulares	18,108	-	1,733	19,841	10,000	-	10,000	9,841
085 CSA #58 Vista Corado	51,073	-	3,786	54,859	12,461	-	12,461	42,398
086 CSA #62 Rancho Del Monte	214,944	-	12,381	227,325	26,000	-	26,000	201,325
087 CSA #66 Oak Tree Views	50,917	-	17,400	68,317	23,802	-	23,802	44,515
088 CSA #67 Corral De Tierra Oaks	2,535,691	-	112,302	2,647,993	162,317	-	162,317	2,485,676
089 CSA #68 Vierra Canyon	70,277	-	2,412	72,689	11,000	-	11,000	61,689
090 CSA #69 Ralph Lane	1,378	-	-	1,378	5	-	5	1,373
091 CSA #72 Las Palmas Ranch	145,052	-	4,932	149,984	33,000	-	33,000	116,984
092 CSA #74 Ambulance	3,157,991	-	1,710,000	4,867,991	2,416,301	-	2,416,301	2,451,690
093 CSA #75 Chualar Consolidated	87,175	-	94,755	181,930	94,725	-	94,725	87,205
Total County Service Areas	**9,904,938**	**-**	**2,596,106**	**12,501,044**	**4,103,778**	**-**	**4,103,778**	**8,397,266**

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2017-2018

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
Health and Sanitation								
151 Pajaro Co Sanitation District	-	-	918,412	918,412	918,615	-	918,615	(203)
152 Moss Landing Co Sanitation Dst	-	-	-	-	-	-	-	-
153 Carmel Valley San Zone # 1 Dst	-	-	-	-	-	-	-	-
154 Carmel Valley San Zone # 2 Dst	15,985	-	15,854	31,839	12,354	-	12,354	19,485
155 Carmel Valley San Zone # 3 Dst	-	-	-	-	-	-	-	-
156 Boronda Co Sanitation Dist	30,449	-	159,000	189,449	148,877	-	148,877	40,572
157 Boronda Csd-Zone 2-San Jerardo	11,796	-	82,008	93,804	79,871	-	79,871	13,933
306 Boronda Co. San Sewer	5,755	-	38,450	44,205	38,450	-	38,450	5,755
309 Moss Landing Co San Sewer	-	-	-	-	-	-	-	-
310 Pajaro Co San Sewer	52,563	-	34,750	87,313	34,750	-	34,750	52,563
312 Chualar Co Water Ser	14,071	-	34,750	48,821	34,750	-	34,750	14,071
Total County Sanitation Districts	**130,619**	**-**	**1,283,224**	**1,413,843**	**1,267,667**	**-**	**1,267,667**	**146,176**
Redevelopment Agencies								
175 Castroville-Pajaro Housing Successor	7,319,427	-	215,200	7,534,627	857,696	-	857,696	6,676,931
176 Boronda Housing Successor	532,440	-	100	532,540	10,004	-	10,004	522,536
177 Fort Ord Housing Successor	1,678	-	-	1,678	-	-	-	1,678
178 East Garrison Housing Successor	86	-	-	86	-	-	-	86
180 E. Garrison Public Financing Authority	530,847	-	850,000	1,380,847	705,744	-	705,744	675,103
181 E. Garrison Community Facility District	891,706	-	808,640	1,700,346	925,000	-	925,000	775,346
182 E. Garrison Developer Reimbursements	(57,621)	-	368,328	310,707	368,328	-	368,328	(57,621)
406 Recevelopment Obligation Retirement Fund	3,771,288	-	2,813,068	6,584,356	2,801,000	-	2,801,000	3,783,356
Total Redevelopment Agencies	**12,989,852**	**-**	**5,055,336**	**18,045,188**	**5,667,772**	**-**	**5,667,772**	**12,377,416**
Total Special Districts and Other Agencies	**23,025,409**	**-**	**8,934,666**	**31,960,075**	**11,039,217**	**-**	**11,039,217**	**20,920,858**

Analysis of Revenue by Fund

Fiscal Year 2017-18

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Summarization by Fund						
001 - General	$ 570,268,899	$ 621,088,488	$ 589,411,954	$ 638,991,473	$ 636,257,577	$ 15,169,089
002 - Road Fund	20,932,875	38,898,911	32,311,732	43,071,208	43,071,208	4,172,297
003 - Library Fund	8,474,577	9,954,562	10,516,827	10,667,128	10,667,128	712,566
005 - In-Home Support Services	564,575	910,278	787,831	1,017,201	1,017,201	106,923
006 - Fish & Game Propagation Fund	75,630	13,438	28,438	24,764	24,764	11,326
007 - OET	6,643,265	7,937,470	7,854,811	2,664,844	2,664,844	(5,272,626)
008 - Community Action Partnership	534,104	648,984	617,145	568,563	568,563	(80,421)
009 - Inclusionary Housing	119,504	441,500	539,000	36,500	36,500	(405,000)
011 - Economic Development Program	352,540	275,300	65,571	275,400	275,400	100
013 - Community Development Fund	1,616,269	1,839,143	1,982,043	1,211,660	1,211,660	(627,483)
016 - Emergency Medical Service Fund	730,060	878,500	858,522	858,500	858,500	(20,000)
021 - Workforce Development Board	-	-	-	8,756,287	8,756,287	8,756,287
022 - Local Revenue Fund	53,524,509	56,876,584	56,810,154	59,281,822	59,281,822	2,405,238
023 - Behavioral Health	81,073,728	104,927,846	90,796,025	115,811,703	115,811,703	10,883,857
024 - Homeland Security Grant	543,557	796,546	550,000	550,000	550,000	(246,546)
025 - H&W Realignment	67,189,349	63,140,474	67,945,764	61,797,300	61,797,300	(1,343,174)
026 - NGEN Operations & Maintenance	-	-	-	1,154,424	1,154,424	1,154,424
051 - CSA #1 Carmel Point	32,477	29,865	31,154	31,759	31,759	1,894
052 - CSA #9 Oak Park	44,657	44,622	44,813	45,713	45,713	1,091
053 - CSA #10 Laguna Seca Ranch	1,263	771	771	744	744	(27)
055 - CSA #14 Castroville	3,659	-	-	-	-	-
056 - CSA #15 Serra Vllge, Toro Park	162,015	156,151	163,958	168,294	168,294	12,143
057 - CSA #17 Rancho Terra Grande	12,402	11,876	12,632	13,000	13,000	1,124
058 - CSA #19 Carmel Meadows	768	675	709	697	697	22
059 - CSA #20 Royal Estates	6,980	6,695	6,896	6,958	6,958	263
060 - CSA #23 Carmel Rancho	15,868	14,048	15,036	14,459	14,459	411
061 - CSA #24 Pedrazzi Subdivision	6,731	5,973	6,050	6,054	6,054	81
062 - CSA #25 Carmel V Country Club	37,339	31,920	37,979	39,268	39,268	7,348
063 - CSA #26 New Moss Landing Hgts	4,761	4,132	4,635	4,729	4,729	597
064 - CSA #30 Rancho Mar Monte	1,628	1,474	1,533	1,490	1,490	16
065 - CSA #31 Aromas Hills	1,610	1,631	1,503	1,470	1,470	(161)
066 - CSA #32 Green Valley Acres	9,152	8,773	8,963	9,032	9,032	259
067 - CSA #33 Coast Ridge Subdivisn	2,826	2,742	2,808	2,821	2,821	79
068 - CSA #34 Rancho Rio Vista	2,120	2,036	2,106	2,119	2,119	83
069 - CSA #35 Paradise Park	10,195	9,942	10,137	10,278	10,278	336
070 - CSA #37 Colonial Oak Estates	1,031	964	964	953	953	(11)
071 - CSA #38 Paradise Lake Estates	2,469	2,280	2,325	2,350	2,350	70
072 - CSA #41 Gabilan Acres	19,673	18,691	19,330	19,556	19,556	865
073 - CSA #44 Corral De Tierra	6,164	6,235	6,126	6,220	6,220	(15)
074 - CSA #45 Oak Hills	30,256	29,100	29,931	30,536	30,536	1,436
075 - CSA #45-Oak Hills - Open Space	20,219	17,509	19,982	19,771	19,771	2,262

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
076 - CSA #47 Carmel Views	24,516	22,665	22,665	23,298	23,298	633
077 - CSA #50 Rioway Tract No. 2	125,242	121,699	123,626	120,322	120,322	(1,377)
078 - CSA #51 High Meadow	17,643	17,595	17,606	18,613	18,613	1,018
079 - CSA #52 Cerro Del Oso	6,726	5,529	5,529	6,542	6,542	1,013
080 - CSA #53 Arroyo Seco	9,053	9,157	9,157	9,302	9,302	145
081 - CSA #54 Manzanita	1,474	1,452	1,452	1,482	1,482	30
082 - CSA #55 Buena Vista Del Sol	8,651	8,133	8,133	8,349	8,349	216
083 - CSA #56 Del Mesa Carmel	10,864	10,197	10,197	10,226	10,226	29
084 - CSA #57 Los Tulares	1,800	1,688	1,688	1,733	1,733	45
085 - CSA #58 Vista Corado	3,891	3,732	3,732	3,786	3,786	54
086 - CSA #62 Rancho Del Monte	12,750	11,897	12,281	12,381	12,381	484
087 - CSA #66 Oak Tree Views	17,565	21,420	17,315	17,400	17,400	(4,020)
088 - CSA #67 Corral De Tierra Oaks	113,611	107,579	108,703	112,302	112,302	4,723
089 - CSA #68 Vierra Canyon	2,730	2,459	2,413	2,412	2,412	(47)
090 - CSA #69 Ralph Lane	11	-	-	5	5	5
091 - CSA #72 Las Palmas Ranch	260,326	58,286	58,916	4,932	4,932	(53,354)
092 - CSA #74 Ambulance	1,829,652	1,804,000	1,703,000	1,710,000	1,710,000	(94,000)
093 - CSA #75 Chualar Consolidated	80,332	94,828	95,123	94,755	94,755	(73)
151 - Pajaro Co Sanitation District	850,960	880,435	927,669	918,615	918,615	38,180
154 - Carmel Valley San Zone # 2 Dst	131	15,854	60	15,854	15,854	-
156 - Boronda Co Sanitation Dist	128,570	146,633	146,933	159,995	159,995	-
157 - San Jerardo CSD	93,872	77,306	79,820	82,008	82,008	-
171 - Castroville-Pajaro Redevelopment Successor Agency at 2/1/12	778	-	-	-	-	-
172 - Boronda Redevelopment Successor Agency at 2/1/12	94	-	-	-	-	-
173 - Fort Ord Redevelopment Successor Agency at 2/1/12	(2,674)	-	-	-	-	-
174 - East Garrison Redevelopment Successor Agency at 2/1/12	3	-	-	-	-	-
175 - Castroville-Pajaro Housing Successor	263,040	220,000	216,000	215,200	215,200	(4,800)
176 - Boronda Housing Successor	93	60	120	100	100	40
177 - Fort Ord Housing Successor	14	-	-	-	-	-
178 - East Garrison Housing Successor	1	-	-	-	-	-
180 - East Garrison Community Facility District	421,580	6,311,502	8,962,000	850,000	850,000	(5,461,502)
181 - East Garrison Community Services District	356,650	384,188	648,640	808,640	808,640	424,452
182 - East Garrison Developer Reimbursements	267,261	346,000	345,000	368,328	368,328	22,328
251 - Public Improvement Corp Debt Service	17,803,360	19,071,969	19,071,969	19,062,969	19,062,969	(9,000)
306 - Boronda Co San Revenue Bonds	38,088	38,700	38,700	38,450	38,450	(250)
310 - Pajaro Co San Sewer Revenue	36,174	35,200	35,200	34,750	34,750	(450)
312 - Chualar Co Water Ser A	83,938	-	16,311	16,642	16,642	16,642
401 - Facilities Project Fund	6,488,758	4,629,490	3,943,294	3,117,450	3,117,450	(1,512,040)
402 - Capital Projects Fund	1,055,585	3,795,033	3,969,488	2,115,641	15,738	(3,779,295)
403 - Enterprise Resource Planning Fund	66,762	249,769	-	-	-	(249,769)
404 - Facility Master Plan Projects	62,423,698	70,319,317	12,079,053	98,931,905	98,931,905	28,612,588
405 - NGEN Radio Project	3,696,892	3,227,014	3,227,014	-	-	(3,227,014)
406 - Redevelopment Obligation Retirement Fund	40,616	2,840,849	1,637,244	2,813,068	2,813,068	(27,781)

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
451 - Natividad Medical Center	286,241,021	262,167,926	288,543,370	293,035,006	293,035,006	30,867,080
452 - Parks Lake & Resort Operations	5,659,350	3,663,798	4,674,420	4,599,294	4,599,294	935,496
475 - General Liability Fund	11,703,785	10,735,973	10,642,654	12,626,824	12,626,824	1,890,851
476 - Worker's Comp Fund	16,906,121	17,272,000	17,958,756	19,134,000	19,134,000	1,862,000
477 - Benefit Programs Fund	9,098,711	8,848,192	9,119,488	10,737,769	10,737,769	1,889,577
478 - Resource Planning	-	-	-	65,691	65,691	65,691
Grand Total	**$ 1,239,329,773**	**$ 1,326,615,653**	**$ 1,249,990,897**	**$ 1,419,083,087**	**$ 1,414,249,288**	**$ 87,615,571**

Analysis of Expenditures by Fund

Fiscal Year 2017-18

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
Summarization by Fund						
001 - General	$ 560,970,530	$ 633,655,241	$ 601,408,304	$ 700,677,723	$ 679,117,781	$ 45,462,540
002 - Road Fund	24,335,780	38,640,720	33,145,305	64,259,550	42,539,672	3,898,952
003 - Library Fund	9,179,278	10,119,266	10,480,485	10,654,296	9,934,913	(184,353)
005 - In-Home Support Services	489,065	910,278	787,831	1,017,201	1,017,201	106,923
006 - Fish & Game Propagation Fund	28,556	13,438	13,438	32,125	32,125	18,687
007 - OET	6,646,611	7,908,384	7,854,811	3,489,832	2,664,844	(5,243,540)
008 - Community Action Partnership	519,822	648,984	617,145	568,563	568,563	(80,421)
009 - Inclusionary Housing	18,761	586,680	586,680	741,700	741,700	155,020
011 - Economic Development Program	47,656	900,250	65,500	900,250	900,250	-
013 - Community Development Fund	2,088,701	1,854,793	2,083,333	1,171,660	1,171,660	(683,133)
016 - Emergency Medical Service Fund	452,510	876,928	725,000	825,000	825,000	(51,928)
021 - Workforce Development Board	-	-	-	8,695,894	8,635,501	8,635,501
022 - Local Revenue Fund	46,433,367	56,876,584	55,209,576	62,857,966	62,857,966	5,981,382
023 - Behavioral Health	92,131,196	116,858,100	94,327,826	115,811,703	115,811,703	(1,046,397)
024 - Homeland Security Grant	546,646	796,546	550,000	550,000	550,000	(246,546)
025 - H&W Realignment	56,679,502	62,865,718	62,491,212	66,731,316	66,872,485	4,006,767
026 - NGEN Operations & Maintenance	-	-	-	1,154,424	1,154,424	1,154,424
051 - CSA #1 Carmel Point	32,006	103,182	67,503	72,443	72,443	(30,739)
052 - CSA #9 Oak Park	37,466	67,671	67,671	66,619	66,619	(1,052)
053 - CSA #10 Laguna Seca Ranch	500	5,500	5,500	5,750	5,750	250
056 - CSA #15 Serra Vllge, Toro Park	167,267	186,152	172,698	192,152	192,152	6,000
057 - CSA #17 Rancho Terra Grande	21,769	11,873	11,873	15,000	15,000	3,127
058 - CSA #19 Carmel Meadows	31	5,000	5,000	5,000	5,000	-
059 - CSA #20 Royal Estates	5,039	13,774	13,774	15,958	15,958	2,184
060 - CSA #23 Carmel Rancho	15,694	135,240	135,240	67,050	67,050	(68,190)
061 - CSA #24 Pedrazzi Subdivision	263	10,000	10,000	31,000	31,000	21,000
062 - CSA #25 Carmel V Country Club	211,908	31,906	31,906	31,902	31,902	(4)
063 - CSA #26 New Moss Landing Hgts	2,541	11,651	11,651	12,717	12,717	1,066
064 - CSA #30 Rancho Mar Monte	6,749	13,000	13,000	14,000	14,000	1,000
065 - CSA #31 Aromas Hills	4	10,000	10,000	11,000	11,000	1,000
066 - CSA #32 Green Valley Acres	6,161	14,509	14,509	16,394	16,394	1,885
067 - CSA #33 Coast Ridge Subdivisn	1,523	10,000	10,000	11,000	11,000	1,000
068 - CSA #34 Rancho Rio Vista	11,160	10,000	10,000	9,250	9,250	(750)
069 - CSA #35 Paradise Park	7,554	15,916	15,916	20,137	20,137	4,221
070 - CSA #37 Colonial Oak Estates	0	10,000	10,000	11,000	11,000	1,000
071 - CSA #38 Paradise Lake Estates	10	10,000	10,000	11,000	11,000	1,000
072 - CSA #41 Gabilan Acres	17,597	21,221	21,220	36,793	36,793	15,572
073 - CSA #44 Corral De Tierra	3,522	12,040	12,040	13,622	13,622	1,582
074 - CSA #45 Oak Hills	50,140	57,607	57,607	38,035	38,035	(19,572)
075 - CSA #45-Oak Hills - Open Space	18,849	62,378	62,379	57,200	57,200	(5,178)
076 - CSA #47 Carmel Views	38,464	168,313	168,313	25,798	25,798	(142,515)
077 - CSA #50 Rioway Tract No. 2	173,776	208,597	484,196	397,610	397,610	189,013
078 - CSA #51 High Meadow	6,824	17,597	17,502	31,737	31,737	14,140
079 - CSA #52 Cerro Del Oso	41	10,000	10,000	16,000	16,000	6,000

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
080 - CSA #53 Arroyo Seco	2,292	16,000	16,000	41,000	41,000	25,000
081 - CSA #54 Manzanita	11	10,000	10,000	10,000	10,000	-
082 - CSA #55 Buena Vista Del Sol	85	10,000	10,000	11,000	11,000	1,000
083 - CSA #56 Del Mesa Carmel	252	10,000	10,000	16,000	16,000	6,000
084 - CSA #57 Los Tulares	18	10,000	10,000	10,000	10,000	-
085 - CSA #58 Vista Corado	1,601	10,000	10,000	12,461	12,461	2,461
086 - CSA #62 Rancho Del Monte	9,105	40,000	40,000	26,000	26,000	(14,000)
087 - CSA #66 Oak Tree Views	21,342	25,689	25,689	23,802	23,802	(1,887)
088 - CSA #67 Corral De Tierra Oaks	41,143	166,070	166,070	162,317	162,317	(3,753)
089 - CSA #68 Vierra Canyon	0	10,000	10,000	11,000	11,000	1,000
090 - CSA #69 Ralph Lane	-	-	-	1,368	1,368	1,368
091 - CSA #72 Las Palmas Ranch	160,194	58,286	58,286	33,000	33,000	(25,286)
092 - CSA #74 Ambulance	1,638,518	2,335,721	2,017,677	2,416,301	2,416,301	80,580
093 - CSA #75 Chualar Consolidated	177,614	124,173	117,425	94,725	94,725	(29,448)
151 - Pajaro Co Sanitation District	1,199,227	880,435	920,933	918,412	918,412	37,977
152 - Moss Landing Co Sanitation Dst	152	-	-	-	-	-
154 - Carmel Valley San Zone # 2 Dst	-	15,854	12,354	12,354	12,354	(3,500)
156 - Boronda Co Sanitation Dist	32,771	146,633	146,892	148,877	148,877	-
157 - San Jerardo CSD	106,865	77,306	79,820	79,871	79,871	-
175 - Castroville-Pajaro Housing Successor	110,803	650,390	206,040	857,696	857,696	-
176 - Boronda Housing Successor	1	10,004	4	10,004	10,004	-
180 - East Garrison Community Facility District	31,208	6,629,727	9,396,727	705,744	705,744	(5,923,983)
181 - East Garrison Community Services District	9,746	258,800	336,500	925,000	925,000	666,200
182 - East Garrison Developer Reimbursements	212,118	346,000	345,000	368,328	368,328	22,328
251 - Public Improvement Corp Debt Service	17,803,340	19,071,969	19,071,969	19,062,969	19,062,969	(9,000)
306 - Boronda Co San Revenue Bonds	37,850	38,700	38,700	38,450	38,450	(250)
309 - Moss Landing Co San Sewer Rev	5,756	-	-	-	-	-
310 - Pajaro Co San Sewer Revenue	35,600	35,200	35,200	34,750	34,750	(450)
312 - Chualar Co Water Ser A	15,907	16,311	16,311	16,642	16,642	331
401 - Facilities Project Fund	5,034,245	7,859,342	6,596,748	6,006,998	6,006,998	(1,852,344)
402 - Capital Projects Fund	2,786,545	4,647,073	5,461,410	5,323,406	5,123,406	476,333
403 - Enterprise Resource Planning Fund	1,781,890	3,427,781	6,821,954	-	-	(3,427,781)
404 - Facility Master Plan Projects	14,033,242	83,152,501	33,231,868	121,284,714	120,244,714	37,092,213
405 - NGEN Radio Project	908,424	3,773,632	3,227,014	-	-	(3,773,632)
406 - Redevelopment Obligation Retirement Fund	121,225	2,715,347	1,626,000	2,801,000	2,801,000	85,653
451 - Natividad Medical Center	273,387,094	251,667,562	271,928,023	329,147,427	282,940,864	31,273,302
452 - Parks Lake & Resort Operations	4,687,773	3,963,798	4,767,733	4,598,787	4,598,787	634,989
475 - General Liability Fund	6,737,513	10,735,973	8,616,141	12,626,824	12,626,824	1,890,851
476 - Worker's Comp Fund	16,757,561	17,272,000	15,566,930	19,134,000	19,134,000	1,862,000
477 - Benefit Programs Fund	9,273,922	10,202,947	9,547,995	12,103,707	12,103,707	1,900,760
478 - Resource Planning	-	-	-	(5,999,701)	(5,999,701)	(5,999,701)
Grand Total	**$ 1,158,567,794**	**$ 1,365,166,261**	**$ 1,272,305,357**	**$ 1,574,450,603**	**$ 1,482,260,625**	**$ 116,882,249**

Analysis of Expenditures by Object
Fiscal Year 2017-18

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
COUNTY						
Salaries and Employee Benefits						
6111 - Regular Employees	$ 359,292,127	$ 405,367,009	$ 372,088,129	$ 439,236,639	$ 429,970,095	$ 24,603,086
6111BL - Bilingual Pay	-	743,357	-	731,266	731,266	(12,091)
6111PD - Pay Differential	-	2,636,426	-	3,010,144	3,010,144	373,718
6111SP - Standby Pay	-	279,370	53,180	165,270	165,270	(114,100)
6111SS - Salary Savings	-	(16,011,964)	-	(22,493,140)	(22,607,023)	(6,595,059)
6111VB - Vacation Buy Back	-	2,220,381	372,199	2,402,848	2,402,848	182,467
6111XX - Forecasted Supplemental Pays	-	6,356,044	202,938	6,677,473	6,635,624	279,580
6112 - Temporary Employees	10,961,148	1,973,147	16,415,582	3,169,860	3,169,860	1,196,713
6113 - Overtime	14,625,843	6,517,671	10,321,985	6,752,217	6,752,217	234,546
6121 - PERS	48,143,749	62,752,938	56,759,776	68,481,075	67,005,681	4,252,743
6122 - Other Post-Employment Benefits	5,189,943	2,013,303	2,039,725	3,155,474	3,154,644	1,141,341
6131 - FICA	18,444,185	20,846,090	20,134,537	22,819,965	22,318,906	1,472,816
6132 - Medicare	5,501,381	5,968,422	5,713,667	6,481,563	6,346,191	377,769
6141 - Flex Co Paid Insurance-Pretax	7,827,570	7,465,475	7,368,624	8,092,106	7,887,404	421,929
6142 - Life Insurance	287,115	346,247	298,420	363,020	353,384	7,137
6143 - Long-Term Disability Insurance	153,982	246,684	195,244	261,340	252,916	6,232
6144 - Short-Term Disability Insurance	26,821	56,910	41,538	66,720	65,520	8,610
6145 - Dental Insurance	1,998,308	2,369,402	2,080,392	2,469,656	2,408,000	38,598
6147 - Vision Insurance	451,967	531,142	469,862	553,539	539,775	8,633
6148 - Unemployment Insurance	702,242	582,400	629,015	657,895	655,103	72,703
6161 - Workers Compensation Insurance	15,821,778	16,988,543	16,464,721	18,544,974	18,479,069	1,490,526
6171 - Employee Assistance Program	82,602	154,751	148,808	183,130	180,166	25,415
6173 - Flex-Benefit Plan Contribution	60,972,522	79,966,997	70,019,837	86,127,394	83,901,676	3,934,679
6174 - Special Benefits	2,239,720	1,106,647	(626,921)	1,091,877	1,062,005	(44,642)
6174NF - Special Benefits Not Forecasted		(5,397,176)	56,305	(8,185,011)	(8,314,652)	(2,917,476)
6175 - Wellness Plan	352,421	342,107	358,981	173,028	173,028	(169,079)
Total Salaries and Employee Benefits	**$ 553,075,426**	**$ 606,422,323**	**$ 581,606,544**	**$ 650,990,322**	**$ 636,699,117**	**$ 30,276,794**
Services and Supplies						
6211 - Agricultural Service & Supply	206,140	305,000	305,000	378,703	378,703	73,703
6221 - Clothing and Personal Supplies	196,044	174,612	169,300	197,205	197,205	22,593
6222 - Uniforms and Safety Equipment	841,741	871,603	877,356	923,255	923,255	51,652
6231 - Communication Charges - External	2,004,913	1,307,339	1,131,704	1,346,359	1,346,359	39,020
6232 - Communication Charges - Internal	19,390	2,480,934	1,154,044	152,744	152,744	(2,328,190)
6241 - Food	2,609,329	2,712,671	2,965,549	2,912,370	2,905,020	192,349
6251 - Cleaning and Janitorial	2,552,135	2,434,065	2,509,120	2,579,491	2,579,491	145,426
6252 - Household Expenses	662,189	126,280	138,657	166,417	166,417	40,137
6261 - Insurance - General Liability (Non-recoverable)	736,185	1,077,645	1,544,002	769,096	762,444	(315,201)
6262 - Insurance - General Liability (Recoverable)	8,908,968	7,931,076	7,734,450	8,871,482	8,871,482	940,406
6264 - Insurance - Malpractice	521,452	145,187	213,204	199,103	199,103	53,916
6266 - Insurance - Property	1,322,497	1,673,085	1,705,749	1,827,448	1,827,448	154,363
6267 - Insurance - Stop Loss	3,304,284	3,819,483	3,487,557	4,198,785	4,198,785	379,302
6268 - Insurance - Other	1,114,187	715,947	778,400	734,013	734,013	18,066
6301 - Grand Jury Related Expense	56,682	35,000	35,000	35,000	35,000	-
6302 - Trial Related Expense	602,607	576,000	572,851	966,000	616,000	40,000
6311 - Buildings & Improvements Maintenance - External	6,965,248	8,836,386	6,955,830	28,142,060	6,663,194	(2,173,192)
6312 - Buildings & Improvements Maintenance - Internal	902,090	296,899	389,347	534,836	334,836	37,937
6321 - Equipment Maintenance	4,326,126	8,544,688	8,547,350	12,206,507	12,206,507	3,661,819

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
6331 - Dental Supplies	2,554	-	727	519	519	519
6332 - Laboratory Supplies	2,251,814	1,967,334	2,175,314	2,059,235	2,059,235	91,901
6333 - Medical Supplies	20,865,915	20,258,480	23,035,938	23,546,906	23,395,806	3,137,326
6351 - Membership Fees	1,081,786	1,269,208	1,441,134	1,785,883	1,785,883	516,675
6361 - Noncapital Equipment	576,689	602,892	624,332	618,517	618,517	15,625
6381 - Advertising	473,924	581,040	726,622	864,851	864,851	283,811
6382 - Audio-Visual Service & Supply	21,394	30,625	17,221	21,426	21,426	(9,199)
6383 - Miscellaneous Services	1,395,618	1,693,739	1,244,467	1,187,733	1,187,733	(506,006)
6384 - Miscellaneous Supplies	370,290	965,263	1,218,647	1,344,891	1,329,691	364,428
6401 - Books/Periodicals and Other Subscriptions	1,213,213	1,076,830	1,155,928	941,980	941,980	(134,850)
6402 - Bottled Water	48,204	31,046	39,551	38,345	38,345	7,299
6403 - Office Machine Supply	498	4,650	4,095	4,650	4,650	-
6404 - Courier Services - External	89,974	37,069	42,672	43,363	43,363	6,294
6405 - Courier Services - Internal	369,902	399,919	360,831	383,362	383,362	(16,557)
6406 - Mail Handling Charges	209,128	238,262	205,410	210,576	210,576	(27,686)
6407 - Minor Computer Hardware	2,167,472	2,034,471	2,098,233	1,851,886	1,840,786	(193,685)
6408 - Minor Computer Software	8,314,762	6,512,767	6,598,184	6,580,303	6,554,153	41,386
6409 - Minor Equipment and Furnishings	1,606,838	1,680,245	2,774,862	1,888,014	1,868,014	187,769
6410 - Office Supplies	1,502,400	1,867,901	2,207,501	2,008,344	2,008,344	140,443
6411 - Postage and Shipping	1,076,963	1,173,858	1,162,667	1,315,647	1,315,647	141,789
6412 - Printing, Graphics and Binding Charge - External	2,254,294	1,656,427	1,908,266	2,199,414	2,198,414	541,987
6413 - Printing, Graphics and Binding Charge - Internal	4,777	18,699	22,214	7,500	7,500	(11,199)
6414 - Other Office Expense	111,288	94,246	72,975	257,872	126,323	32,077
6415 - Records Retention Charges	189	225,719	47,301	115,337	115,337	(110,382)
6601 - Accounting & Auditing Charges	557,997	866,226	1,133,391	959,549	959,549	93,323
6602 - Data Processing Services - External	2,038,632	3,197,049	3,132,964	3,077,177	3,077,177	(119,872)
6603 - Data Processing Services - Internal	25,349,455	21,228,007	26,265,193	28,739,283	28,739,283	7,511,276
6604 - Hospital Charges	5,251,034	8,376,618	6,039,899	7,640,347	7,640,347	(736,271)
6605 - Laboratory Services	2,299,350	920,379	1,236,917	2,626,569	977,669	57,290
6606 - Legal Service - External	3,542,182	4,147,882	4,052,763	4,415,116	3,775,116	(372,766)
6607 - Legal Service - Internal	1,978,302	1,904,677	1,609,788	1,812,000	1,812,000	(92,677)
6608 - Other Medical Services	64,728,898	70,705,858	62,136,372	65,593,313	65,593,313	(5,112,545)
6609 - Other Personnel Services	16,446,724	19,490,120	19,440,648	20,256,773	20,256,773	766,653
6610 - Outpatient Services	8,434,775	8,711,348	8,699,649	9,239,963	9,239,963	528,615
6611 - Staff Training Services	1,400,066	995,086	918,710	911,835	911,835	(83,251)
6612 - Temporary Help Services	3,567,394	2,814,470	6,101,007	5,817,972	5,817,972	3,003,502
6613 - Other Professional & Special Services	35,420,120	53,506,275	45,860,650	59,013,139	57,734,823	4,228,548
6614 - Contribution and Grants for Non-Governmental Agencies	1,986,156	1,798,649	1,785,859	1,817,886	1,817,886	19,237
6801 - Publications and Legal Notices	149,421	150,041	131,187	158,410	158,410	8,369
6811 - Rents and Leases - Buildings	15,389,559	11,467,903	11,317,805	11,746,782	11,722,782	254,879
6821 - Rents and Leases - Equipment	4,602,930	5,472,608	5,485,585	4,748,277	4,748,277	(724,331)
6831 - Criminal Justice System	275,815	316,500	276,842	711,500	311,500	(5,000)
6832 - Elections	179,251	250,996	181,000	257,901	257,901	6,905
6833 - Purchases For Resale	46,300	64,000	64,000	64,270	64,270	270
6834 - Social Services	12,104,410	15,317,120	16,985,425	15,769,971	15,644,971	327,851
6835 - Other Special Departmental Expenses	9,621,355	17,304,503	18,119,365	8,086,621	8,074,621	(9,229,882)
6861 - Conference/Lodging/Meals/Travel	1,663,614	2,086,875	1,779,263	1,937,841	1,937,841	(149,034)
6862 - Employee Mileage Reimbursement	241,037	247,467	242,800	255,423	255,423	7,956
6863 - Employee Moving Expense	109,446	-	12,000	12,000	12,000	12,000
6864 - Fleet Service Charge	4,227,786	5,094,852	4,632,553	4,425,814	4,414,814	(680,038)
6865 - Nonemployee Transportation & Travel	167,631	127,287	135,348	139,872	139,872	12,585
6866 - Vehicle Maintenance - External	2,405,206	3,312,108	2,314,201	2,509,242	2,509,242	(802,866)
6867 - Vehicle Usage/Replacement	1,879,447	1,892,217	2,033,724	2,609,900	2,604,900	712,683

Source Classification	Actual 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Recommended Change From Adopted
6881 - Utilities	8,765,316	9,435,210	10,147,972	10,918,851	10,915,944	1,480,734
Total Services and Supplies	**$ 318,691,699**	**$ 359,686,921**	**$ 352,672,442**	**$ 392,691,025**	**$ 366,144,935**	**$ 6,458,014**
Other Charges						
7011 - Out of Home Care	25,385,748	27,750,229	26,510,114	27,932,972	27,932,972	182,743
7012 - Public Assistance Payments	41,479,296	45,294,262	43,818,963	42,766,828	41,990,685	(3,303,577)
7013 - Reimbursement to Other Governmental Ager	15,441,324	1,598,507	1,734,835	1,989,282	1,989,282	390,775
7014 - Other Support and Care	7,241,860	8,091,997	8,308,216	7,165,035	7,165,035	(926,962)
7041 - Bond Principal Payments	9,948,163	13,139,200	13,209,200	13,793,856	13,793,856	654,656
7051 - Other Debt Retirement	60,000	70,850	70,850	67,000	67,000	(3,850)
7061 - Interest On Bonds	9,019,969	12,392,365	12,313,439	11,949,825	11,949,825	(442,540)
7071 - Interest On Other Long-Term Debt	673,776	603,609	603,609	496,036	496,036	(107,573)
7082 - Other Interest	29,669	32,161	28,338	23,092	23,092	(9,069)
7091 - Claims, Judgments & Damages	20,790,532	22,864,448	20,423,497	26,764,811	26,764,811	3,900,363
7092 - Insurance Deductible	109,676	100,000	123,333	110,056	110,056	10,056
7121 - Taxes and Assessments	953,481	200,854	278,419	284,847	284,847	83,993
7141 - Depreciation - Buildings	-	-	868,691	392,526	392,526	392,526
7181 - Bad Debts Expense	211,554	-	250,000	-	-	-
7201 - Contribution to Other Agencies	26,820,049	12,066,544	13,539,347	19,250,955	18,750,955	6,684,411
7301 - Cost Plan Charges	(315,840)	923,374	(2,977,558)	2,331,355	1,692,991	769,617
7302 - Expenditure Transfers	(7,373,970)	(749,198)	(2,114,305)	(1,925,286)	(1,925,286)	(1,176,088)
7303 - Reimbursement Clearing	-	268,928	245,000	225,000	225,000	(43,928)
7304 - Interfund Reimbursement	(22,434,036)	(27,365,612)	(24,586,533)	(32,211,669)	(32,142,103)	(4,776,491)
7305 - Intrafund Reimbursement	(33,438,006)	(35,583,241)	(34,927,652)	(30,278,277)	(30,278,277)	5,304,964
Total Other Charges	**$ 94,603,245**	**$ 81,699,277**	**$ 77,719,803**	**$ 91,128,244**	**$ 89,283,303**	**$ 7,584,026**
Capital Assets						
7512 - Land Improvements	50	-	-	-	-	-
7521 - Buildings and Improvements	1,173,477	11,436,887	19,804,106	21,055,600	1,864,381	(9,572,506)
7531 - Equipment	6,359,089	12,963,928	15,322,429	26,139,247	11,924,893	(1,039,035)
7532 - Vehicles	3,660,922	6,015,582	5,571,026	3,382,653	3,382,653	(2,632,929)
7541 - Infrastructure	-	2,731,874	-	-	-	(2,731,874)
7551 - Construction In Progress	34,348,366	103,416,811	56,216,371	134,445,734	134,015,523	30,598,712
7562 - Intangible Assets	237,132	580,000	3,852,403	4,601,646	4,601,646	4,021,646
Total Capital Assets	**$ 45,779,037**	**$ 137,145,082**	**$ 100,766,335**	**$ 189,624,880**	**$ 155,789,096**	**$ 18,644,014**
Other Financing Uses						
7612 - Disbursement of Loans	-	1,720,000	520,000	2,100,000	2,100,000	380,000
7614 - Operating Transfers Out	146,385,354	173,820,389	159,020,233	241,557,002	225,885,044	52,064,655
Total Other Financing Uses	**$ 146,385,354**	**$ 175,540,389**	**$ 159,540,233**	**$ 243,657,002**	**$ 227,985,044**	**$ 52,444,655**
Extraordinary Items						
7731 - Special items	5,908	-	-	-	-	-
Total Extraordinary Items	**$ 5,908**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Appropriation for Contingencies						
7811 - Contingencies	-	4,672,269	0	6,359,130	6,359,130	1,686,861
Total Appropriation for Contingencies	**$ -**	**$ 4,672,269**	**$ -**	**$ 6,359,130**	**$ 6,359,130**	**$ 1,686,861**
Grand Total	**$ 1,158,540,669**	**$ 1,365,166,261**	**$ 1,272,305,357**	**$ 1,574,450,603**	**$ 1,482,260,625**	**$ 117,094,364**

Overtime

Fiscal Year 2017-18

Source Classification	Actual 2014-15	Adopted Budget 2015-16	CY Estimated 2015-16	Requested Budget 2016-17	Recommended Budget 2016-17	Recommended Change From Adopted
Summarization by Department						
Agricultural Commissioner	$ 30,411	$ 62,396	$ 62,396	$ 62,396	$ 62,396	$ -
Assessor-County Clerk-Recorder	592	500	1,000	500	500	-
Auditor-Controller	7,697	-	-	-	-	-
Board of Supervisors	-	-	2,400	-	-	-
Child Support Services	5,407	-	550	-	-	-
Clerk of the Board	217	-	-	-	-	-
Cooperative Extension	135	-	-	-	-	-
County Administrative Office	4,649	-	5,052	17,852	17,852	17,852
County Counsel	(27)	-	-	-	-	-
District Attorney	110,470	108,500	144,391	108,500	108,500	-
Economic Development	252	2,882	2,882	-	-	(2,882)
Elections	10,636	15,000	8,636	10,000	10,000	(5,000)
Emergency Communications	515,898	662,821	662,821	600,000	600,000	(62,821)
Health	410,747	461,323	459,113	423,719	423,719	(37,604)
Human Resources	1,033	-	-	-	-	-
Information Technology	61,955	50,000	49,946	-	-	(50,000)
Library	163	-	-	-	-	-
Natividad Medical Center	6,884,694	-	-	-	-	-
Parks	29,388	27,000	186,200	-	-	(27,000)
Probation	118,957	281,416	281,416	288,878	288,878	7,462
Public Defender	31	500	-	500	500	-
Resource Management Agency	87,338	257,232	253,731	509,663	509,663	252,431
Sheriff-Coroner	5,706,231	3,938,101	7,408,507	3,938,101	3,938,101	-
Social Services	639,185	650,000	792,944	792,108	792,108	142,108
Treasurer-Tax Collector	1	-	-	-	-	-
Grand Total	**$ 14,626,060**	**$ 6,517,671**	**$ 10,321,985**	**$ 6,752,217**	**$ 6,752,217**	**$ 234,546**

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Analysis of Revenues by Object and Subobject

Analysis of Revenues by Object and Subobject

	Prior Year 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Change
Property Taxes						
Property Tax - Prior Supplemental	72,173	66,070	76,890	77,052	77,052	10,982
Property Tax In-Lieu of VLF	46,540,795	48,659,605	48,355,886	51,015,460	51,015,460	2,355,855
Property Tax in Lieu of Sales Tax	2,762,922	2,642,466	0	0	0	(2,642,466)
Property Tax - Prior Unsecured	37,759	30,547	38,135	38,214	38,214	7,667
Property Tax - Current Secured	87,871,072	95,529,524	94,710,397	100,351,782	100,351,782	4,822,258
Property Tax - Current Unsecured	3,742,551	3,899,732	3,935,926	4,049,152	4,049,152	149,420
Other Property Taxes	7,742,647	400,988	7,075,609	7,079,109	7,079,109	6,678,121
Property Tax - Prior Secured	1,207,304	1,337,862	1,240,335	1,242,275	1,242,275	(95,587)
Property Tax - Current Supplemental	1,986,294	2,118,385	1,794,292	1,796,815	1,796,815	(321,570)
Sales and Use Taxes	8,977,751	9,057,201	10,932,347	15,448,524	15,448,524	6,391,323
Subtotal	$160,941,267	$163,742,380	$168,159,817	$181,098,383	$181,098,383	17,356,003
Other Taxes						
Cannabis Tax	0	0	0	376,929	376,929	376,929
Transient Occupancy Tax	22,834,344	23,451,689	23,176,859	21,578,455	21,578,455	(1,873,234)
Other Taxes	1,643,489	1,635,140	1,645,120	1,650,120	1,650,120	14,980
Real Property Transfer Tax	3,294,727	2,603,928	2,603,928	2,815,240	2,815,240	211,312
Subtotal	$27,772,560	$27,690,757	$27,425,907	$26,420,744	$26,420,744	(1,270,013)
Licenses						
Animal Licenses	177,965	191,879	181,783	192,000	192,000	121
Business Licenses	4,021,735	4,274,413	3,900,511	4,531,326	4,361,459	87,046
Subtotal	$4,199,700	$4,466,292	$4,082,294	$4,723,326	$4,553,459	87,167
Permits						
Road Privileges and Permits	396,336	169,122	348,758	906,803	906,803	737,681
Construction Permits	8,174,699	9,383,563	8,514,350	9,412,411	9,441,977	58,414
Zoning Permits	1,298,152	1,269,664	1,301,418	1,401,165	1,401,165	131,501
Subtotal	$9,869,188	$10,822,349	$10,164,526	$11,720,379	$11,749,945	927,596
Franchises						
Other Licenses and Permits	421,241	406,006	422,919	416,160	416,160	10,154
Franchises	6,038,622	6,138,124	6,078,159	6,098,304	6,098,304	(39,820)
Subtotal	$6,459,863	$6,544,130	$6,501,078	$6,514,464	$6,514,464	(29,666)
Fines						
Forfeitures and Penalties	4,788,458	5,837,293	3,811,671	4,923,330	4,726,202	(1,111,091)
Penalties and Costs on Delinquent Taxes	2,194,107	1,801,855	1,801,855	2,202,996	2,202,996	401,141
Other Court Fines	1,211,780	2,722,081	2,606,934	2,668,013	2,668,013	(54,068)
Vehicle Code Fines	1,600,889	1,445,617	1,287,462	1,433,355	1,433,355	(12,262)
Subtotal	$9,795,233	$11,806,846	$9,507,922	$11,227,694	$11,030,566	(776,280)
Revenue from Use of Money & Property						
Interest on Notes Receivable	111,879	119,908	87,000	114,000	114,000	(5,908)
Investment Income	6,817,669	7,722,959	11,755,453	2,998,808	2,998,808	(4,724,151)

Analysis of Revenues by Object and Subobject

	Prior Year 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Change
Rents and Concessions	13,602,122	22,946,162	22,555,080	33,778,457	33,778,457	10,832,295
Subtotal	$20,531,670	$30,789,029	$34,397,533	$36,891,265	$36,891,265	6,102,236
State Aid - Taxes						
State Highway Users Tax	8,939,203	8,350,044	8,693,572	9,113,892	9,113,892	763,848
Vehicle License Fee	9,973,078	9,381,703	9,052,831	7,084,048	7,084,048	(2,297,655)
Subtotal	$18,912,281	$17,731,747	$17,746,403	$16,197,940	$16,197,940	(1,533,807)
State Aid - Grants, Programs, Contributions						
Citizens Option for Public Safety Funds	0	250,000	250,000	250,000	250,000	0
State Aid - Construction Operating Grants	725,486	725,486	725,486	725,486	725,486	0
State Aid - Public Assistance Programs	6,035,421	45,481,784	48,308,954	49,186,204	49,186,204	3,704,420
State Aid - Construction Capital Grants	1,155,423	75,005,212	15,771,081	69,707,673	69,707,673	(5,297,539)
Tobacco Program (Prop 99)	122,247	127,500	119,802	782,982	782,982	655,482
SB 90 Reimbursements	135,775	0	0	0	0	0
State Aid - Public Assistance Administration	34,996,478	19,080,830	39,004,160	37,830,768	37,232,523	18,151,693
Public Safety - Sales Tax	55,419,249	55,785,616	51,518,237	54,865,335	55,205,649	(579,967)
Realignment - Health	751,052	527,412	5,387,921	367,778	367,778	(159,634)
Other State Aid	9,117,350	15,217,239	15,456,476	18,091,820	18,091,820	2,874,581
Tuberculosis Control	30,579	0	0	0	0	0
Realignment - Social Services	60,671,494	58,024,644	57,011,618	60,250,185	60,250,185	2,225,541
State Aid - Mental Health	16,708,612	20,000,000	20,000,000	18,500,000	18,500,000	(1,500,000)
State Veterans' Affairs	138,945	163,226	125,706	122,364	122,364	(40,862)
Homeowners Property Tax Relief	485,088	491,639	488,542	488,399	488,399	(3,240)
State Aid - Agriculture	4,802,498	4,827,314	4,816,661	4,641,483	4,641,483	(185,831)
Realignment - Mental Health	23,111,002	20,500,000	24,700,000	23,800,000	23,800,000	3,300,000
State Aid - Health Programs	3,754,029	3,306,345	3,462,737	3,218,136	3,218,136	(88,209)
Peace Officer Training (Post)	89,740	90,000	80,000	90,000	90,000	0
Subtotal	$218,250,468	$319,604,247	$287,227,381	$342,918,613	$342,660,682	23,056,435
Federal Aid - Taxes						
Federal - In-Lieu Taxes	1,749,624	5,681	875,758	875,758	875,758	870,077
Subtotal	$1,749,624	$5,681	$875,758	$875,758	$875,758	870,077
Federal Aid - Grants, Programs, Contributions						
Federal Aid Other	119,813,952	73,930,101	69,914,639	80,656,946	80,656,946	6,726,845
Federal Aid - Health Administration	0	5,500,000	0	5,478,707	5,478,707	(21,293)
Federal Aid - Forest Reserve Revenue	0	15,069	15,069	15,069	15,069	0
Federal Aid - Disaster Relief	0	0	28,913	0	0	0
Federal Aid - Public Assistance Administration	51,476,948	81,400,801	58,895,794	65,251,752	64,074,150	(17,326,651)
Federal Aid - Public Assistance Programs	23,886,972	26,276,029	26,006,281	25,100,117	25,100,117	(1,175,912)
Federal Aid - Construction Capital Grants	1,601,297	6,381,116	5,017,137	11,110,785	11,110,785	4,729,669
Other In-Lieu Taxes	(41)	6,600,169	337,339	253,750	253,750	(6,346,419)
Subtotal	$196,779,128	$200,103,285	$160,215,172	$187,867,126	$186,689,524	(13,413,761)
Aid from Other Government Agencies						
Aid from City/County	59,714	0	0	0	0	0

Analysis of Revenues by Object and Subobject

	Prior Year 2015-16	Adopted Budget 2016-17	CY Estimate 2016-17	Requested Budget 2017-18	Recommended Budget 2017-18	Change
Aid - Other Governmental Agencies	8,905,286	9,666,105	5,995,858	7,585,228	7,585,228	(2,080,877)
Aid from Special District/JPA	122,075	0	0	0	0	0
Subtotal	$9,087,076	$9,666,105	$5,995,858	$7,585,228	$7,585,228	(2,080,877)
Charges for Services						
Planning and Engineering Services	842,676	755,705	705,062	830,653	830,653	74,948
Sanitation Services	840,625	923,140	975,654	1,067,219	1,067,219	144,079
Recording Fees	2,662,678	2,797,848	2,670,490	2,896,277	2,896,277	98,429
Estate Fees	61,835	100,000	60,000	60,000	60,000	(40,000)
Assessment and Tax Collection Fees	2,919,560	2,799,195	2,852,063	3,042,789	3,042,789	243,594
Institutional Care and Services	1,158,320	1,015,000	1,085,000	1,075,000	1,075,000	60,000
Children's Services	23,283	1,676	17,074	898	898	(778)
Election Services	1,029,475	900,000	1,474,563	400,000	400,000	(500,000)
Park and Recreation Services	3,218,307	1,707,576	2,773,988	2,685,391	2,685,391	977,815
Civil Process Services	3,333,809	4,023,493	3,717,000	4,139,197	4,139,197	115,704
Communication Services	8,463,738	5,978,964	7,953,180	7,461,659	6,947,825	968,861
Agricultural Services	1,795,103	2,055,446	1,961,614	2,055,446	2,055,446	0
Humane Services	74,858	1,633	6,960	2,000	2,000	367
Legal Services	426,497	343,816	366,912	343,786	343,786	(30)
Health Fees	256,095,760	243,993,942	251,409,510	272,311,127	272,311,127	28,317,185
Auditing and Accounting Fees	828,602	1,078,499	1,152,811	1,287,196	1,287,196	208,697
Library Services	155,328	153,750	153,750	145,000	145,000	(8,750)
Other Services	43,807,545	47,532,275	47,624,619	53,352,731	53,352,731	5,820,456
Special Assessments	1,185,792	1,375,915	1,672,315	1,992,622	1,992,622	616,707
Law Enforcement Services	4,228,894	3,347,226	3,668,226	3,431,344	3,328,590	(18,636)
Mental Health Fees	5,218,001	1,512,805	1,819,336	1,708,400	1,708,400	195,595
Adoption Fees	35,605	65,000	41,905	70,000	70,000	5,000
Educational Services	9,926	0	0	0	0	0
Subtotal	$338,416,220	$322,462,904	$334,162,032	$360,358,735	$359,742,147	37,279,243
Micellaneous Revenues						
Contributions	2,436,362	2,030,116	1,152,272	612,674	512,674	(1,517,442)
Other Reimbursement	1,070,617	1,464,141	2,179,351	2,475,941	2,989,775	1,525,634
Miscellaneous Revenues	9,636,481	10,500,748	9,366,136	9,248,904	9,248,904	(1,251,844)
Loan Repayment	52,786	243,896	202,926	194,100	194,100	(49,796)
Developer Reimbursements	310,662	374,000	366,530	368,328	368,328	(5,672)
Other Taxable Sales	407,634	2,000	2,224	22,175	22,175	20,175
Tobacco Settlement	3,577,452	3,545,768	3,541,677	3,506,261	3,506,261	(39,507)
Subtotal	$17,491,994	$18,160,669	$16,811,116	$16,428,383	$16,842,217	(1,318,452)
Other Financing Sources						
Operating Transfers In	146,452,354	182,930,454	166,629,322	208,189,358	205,331,275	22,400,821
Debt Issuance	48,440,000	0	0	0	0	0
Sale of Capital Assets	197,833	88,778	88,778	65,691	65,691	(23,087)
Premium on Debt Issuance	3,970,464	0	0	0	0	0
Subtotal	$199,060,652	$183,019,232	$166,718,100	$208,255,049	$205,396,966	22,377,734
Grand Total	$1,239,316,925	$1,326,615,653	$1,249,990,897	$1,419,083,087	$1,414,249,288	94,444,635

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Countywide Position Summary

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
Board of Supervisors					
10A01	BOARD OF SUPERVISORS CHAIRMAN	1.00	1.00	1.00	0.00
10A02	BOARD OF SUPERVISORS MEMBER	4.00	4.00	4.00	0.00
14H02	BOARD OF SUPERVISORS AIDE	5.00	5.00	5.00	0.00
14H10	PRINCIPAL BOARD AIDE	5.00	5.00	5.00	0.00
80A90	BOARD OF SUPERVISORS ADMINISTRATIVE ASSIST	5.00	5.00	5.00	0.00
	Subtotal	20.00	20.00	20.00	0.00
County Administrative Office					
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	3.00	3.00	2.00	-1.00
12E16	WIB EXECUTIVE DIRECTOR	0.00	0.00	1.00	1.00
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	0.00	1.00	0.00	-1.00
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	2.00	3.00	1.00
14C31	MANAGEMENT ANALYST III	8.00	8.00	8.00	0.00
14E20	BUYER II	3.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	2.00	1.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	0.00	0.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	2.00	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	3.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	0.00	0.00	1.00	1.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	0.00	0.00	1.00	1.00
60I02	PROGRAM MANAGER II	0.00	0.00	1.00	1.00
68B02	SPECIAL EVENTS MANAGER	0.00	0.00	1.00	1.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	0.00	0.00	3.00	3.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	0.00	0.00	1.00	1.00
70M01	SHUTTLE DRIVER	1.00	0.00	2.00	2.00
72C20	MECHANIC I	1.00	1.00	1.00	0.00
72C23	MECHANIC II	10.00	10.00	10.00	0.00
72C26	MECHANIC III	1.00	2.00	2.00	0.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	2.00	1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00	3.00	2.00	-1.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	4.00	1.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
XXXXX	ALLOCATION TO BE DETERMINED	0.00	1.00	0.00	-1.00
	Subtotal	75.00	75.00	88.00	13.00
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	4.00	7.00	3.00
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	3.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14C31	MANAGEMENT ANALYST III	0.50	0.50	1.00	0.50
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	1.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	4.00	5.00	1.00
14M61	HR PROGRAM MANAGER	4.00	4.00	5.00	1.00
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
80A32	SENIOR SECRETARY	1.00	1.00	0.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	0.00	0.00	1.00	1.00
	Subtotal	29.50	28.50	35.00	6.50
Economic Development					
11A31	ECONOMIC DEVELOPMENT DIRECTOR	1.00	1.00	1.00	0.00
12E16	WIB EXECUTIVE DIRECTOR	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	4.00	4.00	1.00	-3.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	1.00	-1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	0.00	-1.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	0.00	-1.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	1.00	1.00	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	2.00	2.00	2.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	0.00	-1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	18.00	18.00	15.00	-3.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	5.00	5.00	3.00	-2.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	3.00	3.00	1.00	-2.00
60I02	PROGRAM MANAGER II	1.00	1.00	0.00	-1.00
80A32	SENIOR SECRETARY	2.00	2.00	1.00	-1.00
80E21	OFFICE ASSISTANT II	1.00	1.00	0.00	-1.00
80E22	OFFICE ASSISTANT III	2.00	2.00	1.00	-1.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	0.00	-1.00
	Subtotal	48.00	50.00	30.00	-20.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
Equal Opportunity Office					
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNTY ANALYST	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
	Subtotal	5.00	5.00	5.00	0.00
Auditor-Controller					
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	8.00	8.00	8.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	0.00	4.00	4.00	0.00
16D25	DATABASE ADMINISTRATOR III	0.00	1.00	1.00	0.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	8.00	8.00	7.00	-1.00
20B24	AUDITOR-CONTROLLER ANALYST I	7.00	7.00	7.00	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	5.00	4.00	4.00	0.00
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	2.00	1.00	-1.00
80J96	PAYROLL TECH-CN	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	54.00	58.00	56.00	-2.00
Treasurer-Tax Collector					
10B06	TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	3.00	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 ANLYST 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	0.00	1.00	1.00
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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	7.00	1.00
	Subtotal	46.00	46.00	49.00	3.00
Assessor-County Clerk-Recorder					
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	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	0.00	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	15.00	13.00	-2.00
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
80A33	ADMINISTRATIVE 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	6.00	7.00	6.00	-1.00
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	67.00	70.00	67.00	-3.00
County Counsel					
11A04	COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C38	ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANLYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	4.00	4.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	0.00	0.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
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	0.00	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-CONFIDIDENTIAL	2.00	2.00	2.00	0.00
99WXC	ALLOCATION ON LOAN WORK COMP	0.00	10.00	10.00	0.00
	Subtotal	44.00	54.00	54.00	0.00
Clerk of the Board					
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	2.00	2.00	0.00
	Subtotal	5.00	5.00	5.00	0.00
Elections					
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	Subtotal	12.00	12.00	12.00	0.00
Emergency Communications					
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	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
Information Technology					
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	0.00	-1.00
14K21	DIVISION MANAGER	3.00	4.00	4.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	3.00	2.00	2.00	0.00
16C43	SOFTWARE PROGRAMMER ANALYST I	0.00	0.00	1.00	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	13.00	13.00	13.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	21.00	20.00	20.00	0.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	3.00	2.00	2.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	0.00	1.00	1.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	2.00	2.00	0.00
16E25	SECURITY ANALYST III	1.00	1.00	1.00	0.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	0.00	1.00	1.00	0.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	1.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	4.00	5.00	5.00	0.00
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	4.00	3.00	3.00	0.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00	1.00	1.00	0.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00	1.00	1.00	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	7.00	7.00	6.00	-1.00
43N26	DATA CENTER OPERTIONS TECHNICIAN III	6.00	5.00	4.00	-1.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
43P40	GRAPHICS EQUIPMENT OPERATOR II	1.00	1.00	0.00	-1.00
70F79	WAREHOUSE WORKER	3.00	3.00	0.00	-3.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	0.00	-1.00
80A32	SENIOR SECRETARY	1.00	1.00	0.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	0.00	0.00	1.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Subtotal	108.00	107.00	101.00	-6.00
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 DISTRCT ATTORNEY	1.00	1.00	1.00	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00	5.00	5.00	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	22.00	22.00	22.00	0.00
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	2.00	2.00	2.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
34G10	INVESTIGATIVE AIDE	5.00	5.00	5.00	0.00
39C01	LEGAL ASSISTANT	2.00	3.00	3.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	51.00	51.00	52.00	1.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.00	2.00	2.00	0.00
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	6.00	6.00	7.00	1.00
60K03	VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR	0.00	0.00	1.00	1.00
80B11	LEGAL TYPIST	6.00	7.00	7.00	0.00
80B22	LEGAL SECRETARY	25.00	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	144.00	147.00	150.00	3.00
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	2.00	1.00	-1.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	0.00	-1.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	0.00	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	9.00	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	2.00	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
39C01	LEGAL ASSISTANT	1.00	0.00	0.00	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	101.00	98.00	96.00	-2.00
Public Defender					
11A18	PUBLIC DEFENDER	1.00	1.00	1.00	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00	1.00	1.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	0.00	0.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.00	4.00	4.00	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.00	2.00	2.00	0.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.00	1.00	1.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.00	25.00	27.00	2.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	6.50	6.50	6.50	0.00
80B23	SENIOR LEGAL SECRETARY	2.00	2.00	1.00	-1.00
80B24	SUPERVISING LEGAL SECRETARY	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	0.00	0.50	0.50	0.00
	Subtotal	47.50	48.00	50.00	2.00
Sheriff-Coroner					
10B05	SHERIFF	1.00	1.00	1.00	0.00
12A10	CHIEF DEPUTY SHERIFF	3.00	3.00	3.00	0.00
12A13	UNDERSHERIFF	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	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	0.00	1.00	1.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34E22	FORENSIC EVIDENCE TECHNICIAN	0.00	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	20.00	40.00	20.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	4.00	4.00	0.00
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	141.00	142.00	144.00	2.00
36E23	CORRECTIONAL SERGEANT	20.00	20.00	0.00	-20.00
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	2.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.00	6.00	6.00	0.00
70N10	INMATE SERVICES SPECIALIST	5.00	5.00	5.00	0.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00	1.00	1.00	0.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	0.00	0.00	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	1.00	-1.00
80I07	CORRECTIONS SPECIALIST	14.00	14.00	12.00	-2.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	2.00	-1.00
80I10	CUSTODY AND CONTROL SPECIALIST	24.00	30.00	30.00	0.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	4.00	4.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	16.00	16.00	13.00	-3.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	4.00	0.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	3.00	3.00	2.00	-1.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Subtotal	448.00	456.00	449.00	-7.00
Probation					
11A06	CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	3.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	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	16.50	0.00
60F22	PROBATION OFFICER II	74.00	72.00	72.00	0.00
60F23	PROBATION OFFICER III	25.00	25.00	24.00	-1.00
60F84	PROBATION SERVICES MANAGER	14.00	14.00	14.00	0.00
60F85	PROBATION DIVISION MANAGER	4.00	4.00	4.00	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	9.00	9.00	9.00	0.00
60F89	JUVENILE INSTITUTIONS OFFICER II	74.00	74.00	73.00	-1.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	14.00	14.00	13.00	-1.00
60I02	PROGRAM MANAGER II	0.00	0.00	1.00	1.00
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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
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	15.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	0.00	0.00	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	295.00	293.00	290.00	-3.00
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	2.00	3.00	3.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	2.00	2.00	0.00
16G25	GIS ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.00	4.00	4.00	0.00
30M21	PRODUCE INSPECTOR I	5.00	1.00	1.00	0.00
30M22	PRODUCE INSPECTOR II	6.00	3.00	3.00	0.00
30M25	PRODUCE INSPECTOR III	3.00	0.00	0.00	0.00
30N05	AGRICULTURAL ASSISTANT II	0.00	17.00	17.00	0.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00	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
43S21	GENERAL SERVICES SUPERVISOR	8.00	0.00	0.00	0.00
43T23	AGRICULTURAL EXTENSION TECHNICIAN	1.00	0.00	0.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	4.00	4.00	4.00	0.00
80G21	DATA ENTRY OPERATOR II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Subtotal	87.00	87.00	87.00	0.00
Resource Management Agency					
11A19	PUBLIC WORKS DIRECTOR	1.00	1.00	0.00	0.00
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00	0.00	1.00	1.00
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	0.00	0.00	1.00	1.00
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	1.00	0.00
11A28	DIRECTOR OF BUILDING SERVICES	1.00	1.00	0.00	-1.00
11A29	DIRECTOR OF PLANNING	1.00	1.00	0.00	-1.00
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	0.00	0.00	1.00	1.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
12C40	DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY	1.00	1.00	0.00	-1.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.00	1.00	0.00	-1.00
14A10	PROJECT MANAGER I	0.00	1.00	1.00	0.00
14A11	PROJECT MANAGER II	1.00	3.00	3.00	0.00
14A12	PROJECT MANAGER III	2.00	3.00	2.00	-1.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	5.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	6.00	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	3.00	4.00	3.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K50	CHIEF OF PLANNING	0.00	0.00	1.00	1.00
14K51	RMA SERVICES MANAGER	6.00	7.00	6.00	-1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
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	0.00	1.00	1.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	0.00	-1.00
20B95	FINANCE MANAGER I	1.00	1.00	2.00	1.00
30D21	BUILDING INSPECTOR II	5.00	6.00	6.00	0.00
30D22	SENIOR BUILDING INSPECTOR	2.00	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	0.00	1.00	1.00
30D30	DEPUTY BUILDING OFFICIAL	1.00	1.00	0.00	-1.00
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	0.00	0.00	2.00	2.00
34P26	CODE COMPLIANCE INSPECTOR II	3.00	3.00	4.00	1.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00	1.00	1.00	0.00
34X21	GUARD	3.00	2.00	2.00	0.00
41A10	ASSISTANT ENGINEER	9.00	7.00	7.00	0.00
41A20	CIVIL ENGINEER	5.00	3.00	3.00	0.00
41A22	SENIOR CIVIL ENGINEER	4.00	2.00	2.00	0.00
41A85	TRAFFIC ENGINEER	1.00	1.00	1.00	0.00
41A87	CHIEF OF SURVEYS	1.00	1.00	1.00	0.00
41B21	BUILDING PLANS EXAMINER	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	1.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41F11	ASSOCIATE PLANNER	11.00	11.00	11.00	0.00
41F22	SENIOR PLANNER	4.00	4.00	4.00	0.00
41F23	SUPERVISING PLANNER	0.00	0.00	1.00	1.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
41F85	PARKS PLANNING MANAGER	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	3.00	2.00	2.00	0.00
43A23	ENGINEERING TECHNICIAN	9.00	6.00	6.00	0.00
43B03	WATER RESOURCES TECHNICIAN	3.00	3.00	3.00	0.00
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	0.00	1.00	1.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	0.00	0.00	1.00	1.00
68A30	RANGE MASTER	0.00	0.00	1.00	1.00
68A41	COUNTY PARK RANGER II	0.00	0.00	4.00	4.00
68A42	COUNTY PARK RANGER III	0.00	0.00	1.00	1.00
68C02	RANGE AIDE	0.00	0.00	1.00	1.00
68E01	COUNTY PARK RANGER MANAGER	0.00	0.00	1.00	1.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	3.00	3.00	4.00	1.00
70M01	SHUTTLE DRIVER	0.00	1.00	0.00	-1.00
70N01	OFFICE MAINTENANCE WORKER	0.00	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	2.00	3.00	3.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	0.00	0.00	7.00	7.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	0.00	2.00	2.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	2.00	2.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	1.00	1.00
74D12	ROAD MAINTENANCE WORKER	27.00	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	4.00	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	5.00	4.00	-1.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74G21	TREE TRIMMER	2.00	2.00	2.00	0.00
74G22	SENIOR TREE TRIMMER	1.00	1.00	1.00	0.00
74H24	SANITATION WORKER	2.00	1.00	1.00	0.00
74H27	SUPERVISING SANITATION WORKER	1.00	0.00	0.00	0.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.00	0.00	0.00	0.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.00	0.00	0.00	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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
80A32	SENIOR SECRETARY	6.00	4.00	4.00	0.00
80A33	ADMINISTRATIVE SECRETARY	2.00	2.00	3.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	0.00	-1.00
80E20	OFFICE ASSISTANT I	0.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	14.00	15.00	17.00	2.00
80E22	OFFICE ASSISTANT III	1.00	0.00	1.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00	3.00	3.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	0.00	0.00	0.00
80J22	SENIOR ACCOUNT CLERK	3.00	4.00	5.00	1.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	1.50	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	1.00	1.00	1.00	0.00
	Subtotal	272.50	254.50	280.50	26.00
Health					
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12E04	BUREAU CHIEF	6.00	6.00	6.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	4.00	2.00
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	10.00	12.00	2.00
14C31	MANAGEMENT ANALYST III	12.00	12.00	13.00	1.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	4.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	1.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	5.75	8.00	7.00	-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	12.00	0.00
14K44	ASSISTANT BUREAU CHIEF	1.00	1.00	1.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.00	1.00	1.00	0.00
14N06	OPERATIONS MANAGER	3.00	3.00	3.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	2.00	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	4.00	3.00	-1.00
16C88	BUSINESS TECHNOLOGY ANLYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANLYST 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	7.00	0.00
20B12	ACCOUNTANT III	4.00	5.00	4.00	-1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.00	7.00	7.00	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.00	1.00	1.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	21.00	20.00	21.00	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	13.00	12.00	12.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	7.00	7.00	7.00	0.00
34C01	ANIMAL CONTROL OFFICER	3.00	3.00	3.00	0.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00	1.00	1.00	0.00
34C11	ANIMAL SERVICES SUPERVISOR	1.00	1.00	0.00	-1.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II	5.00	5.00	4.00	-1.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	10.00	10.00	10.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	6.00	6.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	2.00	2.00	4.00	2.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00	2.00	2.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
50E21	LABORATORY HELPER	1.00	1.00	1.00	0.00
50E23	LABORATORY ASSISTANT	1.00	1.00	2.00	1.00
50F20	OCCUPATIONAL THERAPIST	1.00	1.00	1.00	0.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	4.00	4.00	4.00	0.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.00	5.00	5.00	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.00	2.00	2.00	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00	28.00	28.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	16.00	16.00	14.00	-2.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	10.50	10.50	14.00	3.50
50K18	HEALTH PROGRAM COORDINATOR	6.00	5.00	5.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	6.00	5.00	-1.00
50K22	HEALTH EDUCATOR	0.00	0.00	1.00	1.00
50K23	SENIOR HEALTH EDUCATOR	3.00	3.00	2.00	-1.00
50L22	PUBLIC HEALTH NUTRITIONIST II	5.50	5.50	4.50	-1.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.00	4.00	4.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.75	0.75	0.00	-0.75
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	2.00	2.00	4.00	2.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00	0.00	0.00	0.00
50U16	BEHAVIORAL HEALTH AIDE	20.05	20.05	21.05	1.00
50U42	MEDICAL ASSISTANT	134.00	164.00	180.00	16.00
52A21	CLINIC NURSE	2.00	4.00	4.00	0.00
52A22	SENIOR CLINIC NURSE	10.00	10.00	10.00	0.00
52A97	NURSE PRACTITIONER II	7.00	9.00	10.00	1.00
52A98	NURSE PRACTITIONER III	4.00	5.00	7.00	2.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	12.00	11.00	11.00	0.00
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	0.00	0.00	1.00	1.00
52E22	PUBLIC HEALTH NURSE II	24.00	21.00	23.00	2.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
52E23	PUBLIC HEALTH NURSE III	3.00	5.00	5.00	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.00	7.00	8.00	1.00
54B04	GENERAL INTERNIST	3.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	50.03	52.05	52.05	0.00
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B90	CLINIC PHYSICIAN II	6.00	6.00	5.00	-1.00
54C02	PHYSICIAN ASSISTANT II	10.50	10.50	11.50	1.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	189.30	199.30	199.30	0.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	25.00	25.00	28.00	3.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	13.00	15.00	17.00	2.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	4.00	4.00	0.00
60C22	SOCIAL WORKER III	32.40	32.40	32.40	0.00
60C24	SOCIAL WORKER V	1.00	1.00	1.00	0.00
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	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	2.00	2.00	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.50	0.00
70B03	ANIMAL CARE TECHNICIAN II	3.00	3.00	3.00	0.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A30	SECRETARIAL ASSISTANT	1.00	0.00	0.00	0.00
80A31	SECRETARY	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	3.00	3.00	3.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E01	OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	16.00	8.00	5.00	-3.00
80E22	OFFICE ASSISTANT III	17.00	23.00	28.00	5.00
80E80	PRINCIPAL OFFICE ASSISTANT	7.00	7.00	7.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	6.00	6.00	7.00	1.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	4.00	4.00	4.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	4.00	6.00	6.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	48.00	52.00	53.00	1.00
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	20.00	19.00	-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	1,025.78	1,078.05	1,114.80	36.75
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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
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	16.00	17.00	17.00	0.00
14C31	MANAGEMENT ANALYST III	14.00	14.00	14.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	9.00	8.00	8.00	0.00
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	0.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	3.00	3.00	0.00
16C88	BUSINESS TECHNOLOGY ANLYST III	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	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	3.00	4.00	4.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY WORKER II	181.00	180.00	170.00	-10.00
25E22	ELIGIBILITY WORKER III	107.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	39.00	39.00	39.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	5.00	4.00	4.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	7.00	7.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
52E22	PUBLIC HEALTH NURSE II	2.00	2.00	2.00	0.00
60C22	SOCIAL WORKER III	27.00	30.00	31.00	1.00
60C24	SOCIAL WORKER V	74.00	82.00	82.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	21.00	24.00	24.00	0.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	62.00	66.00	65.00	-1.00
60H11	EMPLOYMENT & TRAINING WORKER II	7.00	7.00	6.00	-1.00
60H21	EMPLOYMENT & TRAINING WORKER III	38.00	38.00	35.00	-3.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	8.00	8.00	8.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00	4.00	4.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	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	0.00	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	3.00	2.00	-1.00
80A31	SECRETARY	11.00	11.00	11.00	0.00
80A32	SENIOR SECRETARY	4.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	89.00	87.00	88.00	1.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
80E22	OFFICE ASSISTANT III	32.00	33.00	33.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	16.00	16.00	17.00	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00	17.00	17.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00	3.00	3.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	3.00	3.00	0.00
	Subtotal	868.00	887.00	874.00	-13.00
Library					
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 SPECLIST	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	1.00	2.00	2.00	0.00
80C01	LIBRARY ASSISTANT I	11.00	11.00	11.00	0.00
80C21	LIBRARY ASSISTANT II	22.00	22.00	22.00	0.00
80C22	LIBRARY ASSISTANT III	11.00	11.00	11.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Subtotal	67.00	68.00	68.00	0.00
Cooperative Extension Service					
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43T23	AGRICULTURAL EXTENSION TECHNICIAN	1.00	0.00	0.00	0.00
30N02	LABORATORY RESEARCH ASSOCIATE	0.00	1.00	0.00	-1.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Subtotal	4.00	4.00	3.00	-1.00
Parks					
11A11	DIRECTOR OF PARKS AND RECREATION	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	0.00	1.00	0.00	-1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	1.00	0.00	-1.00
20B10	ACCOUNTANT I	1.00	1.00	0.00	-1.00
20B95	FINANCE MANAGER I	1.00	1.00	0.00	-1.00
41F85	PARKS PLANNING MANAGER	1.00	1.00	0.00	-1.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	0.00	-1.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00	1.00	0.00	-1.00
68A30	RANGE MASTER	1.00	1.00	0.00	-1.00
68A41	COUNTY PARK RANGER II	7.00	4.00	0.00	-4.00
68A42	COUNTY PARK RANGER III	2.00	2.00	0.00	-2.00
68A43	COUNTY PARK RANGER SUPERVISOR	3.00	1.00	0.00	-1.00
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	0.00	-1.00
68C02	RANGE AIDE	1.00	1.00	0.00	-1.00
68E01	COUNTY PARK RANGER MANAGER	2.00	1.00	0.00	-1.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.00	0.00	0.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
72B31	PARKS BUILDING & GROUNDS WORKER II	10.00	7.00	0.00	-7.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	2.00	0.00	-2.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00	2.00	0.00	-2.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	0.00	-1.00
80A31	SECRETARY	1.00	1.00	0.00	-1.00
80E21	OFFICE ASSISTANT II	1.00	2.00	0.00	-2.00
80E22	OFFICE ASSISTANT III	1.00	1.00	0.00	-1.00
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	1.00	0.00	0.00	0.00
	Subtotal	42.00	36.00	0.00	-36.00
Natividad Medical Center					
11A25	NMC 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	NMC ASSISTANT ADMINISTRATOR	3.00	3.00	4.00	1.00
14A10	PROJECT MANAGER I	0.00	1.00	1.00	0.00
14A12	PROJECT MANAGER III	0.00	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	2.00	4.00	2.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	4.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	6.00	7.00	1.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.00	2.00	2.00	0.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	2.00	2.00	0.00
14E01	BUYER I	1.00	1.00	1.00	0.00
14E20	BUYER II	3.00	3.00	4.00	1.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	5.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	5.00	4.00	-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	0.00	1.00	1.00	0.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.00	1.00	1.00	0.00
14K35	NMC HUMAN RESOURCES ADMINISTRATOR	1.00	1.00	1.00	0.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.00	1.00	1.00	0.00
14K67	HOSPITAL PURCHSING & MATERIALS SUPPORT DIRECTOR	1.00	0.00	0.00	0.00
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	0.00	0.00	1.00	1.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14M33	HOSPITAL MEDICAL INTERPRETATION COORDINATOR	1.00	1.00	0.00	-1.00
14N10	OUTPATIENT SERVICES MANAGER I	1.00	1.00	0.00	-1.00
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 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
16C61	HOSPITAL SOFTWARE ANALYST II	3.00	4.00	4.00	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	6.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	3.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	3.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.00	1.00	2.00	1.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	0.00	0.00	1.00	1.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	5.00	4.00	4.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	0.00	3.00	3.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	0.80	0.80
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	11.20	11.20	11.20	0.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.00	1.00	1.00	0.00
50D11	MEDICAL LABORATORY TECHNICIAN	0.00	0.00	1.00	1.00
50D12	CLINICAL LABORATORY ASSISTANT	15.30	15.30	16.70	1.40
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	13.20	13.20	15.00	1.80
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	8.00	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	1.00	0.00
50F20	OCCUPATIONAL THERAPIST	7.80	8.80	8.80	0.00
50G11	PHYSICAL THERAPIST	9.00	12.00	11.00	-1.00
50G41	SPEECH PATHOLOGIST	0.00	6.00	6.00	0.00
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	14.30	17.30	17.30	0.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	2.00	2.00	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNICIAN	21.60	24.60	26.30	1.70
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.00	4.00	4.00	0.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.00	1.00	2.00	1.00
50R31	SONOGRAPHER	6.60	7.60	8.60	1.00
50R32	SENIOR SONOGRAPHER	1.00	1.00	1.00	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.00	1.00	1.00	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	5.00	5.00	5.00	0.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	1.00	4.00	4.00	0.00
50U18	PHARMACY TECHNICIAN	9.80	9.80	9.80	0.00
50U19	PHYSICAL THERAPIST HELPER	1.00	1.00	1.00	0.00
50U20	NURSING ASSISTANT	81.10	87.00	87.30	0.30
50U22	HEALTH CARE TECHNICIAN	2.60	3.10	4.70	1.60
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	1.00	0.90	0.90	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
50U27	SURGICAL TECHNICIAN	10.50	12.60	12.60	0.00
50U28	SENIOR PHARMACY TECHNICIAN	1.00	2.00	2.00	0.00
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U42	MEDICAL ASSISTANT	1.00	0.00	0.00	0.00
50U43	CENTRAL STERILE TECHNICIAN	4.80	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	4.50	0.00
50Y21	DIETITIAN	5.80	4.80	5.80	1.00
50Y31	SUPERVISING DIETITIAN	0.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	8.20	4.20	7.30	3.10
52A16	SUPERVISING NURSE I	13.10	12.50	13.50	1.00
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	267.40	308.45	313.55	5.10
52A20	STAFF NURSE III	28.30	28.80	28.80	0.00
52A21	CLINIC NURSE	3.00	5.00	4.00	-1.00
52A22	SENIOR CLINIC NURSE	1.00	2.00	6.60	4.60
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	12.00	12.00	13.00	1.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	1.00	0.00
52A40	HOSPITAL NURSE AUDITOR	1.00	1.00	2.00	1.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	5.90	5.90	7.90	2.00
52A60	CLINICAL NURSE SPECIALIST	4.00	4.00	4.00	0.00
52A83	SUPERVISING CLINIC NURSE	1.00	1.00	1.90	0.90
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	0.00	1.00	3.00	2.00
52A98	NURSE PRACTITIONER III	9.60	10.00	11.00	1.00
54A03	RESIDENT PHYSICIAN III	32.00	33.00	33.00	0.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	36.00	40.00	40.00	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	1.00	0.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	1.00	1.00	0.00
54B84	DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C02	PHYSICIAN ASSISTANT II	0.80	0.80	0.00	-0.80
54C03	PHYSICIAN ASSISTANT	0.00	0.00	0.80	0.80
60B01	PSYCHIATRIC SOCIAL WORKER I	0.00	0.00	0.50	0.50
60C24	SOCIAL WORKER V	5.00	5.00	5.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	0.00	1.00	1.00	0.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	52.00	52.00	57.80	5.80
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	1.00	1.00	3.00	2.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.00	2.00	2.00	0.00
70C21	GROUNDSKEEPER	1.00	1.00	1.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-16	Adopted Budget 2016-17	Recommended Budget 2017-18	Change
70F21	COURIER	1.00	1.00	1.00	0.00
70F23	STOREKEEPER	8.00	8.00	8.00	0.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	16.00	15.00	17.00	2.00
70K23	COOK	3.00	3.50	3.50	0.00
70K25	SENIOR COOK	2.00	2.00	2.00	0.00
70K80	HEAD COOK	1.00	1.00	2.00	1.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00	1.00	1.00	0.00
70M02	PATIENT TRANSPORTER	0.00	0.00	5.00	5.00
70N01	OFFICE MAINTENANCE WORKER	2.00	1.00	1.00	0.00
72A24	MAINTENANCE PAINTER	2.00	2.00	2.00	0.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.00	1.00	1.00	0.00
72A87	PHYSICAL PLANT MANAGER	2.00	1.00	1.00	0.00
72C19	HOSPITAL MAINTENANCE MECHANIC	10.00	9.00	9.00	0.00
80A32	SENIOR SECRETARY	8.00	5.00	5.00	0.00
80A33	ADMINISTRATIVE SECRETARY	0.00	3.00	3.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	12.30	12.30	11.80	-0.50
80E22	OFFICE ASSISTANT III	14.50	13.50	15.55	2.05
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	7.00	9.00	2.00
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	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	0.00	1.50	1.50	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	1.00	1.00	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00	0.00	0.00	0.00
80J22	SENIOR ACCOUNT CLERK	5.00	4.00	4.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	22.90	22.80	23.30	0.50
80K23	MEDICAL INTERPRETER	3.50	3.50	3.50	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	0.00	0.00	1.00	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	39.20	40.00	43.00	3.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	2.00	2.00	3.00	1.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	28.50	26.50	30.50	4.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.00	6.00	6.80	0.80
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.00	1.00	1.00	0.00
BRDCM	BOARD/COMMISSION MEMBER	0.00	0.00	1.00	1.00
	Subtotal	1,067.20	1,151.65	1,219.10	67.45
	Grand Total	5,057.48	5,213.70	5,278.40	64.70

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Board of Supervisors

Departmental 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 Alejo, encompasses the urban east, west, north, and downtown areas of the City of Salinas. District Two, an area spanning from the Boronda north through Castroville and Pajaro to the Santa Cruz County line, is represented by Supervisor John M. Phillips. Supervisor Simon Salinas represents District Three, which includes a small part of east Salinas, the four Salinas Valley cities of Gonzales, Greenfield, Soledad, and King City, and south to the San Luis Obispo County line. District Four, represented by Supervisor Jane Parker, includes south Salinas, Fort Ord, and the cities of Marina, Seaside, Del Rey Oaks, and Sand City. Supervisor 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.

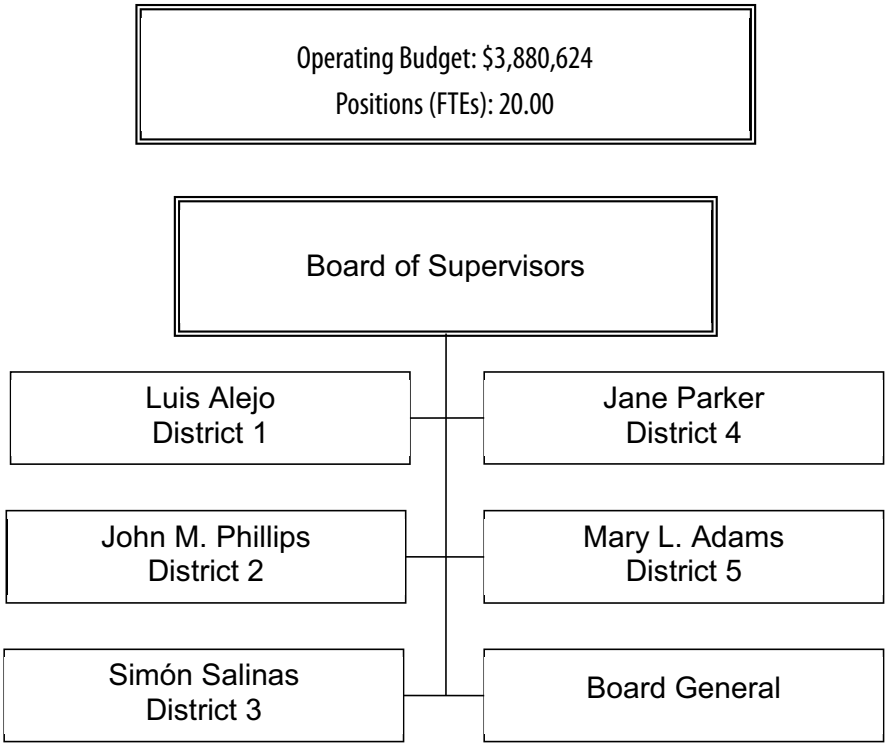
Program and Functions:

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 County of Monterey as Successor Agency and Housing Successor Agency of the County Redevelopment Agency. Board members provide review and policy guidance through committees of the Board of Supervisors, including the Budget, Health & Human Services, Capital Improvement, Legislative, Human Resources, Economic Development, and Alternative Energy and the Environment Committees. Additionally, Board members represent the interests of Monterey County as members of numerous local and regional committees, boards, and special districts.

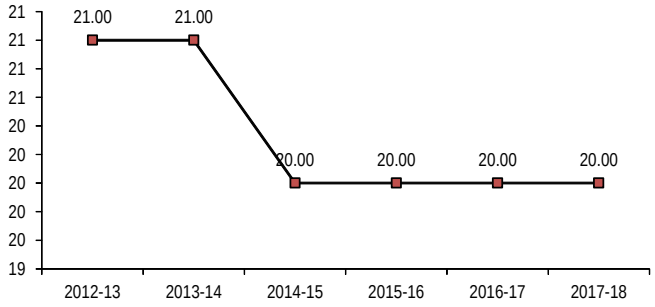
District Offices coordinate Board business with the Clerk of the Board and the County Administrative Office. Each Supervisorial district budget includes funding for direct support by a three-person staff. The Board of Supervisors' budget provides for the payment of salaries and benefits to Board members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

Department's Contribution to Monterey County's Strategic Initiatives:

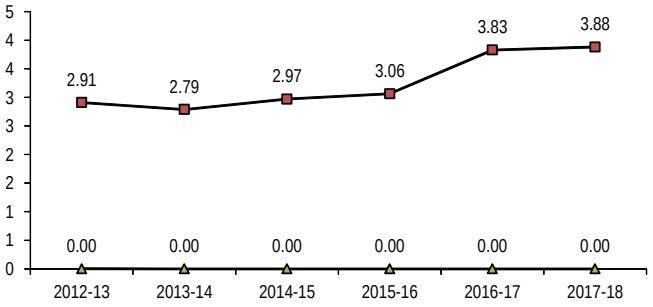
The Board of Supervisors develops and adopts the Strategic Initiatives setting forth policies, key objectives and performance measures for Economic Development, Administration, Health and Human Services, Infrastructure, and Public Safety.



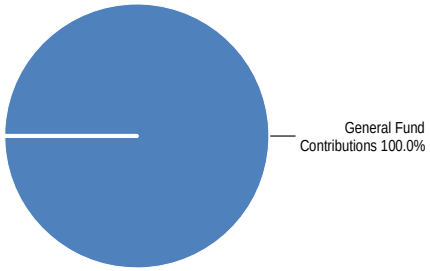
Staffing Trends



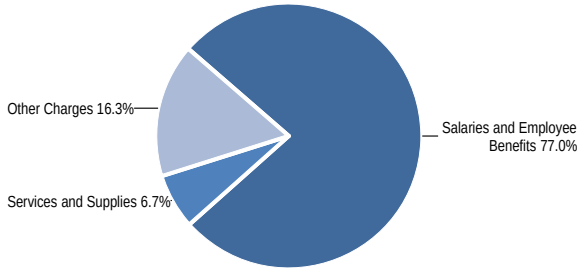
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,732,172	2,829,363	2,881,509	2,988,881	2,988,881	159,518
Services and Supplies	239,489	303,595	315,685	260,365	260,365	(43,230)
Other Charges	12	330,817	631,387	631,378	631,378	300,561
Other Financing Uses	91,905	0	0	0	0	0
Subtotal	$3,063,579	$3,463,775	$3,828,581	$3,880,624	$3,880,624	416,849

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$3,063,579	$3,463,775	$3,828,581	$3,880,624	$3,880,624	416,849
Total Source of Funds	$3,063,579	$3,463,775	$3,828,581	$3,880,624	$3,880,624	416,849

Summary of Recommendation

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

The FY 2017-18 Recommended Budget includes appropriations for each Board district to meet salary and benefits requirements at a level consistent with negotiated salary and earned step increases, and individual benefits costs for existing staff. Appropriations also provide for fixed, non-discretionary expenditures and day-to-day business-related costs necessary to meet district and County representation requirements.

Recommended appropriations total $3,880,624, an increase of $416,849 (12%) above the FY 2016-17 Adopted Budget. The growth is attributed to the increasing costs of negotiated salaries, employee pension contributions, health insurance, Enterprise Resource Planning (ERP) upgrade and cost plan charges.

To close the funding gap caused by cost pressures and retain the current level of service, the Department submitted augmentations in the amount of $529,975 to restore positions and services. The Recommended Budget includes the full restoration of eight filled positions. It also includes funding for Comcate software which enables districts to address constituent service requests and feedback. Funding for the management consulting and organizational development is also provided.

Budget Impacts

The Recommended Budget provides funding sufficient to allow for approved salary and benefits costs, as well as individual district resource requirements to remain responsive to district and countywide issues and requirements.

Department 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 in FY 2016-17:

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.

Department 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 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Board General (BOA001)	129,166	399,268	699,446	690,788	690,788	291,520	001	8012
District 1 (BOA001)	597,399	624,386	661,194	634,974	634,974	10,588	001	8013
District 2 (BOA001)	560,790	595,679	587,968	621,983	621,983	26,304	001	8014
District 3 (BOA001)	573,959	599,336	605,085	630,325	630,325	30,989	001	8015
District 4 (BOA001)	583,518	615,033	617,716	641,203	641,203	26,170	001	8016
District 5 (BOA001)	618,746	630,073	657,172	661,351	661,351	31,278	001	8017
Subtotal	$3,063,579	$3,463,775	$3,828,581	$3,880,624	$3,880,624	416,849		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Board General	129,166	399,268	699,446	690,788	690,788	291,520
District 1	597,399	624,386	661,194	634,974	634,974	10,588
District 2	560,790	595,679	587,968	621,983	621,983	26,304
District 3	573,959	599,336	605,085	630,325	630,325	30,989
District 4	583,518	615,033	617,716	641,203	641,203	26,170
District 5	618,746	630,073	657,172	661,351	661,351	31,278
Subtotal	$3,063,579	$3,463,775	$3,828,581	$3,880,624	$3,880,624	416,849

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
10A01	BOARD OF SUPERVISORS CHAIRMAN	1.00	1.00	1.00	0.00
10A02	BOARD OF SUPERVISORS MEMBER	4.00	4.00	4.00	0.00
14H02	BOARD OF SUPERVISORS AIDE	5.00	5.00	5.00	0.00
14H10	PRINCIPAL BOARD AIDE	5.00	5.00	5.00	0.00
80A90	BOARD OF SUPERVISORS ADMINISTRATIVE ASSIST	5.00	5.00	5.00	0.00
	Total	20.00	20.00	20.00	0.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1000	1000-8014-001-AUG3	AUG3-D2 .10 FTE BOS AIDE	Base Level Maintenance	13,774	0.10	13,774	0.10
1000	1000-8016-001-AUG6	AUG6-D4 .10 FTE BOS AIDE	Base Level Maintenance	14,330	0.10	14,330	0.10
1000	1000-8017-001-AUG8	AUG8-D5 .05 FTE BOS AIDE	Base Level Maintenance	6,880	0.05	6,880	0.05
1000	1000-8013-001-AUG1	AUG1- D1 BOS ADMN ASST.	Base Level Maintenance	88,428	1.00	88,428	1.00
1000	1000-8014-001-AUG2	AUG2- D2 BOS ADMN ASST.	Base Level Maintenance	88,428	1.00	88,428	1.00
1000	1000-8015-001-AUG4	AUG4-D3 BOS ADMN ASST.	Base Level Maintenance	101,831	1.00	101,831	1.00
1000	1000-8016-001-AUG5	AUG5-D4 BOS ADMN ASST.	Base Level Maintenance	86,973	1.00	86,973	1.00
1000	1000-8017-001-AUG7	AUG7-D5 BOS ADMN ASST.	Base Level Maintenance	101,831	1.00	101,831	1.00
1000	1000-8012-001-AUG9	AUG9-BOS RJC	Base Level Maintenance	15,000	0.00	15,000	0.00
1000	1000-8012-001-AUG10	AUG10- COMCATE	Base Level Maintenance	12,500	0.00	12,500	0.00
			Grand Total	**$529,975**	**5.25**	**$529,975**	**5.25**

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County Administrative Office

Departmental Overview:

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

Programs and Functions:

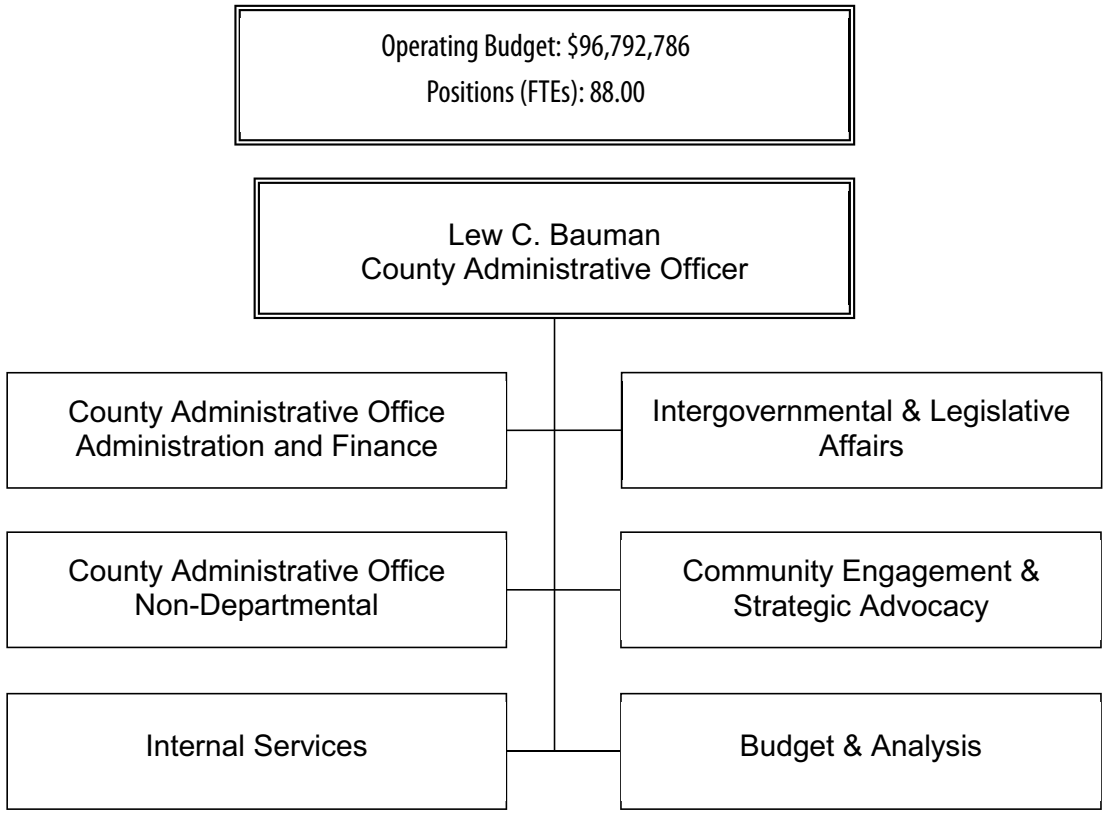
The CAO Department has five major divisions within its organization: Administration & Finance, Budget & Analysis, Internal Services, Intergovernmental and Legislative Affairs (IGLA), and Office of Community Engagement & Strategic Advocacy (OCESA). The Administration Division includes the County Administrative Officer, including core administrative staff and internal finance staff. Budget and Analysis encompasses budget and policy analysis staff charged with all countywide finance and policy and oversight. 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: forecasting of General Fund non-program revenue, administration of funds on behalf of other departments and/or funds, contributions to other agencies, and/or other countywide needs and requirements.

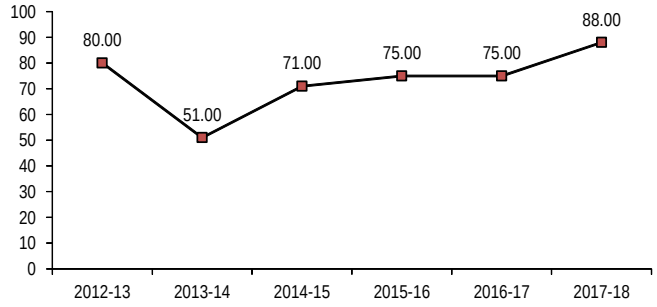
The County Administrative Office continues to engage in leadership and change management with the focus to provide continuous improvement in the quality, efficiency and effectiveness of County operations.

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

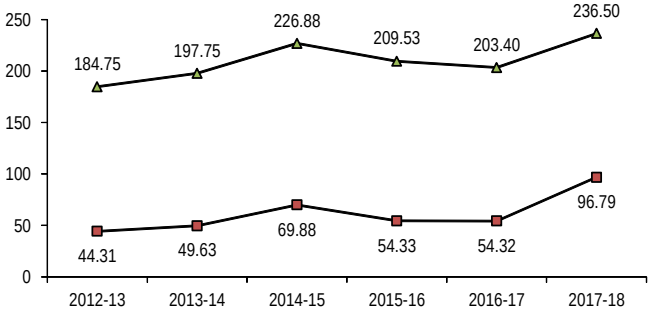
The County Administrative Office addresses each of the Strategic Initiative Policy Areas (Economic Development, Administration, Health & Human Services, Infrastructure and Public Safety) by achieving a balanced budget each year that sustains core County services, improving efficiency and effectiveness 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



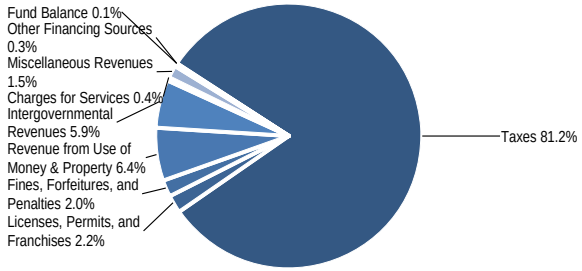
Expenditure/Revenue History (in millions)



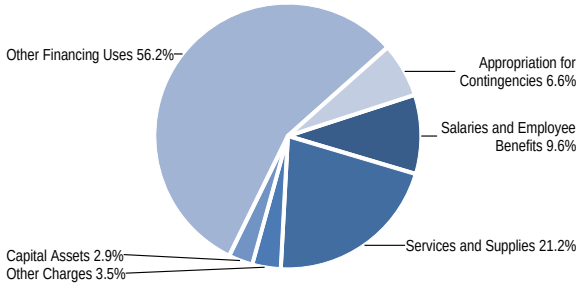
The County Administrative Office (CAO) functions as the chief policy and fiscal advisor to the County Administrative Officer and the Board of Supervisors for countywide priorities and issues.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent of General Fund Revenue to General Fund Expenditures.	104.6%	101.7%	N/A
County's General Obligation Bonds Rating (Fitch Rating/Outlook)	AA Stable	AA Stable	N/A
Percent of Building Safe & Thriving Communities Action Plan completed.	20%	30%	40%
Number of Governing Racial Equity Initiative training tools developed.	N/A	1	1
Value of high priority grants awarded.	N/A	$650,000	$12,544,500
Percent of Department Performance Measures meeting or exceeding Targets. Target = 80%	N/APP	N/APP	44%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,800,017	7,509,100	7,410,001	10,655,511	9,292,740	1,783,640
Services and Supplies	5,795,352	5,961,309	5,067,666	20,727,079	20,563,973	14,602,664
Other Charges	5,446,056	(617,222)	1,664,432	3,399,910	3,341,373	3,958,595
Capital Assets	2,874,646	5,138,528	5,048,526	2,850,653	2,850,653	(2,287,875)
Other Financing Uses	33,413,437	45,040,721	35,126,340	54,384,917	54,384,917	9,344,196
Appropriation for Contingencies	0	4,672,269	0	6,359,130	6,359,130	1,686,861
Subtotal	$54,329,509	$67,704,705	$54,316,965	$98,377,200	$96,792,786	29,088,081

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	178,796,950	177,977,795	182,354,654	192,210,846	192,210,846	14,233,051
Licenses, Permits, and Franchises	5,125,006	5,153,821	5,125,006	5,125,006	5,125,006	(28,815)
Fines, Forfeitures, and Penalties	5,272,538	5,760,578	4,375,179	4,789,308	4,789,308	(971,270)
Revenue from Use of Money & Property	4,400,959	843,562	1,591,955	15,200,422	15,200,422	14,356,860
Intergovernmental Revenues	7,005,531	20,163,424	5,275,421	13,851,046	13,851,046	(6,312,378)
Charges for Services	1,173,967	905,031	954,115	993,679	993,679	88,648
Miscellaneous Revenues	3,889,168	3,645,069	3,663,703	3,605,562	3,605,562	(39,507)
Other Financing Sources	3,870,484	63,778	63,778	1,094,997	727,498	663,720
Subtotal	$209,534,602	$214,513,058	$203,403,811	$236,870,866	$236,503,367	21,990,309
Cancellation of Reserve	10,732,768	9,934,306	9,934,306	36,841,934	36,841,934	26,907,628
Fund Balance	3,089	0	0	245,533	185,140	185,140
General Fund Contributions	($155,208,182)	($146,808,353)	($149,086,846)	($138,739,199)	($139,895,721)	6,912,632
Total Source of Funds	$65,062,277	$77,639,011	$64,251,271	$135,219,134	$133,634,720	55,995,709

Summary of Recommendation

The FY 2017-18 Recommended Budget for the County Administrative Office (CAO) is $96,792,786, an increase of $29,088,081. The increase primarily reflects the integration of additional functions (units) such as shuttle service, records retention, the Work Force Development Board (previously part of the Economic Development Department), Laguna Seca Track and Auxiliary Services. The additional positions transferring into the Office along with the increasing cost of health insurance and County contributions to the Public Employees' Retirement System (PERS) also increased costs by $1,783,640. The Recommended Budget for the CAO also includes increased operating transfers to other funds for infrastructure projects such as storm repairs, construction of the new juvenile hall, and tenant improvements to the Schilling Place building and the Government Center.

Included in the FY 2017-18 Recommended Budget are augmentations of General Fund Contributions totaling $2,245,924. These augmentations include funding to support eight filled positions that would otherwise expire after June 30, 2017 due to budgetary impacts associated with salary increases, higher employee benefits costs, and increased cost plan charges. The budget also includes a new program manager funded with cannabis ordinance revenue. Other augmentations include funding to support existing and new commitments such as $420,000 for the Salinas Valley Ground Water Sustainability Agency, $272,730 for the County's share of cost to participate in the Monterey Bay

Community Power regional project, $88,160 for the County's contribution to participate in the Monterey Peninsula Regional Water Authority, $115,134 to return funding to the Superior Court of Monterey County for monies they mistakenly deposited into the General Fund, and funding to maintain federal and State advocacy contracts at current levels.

Budget Impacts

The CAO's FY 2017-18 Recommended Budget lacks sufficient funding to continue four filled positions, including an Assistant County Administrative Officer, Administrative Secretary-Confidential, an Associate Administrative Analyst in the Budget & Analysis Division, and a Management Analyst III in IGLA. The loss of these positions will lead to increased workloads and require prioritization to ensure critical projects are resourced properly. Funding for consultants related to grant research and the annual Board of Supervisors workshop has also been eliminated.

Department Operational Accomplishments

Earned the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the sixth straight year by improving budget reporting standards on the FY 2016-17 Recommended Budget Book. Earned an excellent credit rating, managed countywide finances effectively providing funding of major capital projects exceeding $200 million, and built reserves that allowed the County to respond quickly to storm damage without impacting current operations.

Coordinated community dialogue sessions with community advocacy groups, stakeholders and concerned citizens on issues related to health, human services, public safety and violence prevention. Other accomplishments include launching a Spanish language campaign for literacy in partnership with First 5 Monterey County, Bright Beginnings and Literacy Campaign for Monterey County, and successfully obtaining funding for racial equity training.

Implemented the FY 2016-17 legislative platform, facilitated grant awards totaling $12.5 million, strengthened coordination between the County's strategic initiatives and departmental performance measures, reorganized the Workforce Investment Board (WIB) and Office for Employment and Training (OET) functions, coordinated countywide response to the Soberanes Fire and winter storms, and administered various special countywide projects.

Department Operational Goals

Provide high 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, emerging issues, and fiscal perspectives to assist policy makers in overseeing the allocation and management of countywide resources.

Continuously refine and build upon the Monterey County Gang Violence Prevention (MCGVP) Initiative Action Plan for Building Safe and Thriving Communities, its strategies, goals and objectives with recommendations for policy changes and resource allocations to the Board of Supervisors.

Continuously manage nine 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 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Contributions - Proposition 172 (CAO007)	2,714,110	2,809,605	2,809,605	2,860,749	2,860,749	51,144	001	8028
Contributions-Other Agencies (CAO007)	1,301,182	604,290	604,290	1,025,609	1,025,609	421,319	001	8029
Trial Courts (CAO008)	8,021,981	8,365,675	8,317,800	7,846,286	7,846,286	(519,389)	001	8031
Contingencies (CAO020)	0	4,672,269	0	6,359,130	6,359,130	1,686,861	001	8034
County Memberships (CAO013)	66,682	219,776	197,875	639,776	639,776	420,000	001	8035
Medical Care Services (CAO016)	4,505,016	13,282,351	3,367,970	3,900,648	3,900,648	(9,381,703)	001	8037
Other Financing Uses (CAO017)	29,711,292	31,758,370	31,758,370	47,751,600	47,751,600	15,993,230	001	8038
Other General Expenditures (CAO014)	47,237	67,500	67,500	67,500	67,500	0	001	8039
Administration & Finance (CAO001)	1,257,654	(2,439,218)	(698,833)	(222,732)	(669,263)	1,769,955	001	8045
Budget & Analysis (CAO001)	979,841	1,140,385	1,128,525	1,262,244	1,123,767	(16,618)	001	8046
Contracts/Purchasing (CAO002)	979,943	197,823	63,854	74,915	74,915	(122,908)	001	8047
Intergovernmental & Legislative Affairs (CAO004)	1,336,175	1,442,855	1,442,855	1,644,660	1,400,582	(42,273)	001	8054
Office of Emergency Services (CAO005)	879,791	1,058,345	1,173,921	1,187,355	1,018,766	(39,579)	001	8056

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Homeland Security Grant (CA0023)	546,646	796,546	550,000	550,000	550,000	(246,546)	024	8412
Office of Community Engagement & Strategic Advocacy (CA0024)	502,189	527,478	527,478	694,397	168,051	(359,427)	001	8440
Laguna Seca Track (CA0029)	0	0	0	13,554,496	13,554,496	13,554,496	001	8441
Fleet Administration (CA0025)	442,969	(164,346)	333,265	(261,414)	(261,414)	(97,068)	001	8451
Shuttle (CA0025)	145,080	0	0	244,470	244,470	244,470	001	8452
Vehicle Asset Management Program (CA0026)	891,721	3,365,001	2,672,490	0	0	(3,365,001)	001	8453
Auxiliary Services (CA0027)	0	0	0	130,000	130,000	130,000	001	8472
Workforce Development Board (CA0030)	0	0	0	8,695,894	8,635,501	8,635,501	021	8478
Vehicle Replacement Planning (CA0032)	0	0	0	371,617	371,617	371,617	478	8483
Subtotal	$54,329,509	$67,704,705	$54,316,965	$98,377,200	$96,792,786	29,088,081		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Contributions - Proposition 172	2,714,110	2,809,605	2,809,605	2,860,749	2,860,749	51,144
Contributions-Other Agencies	1,301,182	604,290	604,290	1,025,609	1,025,609	421,319
Trial Courts	8,021,981	8,365,675	8,317,800	7,846,286	7,846,286	(519,389)
Contingencies	0	4,672,269	0	6,359,130	6,359,130	1,686,861
County Memberships	66,682	219,776	197,875	639,776	639,776	420,000
Medical Care Services	4,505,016	13,282,351	3,367,970	3,900,648	3,900,648	(9,381,703)
Other Financing Uses	29,711,292	31,758,370	31,758,370	47,751,600	47,751,600	15,993,230
Other General Expenditures	47,237	67,500	67,500	67,500	67,500	0
Non-Program Revenue	0	0	0	0	0	0
Administration & Finance	1,257,654	(2,439,218)	(698,833)	(222,732)	(669,263)	1,769,955
Budget & Analysis	979,841	1,140,385	1,128,525	1,262,244	1,123,767	(16,618)
Contracts/Purchasing	979,943	197,823	63,854	74,915	74,915	(122,908)
Intergovernmental & Legislative Affairs	1,336,175	1,442,855	1,442,855	1,644,660	1,400,582	(42,273)
Office of Emergency Services	879,791	1,058,345	1,173,921	1,187,355	1,018,766	(39,579)
Homeland Security Grant	546,646	796,546	550,000	550,000	550,000	(246,546)
Office of Community Engagement & Strategic Advocacy	502,189	527,478	527,478	694,397	168,051	(359,427)
Fleet Administration	442,969	(164,346)	333,265	(261,414)	(261,414)	(97,068)
Shuttle	145,080	0	0	244,470	244,470	244,470
Vehicle Asset Management Program	891,721	3,365,001	2,672,490	0	0	(3,365,001)
Workforce Development Board	0	0	0	8,695,894	8,635,501	8,635,501
Auxiliary Services	0	0	0	130,000	130,000	130,000
Laguna Seca Track	0	0	0	13,554,496	13,554,496	13,554,496
Records Retention	0	0	0	0	0	0
Vehicle Replacement Planning	0	0	0	371,617	371,617	371,617
Subtotal	$54,329,509	$67,704,705	$54,316,965	$98,377,200	$96,792,786	29,088,081

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	3.00	3.00	2.00	-1.00
12E16	WIB EXECUTIVE DIRECTOR	0.00	0.00	1.00	1.00
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	0.00	1.00	0.00	-1.00
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	2.00	3.00	1.00
14C31	MANAGEMENT ANALYST III	8.00	8.00	8.00	0.00
14E20	BUYER II	3.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	2.00	1.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	0.00	0.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	2.00	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	3.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	0.00	0.00	1.00	1.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	0.00	0.00	1.00	1.00
60I02	PROGRAM MANAGER II	0.00	0.00	1.00	1.00
68B02	SPECIAL EVENTS MANAGER	0.00	0.00	1.00	1.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	0.00	0.00	3.00	3.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	0.00	0.00	1.00	1.00
70M01	SHUTTLE DRIVER	1.00	0.00	2.00	2.00
72C20	MECHANIC I	1.00	1.00	1.00	0.00
72C23	MECHANIC II	10.00	10.00	10.00	0.00
72C26	MECHANIC III	1.00	2.00	2.00	0.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	2.00	1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00	3.00	2.00	-1.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	4.00	1.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
XXXXX	ALLOCATION TO BE DETERMINED	0.00	1.00	0.00	-1.00
	Total	75.00	75.00	88.00	13.00

Augmentation

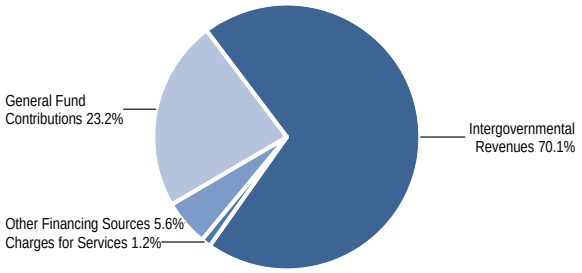
Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1050	1050-8045-001-AUG1	AUG-Executive Assistant to Admin Officer	Base Level Maintenance	124,293	1.00	124,293	1.00
1050	1050-8046-001-AUG1	AUG-County Budget Director	Base Level Maintenance	228,444	1.00	228,444	1.00
1050	1050-8046-001-AUG2	AUG-Budget Analyst	Base Level Maintenance	138,477	1.00	0	0.00
1050	1050-8054-001-AUG1	AUG-Management Analyst III	Base Level Maintenance	146,713	1.00	146,713	1.00
1050	1050-8054-001-AUG3	AUG-Management Analyst III	Base Level Maintenance	136,618	1.00	136,618	1.00

Augmentation

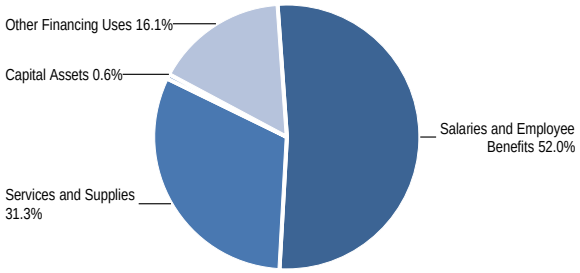
Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1050	1050-8054-001-AUG4	AUG-Management Analyst III	Base Level Maintenance	132,078	1.00	0	0.00
1050	1050-8054-001-AUG6	AUG-Service and Supplies	Base Level Maintenance	15,273	0.00	15,273	0.00
1050	1050-8056-001-AUG1	AUG-Emergency Services Planner	Base Level Maintenance	135,526	1.00	135,526	1.00
1050	1050-8056-001-AUG2	AUG-Emergency Services Planner	Base Level Maintenance	131,589	1.00	131,589	1.00
1050	1050-8056-001-AUG3	AUG-Emergency Services Planner	Base Level Maintenance	135,526	1.00	135,526	1.00
1050	1050-8056-001-AUG4	AUG-Service and Supplies	Base Level Maintenance	29,815	0.00	29,815	0.00
1050	1050-8440-001-AUG1	Assistant CAO	Base Level Maintenance	277,797	1.00	0	0.00
1050	1050-8440-001-AUG2	AUG-Management Analyst III	Base Level Maintenance	146,713	1.00	146,713	1.00
1050	1050-8440-001-AUG3	AUG-Administrative Secretary	Base Level Maintenance	107,513	1.00	0	0.00
1050	1050-8440-001-AUG5	AUG-Service and Supplies	Base Level Maintenance	4,625	0.00	4,625	0.00
1050	1050-8041-001-AUG1	Cannabis Tax Revenue	Not Mandated-New Program/Svc	(376,929)	0.00	(376,929)	0.00
1050	1050-8478-021-AUG1	AUG-COWCAP	Lost State/Federal Funding	58,537	0.00	0	0.00
1050	1050-8478-021-AUG2	AUG-GL NO RECOVERABLER	Lost State/Federal Funding	1,856	0.00	0	0.00
1050	1050-8035-001-AUG1	AUG-SVBGSA	Mandated	420,000	0.00	420,000	0.00
1050	1050-8038-001-AUG1	AUG1-Superior Court Reimbursement	Mandated	115,314	0.00	115,314	0.00
1050	1050-8029-001-AUG3	AUG-Contribution Other Agencies	Base Level Maintenance	60,429	0.00	60,429	0.00
1050	1050-8029-001-AUG1	AUG-MPRWA	Base Level Maintenance	88,160	0.00	88,160	0.00
1050	1050-8029-001-AUG2	MBCP	Base Level Maintenance	272,730	0.00	272,730	0.00
1050	1050-8054-001-AUG7	AUG-State Lobbyist	Base Level Maintenance	144,000	0.00	144,000	0.00
1050	1050-8054-001-AUG8	AUG-Nossman Grants Contract	Base Level Maintenance	63,500	0.00	0	0.00
1050	1050-8054-001-AUG9	AUG-Federal Lobbyist	Base Level Maintenance	125,000	0.00	125,000	0.00
1050	1050-8054-001-AUG10	BSL-Management Partners	Base Level Maintenance	17,500	0.00	0	0.00
1050	1050-8045-001-AUG4	AUG-Finance Manager I	Base Level Maintenance	79,032	1.00	0	0.00
1050	1050-8045-001-AUG3	AUG-MAIII-Laguna Seca	New Prog/Svc w/ Outside funding	0	1.00	0	0.00
1050	1050-8045-001-AUG2	AUG-MAII-Daycare	New Prog/Svc w/ Outside funding	0	1.00	0	0.00
1050	1050-8054-001-AUG5	AUG-Program Manager II - Cannabis	Base Level Maintenance	162,085	1.00	162,085	1.00
1050	1050-8056-001-AUG6	AUG-Software	Base Level Maintenance	25,000	0.00	0	0.00
1050	1050-8056-001-AUG5	AUG-Accrediation	Base Level Maintenance	12,000	0.00	0	0.00
1050	1050-8054-001-AUG12	AUG-Board Policy Manual	Base Level Maintenance	1,000	0.00	0	0.00
1050	1050-8056-001-AUG7	AUG-Emergency Services Planner	Base Level Maintenance	131,589	1.00	0	0.00
1050	1050-8440-001-AUG4	AUG-Research Analyst	Base Level Maintenance	141,036	1.00	0	0.00
			Grand Total	**$3,432,839**	**18.00**	**$2,245,924**	**9.00**

CAO Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,800,017	7,509,100	7,410,001	10,655,511	9,292,740	1,783,640
Services and Supplies	4,223,219	4,875,553	4,259,491	5,764,959	5,601,853	726,300
Other Charges	(6,571,148)	(12,394,858)	(10,074,463)	(6,078,462)	(6,136,999)	6,257,859
Capital Assets	2,820,259	5,138,528	5,048,526	103,000	103,000	(5,035,528)
Other Financing Uses	143,018	0	0	2,874,781	2,874,781	2,874,781
Subtotal	$7,415,365	$5,128,323	$6,643,555	$13,319,789	$11,735,375	6,607,052

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	23	0	0	0	0	0
Intergovernmental Revenues	297,679	214,000	214,000	8,308,480	8,308,480	8,094,480
Charges for Services	117,967	170,644	98,779	138,968	138,968	(31,676)
Miscellaneous Revenues	17,555	0	0	0	0	0
Other Financing Sources	203,484	63,778	63,778	1,029,306	661,807	598,029
Subtotal	$636,707	$448,422	$376,557	$9,476,754	$9,109,255	8,660,833
Fund Balance	0	0	0	(60,393)	(120,786)	(120,786)
General Fund Contributions	$6,778,657	$4,679,901	$6,266,998	$3,903,428	$2,746,906	(1,932,995)
Total Source of Funds	$7,415,365	$5,128,323	$6,643,555	$13,319,789	$11,735,375	6,607,052

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 the narratives provided.

Summary of Recommendation

The FY 2017-18 Recommended Budget for the CAO's departmental operations is $11,735,375, an increase of $6,607,052 from the FY 2016-17 Adopted Budget. The increase is mainly attributed to the reorganization of the Records Retention, Workforce Development Board and Shuttle functions into the CAO. A $1,621,812 reduction of cost plan recoveries also contributed to the increase in expenditures. Cost plan recoveries are treated as expenditure offsets; reductions in recoveries therefore increases expenditures. The reduction in cost plan recoveries combined with increased costs associated with recent bargaining agreements and higher employee benefit costs results in a funding gap for current staffing levels. Consequently, the Recommended Budget for CAO expires four filled positions, including an Assistant County Administrative Officer, Administrative Secretary -Confidential, Associate Administrative Analyst in Budget & Analysis, and a Management Analyst III in IGLA. Additionally, funding of the grant research and Board of Supervisors annual workshop facilitator consultants was also eliminated.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Administration & Finance (CAO001)	1,257,654	(2,439,218)	(698,833)	(222,732)	(669,263)	1,769,955	001	8045
Budget & Analysis (CAO001)	979,841	1,140,385	1,128,525	1,262,244	1,123,767	(16,618)	001	8046
Contracts/Purchasing (CAO002)	979,943	197,823	63,854	74,915	74,915	(122,908)	001	8047
Intergovernmental & Legislative Affairs (CAO004)	1,336,175	1,442,855	1,442,855	1,644,660	1,400,582	(42,273)	001	8054
Office of Emergency Services (CAO005)	879,791	1,058,345	1,173,921	1,187,355	1,018,766	(39,579)	001	8056
Office of Community Engagement & Strategic Advocacy (CAO024)	502,189	527,478	527,478	694,397	168,051	(359,427)	001	8440
Fleet Administration (CAO025)	442,969	(164,346)	333,265	(261,414)	(261,414)	(97,068)	001	8451
Shuttle (CAO025)	145,080	0	0	244,470	244,470	244,470	001	8452
Vehicle Asset Management Program (CAO026)	891,721	3,365,001	2,672,490	0	0	(3,365,001)	001	8453
Workforce Development Board (CAO030)	0	0	0	8,695,894	8,635,501	8,635,501	021	8478
Subtotal	$7,415,365	$5,128,323	$6,643,555	$13,319,789	$11,735,375	6,607,052		

Administration & Finance

(Unit 8045— Fund 001)

Source of Funds

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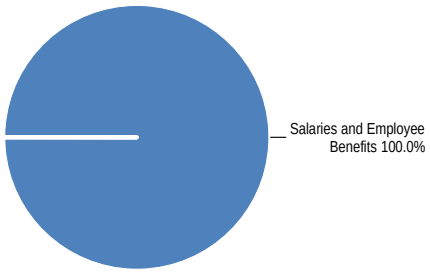
Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,292,049	1,302,874	1,326,055	1,791,956	1,354,425	51,551
Services and Supplies	139,011	178,232	184,907	150,148	141,148	(37,084)
Other Charges	(206,919)	(3,920,324)	(2,209,795)	(2,164,836)	(2,164,836)	1,755,488
Other Financing Uses	33,514	0	0	0	0	0
Subtotal	$1,257,654	($2,439,218)	($698,833)	($222,732)	($669,263)	1,769,955

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	8	0	0	0	0	0
Miscellaneous Revenues	154	0	0	0	0	0
Other Financing Sources	0	0	0	367,499	0	0
Subtotal	$161	$0	$0	$367,499	$0	0
General Fund Contributions	$1,257,493	($2,439,218)	($698,833)	($590,231)	($669,263)	1,769,955
Total Source of Funds	$1,257,654	($2,439,218)	($698,833)	($222,732)	($669,263)	1,769,955

Unit Description

The Administration & 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 Equal Opportunity Office in the development of their annual budget requests and budget maintenance throughout the fiscal year.

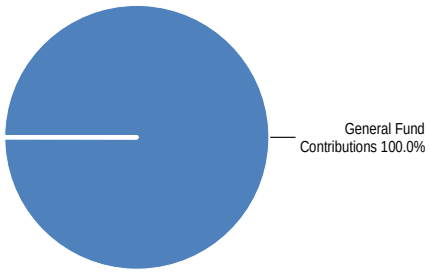
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A01	ADMINISTRATIVE OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
20B93	FINANCE MANAGER II	1.00
68B02	SPECIAL EVENTS MANAGER	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	26.00

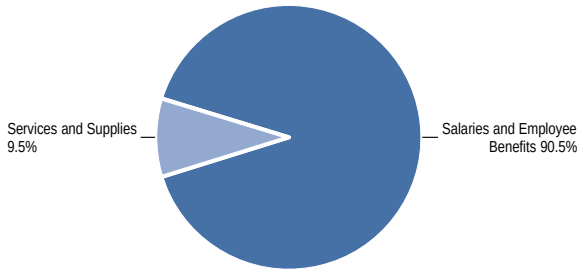
Budget & Analysis

(Unit 8046— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	894,729	1,061,395	1,061,395	1,155,234	1,016,757	(44,638)
Services and Supplies	51,597	78,990	103,930	107,010	107,010	28,020
Other Charges	0	0	(36,800)	0	0	0
Other Financing Uses	33,514	0	0	0	0	0
Subtotal	$979,841	$1,140,385	$1,128,525	$1,262,244	$1,123,767	(16,618)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$979,841	$1,140,385	$1,128,525	$1,262,244	$1,123,767	(16,618)
Total Source of Funds	$979,841	$1,140,385	$1,128,525	$1,262,244	$1,123,767	(16,618)

Unit Description

The Budget and Analysis Division is responsible for various functions including: the development and presentation of the County's annual Recommended Budget, aligning recommendations with the adopted goals, policies, and priorities of the BOS; development and presentation of the annual Three-Year Financial Forecast; the Budget End-of-Year Report (BEYR) on the County's financial performance; analysis of weekly Board meeting agenda items to ensure recommendations are consistent with Board policy, transparency in reporting and clarity; working with County departments to monitor 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 BOS Budget Committee.

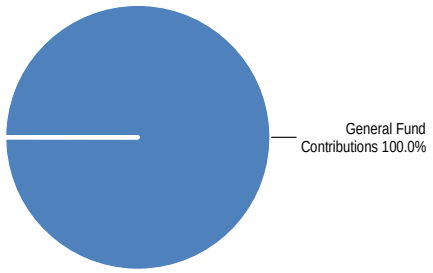
Recommended 2017-18 Positions

Classification Code	Classification Label		Recommended Budget 2017-2018
14A23	PRINCIPAL ADMINISTRATIVE ANALYST		5.00
14A24	COUNTY BUDGET DIRECTOR		1.00
		Total	6.00

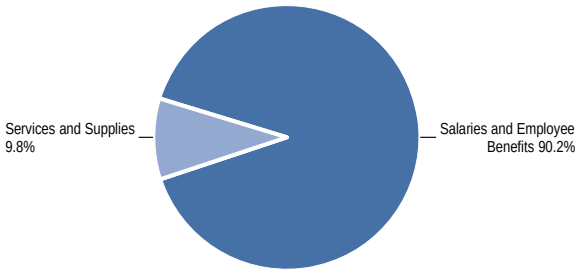
Contracts/Purchasing

(Unit 8047— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	964,823	1,072,042	1,047,584	1,027,831	1,027,831	(44,211)
Services and Supplies	105,451	113,522	137,980	112,055	112,055	(1,467)
Other Charges	(108,665)	(987,741)	(1,121,710)	(1,064,971)	(1,064,971)	(77,230)
Other Financing Uses	18,334	0	0	0	0	0
Subtotal	$979,943	$197,823	$63,854	$74,915	$74,915	(122,908)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$979,943	$197,823	$63,854	$74,915	$74,915	(122,908)
Total Source of Funds	$979,943	$197,823	$63,854	$74,915	$74,915	(122,908)

Unit Description

The Contracts/Purchasing unit provides County departments with professional and knowledgeable procurement assistance in a decentralized/centralized environment for the procurement of goods and services and assistance with management of contract-related issues. The unit's services include: the development and coordination of competitive bid processes, including Request for Proposals (RFPs) and Request for Qualifications (RFQs); administration of contract documentation; maintenance of contract data; and acts as the Purchasing Agent representative for the BOS. Contracts/Purchasing manages the County's procurement card and surplus property programs, utilizing the best business practices in the administration of both these programs to ensure County resources are maximized to the fullest extent possible.

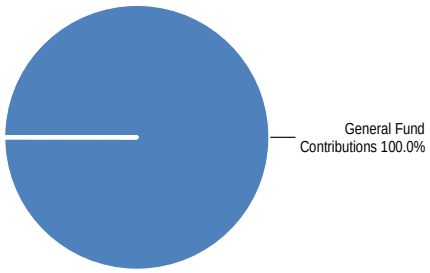
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
14E20	BUYER II	3.00
14G02	MANAGEMENT ANALYST I	1.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00
	Total	8.00

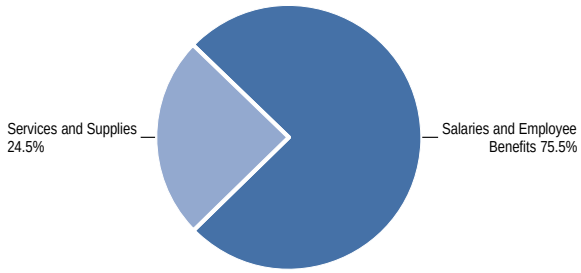
Intergovernmental & Legislative Affairs

(Unit 8054— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	812,179	1,061,985	1,052,512	1,244,749	1,112,671	50,686
Services and Supplies	537,473	452,620	462,022	474,042	362,042	(90,578)
Other Charges	(13,477)	(71,750)	(71,679)	(74,131)	(74,131)	(2,381)
Subtotal	$1,336,175	$1,442,855	$1,442,855	$1,644,660	$1,400,582	(42,273)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	7	0	0	0	0	0
Subtotal	$7	$0	$0	$0	$0	0
General Fund Contributions	$1,336,168	$1,442,855	$1,442,855	$1,644,660	$1,400,582	(42,273)
Total Source of Funds	$1,336,175	$1,442,855	$1,442,855	$1,644,660	$1,400,582	(42,273)

Unit Description

The Intergovernmental & Legislative Affairs 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, Capital Improvement 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 serves as the CAO liaison to the Resource Management Agency, Agricultural Commissioner and Cooperative Extension offices, and provides direct management oversight to the Office of Emergency Services, Emergency Communications, Economic Development and the WDB. IGLA also works on a wide variety of special projects and inter-agency efforts as directed by the Board or CAO.

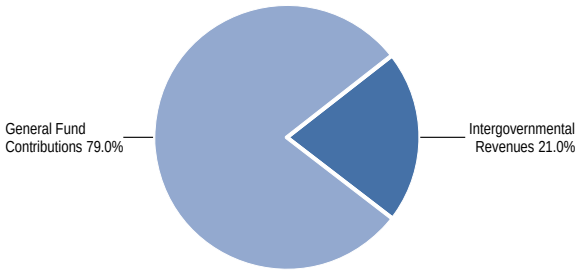
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	4.00
60I02	PROGRAM MANAGER II	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
	Total	7.00

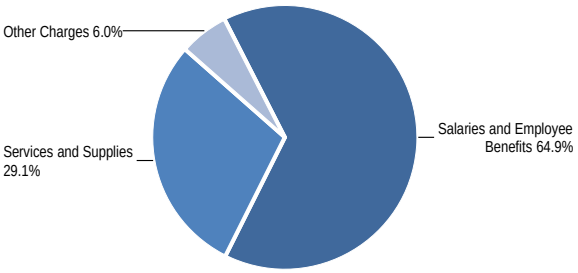
Office of Emergency Services

(Unit 8056— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	623,510	641,654	645,638	792,620	661,031	19,377
Services and Supplies	273,921	332,912	477,957	333,764	296,764	(36,148)
Other Charges	(41,643)	83,779	50,326	60,971	60,971	(22,808)
Other Financing Uses	24,003	0	0	0	0	0
Subtotal	$879,791	$1,058,345	$1,173,921	$1,187,355	$1,018,766	(39,579)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	214,178	214,000	214,000	214,000	214,000	0
Subtotal	$214,178	$214,000	$214,000	$214,000	$214,000	0
General Fund Contributions	$665,613	$844,345	$959,921	$973,355	$804,766	(39,579)
Total Source of Funds	$879,791	$1,058,345	$1,173,921	$1,187,355	$1,018,766	(39,579)

Unit Description

The Office of Emergency Services (OES) unit functions under the direction of the Assistant County Administrative Officer in the County Administrative Office. The OES is the lead agency of the Monterey County Operational Area. The mission of the OES is to ensure that Monterey County has the capability and sustained capacity to prepare for, respond to, and recover from any natural, technological, or human related emergency or disaster. Responsibilities include coordinating public awareness and education on community risks, hazards, and preparedness actions. The OES also ensures that the 'whole community' including public safety, governmental leadership, private and non-profit agencies are fully prepared to engage in response, recovery, and mitigation operations throughout the County. To accomplish this task, the OES develops and maintains a wide variety of emergency planning efforts, including incident response plans, and hazard and function specific plans. The coordination and collaboration between federal, State, local, and non-government agencies is the cornerstone of OES operations. The OES operates the Monterey County Emergency Operations Center (EOC), which is activated during emergency conditions.

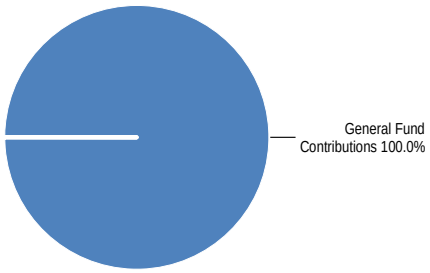
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14A25	EMERGENCY SERVICES MANAGER	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00
80A32	SENIOR SECRETARY	1.00
	Total	5.00

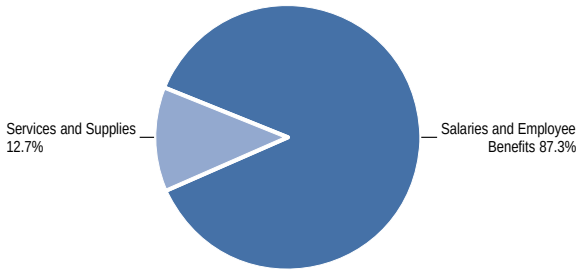
Office of Community Engagement & Strategic Advocacy

(Unit 8440— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	486,996	507,531	507,468	669,809	146,713	(360,818)
Services and Supplies	15,193	19,947	20,010	24,588	21,338	1,391
Subtotal	$502,189	$527,478	$527,478	$694,397	$168,051	(359,427)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$502,189	$527,478	$527,478	$694,397	$168,051	(359,427)
Total Source of Funds	$502,189	$527,478	$527,478	$694,397	$168,051	(359,427)

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. 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).

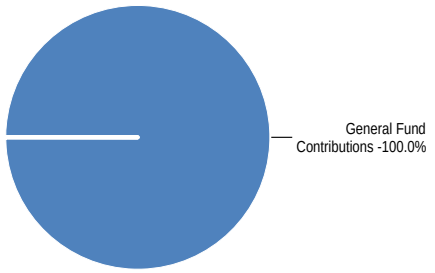
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C31	MANAGEMENT ANALYST III	1.00
	Total	1.00

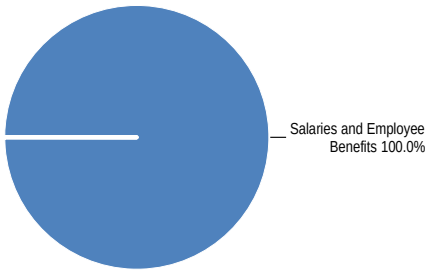
Fleet Administration

(Unit 8451— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,653,128	1,861,619	1,769,349	1,928,572	1,928,572	66,953
Services and Supplies	3,065,018	3,699,330	2,872,685	3,019,658	3,019,658	(679,672)
Other Charges	(4,316,330)	(5,815,297)	(4,308,769)	(5,299,644)	(5,299,644)	515,653
Capital Assets	7,500	90,002	0	90,000	90,000	(2)
Other Financing Uses	33,653	0	0	0	0	0
Subtotal	$442,969	($164,346)	$333,265	($261,414)	($261,414)	(97,068)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	23	0	0	0	0	0
Charges for Services	80,452	170,644	98,779	88,968	88,968	(81,676)
Miscellaneous Revenues	2,995	0	0	0	0	0
Other Financing Sources	118,345	0	0	0	0	0
Subtotal	$201,815	$170,644	$98,779	$88,968	$88,968	(81,676)
General Fund Contributions	$241,154	($334,990)	$234,486	($350,382)	($350,382)	(15,392)
Total Source of Funds	$442,969	($164,346)	$333,265	($261,414)	($261,414)	(97,068)

Unit Description

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

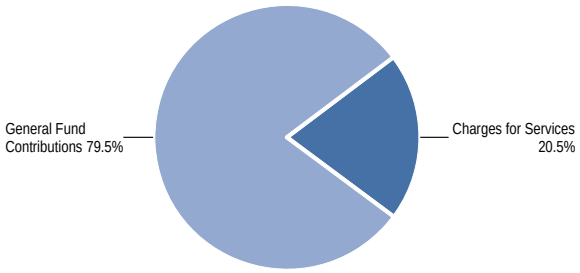
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C30	MANAGEMENT ANALYST II	1.00
14H64	FLEET MANAGER	1.00
70F23	STOREKEEPER	1.00
70F80	SENIOR STOREKEEPER	1.00
72C20	MECHANIC I	1.00
72C23	MECHANIC II	10.00
72C26	MECHANIC III	2.00
72C83	FLEET SERVICE WRITER	1.00
80G21	DATA ENTRY OPERATOR II	1.00
	Total	19.00

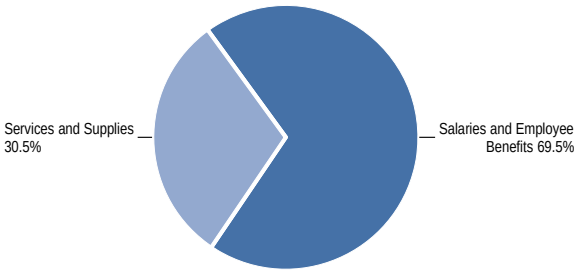
Shuttle

(Unit 8452— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	72,602	0	0	169,809	169,809	169,809
Services and Supplies	7,932	0	0	74,661	74,661	74,661
Capital Assets	64,547	0	0	0	0	0
Subtotal	$145,080	$0	$0	$244,470	$244,470	244,470

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	37,500	0	0	50,000	50,000	50,000
Subtotal	$37,500	$0	$0	$50,000	$50,000	50,000
General Fund Contributions	$107,580	$0	$0	$194,470	$194,470	194,470
Total Source of Funds	$145,080	$0	$0	$244,470	$244,470	244,470

Unit Description

The shuttle program provides daily shuttle service for jurors reporting for jury duty within the County Courthouse and to employees working or visiting the County Government Center. In FY 2016-17, this unit was budgeted under the Resource Management Agency.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
70M01	SHUTTLE DRIVER	2.00
	Total	2.00

Vehicle Asset Management Program

(Unit 8453— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	27,623	0	0	0	0	0
Other Charges	(1,884,113)	(1,683,525)	(2,376,036)	0	0	1,683,525
Capital Assets	2,748,212	5,048,526	5,048,526	0	0	(5,048,526)
Subtotal	$891,721	$3,365,001	$2,672,490	$0	$0	(3,365,001)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	83,501	0	0	0	0	0
Miscellaneous Revenues	14,406	0	0	0	0	0
Other Financing Sources	85,139	63,778	63,778	0	0	(63,778)
Subtotal	$183,045	$63,778	$63,778	$0	$0	(63,778)
General Fund Contributions	$708,676	$3,301,223	$2,608,712	$0	$0	(3,301,223)
Total Source of Funds	$891,721	$3,365,001	$2,672,490	$0	$0	(3,365,001)

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. Beginning FY 2017-18, this unit will be budgeted under Vehicle Replacement Planning Unit 8483.

Records Retention

(Unit 8474— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	308,969	308,969	308,969
Services and Supplies	0	0	0	199,495	199,495	199,495
Other Charges	0	0	0	(521,464)	(521,464)	(521,464)
Capital Assets	0	0	0	13,000	13,000	13,000
Subtotal	$0	$0	$0	$0	$0	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$0	$0	$0	$0	0
Total Source of Funds	$0	$0	$0	$0	$0	0

Unit Description

The Records Retention unit which was previously under the oversight of the Information Technology Department 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.

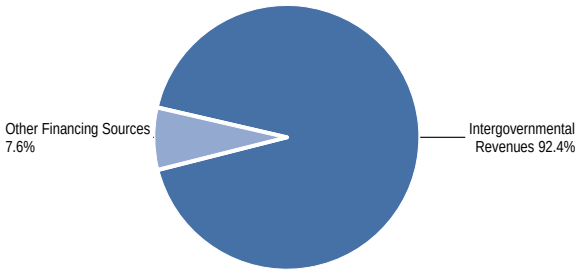
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
70F79	WAREHOUSE WORKER	3.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00
	Total	4.00

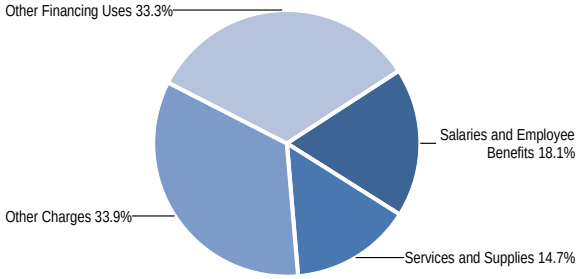
Workforce Development Board

(Unit 8478— Fund 021)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	1,565,962	1,565,962	1,565,962
Services and Supplies	0	0	0	1,269,538	1,267,682	1,267,682
Other Charges	0	0	0	2,985,613	2,927,076	2,927,076
Other Financing Uses	0	0	0	2,874,781	2,874,781	2,874,781
Subtotal	$0	$0	$0	$8,695,894	$8,635,501	8,635,501

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	8,094,480	8,094,480	8,094,480
Other Financing Sources	0	0	0	661,807	661,807	661,807
Subtotal	$0	$0	$0	$8,756,287	$8,756,287	8,756,287
Fund Balance	0	0	0	(60,393)	(120,786)	(120,786)
Total Source of Funds	$0	$0	$0	$8,695,894	$8,635,501	8,635,501

Unit Description

The Monterey County Workforce Development Board (WDB) is overseen by the CAO, IGLA Division. The WDB was established through the Workforce Investment Act (WIA) in 1998, which was superseded by the Workforce Innovation and Opportunity Act (WIOA) on July 22, 2014. It is responsible for setting policy, developing local and regional strategies, direction and oversight of employment and training programs offered through the America's Job Centers of California.

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.

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

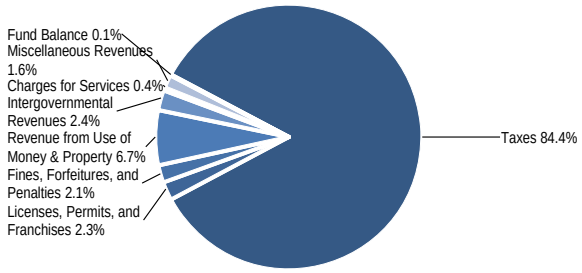
The WDB is the primary service provider, for Adult, Dislocated Worker and Youth Programs, through the Office for Employment Training, along with youth services provided by Turning Point of Central California.

Recommended 2017-18 Positions

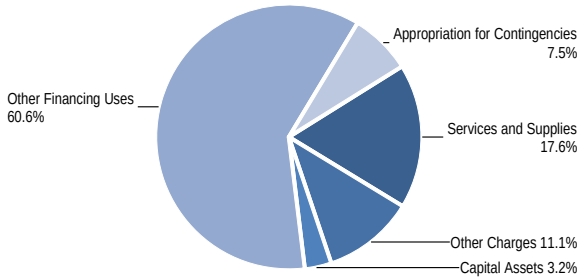
Classification Code	Classification Label	Recommended Budget 2017-2018
12E16	WIB EXECUTIVE DIRECTOR	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
20B93	FINANCE MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60G21	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

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	1,572,133	1,085,756	808,175	14,962,120	14,962,120	13,876,364
Other Charges	12,017,204	11,777,636	11,738,895	9,478,372	9,478,372	(2,299,264)
Capital Assets	54,388	0	0	2,747,653	2,747,653	2,747,653
Other Financing Uses	33,270,419	45,040,721	35,126,340	51,510,136	51,510,136	6,469,415
Appropriation for Contingencies	0	4,672,269	0	6,359,130	6,359,130	1,686,861
Subtotal	$46,914,144	$62,576,382	$47,673,410	$85,057,411	$85,057,411	22,481,029

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	178,796,950	177,977,795	182,354,654	192,210,846	192,210,846	14,233,051
Licenses, Permits, and Franchises	5,125,006	5,153,821	5,125,006	5,125,006	5,125,006	(28,815)
Fines, Forfeitures, and Penalties	5,272,514	5,760,578	4,375,179	4,789,308	4,789,308	(971,270)
Revenue from Use of Money & Property	4,400,959	843,562	1,591,955	15,200,422	15,200,422	14,356,860
Intergovernmental Revenues	6,707,852	19,949,424	5,061,421	5,542,566	5,542,566	(14,406,858)
Charges for Services	1,056,000	734,387	855,336	854,711	854,711	120,324
Miscellaneous Revenues	3,871,613	3,645,069	3,663,703	3,605,562	3,605,562	(39,507)
Other Financing Sources	3,667,000	0	0	65,691	65,691	65,691
Subtotal	$208,897,894	$214,064,636	$203,027,254	$227,394,112	$227,394,112	13,329,476
Fund Balance	3,089	0	0	305,926	305,926	305,926
General Fund Contributions	($161,986,839)	($151,488,254)	($155,353,844)	($142,642,627)	($142,642,627)	8,845,627
Total Source of Funds	$46,914,145	$62,576,382	$47,673,410	$85,057,411	$85,057,411	22,481,029

Division Description

The County Administrative Office (CAO) non-departmental operations consist of non-operational units serving countywide purposes. Examples include County contributions to other agencies, the appropriation for contingencies, vehicle replacement planning, and transfers to other agencies/funds for infrastructure projects.

Summary of Recommendation

CONTRIBUTIONS-PROPOSITON 172: The County contributes a portion of its Public Safety Tax (Proposition 172) revenue to fire protection service providers in unincorporated areas of the County. As of FY 2011-12, the County shares 9.13% of Proposition 172 revenues for the most recently audited fiscal year with the Association of Fire Fighters and Volunteer Fire Companies. Under this formula, the Association's share of Proposition 172 revenue will increase by $1,144 to $2,860,749 in FY 2017-18.

CONTRIBUTIONS-OTHER AGENCIES: The Recommended Budget is $1,025,609 and reflects payment of fees and dues to other government agencies, such as the Monterey Bay Unified Air Pollution Control District and the Association of Monterey Bay Area Government (please see the unit narrative for a complete list of agencies funded by this program).

TRIAL COURTS: The Recommended Budget is $7,846,286, a decrease of $519,389. The decrease is due to a decline in Trial Courts collections, therefore decreasing the amount of shared

revenue with the State under AB 233 (Please see detail at the unit level).

CONTINGENCIES: The Recommended Budget for General Fund Contingencies totals $6,359,130. This funding level complies with the Board of Supervisors' policy, establishing the General Fund Contingencies appropriation at 1% of estimated General Fund revenues.

COUNTY MEMBERSHIPS: The Recommended Budget totals $639,776, a $420,000 increase from the prior year. The budgeted total is sufficient for the County's current membership cost for the California State Association of Counties, the National Association of Counties, and the California Coastal Trail Association. The $420,000 increase reflects the County's contribution to the Salinas Valley Basin Groundwater Sustainability Agency.

MEDICAL CARE SERVICES: The Recommended Budget totals $3,900,648 for Medical Care Services, reflecting a decrease of $9,381,703 from the previous fiscal year due to changes in statutes eliminating the requirement for counties to deposit Vehicle License Fees (VLF) into the General Fund. They are now deposited directly into trust fund accounts. The Recommended Budget allocates $532,678 as the Sales Tax Revenue match for health services and $3.4 million for the Health Department's Maintenance of Effort which are still required.

OTHER FINANCING USES: This unit provides operating transfers to various County programs including the County's Public Improvement Corporation (PIC) Debt Service Fund (Fund 251) to finance public facility improvements and the Monterey County Next Generation (NGEN) Operational Area Emergency Communications System. It also provides contributions for the Court Appointed Special Advocates (CASA) program, the Fort Ord Reuse Authority (FORA) annual membership fees, Redevelopment & Housing's pollution and liability insurance costs for the East Garrison Redevelopment Project, operation of the Prunedale Senior Center, audit expenses, and transfers in support of the County's Library, chip seal paving program, storm repairs, construction projects and tenant improvements. The Recommended Budget increases appropriations in this unit by $15,893,230 to $47,751,600.

OTHER GENERAL EXPENDITURES: Recommended expenditures in the unit for FY 2017-18 are $67,500, remaining at the same level as FY 2016-17.

NON-PROGRAM REVENUE: This unit includes all non-program revenues that are not directly associated with operating departments. Non-program revenues represent the County's discretionary revenues. Primary sources of non-program revenues include property taxes, sales taxes, transient occupancy taxes (TOT), interest earnings, property transfer taxes, utility franchises, and tobacco settlement funds. Estimated non-program revenue to help support County programs total $207,494,490.

HOMELAND SECURITY GRANT: The FY 2017-18 Recommended Budget for the Homeland Security Grant (Fund 024) is $550,000 matched by an equivalent amount of revenue.

LAGUNA SECA TRACK: The FY 2017-18 Recommended Budget for Laguna Seca Track is $13,554,496. This unit provides for the management of the concession agreement for the Laguna Seca Track. Staff associated with this unit is budgeted in Administration and Finance (Unit 8045).

AUXILIARY SERVICES: The FY 2017-18 Recommended Budget for Auxiliary Services is $130,000. This unit provides for the management of internal contracted services such as the cafeteria and daycare services.

VEHICLE REPLACEMENT PLAN: The FY 2017-18 Recommended Budget for the Vehicle Asset Management Program is $371,617. Vehicle purchases are based on the estimated monthly vehicle lease payments made by respective County departments to replace their vehicles once they have reached their useful life. The monthly payment is calculated based on the useful life of the vehicle. The amount budgeted for vehicle purchases in FY 2017-18 is $2,747,653. Revenue in the amount of $65,691 is estimated from vehicles sold at auction. The staff associated with this unit are budgeted in Fleet Administration (unit 8451).

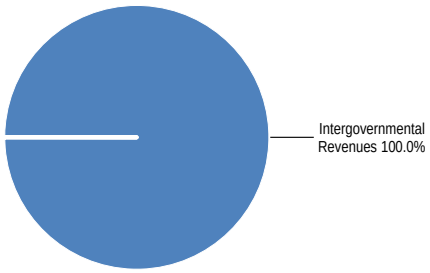
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Contributions - Proposition 172 (CAO007)	2,714,110	2,809,605	2,809,605	2,860,749	2,860,749	51,144	001	8028
Contributions-Other Agencies (CAO007)	1,301,182	604,290	604,290	1,025,609	1,025,609	421,319	001	8029
Trial Courts (CAO008)	8,021,981	8,365,675	8,317,800	7,846,286	7,846,286	(519,389)	001	8031
Contingencies (CAO020)	0	4,672,269	0	6,359,130	6,359,130	1,686,861	001	8034
County Memberships (CAO013)	66,682	219,776	197,875	639,776	639,776	420,000	001	8035
Medical Care Services (CAO016)	4,505,016	13,282,351	3,367,970	3,900,648	3,900,648	(9,381,703)	001	8037
Other Financing Uses (CAO017)	29,711,292	31,758,370	31,758,370	47,751,600	47,751,600	15,993,230	001	8038
Other Gen Expenditures (CAO014)	47,237	67,500	67,500	67,500	67,500	0	001	8039
Homeland Security Grant (CAO023)	546,646	796,546	550,000	550,000	550,000	(246,546)	024	8412
Laguna Seca Track (CAO029)	0	0	0	13,554,496	13,554,496	13,554,496	001	8441
Auxiliary Services (CAO027)	0	0	0	130,000	130,000	130,000	001	8472
Vehicle Replacement Plan. (CAO032)	0	0	0	371,617	371,617	371,617	478	8483
Subtotal	$46,914,144	$62,576,382	$47,673,410	$85,057,411	$85,057,411	22,481,029		

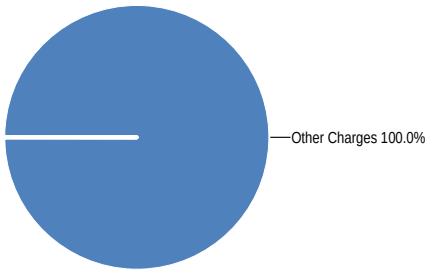
Contributions - Proposition 172

(Unit 8028— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Charges	2,714,110	2,809,605	2,809,605	2,860,749	2,860,749	51,144
Subtotal	$2,714,110	$2,809,605	$2,809,605	$2,860,749	$2,860,749	51,144

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	2,860,749	2,809,605	2,809,605	2,860,749	2,860,749	51,144
Subtotal	$2,860,749	$2,809,605	$2,809,605	$2,860,749	$2,860,749	51,144
General Fund Contributions	($146,639)	$0	$0	$0	$0	0
Total Source of Funds	$2,714,110	$2,809,605	$2,809,605	$2,860,749	$2,860,749	51,144

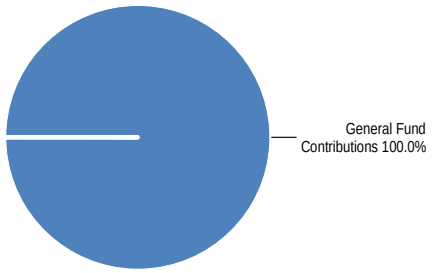
Unit Description

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 $2,860,749 in FY 2017-18.

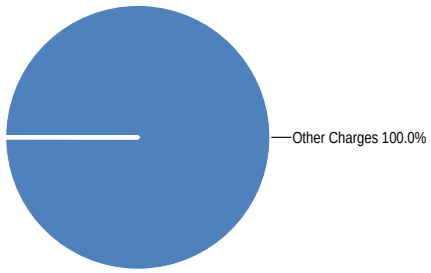
Contributions-Other Agencies

(Unit 8029— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Charges	1,301,182	604,290	604,290	1,025,609	1,025,609	421,319
Subtotal	$1,301,182	$604,290	$604,290	$1,025,609	$1,025,609	421,319

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$1,301,182	$604,290	$604,290	$1,025,609	$1,025,609	421,319
Total Source of Funds	$1,301,182	$604,290	$604,290	$1,025,609	$1,025,609	421,319

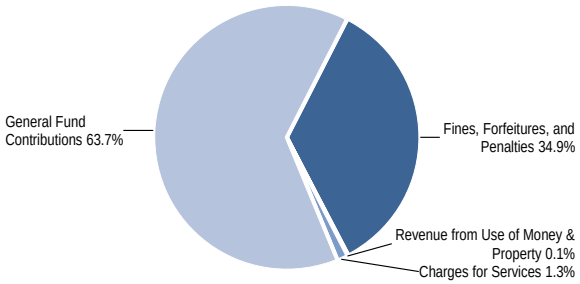
Unit Description

This unit is used to identify and isolate contributions to the following governmental agencies: Monterey Bay Unified Air Pollution Control District; Association of Monterey Bay Area Governments (AMBAG); Pajaro River Watershed Flood Prevention Authority; Pajaro/Sunny Mesa Community Services District; Local Agency Formation Commission (LAFCO); Prunedale Senior Center; Court Appointed Special Advocates (CASA); Law Enforcement Oversight Committee (LEOC); Monterey Peninsula Regional Water Authority; and the Monterey Bay Community Power Joint Powers Authority.

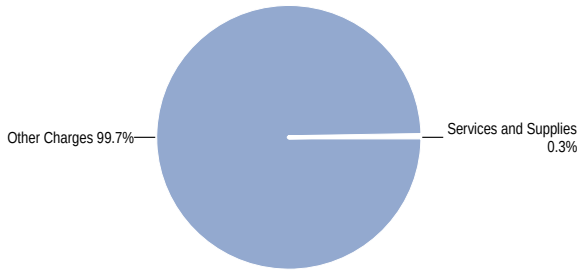
Trial Courts

(Unit 8031— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	22,346	31,184	22,800	22,800	22,800	(8,384)
Other Charges	7,999,635	8,334,491	8,295,000	7,823,486	7,823,486	(511,005)
Subtotal	$8,021,981	$8,365,675	$8,317,800	$7,846,286	$7,846,286	(519,389)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	3,217,907	4,092,723	2,707,324	2,734,701	2,734,701	(1,358,022)
Revenue from Use of Money & Property	9,177	15,000	8,400	8,300	8,300	(6,700)
Charges for Services	122,241	124,529	103,910	103,285	103,285	(21,244)
Subtotal	$3,349,325	$4,232,252	$2,819,634	$2,846,286	$2,846,286	(1,385,966)
General Fund Contributions	$4,672,656	$4,133,423	$5,498,166	$5,000,000	$5,000,000	866,577
Total Source of Funds	$8,021,981	$8,365,675	$8,317,800	$7,846,286	$7,846,286	(519,389)

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 2017-18 recommended expenditures and revenues are $7,846,286 and $2,846,286 respectively, requiring $5.0 million General Fund Contributions.

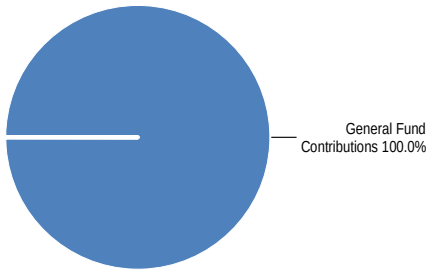
The Trial Courts budget provides for local Trial Courts activities that affect County expenditures and revenues, including: Trial Courts MOE payments; County Facility Payments (CFPs); 50-50 revenue share with the State; revenue collection related costs for specified fines and fees; judicial benefits 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 (CCCP) for the County.

Pursuant to the Act, the County transferred the Marina Courthouse title to the AOC, effective December 31, 2008. On March 30, 2009, the County executed a transfer of responsibility for the Monterey, King City, and Juvenile Court facilities. Responsibility for the Salinas North Wing Court Facility transferred to the AOC on October 12, 2010. However, title to the North Wing and Monterey facilities will not transfer to the AOC until the bonded indebtedness, to which the buildings are subject, is paid. CFPs associated with these transfers are budgeted in this unit.

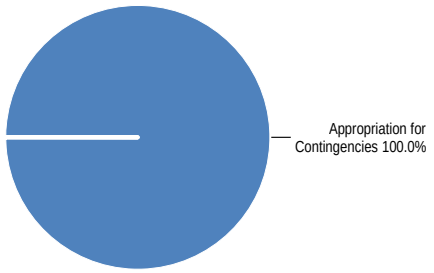
Contingencies

(Unit 8034— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Appropriation for Contingencies	0	4,672,269	0	6,359,130	6,359,130	1,686,861
Subtotal	$0	$4,672,269	$0	$6,359,130	$6,359,130	1,686,861

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Sources	3,600,000	0	0	0	0	0
Subtotal	$3,600,000	$0	$0	$0	$0	0
General Fund Contributions	($3,600,000)	$4,672,269	$0	$6,359,130	$6,359,130	1,686,861
Total Source of Funds	$0	$4,672,269	$0	$6,359,130	$6,359,130	1,686,861

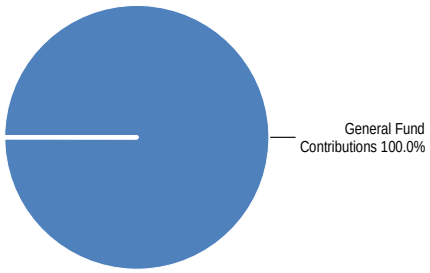
Unit Description

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.

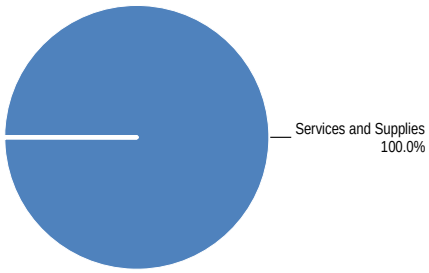
County Memberships

(Unit 8035— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	66,682	219,776	197,875	639,776	639,776	420,000
Subtotal	$66,682	$219,776	$197,875	$639,776	$639,776	420,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$66,682	$219,776	$197,875	$639,776	$639,776	420,000
Total Source of Funds	$66,682	$219,776	$197,875	$639,776	$639,776	420,000

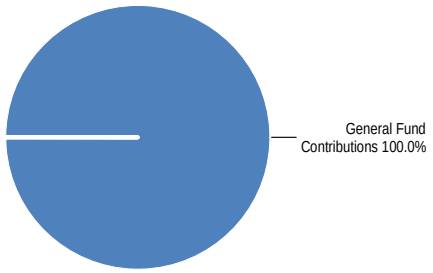
Unit Description

This unit provides payment for annual memberships to California State Association of Counties (CSAC), National Association of Counties (NACO), Monterey Peninsula Regional Water Authority (MPRWA), 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.

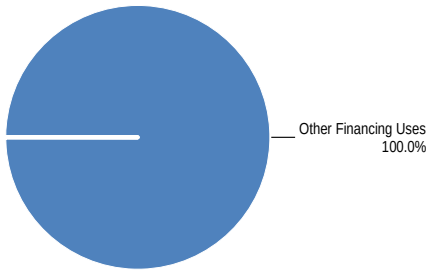
Medical Care Services

(Unit 8037— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	4,505,016	13,282,351	3,367,970	3,900,648	3,900,648	(9,381,703)
Subtotal	$4,505,016	$13,282,351	$3,367,970	$3,900,648	$3,900,648	(9,381,703)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$4,505,016	$13,282,351	$3,367,970	$3,900,648	$3,900,648	(9,381,703)
Total Source of Funds	$4,505,016	$13,282,351	$3,367,970	$3,900,648	$3,900,648	(9,381,703)

Unit Description

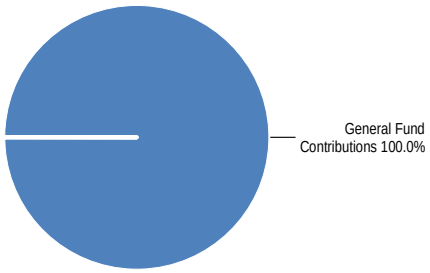
Pursuant to Welfare and Institutions Code Section 17000, counties are required to provide medical care to indigent residents lawfully residing in the County when such persons are not supported and relieved by some other means. In prior fiscal years, the Medical Care Services unit provided a General Fund payment to Natividad Medical Center and the Health Department to cover costs associated with indigent medical care. Beginning in FY 2012-13, a change in accounting for realignment dollars resulted in this unit being used to appropriate Vehicle License 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.

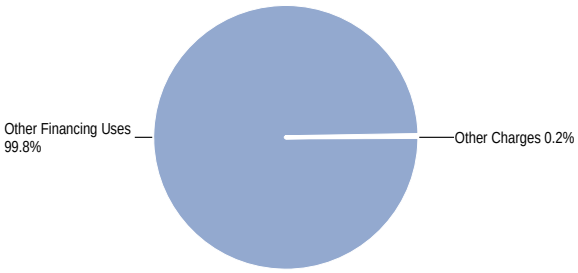
Other Financing Uses

(Unit 8038— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	945,889	0	0	26,798	26,798	26,798
Other Charges	0	0	0	115,314	115,314	115,314
Other Financing Uses	28,765,404	31,758,370	31,758,370	47,609,488	47,609,488	15,851,118
Subtotal	$29,711,292	$31,758,370	$31,758,370	$47,751,600	$47,751,600	15,993,230

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Sources	67,000	0	0	0	0	0
Subtotal	$67,000	$0	$0	$0	$0	0
General Fund Contributions	$29,644,292	$31,758,370	$31,758,370	$47,751,600	$47,751,600	15,993,230
Total Source of Funds	$29,711,292	$31,758,370	$31,758,370	$47,751,600	$47,751,600	15,993,230

Unit Description

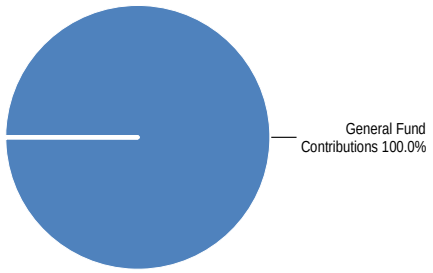
This unit is mainly utilized to make payments and contributions from the General Fund to other County Funds for debt service, capital projects and general subsidies. Funding may also be included for issues requiring additional review, analysis, county services and issues that are exempt from the Brown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

The FY 2017-18 Recommended Budget for Other Financing Uses totals $47.8 million. Most the increase from the prior year is due to increased construction activity expected in FY 2017-18 related to the new Juvenile Hall project requiring transfers totaling $15.1 million. In addition, the wrap up construction transfers for both the Schilling and East/West Wing renovation projects totaling transfers of $4.6 million are also included in the Recommended Budget. Appropriations also include the transfer of Transient Occupancy Tax formula funding of $5.9 million to the Road Fund, Storm damage repair transfers of $7.3 million, and $12.3 million for debt service.

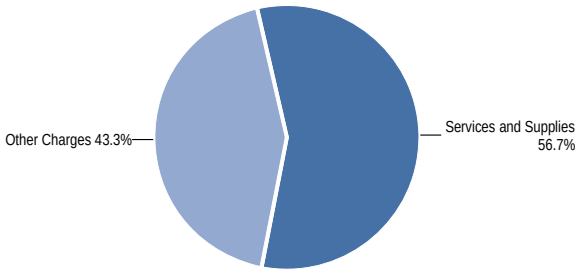
Other General Expenditures

(Unit 8039— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	44,959	38,250	37,500	38,250	38,250	0
Other Charges	2,278	29,250	30,000	29,250	29,250	0
Subtotal	$47,237	$67,500	$67,500	$67,500	$67,500	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Miscellaneous Revenues	(7,700)	0	0	0	0	0
Subtotal	($7,700)	$0	$0	$0	$0	0
General Fund Contributions	$54,937	$67,500	$67,500	$67,500	$67,500	0
Total Source of Funds	$47,237	$67,500	$67,500	$67,500	$67,500	0

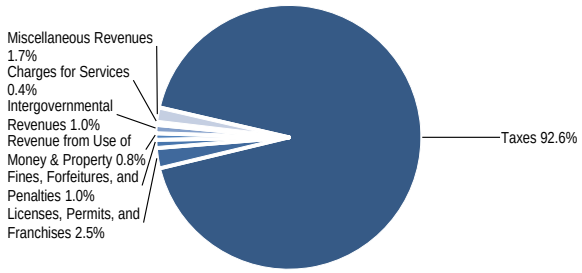
Unit Description

This unit was created to provide for general purpose expenses that are not allocated to an existing department or program. The amount appropriated in FY 2017-18 is $67,500.

Non-Program Revenue

(Unit 8041— Fund 001)

Source of Funds



Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	178,796,950	177,977,795	182,354,654	192,210,846	192,210,846	14,233,051
Licenses, Permits, and Franchises	5,125,006	5,153,821	5,125,006	5,125,006	5,125,006	(28,815)
Fines, Forfeitures, and Penalties	2,054,607	1,667,855	1,667,855	2,054,607	2,054,607	386,752
Revenue from Use of Money & Property	4,390,177	828,562	1,583,555	1,615,226	1,615,226	786,664
Intergovernmental Revenues	3,307,015	16,343,273	1,701,816	2,131,817	2,131,817	(14,211,456)
Charges for Services	933,759	609,858	751,426	751,426	751,426	141,568
Miscellaneous Revenues	3,877,449	3,645,069	3,663,703	3,605,562	3,605,562	(39,507)
Subtotal	$198,484,963	$206,226,233	$196,848,015	$207,494,490	$207,494,490	1,268,257
General Fund Contributions	($198,484,963)	($206,226,233)	($196,848,015)	($207,494,490)	($207,494,490)	(1,268,257)
Total Source of Funds	$0	$0	$0	$0	$0	0

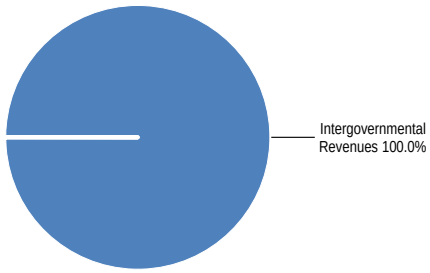
Unit Description

This unit includes all non-program revenues that are not directly associated with operating departments. Non-program revenues are discretionary funds. Primary source of non-program revenues include property taxes, sales taxes, Transient Occupancy Tax (TOT), interest earnings, property transfer tax, utility franchises, open space subventions, discretionary State and Federal aid, and property tax administrative cost recoveries. A portion of Vehicle License Fee (VLF) revenue for programs that were realigned under State/local program realignment, and tobacco settlement funds are also budgeted in this unit.

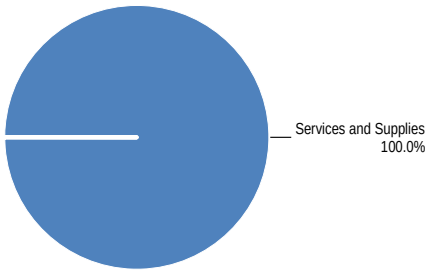
Homeland Security Grant

(Unit 8412— Fund 024)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	492,258	796,546	550,000	550,000	550,000	(246,546)
Capital Assets	54,388	0	0	0	0	0
Subtotal	$546,646	$796,546	$550,000	$550,000	$550,000	(246,546)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	1,605	0	0	0	0	0
Intergovernmental Revenues	540,088	796,546	550,000	550,000	550,000	(246,546)
Miscellaneous Revenues	1,864	0	0	0	0	0
Subtotal	$543,557	$796,546	$550,000	$550,000	$550,000	(246,546)
Fund Balance	3,089	0	0	0	0	0
Total Source of Funds	$546,646	$796,546	$550,000	$550,000	$550,000	(246,546)

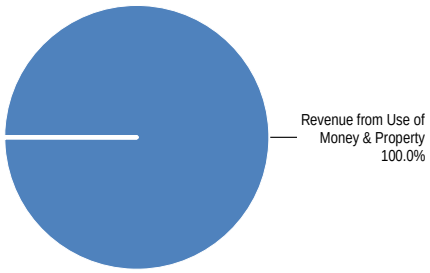
Unit Description

The Homeland Security Grant budget unit was created in FY 2012-13 to separate the grant funds from operational expenditures of the Office of Emergency Services (OES). The separation of funds facilitates improved tracking and auditing. OES administers funds for authorized training, projects, and purchases for participating agencies.

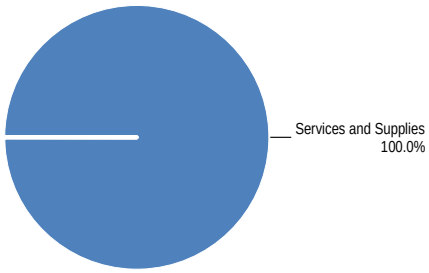
Laguna Seca Track

(Unit 8441— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	0	0	0	13,554,496	13,554,496	13,554,496
Subtotal	$0	$0	$0	$13,554,496	$13,554,496	13,554,496

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	13,554,496	13,554,496	13,554,496
Subtotal	$0	$0	$0	$13,554,496	$13,554,496	13,554,496
General Fund Contributions	$0	$0	$0	$0	$0	0
Total Source of Funds	$0	$0	$0	$13,554,496	$13,554,496	13,554,496

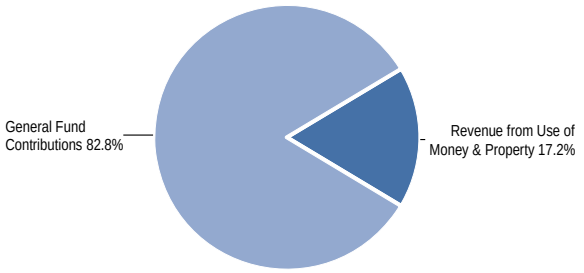
Unit Description

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. As of FY 2017-18, this unit has been transferred to the CAO.

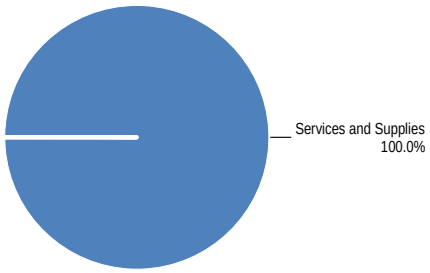
Auxiliary Services

(Unit 8472— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	0	0	0	130,000	130,000	130,000
Subtotal	$0	$0	$0	$130,000	$130,000	130,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	22,400	22,400	22,400
Subtotal	$0	$0	$0	$22,400	$22,400	22,400
General Fund Contributions	$0	$0	$0	$107,600	$107,600	107,600
Total Source of Funds	$0	$0	$0	$130,000	$130,000	130,000

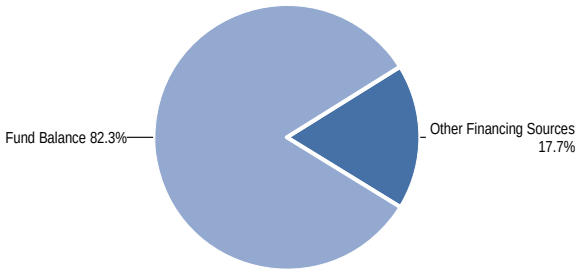
Unit Description

The Auxiliary Service unit contains internal contracted services with repair and maintenance responsibilities. Currently, these services include cafeteria and daycare for the Schilling Place complex.

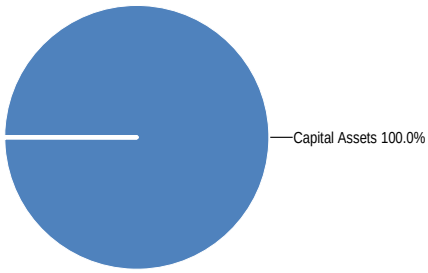
Vehicle Replacement Planning

(Unit 8483— Fund 478)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Charges	0	0	0	(2,376,036)	(2,376,036)	(2,376,036)
Capital Assets	0	0	0	2,747,653	2,747,653	2,747,653
Subtotal	$0	$0	$0	$371,617	$371,617	371,617

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Sources	0	0	0	65,691	65,691	65,691
Subtotal	$0	$0	$0	$65,691	$65,691	65,691
Fund Balance	0	0	0	305,926	305,926	305,926
Total Source of Funds	$0	$0	$0	$371,617	$371,617	371,617

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. This unit was previously under Vehicle Replacement Planning unit 8453 Fund 001.

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Human Resources

Departmental Overview:

The Human Resources Department (HRD) develops and delivers human resources services and programs designed to support the strategic initiatives of the County.

Programs and Functions:

The Administration Division is responsible for countywide human resources leadership, direction, policy development/compliance, and performance of liaison activities with County departments and other agencies.

The Employee Benefits Division offers a full range of benefit programs and services from initial hire through retirement for employees, retirees and their families.

The Employment and Information Services Division employs a variety of methods and strategies to attract, develop and retain a talented, effective, efficient, and mission-driven workforce including leveraging technology, conducting effective recruitments, and maintaining the countywide classification plan and providing organizational guidance to departments.

The Labor and Employee Relations Division has responsibilities related to County employees and employee organizations in negotiations, grievances, hearings/arbitration, and performance management/discipline.

The Learning and Organizational Development Division provides professional development and certificate programs for all employees to increase effective communication, supervision, career development, work effectiveness, and leadership throughout the County.

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, develop, and retain a talented, effective, efficient, and mission-driven workforce.

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

Providing a work atmosphere that is safe, healthy, and secure.

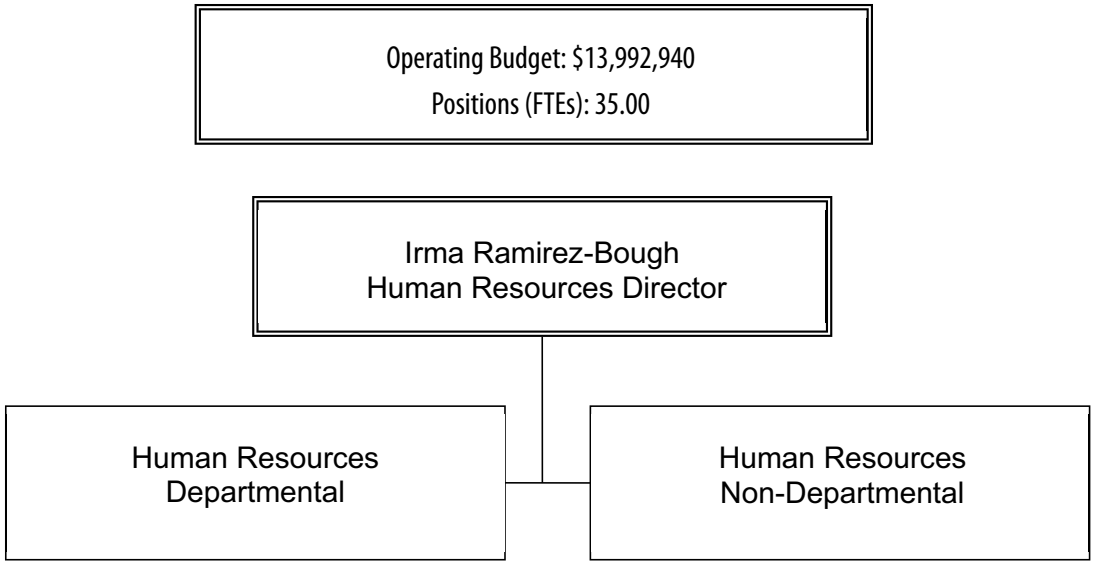
EMPLOYMENT AND INFORMATION SYSTEMS

LABOR RELATIONS

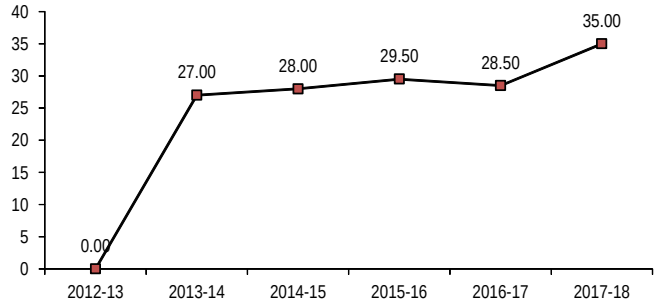
BENEFITS

EMPLOYEE RELATIONS

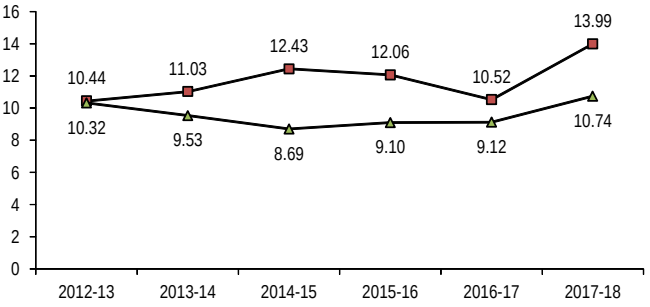
LEARNING AND ORGANIZATIONAL DEVELOPMENT



Staffing Trends

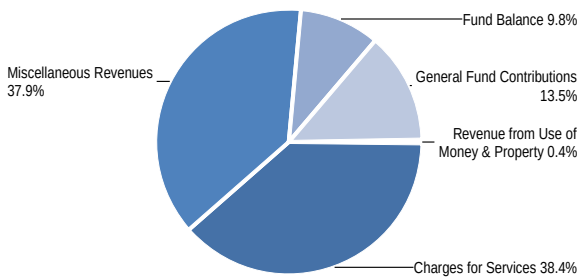


Expenditure/Revenue History (in millions)

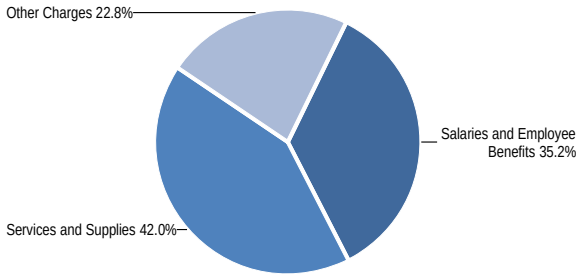


Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Flexible Spending Account (FSA) plan participation. Target = 18-22% (at or above industry standard)	22%	26%	26.5%
Number of employee retirements processed.	N/A	125	161
Number of positions filled in departments supported by Human Resources Department staff.	112	163	104
Number of probationary rejections/extensions in departments supported by Human Resources Department staff.	4	2	6

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,850,698	3,717,274	3,604,754	5,129,953	4,931,290	1,214,016
Services and Supplies	1,316,475	3,997,766	4,067,703	5,875,933	5,875,933	1,878,167
Other Charges	4,866,729	2,704,248	2,850,601	3,185,717	3,185,717	481,469
Other Financing Uses	24,260	0	0	0	0	0
Subtotal	$12,058,163	$10,419,288	$10,523,058	$14,191,603	$13,992,940	3,573,652

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	134,044	0	54,802	61,560	61,560	61,560
Charges for Services	3,997,975	2,620,000	3,988,817	5,368,009	5,368,009	2,748,009
Miscellaneous Revenues	4,966,720	6,228,192	5,076,041	5,308,200	5,308,200	(919,992)
Subtotal	$9,098,739	$8,848,192	$9,119,660	$10,737,769	$10,737,769	1,889,577
Fund Balance	175,211	1,354,755	428,507	1,365,938	1,365,938	11,183
General Fund Contributions	$2,784,213	$216,341	$974,891	$2,087,896	$1,889,233	1,672,892
Total Source of Funds	$12,058,163	$10,419,288	$10,523,058	$14,191,603	$13,992,940	3,573,652

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Human Resources Department includes $13,992,940 in appropriations. This denotes an increase of $3,573,652 over the FY 2016-17 Adopted Budget. The Recommended Budget is financed by $10,737,769 in revenues, $1,889,233 in General Fund Contributions (GFC), and $1,365,938 in use of fund balance associated with the Benefits Internal Service Fund (ISF).

The increase in appropriations is largely due to increases in staffing, pay raises authorized by recent bargaining agreements, increased employee benefits costs, and increased claim costs associated with the Benefits ISF. The Recommended Budget reflects revenue of $10,737,769 from the Benefits ISF, an increase of $1,889,577. However, costs for benefits administration and claims continue to exceed revenues from County and employee premiums and charges for services, resulting in a reduction of the Benefits ISF fund balance of $1,365,938.

The Recommended Budget includes $1,607,849 in augmentations. The augmentations restore 11 at-risk filled positions and fund two new positions to help with the Department's centralization effort. The augmentations help close a funding gap created by inflationary cost pressures and reduced cost plan recoveries. Cost plan recoveries decreased by $804,381 from the FY 2016-17 Adopted Budget.

The Recommended Budget includes 35 positions. During FY 2016-17, a finance manager, an accounting technician, and a Human Resources Program Manager were added to the Department. Costs for these positions will be reimbursed by the Enterprise Resources Planning (ERP) system and the Benefits ISF. The Recommended Budget also includes two personnel positions transferred from the Information Technology Department and two new personnel analyst positions.

Budget Impacts

The Recommended Budget increases staffing to 35 positions, but does not include additional funding for software, training, and professional development, among other operational expenses. The Department does not expect to have salary savings that it has relied on in the past to cover the costs of unexpected expenses.

The Recommended Budget does not include the Department's requested augmentations to add a department information systems coordinator to provide technician support for information systems and a principal office assistant-confidential to support work in the Employee and Labor Relations Division.

Department Operational Accomplishments

Conducted on-site and off-site workshops to educate employees on PERS retirement.

Participated in three Benefit Fairs at various County locations.

Continued outreach in support of the flexible spending account (FSA) and Dependent Care Assistance Program (DeCAP) benefits programs.

Continued participation and assistance to the Enterprise Resource Planning (ERP) project to work on the Advantage Human Resource Management (HRM) system upgrade from version 3.7 to version 3.10.

Initiated development of an Employee Relations Manual as a tool for management and supervisory staff.

Successful recruitment, selection, and placement of human resources professionals for the continued improvement in the benefits, recruitment, classification, and compensation areas of the central human resources functions.

Completed review and analysis of classifications impacted by the proposed Fair Labor Standards Act (FLSA) minimum pay for exempt status positions.

Developed a workforce and succession planning model for employee professional development.

Developed board report modules for the Writing Academy with California State University, Monterey Bay's Masters of Science in Instructional Science & Technology program and County subject matter experts.

Provided several department-specific intact team trainings with customized performance measures resulting in behavior change and cost savings.

Assembled a Human Resources Training Advisory Group to support the creation and implementation of human resources professional development programs.

Incorporated customer service training as part of the New Employee Orientation to strengthen alignment with County of Monterey's customer service standards.

Researched and identified potential learning management system replacement to respond to customer needs and enhance workflow efficiencies.

Guided, supported, and coached County management staff and decentralized human resources professionals in performance management, progressive discipline, investigations of allegations of misconduct and discrimination, and Public Employment Relations Board (PERB) Unfair Practice Charges.

Department Operational Goals

Continue to build the Department's infrastructure with recruitment, classification, and compensation to meet the ongoing challenges and needs of the County in a more effective, efficient, and strategic manner.

Provide departmental training on application of Memorandum of Understanding (MOU) revisions.

Implement and provide countywide training on the new Employee Relations Manual.

Explore using information systems to organize and streamline document management.

Provide quality, cost-effective training and development programs designed to increase individual and organizational productivity and enrichment.

Identify, promote, and encourage career paths that cross job series and department lines.

Establish collaborative partnerships with departments to plan, anticipate, and respond to changes and priorities in classification, compensation, recruitment and selection, including staffing trends and succession planning efforts.

Develop flexible, user-friendly, integrated technology supporting expanded manager and employee self-service for transactional business purposes.

Measure and monitor process completion and quality of services to ensure efficient and responsive delivery of services.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Labor & Employee Relations (HRD001)	479,224	486,914	487,807	780,740	693,910	206,996	001	8401
Employment & Information Services (HRD001)	1,260,028	1,390,378	1,369,528	1,894,341	1,782,508	392,130	001	8402
Learning & Organizational Development (HRD001)	2,492	662,999	697,840	791,239	791,239	128,240	001	8403
Employee Benefits (HRD001)	718,652	802,559	720,866	745,093	745,093	(57,466)	001	8404

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Dental (HRD002)	4,629,145	5,191,100	4,749,311	5,273,443	5,273,443	82,343	477	8413
Vision (HRD002)	889,171	896,000	913,441	1,020,723	1,020,723	124,723	477	8414
EAP (HRD002)	85,412	89,100	139,842	98,556	98,556	9,456	477	8415
Disability (HRD002)	189,772	219,500	195,800	207,356	207,356	(12,144)	477	8416
Unemployment (HRD002)	571,607	709,000	520,322	712,756	712,756	3,756	477	8417
Misc Benefits (HRD002)	285,022	478,247	409,279	489,162	489,162	10,915	477	8418
OPEB (HRD002)	2,623,795	2,620,000	2,620,000	4,301,711	4,301,711	1,681,711	477	8419
Human Resources Administration (HRD001)	323,845	(3,126,509)	(2,300,978)	(2,123,517)	(2,123,517)	1,002,992	001	8445
Subtotal	$12,058,163	$10,419,288	$10,523,058	$14,191,603	$13,992,940	3,573,652		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Labor & Employee Relations	479,224	486,914	487,807	780,740	693,910	206,996
Employment & Information Services	1,260,028	1,390,378	1,369,528	1,894,341	1,782,508	392,130
Learning & Organizational Development	2,492	662,999	697,840	791,239	791,239	128,240
Employee Benefits	718,652	802,559	720,866	745,093	745,093	(57,466)
Dental	4,629,145	5,191,100	4,749,311	5,273,443	5,273,443	82,343
Vision	889,171	896,000	913,441	1,020,723	1,020,723	124,723
EAP	85,412	89,100	139,842	98,556	98,556	9,456
Disability	189,772	219,500	195,800	207,356	207,356	(12,144)
Unemployment	571,607	709,000	520,322	712,756	712,756	3,756
Misc Benefits	285,022	478,247	409,279	489,162	489,162	10,915
OPEB	2,623,795	2,620,000	2,620,000	4,301,711	4,301,711	1,681,711
Human Resources Administration	323,845	(3,126,509)	(2,300,978)	(2,123,517)	(2,123,517)	1,002,992
Subtotal	$12,058,163	$10,419,288	$10,523,058	$14,191,603	$13,992,940	3,573,652

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	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	4.00	7.00	3.00
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	3.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14C31	MANAGEMENT ANALYST III	0.50	0.50	1.00	0.50
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	1.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	4.00	5.00	1.00
14M61	HR PROGRAM MANAGER	4.00	4.00	5.00	1.00
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
80A32	SENIOR SECRETARY	1.00	1.00	0.00	-1.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

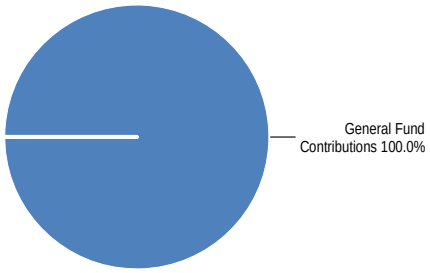
Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	0.00	0.00	1.00	1.00
	Total	29.50	28.50	35.00	6.50

Augmentation

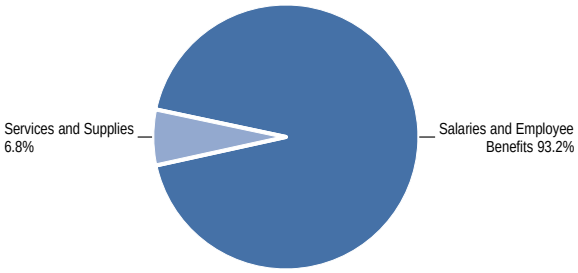
Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1060	1060-8401-001-AUG01	AUG-SENIOR PERS ANL	Base Level Maintenance	153,318	1.00	153,318	1.00
1060	1060-8402-001-AUG02	AUG-ASSC PERSONNEL ANL	Base Level Maintenance	137,786	1.00	137,786	1.00
1060	1060-8402-001-AUG03	AUG-ASSC PERSONNEL ANL	Base Level Maintenance	137,786	1.00	137,786	1.00
1060	1060-8402-001-AUG04	AUG-PERS TECHNICIAN	Base Level Maintenance	99,333	1.00	99,333	1.00
1060	1060-8402-001-AUG05	AUG-PERS TECHNICIAN	Base Level Maintenance	100,639	1.00	100,639	1.00
1060	1060-8402-001-AUG06	AUG-SENIOR CLERK CONF	Base Level Maintenance	80,108	1.00	80,108	1.00
1060	1060-8402-001-AUG12	AUG-ASSC PERSONNEL ANL	Not Mandated-New Program/Svc	137,786	1.00	137,786	1.00
1060	1060-8402-001-AUG14	AUG-ASSC PERSONNEL ANL	Base Level Maintenance	137,786	1.00	137,786	1.00
1060	1060-8403-001-AUG07	AUG-ADMIN SVCS ASST	Base Level Maintenance	122,797	1.00	122,797	1.00
1060	1060-8403-001-AUG08	AUG-MAI	Base Level Maintenance	122,797	1.00	122,797	1.00
1060	1060-8404-001-AUG09	AUG-RISK BENEFIT ANL	Base Level Maintenance	122,797	1.00	122,797	1.00
1060	1060-8404-001-AUG10	AUG-SENIOR RISK BEN ANL	Base Level Maintenance	147,403	1.00	147,403	1.00
1060	1060-8445-001-AUG11	AUG-ADMN SECRETARY CONF	Base Level Maintenance	107,513	1.00	107,513	1.00
1060	1060-8402-001-AUG15	AUG-DEPT INFO SYS COORD	Not Mandated-New Program/Svc	111,833	1.00	0	0.00
1060	1060-8401-001-AUG13	AUG-PRINCIPAL OFFICE ASSISTANT CONFIDENTIAL	Not Mandated-New Program/Svc	86,830	1.00	0	0.00
			Grand Total	**$1,806,512**	**15.00**	**$1,607,849**	**13.00**

Human Resources Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	3,232,485	3,717,274	3,593,354	5,129,953	4,931,290	1,214,016
Services and Supplies	411,117	366,509	468,770	358,765	358,765	(7,744)
Other Charges	(883,622)	(3,867,442)	(3,087,061)	(3,400,822)	(3,400,822)	466,620
Other Financing Uses	24,260	0	0	0	0	0
Subtotal	$2,784,241	$216,341	$975,063	$2,087,896	$1,889,233	1,672,892

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	0	15	0	0	0
Miscellaneous Revenues	28	0	157	0	0	0
Subtotal	$28	$0	$172	$0	$0	0
General Fund Contributions	$2,784,213	$216,341	$974,891	$2,087,896	$1,889,233	1,672,892
Total Source of Funds	$2,784,241	$216,341	$975,063	$2,087,896	$1,889,233	1,672,892

Division Description

The Human Resources departmental section includes Administration, Employee Benefits, Employment and Information Services, Labor and Employee Relations and Learning and Organizational Development.

Summary of Recommendation

The Recommended Budget for the departmental units is $1,889,233, which reflects budgeted expenditures of $5,290,055 offset by $3,400,822 in cost plan recoveries and reimbursements for positions related to the Enterprise Resource Planning (ERP) project and the Benefits Internal Service Fund (ISF). The reduction of cost recoveries from the Auditor-Controller's cost plan by $804,381 over the FY 2016-17 Adopted Budget, combined with inflationary cost pressures, resulted in a funding gap for the continuation of 11 positions that were restored with budget augmentations. The Recommended Budget restored the positions to maintain service levels, but does not fund the implementation of a new Learning Management System (LMS).

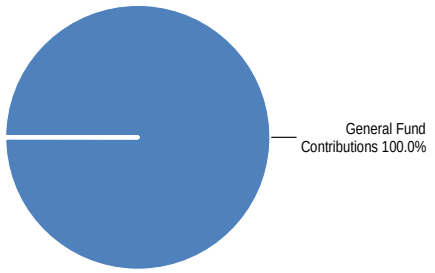
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Labor & Employee Relations (HRD001)	479,224	486,914	487,807	780,740	693,910	206,996	001	8401
Employment & Info. Svcs. (HRD001)	1,260,028	1,390,378	1,369,528	1,894,341	1,782,508	392,130	001	8402
Learning & Organizational Development (HRD001)	2,492	662,999	697,840	791,239	791,239	128,240	001	8403
Employee Benefits (HRD001)	718,652	802,559	720,866	745,093	745,093	(57,466)	001	8404
Human Resources Administration (HRD001)	323,845	(3,126,509)	(2,300,978)	(2,123,517)	(2,123,517)	1,002,992	001	8445
Subtotal	$2,784,241	$216,341	$975,063	$2,087,896	$1,889,233	1,672,892		

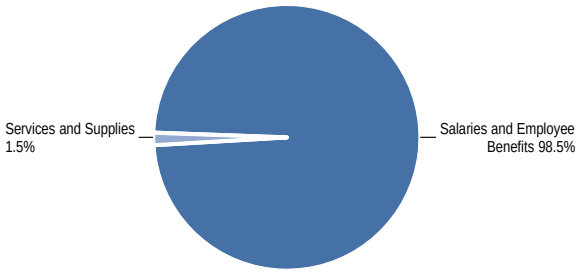
Labor & Employee Relations

(Unit 8401— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	424,766	443,130	428,742	770,355	683,525	240,395
Services and Supplies	54,458	43,784	59,065	10,385	10,385	(33,399)
Subtotal	$479,224	$486,914	$487,807	$780,740	$693,910	206,996

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$479,224	$486,914	$487,807	$780,740	$693,910	206,996
Total Source of Funds	$479,224	$486,914	$487,807	$780,740	$693,910	206,996

Unit Description

To promote a high quality and effective workforce and collaborative relationships between employees, management, and employee organizations, the Labor and Employee Relations Division provides guidance, training, and recommendations on managing performance and conduct issues, provides contract interpretations, resolves complaints at the lowest level, and negotiates timely and fiscally responsible agreements.

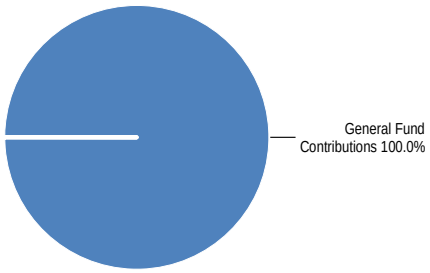
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14B32	SENIOR PERSONNEL ANALYST	1.00
14M61	HR PROGRAM MANAGER	2.00
	Total	3.00

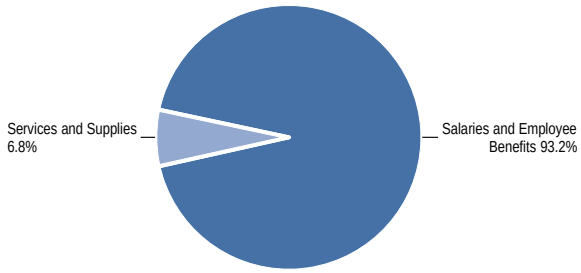
Employment & Information Services

(Unit 8402— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,148,614	1,284,590	1,221,195	2,000,199	1,888,366	603,776
Services and Supplies	194,683	220,600	263,145	138,219	138,219	(82,381)
Other Charges	(107,529)	(114,812)	(114,812)	(244,077)	(244,077)	(129,265)
Other Financing Uses	24,260	0	0	0	0	0
Subtotal	$1,260,028	$1,390,378	$1,369,528	$1,894,341	$1,782,508	392,130

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	0	15	0	0	0
Miscellaneous Revenues	28	0	157	0	0	0
Subtotal	$28	$0	$172	$0	$0	0
General Fund Contributions	$1,260,000	$1,390,378	$1,369,356	$1,894,341	$1,782,508	392,130
Total Source of Funds	$1,260,028	$1,390,378	$1,369,528	$1,894,341	$1,782,508	392,130

Unit Description

The Employment & Information Services Division provides innovative, responsive, fair and consistent recruitment, selection, classification and compensation services to County departments. The Division also maximizes human resources technology to streamline services, remain competitive, and increase transparency through consumer access to information and resources.

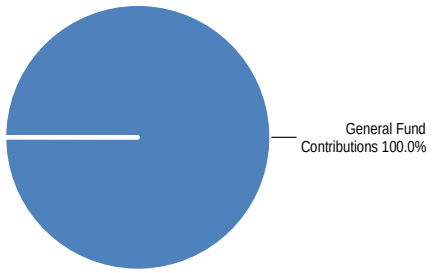
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14B21	ASSOCIATE PERSONNEL ANALYST	7.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00
14M61	HR PROGRAM MANAGER	1.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00
	Total	16.00

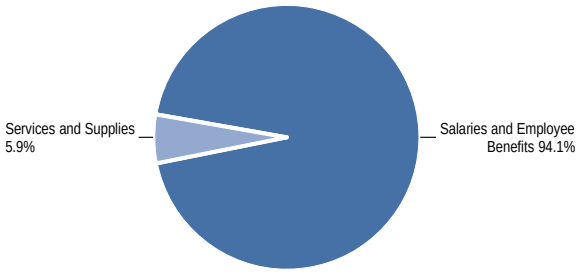
Learning & Organizational Development

(Unit 8403— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	582,163	618,768	633,347	744,363	744,363	125,595
Services and Supplies	69,409	44,231	88,493	46,876	46,876	2,645
Other Charges	(649,081)	0	(24,000)	0	0	0
Subtotal	$2,492	$662,999	$697,840	$791,239	$791,239	128,240

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$2,492	$662,999	$697,840	$791,239	$791,239	128,240
Total Source of Funds	$2,492	$662,999	$697,840	$791,239	$791,239	128,240

Unit Description

The Learning and Organizational Development (LOD) Division offers customized learning solutions to support succession planning, career development, and maximization of resources. LOD assists in meeting the Board of Supervisors' strategic initiatives by developing and offering an array of innovative and diverse learning programs to enhance the knowledge, skills, and abilities of County employees across all levels of the organization.

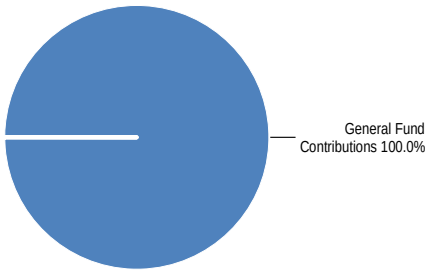
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
14G02	MANAGEMENT ANALYST I	1.00
14M61	HR PROGRAM MANAGER	1.00
	Total	5.00

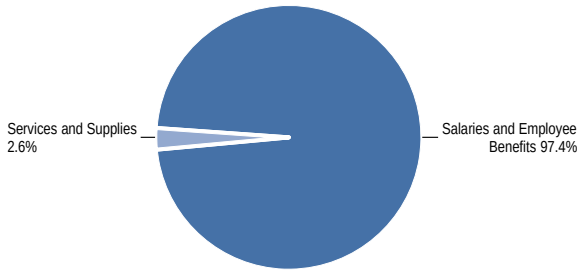
Employee Benefits

(Unit 8404— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	797,834	854,007	774,882	785,576	785,576	(68,431)
Services and Supplies	47,830	47,402	44,834	20,916	20,916	(26,486)
Other Charges	(127,012)	(98,850)	(98,850)	(61,399)	(61,399)	37,451
Subtotal	$718,652	$802,559	$720,866	$745,093	$745,093	(57,466)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$718,652	$802,559	$720,866	$745,093	$745,093	(57,466)
Total Source of Funds	$718,652	$802,559	$720,866	$745,093	$745,093	(57,466)

Unit Description

The Employee Benefits Division administers the County's comprehensive benefits, provides benefits education, and helps resolve benefits-related problems for employees, retirees, and family members. The Division attracts and retains employees, and promotes a healthy and supportive work environment.

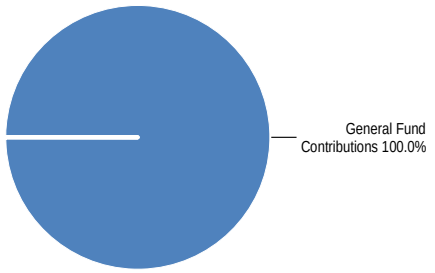
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00
14B61	RISK & BENEFITS ANALYST	3.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14M61	HR PROGRAM MANAGER	1.00
	Total	6.00

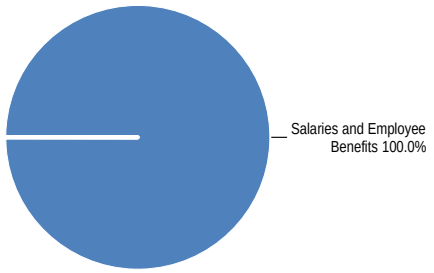
Human Resources Administration

(Unit 8445— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	279,109	516,779	535,188	829,460	829,460	312,681
Services and Supplies	44,736	10,492	13,233	142,369	142,369	131,877
Other Charges	0	(3,653,780)	(2,849,399)	(3,095,346)	(3,095,346)	558,434
Subtotal	$323,845	($3,126,509)	($2,300,978)	($2,123,517)	($2,123,517)	1,002,992

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$323,845	($3,126,509)	($2,300,978)	($2,123,517)	($2,123,517)	1,002,992
Total Source of Funds	$323,845	($3,126,509)	($2,300,978)	($2,123,517)	($2,123,517)	1,002,992

Unit Description

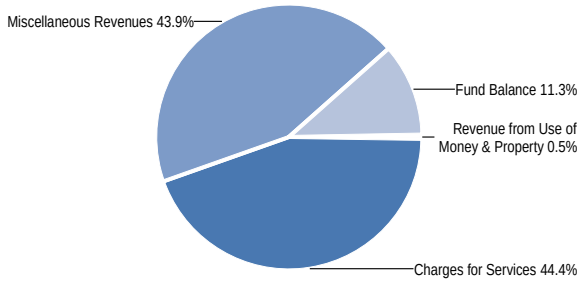
The Administration Division is responsible for countywide human resources leadership, direction, and support through the promulgation of policies, performance of liaison activities with County departments and other agencies, processing of public inquiries and information requests, logistics support, gathering and analyzing data, performing research and analysis, and developing programs. Other responsibilities include ensuring compliance with legal mandates, minimization of liability related to personnel functions, and maintenance of policies and procedures. The Division provides staff support to the Board of Supervisors Human Resources Committee and the Human Resources Centralization Steering Committee.

Recommended 2017-18 Positions

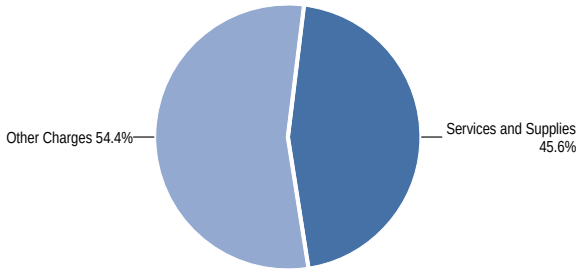
Classification Code	Classification Label	Recommended Budget 2017-2018
11A07	DIRECTOR OF HUMAN RESOURCES	1.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.00
20B93	FINANCE MANAGER II	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	5.00

Human Resources Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,618,213	0	11,400	0	0	0
Services and Supplies	905,358	3,631,257	3,598,933	5,517,168	5,517,168	1,885,911
Other Charges	5,750,351	6,571,690	5,937,662	6,586,539	6,586,539	14,849
Subtotal	$9,273,922	$10,202,947	$9,547,995	$12,103,707	$12,103,707	1,900,760

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	134,044	0	54,802	61,560	61,560	61,560
Charges for Services	3,997,975	2,620,000	3,988,802	5,368,009	5,368,009	2,748,009
Miscellaneous Revenues	4,966,692	6,228,192	5,075,884	5,308,200	5,308,200	(919,992)
Subtotal	$9,098,711	$8,848,192	$9,119,488	$10,737,769	$10,737,769	1,889,577
Fund Balance	175,211	1,354,755	428,507	1,365,938	1,365,938	11,183
Total Source of Funds	$9,273,922	$10,202,947	$9,547,995	$12,103,707	$12,103,707	1,900,760

Division Description

The Human Resources Department's non-departmental section consists of the Benefits Internal Services Fund (ISF) under the management and control of the Department. The ISF includes separate units for Dental, Vision, Employee Assistance, Disability, Unemployment, Miscellaneous Benefits, and Other Post Employment Benefits (OPEB).

Summary of Recommendation

The Recommended Budget for FY 2017-18 is $12,103,707, an increase of $1.9 million from the FY 2016-17 Adopted Budget. The increase is due to a combination of increased costs of the County's benefits and an anticipated increase in the number of employees who will utilize the benefits. The Department's charges to departments are based on utilization and plan design. Costs for benefit administration and claims continue to exceed revenue from County and employee premiums, leading to the use of $1.4 million in fund balance.

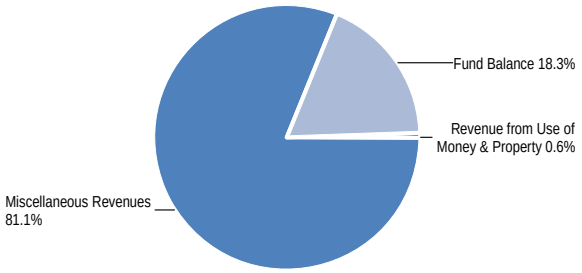
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Dental (HRD002)	4,629,145	5,191,100	4,749,311	5,273,443	5,273,443	82,343	477	8413
Vision (HRD002)	889,171	896,000	913,441	1,020,723	1,020,723	124,723	477	8414
EAP (HRD002)	85,412	89,100	139,842	98,556	98,556	9,456	477	8415
Disability (HRD002)	189,772	219,500	195,800	207,356	207,356	(12,144)	477	8416
Unemployment (HRD002)	571,607	709,000	520,322	712,756	712,756	3,756	477	8417
Misc Benefits (HRD002)	285,022	478,247	409,279	489,162	489,162	10,915	477	8418
OPEB (HRD002)	2,623,795	2,620,000	2,620,000	4,301,711	4,301,711	1,681,711	477	8419
Subtotal	$9,273,922	$10,202,947	$9,547,995	$12,103,707	$12,103,707	1,900,760		

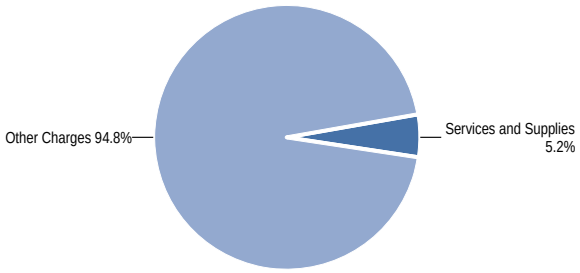
Dental

(Unit 8413— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	190,919	191,100	183,357	273,443	273,443	82,343
Other Charges	4,438,226	5,000,000	4,565,954	5,000,000	5,000,000	0
Subtotal	$4,629,145	$5,191,100	$4,749,311	$5,273,443	$5,273,443	82,343

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	67,720	0	29,842	32,600	32,600	32,600
Charges for Services	257,268	0	275,380	0	0	0
Miscellaneous Revenues	4,012,620	4,145,000	4,098,394	4,275,000	4,275,000	130,000
Subtotal	$4,337,608	$4,145,000	$4,403,616	$4,307,600	$4,307,600	162,600
Fund Balance	291,537	1,046,100	345,695	965,843	965,843	(80,257)
Total Source of Funds	$4,629,145	$5,191,100	$4,749,311	$5,273,443	$5,273,443	82,343

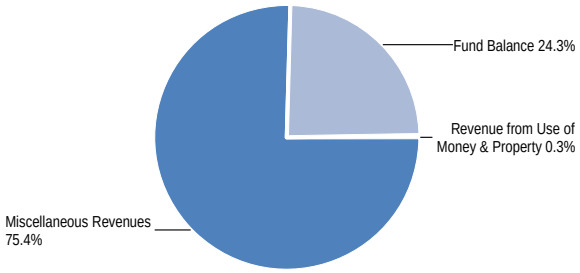
Unit Description

This unit is a component of the Benefits Internal Service Fund 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 change in payroll, number of employees, benefit utilization and any changes in the costs of the benefits.

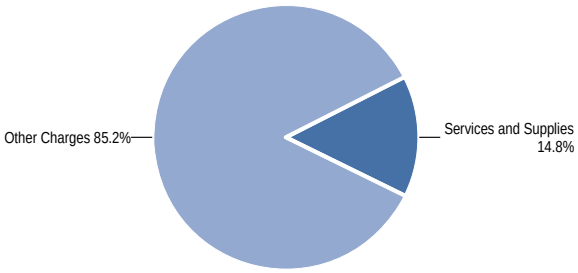
Vision

(Unit 8414— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	68,326	56,000	76,244	150,723	150,723	94,723
Other Charges	820,845	840,000	837,197	870,000	870,000	30,000
Subtotal	$889,171	$896,000	$913,441	$1,020,723	$1,020,723	124,723

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	6,158	0	2,594	2,800	2,800	2,800
Charges for Services	53,259	0	57,146	0	0	0
Miscellaneous Revenues	716,303	752,000	732,611	770,000	770,000	18,000
Subtotal	$775,721	$752,000	$792,351	$772,800	$772,800	20,800
Fund Balance	113,450	144,000	121,090	247,923	247,923	103,923
Total Source of Funds	$889,171	$896,000	$913,441	$1,020,723	$1,020,723	124,723

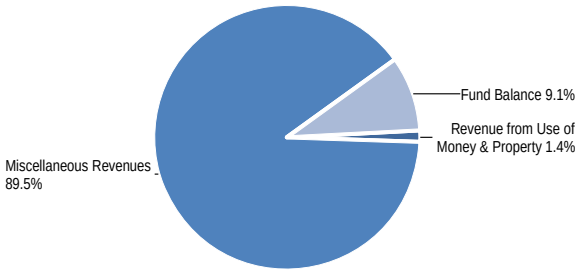
Unit Description

This unit is a component of the Benefits Internal Service Fund 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 payroll, number of employees, benefit utilization, and any changes in the cost of the benefits.

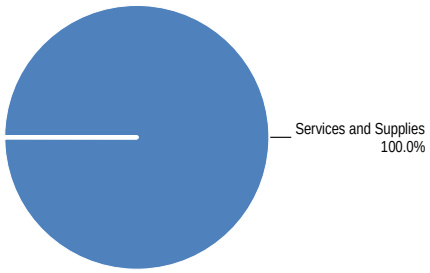
EAP

(Unit 8415— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	85,412	89,100	139,842	98,556	98,556	9,456
Subtotal	$85,412	$89,100	$139,842	$98,556	$98,556	9,456

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	2,825	0	1,240	1,360	1,360	1,360
Miscellaneous Revenues	81,557	89,100	83,921	88,200	88,200	(900)
Subtotal	$84,381	$89,100	$85,161	$89,560	$89,560	460
Fund Balance	1,030	0	54,681	8,996	8,996	8,996
Total Source of Funds	$85,411	$89,100	$139,842	$98,556	$98,556	9,456

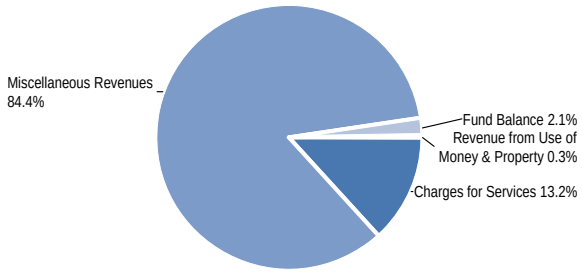
Unit Description

This unit is a component of the Benefits Internal Service Fund that contains revenue and expenditures related to the County's self-insured Employee Assistance Program (EAP). Contributions are calculated on a cost recovery basis through charges apportioned to County 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.

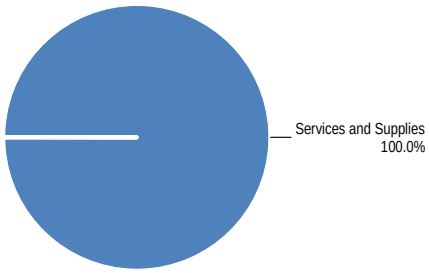
Disability

(Unit 8416— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	189,772	219,500	195,800	207,356	207,356	(12,144)
Subtotal	$189,772	$219,500	$195,800	$207,356	$207,356	(12,144)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	1,554	0	636	670	670	670
Charges for Services	27,446	0	13,816	27,400	27,400	27,400
Miscellaneous Revenues	156,213	219,500	160,958	175,000	175,000	(44,500)
Subtotal	$185,213	$219,500	$175,410	$203,070	$203,070	(16,430)
Fund Balance	4,559	0	20,390	4,286	4,286	4,286
Total Source of Funds	$189,772	$219,500	$195,800	$207,356	$207,356	(12,144)

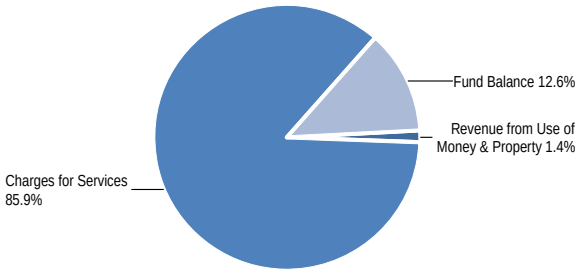
Unit Description

This unit is a component of the Benefits Internal Service Fund 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 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.

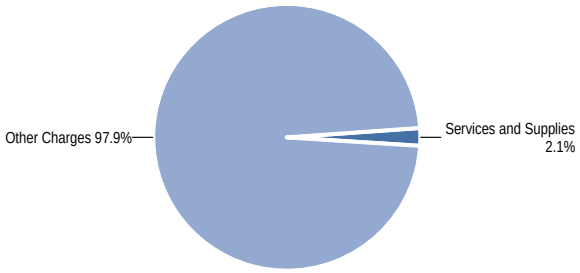
Unemployment

(Unit 8417— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	4,324	11,417	4,750	15,156	15,156	3,739
Other Charges	567,282	697,583	515,572	697,600	697,600	17
Subtotal	$571,607	$709,000	$520,322	$712,756	$712,756	3,756

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	20,709	0	9,314	10,140	10,140	10,140
Charges for Services	709,000	0	612,426	612,559	612,559	612,559
Miscellaneous Revenues	0	612,559	0	0	0	(612,559)
Subtotal	$729,709	$612,559	$621,740	$622,699	$622,699	10,140
Fund Balance	(158,103)	96,441	(101,418)	90,057	90,057	(6,384)
Total Source of Funds	$571,606	$709,000	$520,322	$712,756	$712,756	3,756

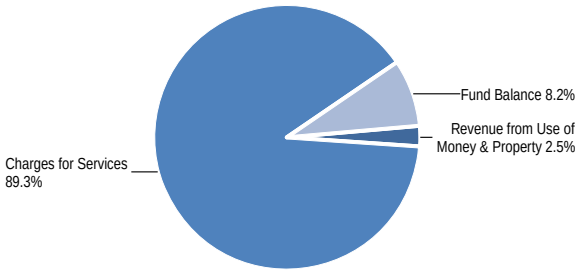
Unit Description

This unit is a component of the Internal Service Fund that contains revenue and expenditures related to the County's Unemployment Insurance. Contributions are calculated on a cost recovery basis through charges apportioned to 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.

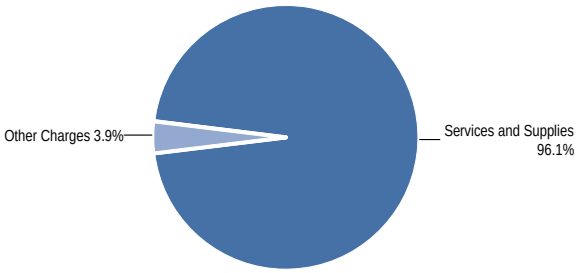
Misc Benefits

(Unit 8418— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	14,213	0	11,400	0	0	0
Services and Supplies	346,811	444,140	378,940	470,223	470,223	26,083
Other Charges	(76,002)	34,107	18,939	18,939	18,939	(15,168)
Subtotal	$285,022	$478,247	$409,279	$489,162	$489,162	10,915

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	16,847	0	11,176	12,190	12,190	12,190
Charges for Services	327,000	0	410,034	437,050	437,050	437,050
Miscellaneous Revenues	0	410,033	0	0	0	(410,033)
Subtotal	$343,847	$410,033	$421,210	$449,240	$449,240	39,207
Fund Balance	(58,825)	68,214	(11,931)	39,922	39,922	(28,292)
Total Source of Funds	$285,022	$478,247	$409,279	$489,162	$489,162	10,915

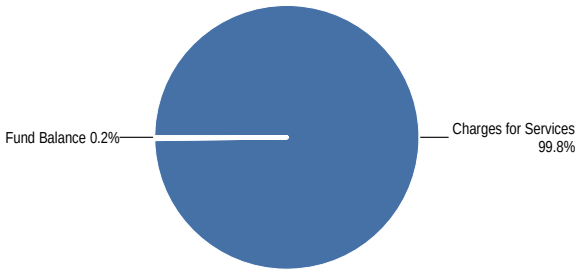
Unit Description

This unit is a component of the Internal Service Fund that contains other miscellaneous benefit programs such as the Alternate Benefit Option (ABO) and Dependent Care Assistance Plan (DECAP). Contributions are calculated on a cost recovery basis through charges apportioned to 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.

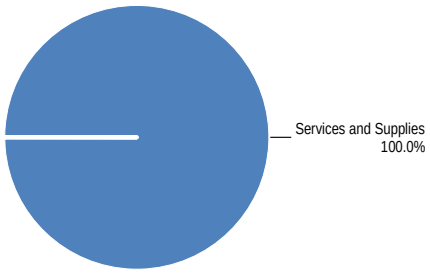
OPEB

(Unit 8419— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,604,000	0	0	0	0	0
Services and Supplies	19,795	2,620,000	2,620,000	4,301,711	4,301,711	1,681,711
Subtotal	$2,623,795	$2,620,000	$2,620,000	$4,301,711	$4,301,711	1,681,711

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	18,231	0	0	1,800	1,800	1,800
Charges for Services	2,624,001	2,620,000	2,620,000	4,291,000	4,291,000	1,671,000
Subtotal	$2,642,232	$2,620,000	$2,620,000	$4,292,800	$4,292,800	1,672,800
Fund Balance	(18,437)	0	0	8,911	8,911	8,911
Total Source of Funds	$2,623,795	$2,620,000	$2,620,000	$4,301,711	$4,301,711	1,681,711

Unit Description

The Other Post Employment Benefits (OPEB) Internal Service Fund (ISF) was established to segregate pre-funded costs from other miscellaneous benefits. OPEB in Monterey County is limited to the State mandated amount that the County pays for retirees' health care including payments for current retirees, and Board of Supervisors' authorized pre-funding of benefits costs for future retirees. Bi-annual actuarial analyses are performed which determine the County's annual contribution. This annual amount is charged to County departments and transmitted to the California Employers' Retirement Trust (CERBT) for investment purposes. Other costs are charged to the ISF and recovered from departments.

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, Urban Standing Committee and the Housing Advisory Committee.

Programs and Functions:

The Economic Development Department has three divisions:

Economic Development: EDD staff works with the Economic Opportunity Committee (EOC) in expanding the vitality of four key economic areas that include but are not limited to Agriculture, Education, Military/Research, and Tourism. The Division also provides small business assistance and manages the Revolving Loan Fund (RLF) Program, Business Retention & Expansion (BR&E) Program, business attraction programs and special projects assigned by the Board of Supervisors.

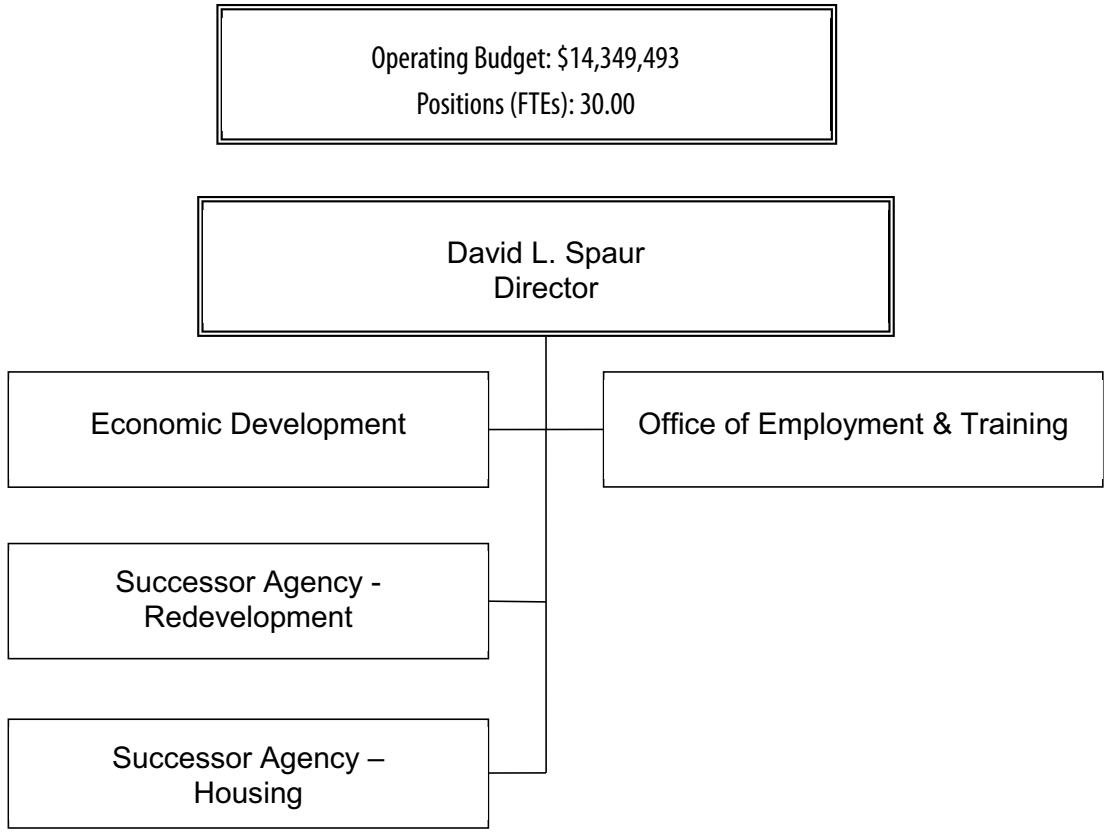
Housing Division: EDD manages the County's Inclusionary Housing Program, Affordable Housing Program, Post-Redevelopment Successor Agency projects, and the Community Development Block Grant Program (Urban County Block Grant Program).

Office of Employment Training (OET): 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.

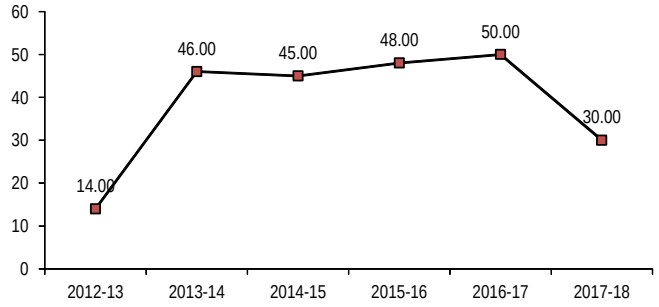
Department's Contributions to Monterey County's Strategic Initiatives:

ECONOMIC DEVELOPMENT, ADMINISTRATION, HEALTH AND HUMAN SERVICES, INFRASTRUCTURE, PUBLIC SAFETY

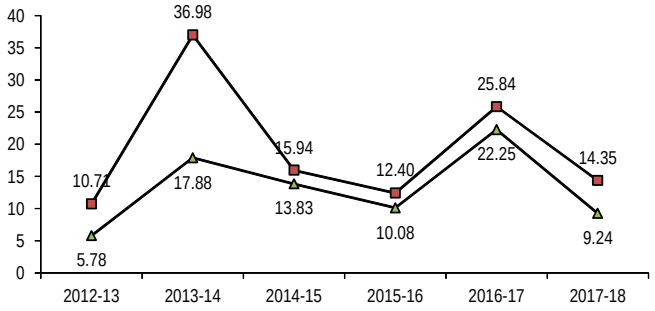
The Economic Development Department is in operational alignment with all of the Board Strategic Initiatives by promoting economic and community development efforts that support affordable housing opportunities, provide small business assistance, implement workforce-training initiatives and develop new job opportunities that lead to employment, which increase the economic vitality of the County.



Staffing Trends



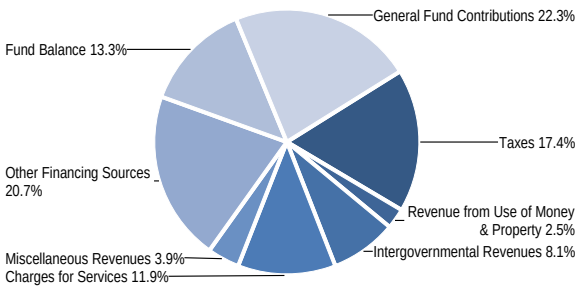
Expenditure/Revenue History (in millions)



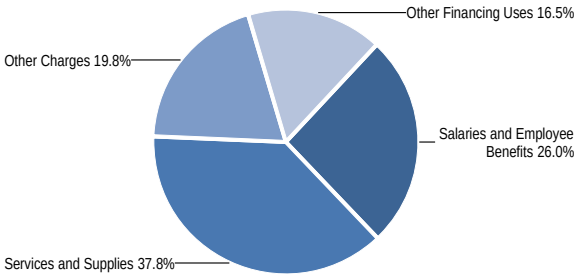
Major areas of focus and Key Performance indicators include internal as well as external infrastructure development, in the Major Program areas: Economic Development, Housing, Workforce. The Department's primary areas of performance include the following Key Performance Measures:

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent of Strategic Initiatives alignment and implementation completed. Target =100%	100%	100%	50%
Number of Business Retention & Expansion interviews completed. Target = 100%	100%	50%	75%
Number of Incusionary Housing Units monitored (first time homebuyer, Neighborhood Stabilization Program, Home Rehabilitation). Target = 80%	77%	64%	70%
Number of individuals who entered employment through job placement services. Target = 100%	322	164	186
Percent of Workforce Innovation and Opportunity Act (WIOA) participants completing the program. Target = 100%	98%	94%	94%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,222,036	5,738,329	5,659,316	4,622,601	3,723,866	(2,014,463)
Services and Supplies	5,558,087	14,397,458	14,547,279	5,439,160	5,421,574	(8,975,884)
Other Charges	1,616,131	2,660,053	4,574,320	3,304,091	2,834,053	174,000
Other Financing Uses	7,296	2,406,323	1,061,523	2,370,000	2,370,000	(36,323)
Subtotal	$12,403,550	$25,202,163	$25,842,438	$15,735,852	$14,349,493	(10,852,670)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	1,000	2,624,247	1,625,000	2,500,000	2,500,000	(124,247)
Revenue from Use of Money & Property	327,488	6,228,416	8,653,357	355,208	355,208	(5,873,208)
Intergovernmental Revenues	7,641,079	8,188,674	8,473,568	1,156,760	1,156,760	(7,031,914)
Charges for Services	947,925	1,046,500	1,401,000	1,704,500	1,704,500	658,000
Miscellaneous Revenues	354,839	1,478,815	1,435,697	562,428	562,428	(916,387)
Other Financing Sources	812,404	1,029,360	661,807	2,964,844	2,964,844	1,935,484
Subtotal	$10,084,736	$20,596,012	$22,250,429	$9,243,740	$9,243,740	(11,352,272)
Fund Balance	(793,985)	1,264,363	250,166	2,727,474	1,902,486	638,123
General Fund Contributions	$3,111,016	$3,341,788	$3,341,843	$3,764,638	$3,203,267	(138,521)
Total Source of Funds	$12,401,767	$25,202,163	$25,842,438	$15,735,852	$14,349,493	(10,852,670)

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Economic Development Department (EDD) is $14,349,493. This is $10.9 million less than the FY 2016-17 Adopted Budget. Approximately $5 million of the reduction is due to the Workforce Development Board reorganized into the County Administrative Office. In addition, the Recommended Budget does not include the one-time bond issuance for the East Garrison Public Financing Authority in FY 2016-17.

Revenue is anticipated at $9,243,740, which is $11.4 million less than the prior year. This is also due to the change with Workforce Development Board (WDB) and the East Garrison Public Financing Authority, along with decreases in federal funding for the Community Development Grant and the Office of Employment Training Grant. The loss of federal funding for the Office of Employment Training results in a reduction of seven positions for FY 2017-18.

Budget Impacts

The United States Department of Labor's decision to cut grant funding results in a funding gap for the County's EDD and an anticipated reduction of seven filled positions. In addition, recent bargaining agreements, as well as increases in employee health insurance, obligations to the Public Employees' Retirement System (PERS), and additional cost plan charges erode budgetary flexibility for any special projects, memberships and subscriptions.

Department Operational Accomplishments

ECONOMIC DEVELOPMENT: Staffed the Board's Economic Opportunity Committee and Housing Advisory Committee.

Completed an innovative Hospitality Industry Business, Retention and Expansion (BR&E) Project, which was undertaken with the Hospitality Industry to develop and prototype a digital infographic to attract entry-level employees to consider the Hospitality Industry as a career option. The prototype was completed and is designed to assist the Hospitality Industry with their hiring needs.

Merged two Revolving Loan Fund (RLF) portfolios, approved by Economic Development Administration (EDA), which freed up approximately $400,000 of Community Development Block Grant (CDBG) funding for other CDBG eligible projects including Americans with Disability Act improvements at Schilling Place.

Continued to develop new business lending opportunities, through the Business, Retention and Expansion (BR&E) Program, for small businesses to utilize the Revolving Loan (RLF) Program.

Improved the Department's website, which includes new features to access information and navigate the website through the use of cutting-edge infographics, videos and interactive maps/data and statistical information portals.

Executed an Agreement with the Monterey County Vintners and Growers Association for Marketing and Promotional Services to increase tourism and generate increases in County revenues in the Salinas Valley.

HOUSING: Executed an Agreement with the City of Salinas for the Farmworker Housing Study. The Agreement authorizes a consultant to conduct a Regional Farmworker Housing Needs Study to develop an Action Plan to address farmworker housing needs.

Partnered with the Cities of Monterey, Salinas, and Seaside and the Housing Authority of the County of Monterey to prepare the Assessment of Fair Housing of Monterey County for submittal to Housing Urban Development (HUD).

Partnered with Resource Management Agency (RMA) to craft the Inclusionary Housing Condition of Approval for the Rancho Canada Village Specific Plan and the Carmel Rio Road proposal.

Completed all environmental reviews and entered into contracts for the implementation of programs and projects in the HUD Urban County for FY 2016-17, and continue to oversee/monitor/fund the activities including quarterly reporting to HUD.

Reported on FY 2015-16 activities HUD and filed the Consolidated Annual Performance and Evaluation Report (CAPER) with Board acceptance.

Completed three projects and eight service programs through the Urban County in conjunction with the Cities of Gonzales and Greenfield.

Completed the monitoring of 306 ownership housing units for owner-occupancy, which is required for homeowners to remain in compliance with conditions set by the County's affordable housing programs under the home purchases: 1) Inclusionary Housing Program, 2) First Time Home Buyer, 3) Neighborhood Stabilization Program (NSP), and 4) Home Rehabilitation loan programs.

Completed the monitoring of 404 rental units that are managed under Inclusionary rental deed restriction agreements.

Completed the transactions of nine re-finances and two re-sales, under the Inclusionary Home Ownership Program.

Completed the transactions of two re-finances and the pay off of two loans, under the County's First Time Home Buyer Loan Program.

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

OFFICE OF EMPLOYMENT TRAINING (OET): Continued to provide a comprehensive workforce development system to better serve its Adult and Youth participants, and help get job seekers of Monterey County back to work. As of January 31, 2017, OET in collaboration with others partners within the America's Job Center of California (AJCC) has served 2,800 Adult job seekers and 101 youth participants.

OET continued to serve hard-to-place individuals facing very difficult life-situations. The client populations served were the unemployed, underemployed, the working-poor, individuals in homeless situations, and the incumbent workers. The target populations served, included but were not limited to Veterans (and spouses), individuals on public assistance or low-income, individuals with basic skills deficiencies (including English as a Second Language).

The job seekers were provided quality case management and connection to activities, including occupational skills for jobs in the following sectors: Agriculture, Manufacturing, Hospitality and Tourism, Healthcare and Retail. These services and activities increased clients' employment, retention and earnings capacity.

Department Operational Goals

Support the workforce strategy that creates pathways of economic opportunity and prosperity for residents. Align with strategic partners, public and private, in order to strengthen economic development efforts and provide support and resources to enhance the County's collaboration.

Evaluate return on investment of County funds expended on economic development efforts.

Enter into a Memorandum of Understanding (MOU) between the County and cities to partner with each city to improve business retention, expansion and attraction.

Develop an implementation plan for a multi-department countywide economic development strategy.

Continue to partner with the Economic Opportunity Committee working groups to implement the Economic Development Strategic Plan for the County of Monterey and the Comprehensive Economic Development Strategy (CEDS) with a focus on the following economic base industries or "Pillar" industry groups: 1) Agriculture, 2) Education, 3) Military Support, 4) Research (primarily Marine and Water Technology), 5) Tourism and continue existing Small Business assistance, expansion and funding services.

Promote both affordable and market rate housing projects in both the unincorporated areas of the County as well as the cities in order to attract new business.

Oversee the Inclusionary Housing Program, including new housing projects, re-financing, resale and monitoring of existing units. Work in partnership with RMA to provide input on new housing projects.

Implement efforts to secure financial resources for community and Economic Development efforts to replace the loss of Redevelopment tax increment revenue.

Provide loans to existing and start-up small businesses, supporting the creation of new jobs in the region.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Development Set-Aside (DEO019)	1,862,606	1,875,396	1,875,396	1,888,186	1,875,396	0	001	8043
Revolving Loan Program (DEO020)	47,656	900,250	65,500	900,250	900,250	0	011	8044
Community Development Reuse (DEO003)	214,123	4,150	254,290	3,000	3,000	(1,150)	013	8199
Community Development Grant (DEO003)	1,874,579	1,850,643	1,829,043	1,168,660	1,168,660	(681,983)	013	8200
Boronda Housing Set Aside (DEO013)	1	10,004	4	10,004	10,004	0	176	8202
Castroville/Pajaro Housing Set Aside (DEO012)	110,803	650,390	206,040	857,696	857,696	207,306	175	8203
Inclusionary Housing (DEO002)	18,761	586,680	586,680	741,700	741,700	155,020	009	8208
Economic Development Administration (DEO001)	1,254,112	1,466,392	1,466,447	1,876,452	1,327,871	(138,521)	001	8221
E Garrison Public Financing Authority (DEO021)	31,208	6,629,727	9,396,727	705,744	705,744	(5,923,983)	180	8406
Castroville/Pajaro Project (DEO023)	37,291	250,100	0	0	0	(250,100)	406	8421
Fort Ord Project (DEO024)	16,295	91,000	0	550,000	550,000	459,000	406	8422
East Garrison Project (DEO025)	67,638	2,374,247	1,626,000	2,251,000	2,251,000	(123,247)	406	8423
Office of Employment Training (DEO026)	6,646,611	7,908,384	7,854,811	3,489,832	2,664,844	(5,243,540)	007	8427
East Garrison Community Services District (DEO027)	9,746	258,800	336,500	925,000	925,000	666,200	181	8428
East Garrison Development Reimbursement (DEO028)	212,118	346,000	345,000	368,328	368,328	22,328	182	8431
Subtotal	$12,403,550	$25,202,163	$25,842,438	$15,735,852	$14,349,493	(10,852,670)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Development Set-Aside	1,862,606	1,875,396	1,875,396	1,888,186	1,875,396	0
Revolving Loan Program	47,656	900,250	65,500	900,250	900,250	0
Community Development Reuse	214,123	4,150	254,290	3,000	3,000	(1,150)
Community Development Grant	1,874,579	1,850,643	1,829,043	1,168,660	1,168,660	(681,983)
Boronda Housing Set Aside	1	10,004	4	10,004	10,004	0
Castroville/Pajaro Housing Set Aside	110,803	650,390	206,040	857,696	857,696	207,306
Inclusionary Housing	18,761	586,680	586,680	741,700	741,700	155,020
Economic Development Administration	1,254,112	1,466,392	1,466,447	1,876,452	1,327,871	(138,521)
Castroville/Pajaro Project	37,291	250,100	0	0	0	(250,100)
Fort Ord Project	16,295	91,000	0	550,000	550,000	459,000
East Garrison Project	67,638	2,374,247	1,626,000	2,251,000	2,251,000	(123,247)
E Garrison Public Financing Authority	31,208	6,629,727	9,396,727	705,744	705,744	(5,923,983)

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
East Garrison Community Services District	9,746	258,800	336,500	925,000	925,000	666,200
East Garrison Development Reimbursement	212,118	346,000	345,000	368,328	368,328	22,328
Office of Employment Training	6,646,611	7,908,384	7,854,811	3,489,832	2,664,844	(5,243,540)
Subtotal	$12,403,550	$25,202,163	$25,842,438	$15,735,852	$14,349,493	(10,852,670)

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A31	ECONOMIC DEVELOPMENT DIRECTOR	1.00	1.00	1.00	0.00
12E16	WIB EXECUTIVE DIRECTOR	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	4.00	4.00	1.00	-3.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	1.00	-1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	0.00	-1.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	0.00	-1.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	1.00	1.00	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	2.00	2.00	2.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	0.00	-1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	18.00	18.00	15.00	-3.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	5.00	5.00	3.00	-2.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	3.00	3.00	1.00	-2.00
60I02	PROGRAM MANAGER II	1.00	1.00	0.00	-1.00
80A32	SENIOR SECRETARY	2.00	2.00	1.00	-1.00
80E21	OFFICE ASSISTANT II	1.00	1.00	0.00	-1.00
80E22	OFFICE ASSISTANT III	2.00	2.00	1.00	-1.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	0.00	-1.00
	Total	48.00	50.00	30.00	-20.00

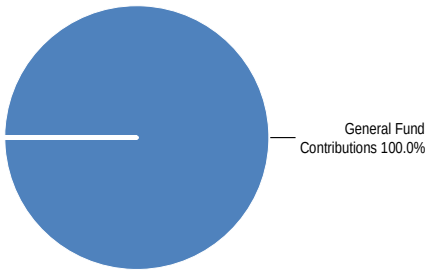
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1070	1070-8221-001-AUG1	AUG-Acct Tech	Not Mandated-New Program/Svc	48,581	1.00	0	0.00
1070	1070-8427-007-AUG3	AUG-Non Grant Exp	Outside Fund Request	14,834	0.00	0	0.00
1070	1070-8043-001-AUG2	AUG-MCBC	New Prog/Svc w/ Outside funding	12,790	0.00	0	0.00
1070	1070-8427-007-AUG4	AUG-Adult/Dislocated Workers	Lost State/Federal Funding	810,154	7.00	0	0.00
1070	1070-8221-001-AUG6	AUG-Housing Trust	Not Mandated-New Program/Svc	500,000	0.00	0	0.00
			Grand Total	**$1,386,359**	**8.00**	**$0**	**0.00**

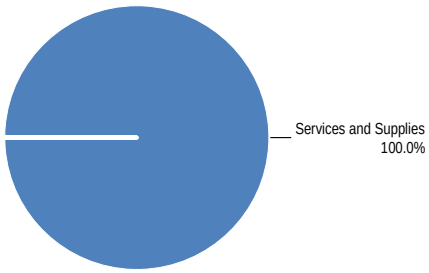
Development Set-Aside

(Unit 8043— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	1,862,606	1,875,396	1,875,396	1,888,186	1,875,396	0
Subtotal	$1,862,606	$1,875,396	$1,875,396	$1,888,186	$1,875,396	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$1,862,606	$1,875,396	$1,875,396	$1,888,186	$1,875,396	0
Total Source of Funds	$1,862,606	$1,875,396	$1,875,396	$1,888,186	$1,875,396	0

Unit Description

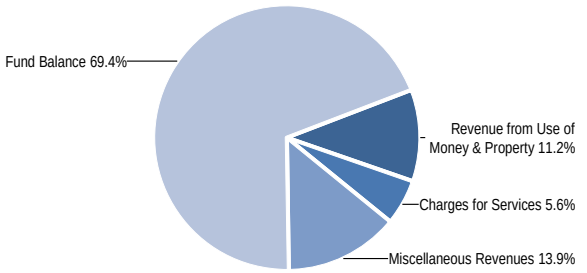
The Development Set-Aside (DSA) unit provides funding for economic development, tourism development, and cultural arts programs in Monterey County that strengthen and broaden the County's economic base. The Board of Supervisors designated the Arts Council of Monterey County, the Monterey County Convention and Visitors Bureau (MCCVB), the Monterey County Film Commission (MCFC), and the Monterey County Business Council to implement specific aspects of the DSA program, which includes work plans, budgets and performance reports.

The Arts Council provides cultural arts programs throughout the County. The MCCVB implements a destination-marketing program to attract new and repeat visitors to Monterey County. The MCFC markets the County as an ideal location for filming commercials, made-for-TV movies, feature films, and still catalogs. The Monterey County Business Council facilitates implementation of the Competitive Clusters project.

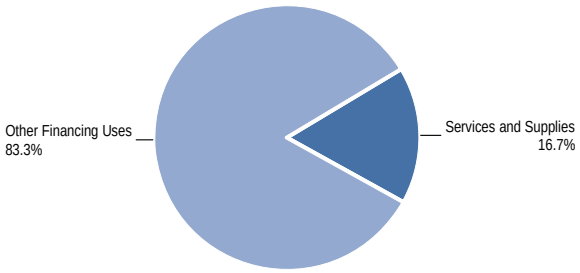
Revolving Loan Program

(Unit 8044— Fund 011)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	47,344	150,000	65,000	150,000	150,000	0
Other Charges	312	250	500	250	250	0
Other Financing Uses	0	750,000	0	750,000	750,000	0
Subtotal	$47,656	$900,250	$65,500	$900,250	$900,250	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	56,590	100,300	40,553	100,400	100,400	100
Charges for Services	0	50,000	25,000	50,000	50,000	0
Miscellaneous Revenues	4,131	125,000	18	125,000	125,000	0
Other Financing Sources	291,818	0	0	0	0	0
Subtotal	$352,540	$275,300	$65,571	$275,400	$275,400	100
Fund Balance	(304,884)	624,950	(71)	624,850	624,850	(100)
Total Source of Funds	$47,656	$900,250	$65,500	$900,250	$900,250	0

Unit Description

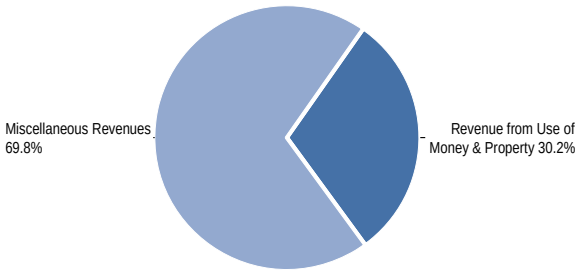
This unit was established for the reuse of grant funds in the form of loans that are repaid. It currently includes the County's Small Business Revolving Loan Fund (RLF), which supports the expansion, retention, and attraction of small business, commerce, industry and agriculture in Monterey County.

The 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.

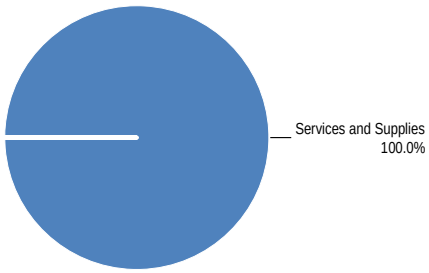
Community Development Reuse

(Unit 8199— Fund 013)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	2,569	4,150	4,290	3,000	3,000	(1,150)
Other Charges	211,554	0	250,000	0	0	0
Subtotal	$214,123	$4,150	$254,290	$3,000	$3,000	(1,150)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	32,088	7,500	43,000	13,000	13,000	5,500
Miscellaneous Revenues	839	34,000	110,000	30,000	30,000	(4,000)
Subtotal	$32,927	$41,500	$153,000	$43,000	$43,000	1,500
Fund Balance	181,196	(37,350)	101,290	(40,000)	(40,000)	(2,650)
Total Source of Funds	$214,123	$4,150	$254,290	$3,000	$3,000	(1,150)

Unit Description

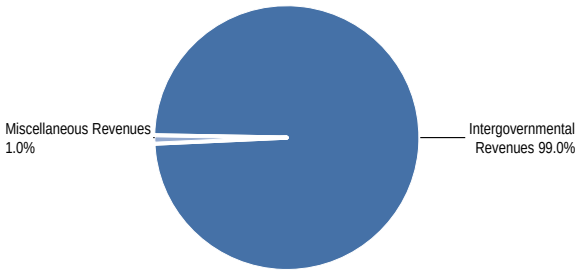
This unit provides for the reuse of payments on loans that were originally funded by State Community Development Block Grant (CDBG) and HOME Investment Partnership program funds.

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.

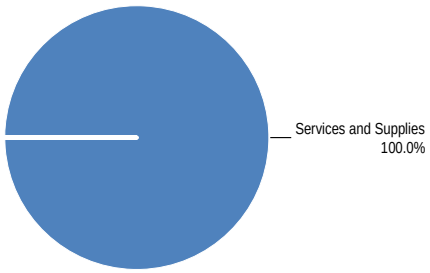
Community Development Grant

(Unit 8200— Fund 013)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	1,874,579	1,850,643	1,829,043	1,168,660	1,168,660	(681,983)
Subtotal	$1,874,579	$1,850,643	$1,829,043	$1,168,660	$1,168,660	(681,983)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	0	4,160	0	0	0	(4,160)
Intergovernmental Revenues	1,530,343	1,289,006	1,289,006	1,156,760	1,156,760	(132,246)
Miscellaneous Revenues	53,000	504,477	540,037	11,900	11,900	(492,577)
Subtotal	$1,583,343	$1,797,643	$1,829,043	$1,168,660	$1,168,660	(628,983)
Fund Balance	291,236	53,000	0	0	0	(53,000)
Total Source of Funds	$1,874,579	$1,850,643	$1,829,043	$1,168,660	$1,168,660	(681,983)

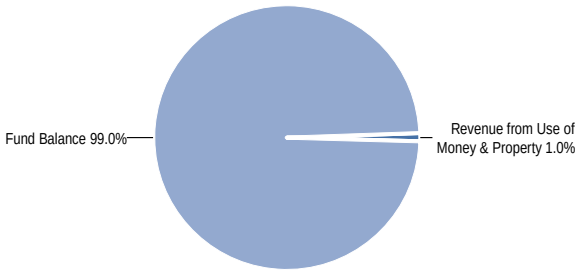
Unit Description

The Community Development Grant unit provides for community and economic development projects funded through federal Community Development Block Grants (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.

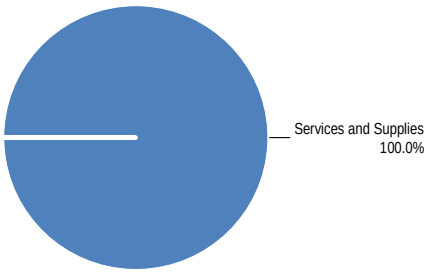
Boronda Housing Set Aside

(Unit 8202— Fund 176)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	1	10,004	4	10,004	10,004	0
Subtotal	$1	$10,004	$4	$10,004	$10,004	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	93	60	120	100	100	40
Subtotal	$93	$60	$120	$100	$100	40
Fund Balance	(92)	9,944	(116)	9,904	9,904	(40)
Total Source of Funds	$1	$10,004	$4	$10,004	$10,004	0

Unit Description

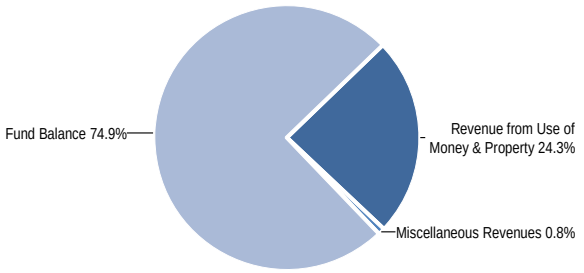
The Castroville/Pajaro Housing Set-Aside unit was established to facilitate the provision of affordable housing to very low, low and moderate-income families within the Castroville/Pajaro Redevelopment Project Area. In accordance with Redevelopment Law, all funds deposited into the Housing Set-Aside Fund were to be used to increase the supply or improve the condition of very low, low, and moderate-income housing.

Since the State's dissolution of Redevelopment Agencies and the loss of funds, the County took required action to become the Housing Successor Agency. Any repayment of loans can be used to reinvest in housing.

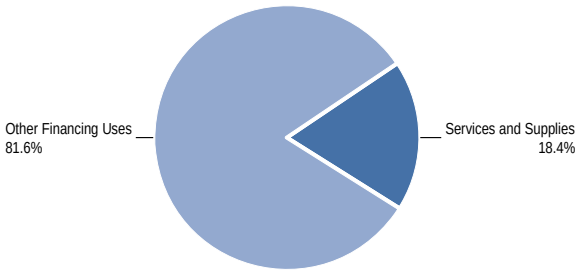
Castroville/Pajaro Housing Set Aside

(Unit 8203— Fund 175)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	110,803	200,390	206,040	157,696	157,696	(42,694)
Other Financing Uses	0	450,000	0	700,000	700,000	250,000
Subtotal	$110,803	$650,390	$206,040	$857,696	$857,696	207,306

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	188,465	204,800	204,800	208,000	208,000	3,200
Charges for Services	61,931	8,000	4,000	0	0	(8,000)
Miscellaneous Revenues	12,644	7,200	7,200	7,200	7,200	0
Subtotal	$263,040	$220,000	$216,000	$215,200	$215,200	(4,800)
Fund Balance	(152,237)	430,390	(9,960)	642,496	642,496	212,106
Total Source of Funds	$110,803	$650,390	$206,040	$857,696	$857,696	207,306

Unit Description

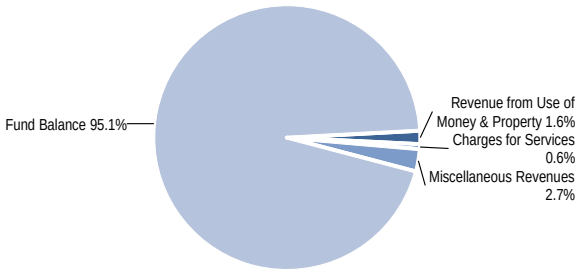
The Boronda Housing Set-Aside provided Redevelopment funding for the provision of affordable housing to low and moderate-income families within the Boronda Redevelopment Project Area. In accordance with State law, all funds deposited into the Housing Set-Aside Fund were used to increase the supply or 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.

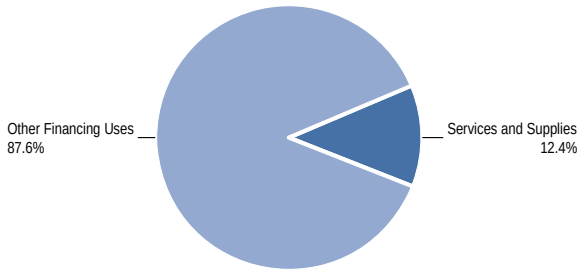
Inclusionary Housing

(Unit 8208— Fund 009)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	18,758	66,680	66,680	91,700	91,700	25,020
Other Charges	3	0	0	0	0	0
Other Financing Uses	0	520,000	520,000	650,000	650,000	130,000
Subtotal	$18,761	$586,680	$586,680	$741,700	$741,700	155,020

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	12,368	12,000	14,000	12,000	12,000	0
Intergovernmental Revenues	(41)	0	0	0	0	0
Charges for Services	107,142	4,500	100,000	4,500	4,500	0
Miscellaneous Revenues	35	425,000	425,000	20,000	20,000	(405,000)
Subtotal	$119,504	$441,500	$539,000	$36,500	$36,500	(405,000)
Fund Balance	(100,743)	145,180	47,680	705,200	705,200	560,020
Total Source of Funds	$18,761	$586,680	$586,680	$741,700	$741,700	155,020

Unit Description

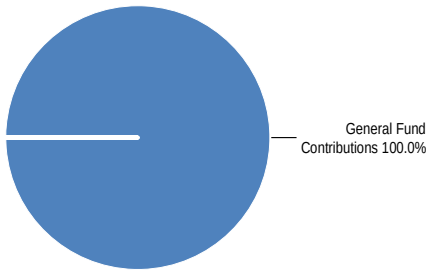
The Inclusionary Housing Program was established through an Ordinance adopted by the Board of Supervisors in FY 1979-80. The Ordinance has been amended several times, most recently in 2011. The purpose of the Inclusionary Housing Fund is to facilitate development of housing for low and moderate income 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.

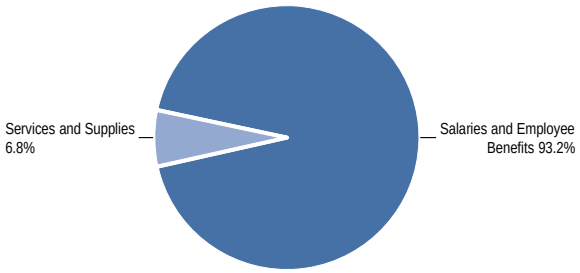
Economic Development Administration

(Unit 8221— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,170,538	1,251,432	1,172,419	1,392,092	1,303,511	52,079
Services and Supplies	226,080	268,857	291,013	95,801	95,801	(173,056)
Other Charges	(149,801)	(61,193)	(4,281)	388,559	(71,441)	(10,248)
Other Financing Uses	7,296	7,296	7,296	0	0	(7,296)
Subtotal	$1,254,112	$1,466,392	$1,466,447	$1,876,452	$1,327,871	(138,521)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$1,254,112	$1,466,392	$1,466,447	$1,876,452	$1,327,871	(138,521)
Total Source of Funds	$1,254,112	$1,466,392	$1,466,447	$1,876,452	$1,327,871	(138,521)

Unit Description

This unit contains the staff and administrative costs of the Economic Development Division and Housing Divisions listed under this Department while the Office of Employment and Training are listed under their own budget unit. Staff within this unit is responsible for the County's affordable and inclusionary housing programs, community development, economic development, grants, and loans. Other responsibilities include staffing for the Economic Opportunity Committee, Administrative Committee and the Development Set-Aside funding for the Housing Advisory Committee and Urban County Committee.

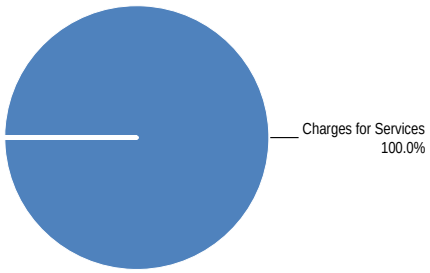
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A31	ECONOMIC DEVELOPMENT DIRECTOR	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
14M22	HOUSING PROGRAM MANAGER	1.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	2.00
80A32	SENIOR SECRETARY	1.00
	Total	9.00

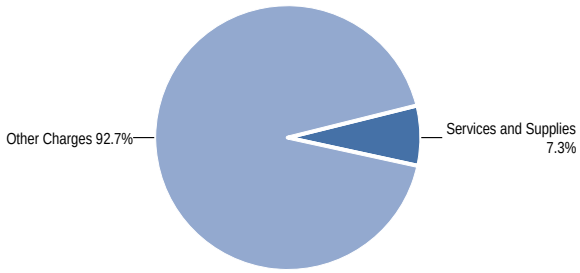
E Garrison Public Financing Authority

(Unit 8406— Fund 180)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	31,208	5,821,000	8,513,000	51,500	51,500	(5,769,500)
Other Charges	0	450,000	525,000	654,244	654,244	204,244
Other Financing Uses	0	358,727	358,727	0	0	(358,727)
Subtotal	$31,208	$6,629,727	$9,396,727	$705,744	$705,744	(5,923,983)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	6,135	5,701,502	8,330,000	0	0	(5,701,502)
Charges for Services	415,445	600,000	632,000	850,000	850,000	250,000
Miscellaneous Revenues	0	10,000	0	0	0	(10,000)
Subtotal	$421,580	$6,311,502	$8,962,000	$850,000	$850,000	(5,461,502)
Fund Balance	(390,371)	318,225	434,727	(144,256)	(144,256)	(462,481)
Total Source of Funds	$31,209	$6,629,727	$9,396,727	$705,744	$705,744	(5,923,983)

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.

Castroville/Pajaro Project

(Unit 8421— Fund 406)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	37,253	250,000	0	0	0	(250,000)
Other Charges	38	100	0	0	0	(100)
Subtotal	$37,291	$250,100	$0	$0	$0	(250,100)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	0	250,000	0	0	0	(250,000)
Revenue from Use of Money & Property	6,526	11,522	0	0	0	(11,522)
Miscellaneous Revenues	7,992	18,696	0	0	0	(18,696)
Subtotal	$14,518	$280,218	$0	$0	$0	(280,218)
Fund Balance	22,773	(30,118)	0	0	0	30,118
Total Source of Funds	$37,291	$250,100	$0	$0	$0	(250,100)

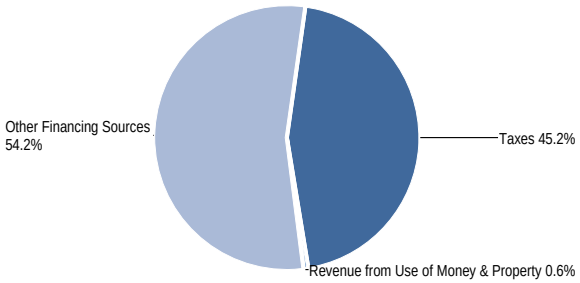
Unit Description

This Unit provided for administration and implementation of the Castroville/Pajaro Redevelopment Plan. On February 1, 2012 all redevelopment agencies in the State were dissolved. The State Department of Finance accepted two ongoing projects in Castroville/Pajaro. These projects are now closed.

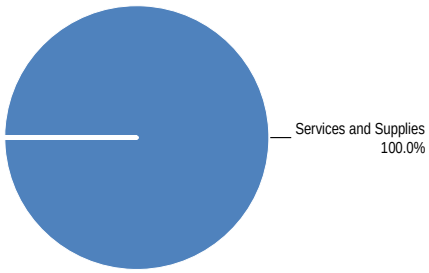
Fort Ord Project

(Unit 8422— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	5,300	0	0	550,000	550,000	550,000
Other Charges	10,995	91,000	0	0	0	(91,000)
Subtotal	$16,295	$91,000	$0	$550,000	$550,000	459,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	0	0	0	250,000	250,000	250,000
Revenue from Use of Money & Property	18,922	183,120	0	3,200	3,200	(179,920)
Other Financing Sources	0	0	0	300,000	300,000	300,000
Subtotal	$18,922	$183,120	$0	$553,200	$553,200	370,080
Fund Balance	(2,626)	(92,120)	0	(3,200)	(3,200)	88,920
Total Source of Funds	$16,296	$91,000	$0	$550,000	$550,000	459,000

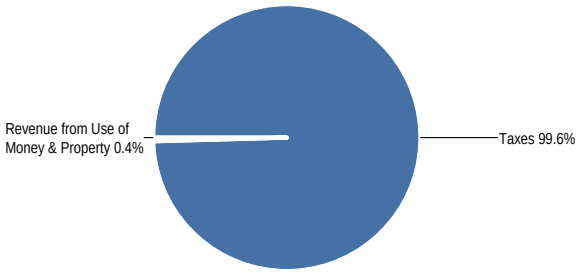
Unit Description

On February 1, 2012, all redevelopment agencies in the State were dissolved. The County took required actions to elect to be the Successor Agency and Housing Successor Agency. An Oversight Board was created and Recognized Obligation Payment Schedules (ROPS) have been prepared and submitted to the State Department of Finance (DOF) as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former Resource Management Agency (RDA) to determine the fund balances that are available to be distributed to the taxing entities.

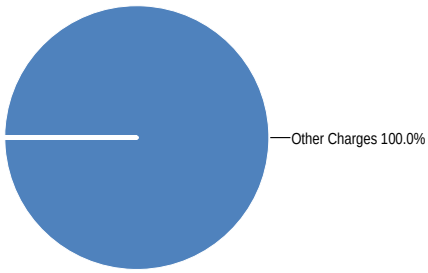
East Garrison Project

(Unit 8423— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	67,005	2,374,247	0	0	0	(2,374,247)
Other Charges	633	0	1,626,000	2,251,000	2,251,000	2,251,000
Subtotal	$67,638	$2,374,247	$1,626,000	$2,251,000	$2,251,000	(123,247)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	1,000	2,374,247	1,625,000	2,250,000	2,250,000	(124,247)
Revenue from Use of Money & Property	6,175	3,264	12,244	9,868	9,868	6,604
Subtotal	$7,175	$2,377,511	$1,637,244	$2,259,868	$2,259,868	(117,643)
Fund Balance	60,464	(3,264)	(11,244)	(8,868)	(8,868)	(5,604)
Total Source of Funds	$67,639	$2,374,247	$1,626,000	$2,251,000	$2,251,000	(123,247)

Unit Description

East Garrison Capital Fund provides appropriation and financing for projects, programs and administrative functions within the East Garrison portion of the Fort Ord Redevelopment Project Area. Under a Development and Disposition and Reimbursement Agreement (DDA) with the developer, costs incurred in this fund are reimbursable by the developer and are to be paid by property tax generated from the project.

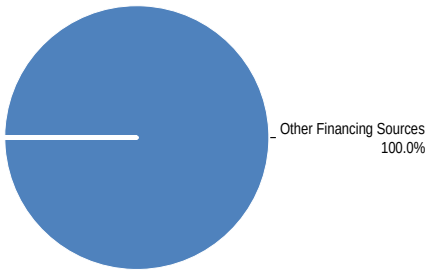
On February 1, 2012, all redevelopment agencies in the State were dissolved. The County took required actions to elect to be the Successor Agency and Housing Successor Agency. An Oversight Board was created and periodic Recognized Obligation Schedules (ROPS) are prepared and submitted to the State DOF as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former Resource Management Agency (RDA) to determine the fund balances that are available to be distributed to the taxing entities.

The State DOF has accepted the East Garrison DDA as an enforceable obligation under the RDA Dissolution Act which allows the Successor Agency to use what would have been tax increment funds to continue to implement the project, although this obligation is subject to periodic review until a "Final and Conclusive Determination" for the DDA is approved by the DOF.

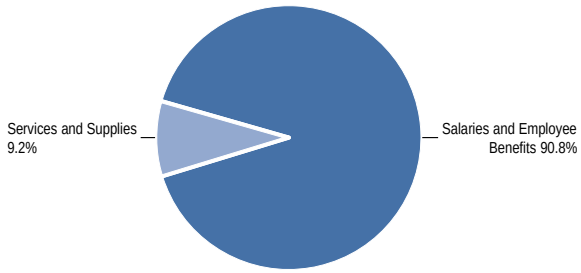
Office of Employment Training

(Unit 8427— Fund 007)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	4,051,498	4,486,897	4,486,897	3,230,509	2,420,355	(2,066,542)
Services and Supplies	1,052,825	1,153,591	1,190,813	249,285	244,489	(909,102)
Other Charges	1,542,288	2,179,896	2,177,101	10,038	0	(2,179,896)
Other Financing Uses	0	88,000	0	0	0	(88,000)
Subtotal	$6,646,611	$7,908,384	$7,854,811	$3,489,832	$2,664,844	(5,243,540)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	(363)	0	0	0	0	0
Intergovernmental Revenues	6,110,777	6,899,668	7,184,562	0	0	(6,899,668)
Charges for Services	9,926	0	0	0	0	0
Miscellaneous Revenues	2,338	8,442	8,442	0	0	(8,442)
Other Financing Sources	520,586	1,029,360	661,807	2,664,844	2,664,844	1,635,484
Subtotal	$6,643,265	$7,937,470	$7,854,811	$2,664,844	$2,664,844	(5,272,626)
Fund Balance	3,346	(29,086)	0	824,988	0	29,086
Total Source of Funds	$6,646,611	$7,908,384	$7,854,811	$3,489,832	$2,664,844	(5,243,540)

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.

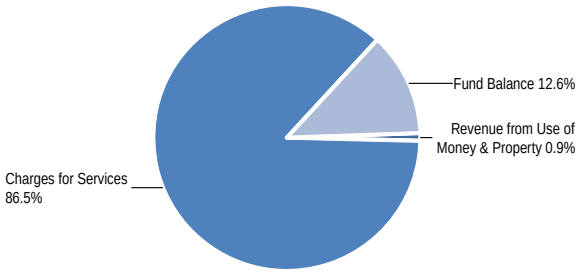
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
20B10	ACCOUNTANT I	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	15.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	3.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	1.00
80E22	OFFICE ASSISTANT III	1.00
	Total	21.00

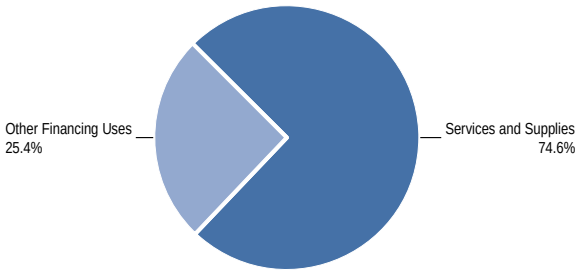
East Garrison Community Services District

(Unit 8428— Fund 181)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	9,637	71,500	194,500	690,000	690,000	618,500
Other Charges	109	0	0	0	0	0
Other Financing Uses	0	187,300	142,000	235,000	235,000	47,700
Subtotal	$9,746	$258,800	$336,500	$925,000	$925,000	666,200

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	3,168	188	8,640	8,640	8,640	8,452
Charges for Services	353,482	384,000	640,000	800,000	800,000	416,000
Subtotal	$356,650	$384,188	$648,640	$808,640	$808,640	424,452
Fund Balance	(346,904)	(125,388)	(312,140)	116,360	116,360	241,748
Total Source of Funds	$9,746	$258,800	$336,500	$925,000	$925,000	666,200

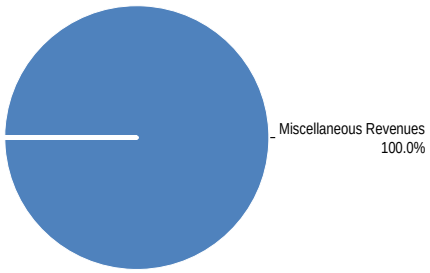
Unit Description

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).

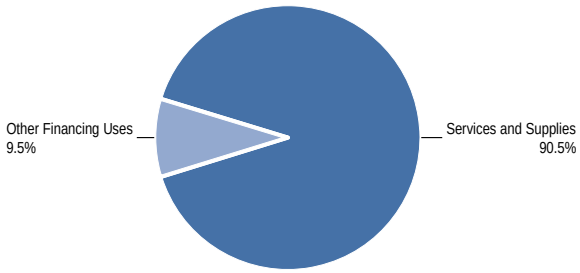
East Garrison Development Reimbursement

(Unit 8431— Fund 182)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	212,118	301,000	311,500	333,328	333,328	32,328
Other Financing Uses	0	45,000	33,500	35,000	35,000	(10,000)
Subtotal	$212,118	$346,000	$345,000	$368,328	$368,328	22,328

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	(1,241)	0	0	0	0	0
Miscellaneous Revenues	268,502	346,000	345,000	368,328	368,328	22,328
Subtotal	$267,261	$346,000	$345,000	$368,328	$368,328	22,328
Fund Balance	(55,143)	0	0	0	0	0
Total Source of Funds	$212,118	$346,000	$345,000	$368,328	$368,328	22,328

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 the Resource Management Agency. These activities are paid from the Developer's deposits and reimbursements, and are expected to be cost neutral to the County.

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Equal Opportunity Office

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Departmental Overview:

The Equal Opportunity Office's (EOO) overarching mission is to promote fairness and equality in all County operations. The EOO achieves its goal by ensuring equal opportunity to County employees, applicants for employment, vendors and those seeking to do business with the County, and recipients of County services. EOO promotes fairness, equality, and equal opportunity regardless of race, color, religion, national origin, ancestry, sex, age, physical or mental disability, veteran status, age, genetic information, marital status, sexual orientation and identity, medical condition, or any other classification protected by federal or state law.

As the Department tasked with promoting fairness and equality, the EOO administers and enforces the County's Equal Opportunity and Non-Discrimination Policy, the Prevention of Sexual Harassment Policy, the Equal Opportunity for Persons with Disabilities and Reasonable Accommodation Policy, and the Diversity Policy.

Department's Contribution to Monterey County's Strategic Initiatives:

ADMINISTRATION

Administration of the County's Equal Opportunity Plan; a comprehensive document that analyzes the County's relevant job market data, as well as the County's employment practices, to identify potential barriers to the participation of women and minorities in all levels of the County's workforce.

Core member of the County's initial Government Alliance on Race & Equity (GARE) team. Assist the County in achieving its goal of governing for racial equity.

ECONOMIC DEVELOPMENT

Administration and enforcement of the Disadvantaged Business Enterprise Program to include minority business enterprises, woman business enterprises, and disabled veteran business enterprises in all aspects of contracting with the County of Monterey.

HEALTH AND HUMAN SERVICES

Provide training that seeks to improve and maintain work satisfaction at a high level.

The EOO's mandatory Prevention of Sexual Harassment Training seeks to create a more respectful and inclusive workplace culture within the County of Monterey.

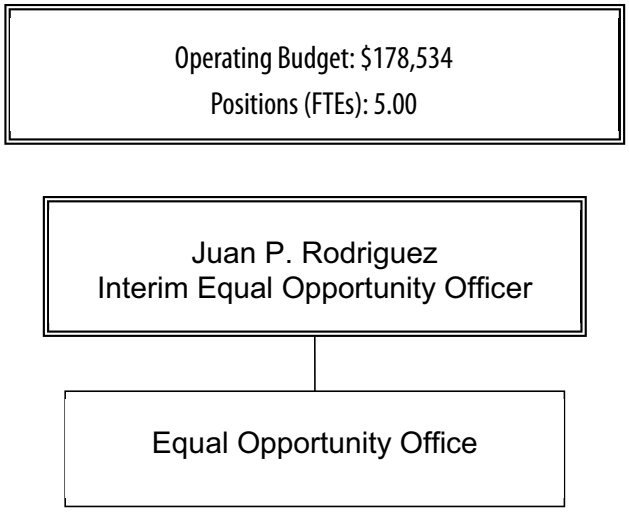
The EOO's Equal Opportunity, Non-Discrimination, and Diversity Training increases participants' cultural awareness, knowledge, and communication between the County family.

INFRASTRUCTURE

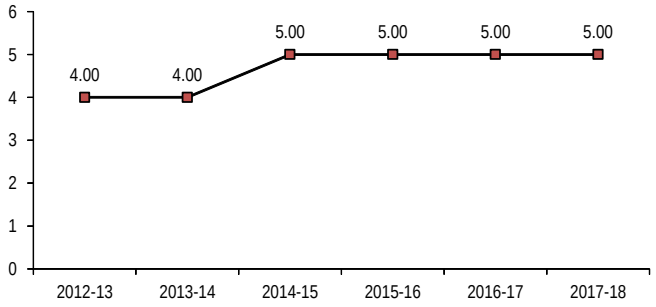
Supports departments tasked with planning and developing sustainable physical infrastructure that improves the quality of life of all residents of Monterey County by focusing on fairness and the equal provision and access to sustainable infrastructure.

PUBLIC SAFETY

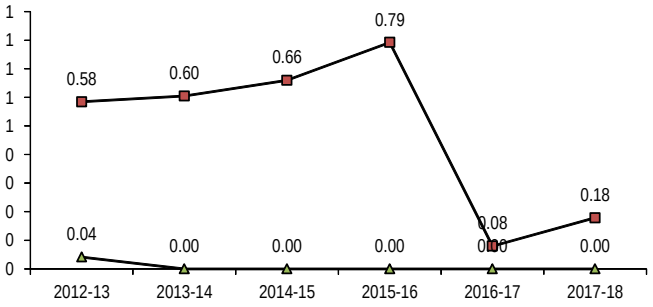
Through Prevention of Sexual Harassment Training, Equal Opportunity, Non-Discrimination, and Diversity Training, and Implicit Bias Training, the EOO supports the County's public safety branches to achieve their goal, while interacting with the public, of creating a safe environment for people to achieve their potential, allowing businesses and communities to thrive and grow.



Staffing Trends



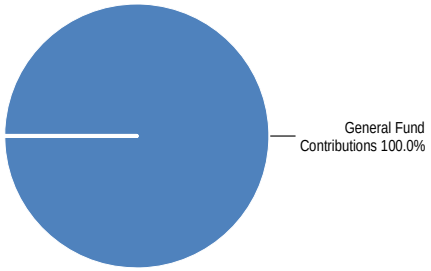
Expenditure/Revenue History (in millions)



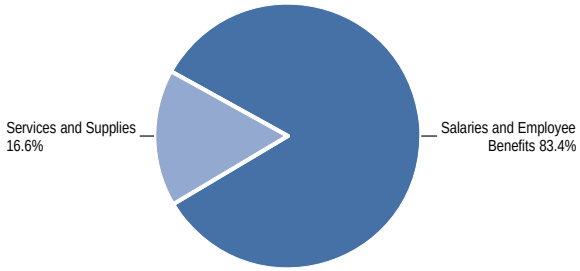
The County is committed to providing a professional work environment that is free from sexual harassment. The Equal Opportunity Office is responsible for ensuring that all employees receive training on the prevention of sexual harassment every two years in accordance with policy.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent of non-management employees completing the Prevention of Sexual Harassment training requirement. Target = 85%	89%	83%	73%
Percent of managers/supervisors completing the Prevention of Sexual Harassment training requirement. Target = 85%	98%	87%	72%
Percent of non-management employees completing the Equal Opportunity and Non-Discrimination and Diversity Training. Target = 25%	N/APP	N/APP	8%
Percent of management employees completing the Equal Opportunity and Non-Discrimination and Diversity Training. Target = 25%	N/APP	N/APP	3%
Average cycle of time for processing and completing complaints of discrimination submitted to the Equal Opportunity Office. Target = Reduce 90 days	N/APP	N/APP	21%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	704,230	718,665	658,665	788,998	788,998	70,333
Services and Supplies	82,940	123,384	188,325	157,096	157,096	33,712
Other Charges	88	(627,353)	(767,560)	(767,560)	(767,560)	(140,207)
Other Financing Uses	4,941	4,941	0	0	0	(4,941)
Subtotal	$792,199	$219,637	$79,430	$178,534	$178,534	(41,103)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	5	0	0	0	0	0
Subtotal	$5	$0	$0	$0	$0	0
General Fund Contributions	$792,194	$219,637	$79,430	$178,534	$178,534	(41,103)
Total Source of Funds	$792,199	$219,637	$79,430	$178,534	$178,534	(41,103)

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Equal Opportunity Office (EOO) includes $178,534 in appropriations financed by General Fund Contributions (GFC). Cost plan recoveries from operating departments fund much of the Office's expenditures. These recoveries increased by $140,207 over the current FY 2016-17 Adopted Budget.

Partially offsetting the cost plan revenues are increased salary and benefit costs. These costs increased $70,333 over the FY 2016-17 Adopted Budget. The increase in salary and benefits results largely from pay raises authorized by recent bargaining agreements, and increased employee benefit costs such as health insurance premiums. The Recommended Budget funds five positions.

Budget Impacts

As a result of the increase in cost plan recoveries, the EOO mitigated the cost increases associated with salary, benefits, and operational needs, thereby preserving current staffing levels. However, the EOO was unable to sustain the Equal Opportunity and Non-Discrimination and Diversity (END) training. Due to this budgetary constraint, EOO staff will continue to conduct END training in-house, with the assistance of County Counsel. The Recommended Budget also does not provide budgetary flexibility for unanticipated expenditures such as those that may result from investigations that must be conducted by an external party.

Department Operational Accomplishments

Provided prevention of sexual harassment training to county employees to fulfill the requirement of Government Code Section 12950.1 and County policy;

Implemented Phase II of the Equal Opportunity, Non-Discrimination, and Diversity training;

Provided online and live training to managers, supervisors, and reasonable accommodation coordinators on accommodating workers with disabilities;

Worked with other departments to ensure compliance with the County's Equal Opportunity Plan in order to achieve a diverse workforce;

Collaborated with Human Resources and other departments to recruit, hire, and retain qualified women and minorities; and,

Continued to work closely with departments to resolve discrimination complaints at the most appropriate level to decrease the number of formal complaints.

Department Operational Goals

Increase training compliance of mandatory Prevention of Sexual Harassment and Equal Opportunity, Non-Discrimination, and Diversity training.

Increase the number of trainings conducted by EOO staff.

Offer a greater number of high quality trainings designed to achieve fairness and equality in all County operations.

Recognizing that prevention is the most efficient way to avoid complaints of discrimination and to achieve fairness and equality in all County operations, the EOO will offer a greater number of high quality trainings designed to improve employees' workplace satisfaction and the County's compliance with federal and state law.

Conduct a self-audit of EOO technology needs in order to strategically deploy and use the appropriate technology to decrease turnaround time for the processing of complaints and review of recruitments.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Equal Opportunity Office (EQU001)	792,199	219,637	79,430	178,534	178,534	(41,103)	001	8066
Subtotal	$792,199	$219,637	$79,430	$178,534	$178,534	(41,103)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Equal Opportunity Office	792,199	219,637	79,430	178,534	178,534	(41,103)
Subtotal	$792,199	$219,637	$79,430	$178,534	$178,534	(41,103)

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNTY ANALYST	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
	Total	5.00	5.00	5.00	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 primarily 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 major divisions: Auditor-Controller (Administration), Disbursements, Systems Management, General Accounting and Internal Audit. The Administration Division is responsible for functions such as strategic planning, policy guidance and facilitating office environments. The Disbursements Division oversees Accounts Payable, Payroll and Property Tax. The Systems Management Division maintains the official financial system for the County. 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.

In addition, the Auditor-Controller performs several (non-departmental) functions including: The Enterprise Resource Planning (ERP) system, Public Improvement Corporation (PIC) Debt Service, Short-Term Borrowing and Annual Audits.

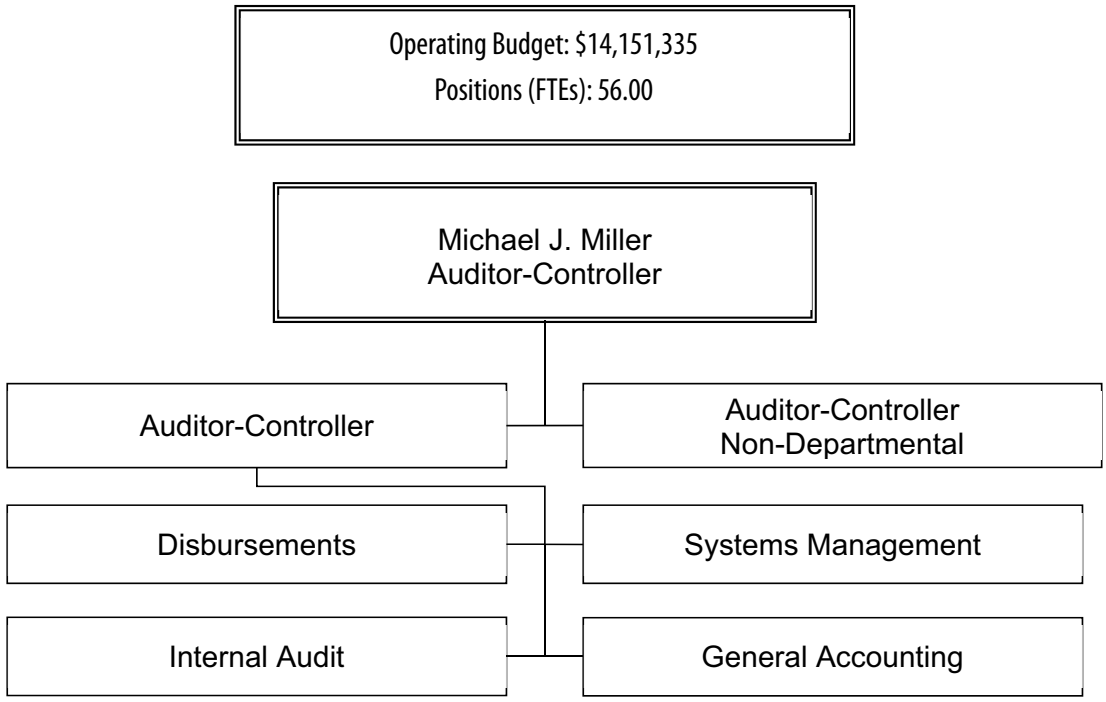
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

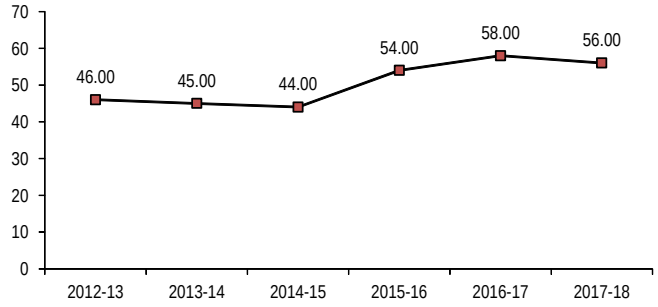
The Office of the Auditor-Controller promotes an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency. Promotion includes budget control and control over the official system of record. This commitment is reflected in this Office's Strategic Plan and the Government Finance Officers Association (GFOA) Award winning Comprehensive Annual Financial Report (CAFR).

INFRASTRUCTURE

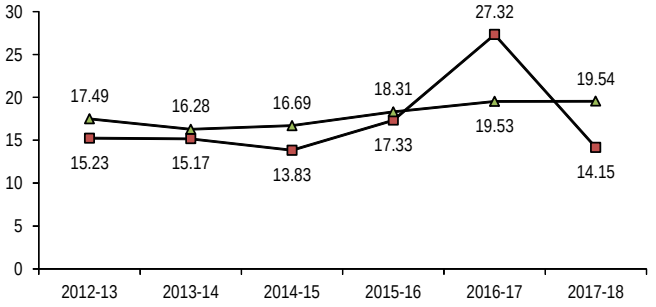
The Office of the Auditor-Controller provides support to all County Departments via the ERP system of record. ERP is integral to the County's ability to conduct business. Among other functions, ERP provides countywide budget development and control, tracking and reconciliation of revenues, issuance and tracking of expenditures for emergency operations, federal and State grants and indirect cost reimbursements. The CAFR reflects information in the ERP and is used by rating agencies to determine the financial stability of the County.



Staffing Trends



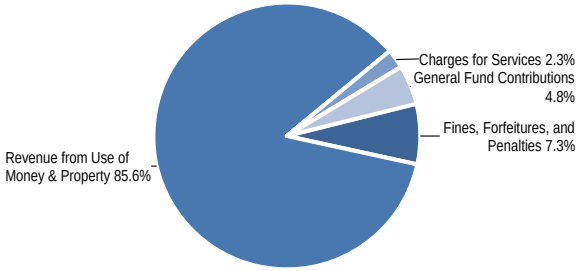
Expenditure/Revenue History (in millions)



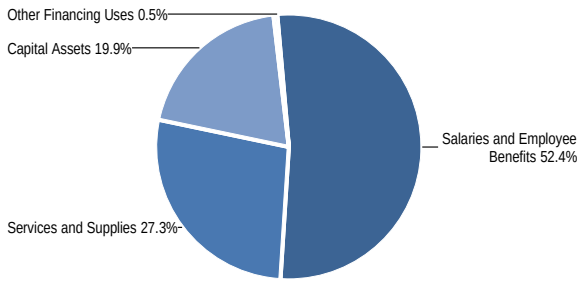
The performance measures include key areas that affect major functions in the Office of the Auditor-Controller in its effort to provide high quality services to Monterey County staff and residents.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percentage of increase in number of active pay, leave, deduction and benefit events based on Memorandum of Understanding. Target = 112,624	97,234	109,344	104,252
Number of vendor or employee claims that needed correction by Accounts Payable. Target = 4,900	5,438	5,186	2,433
Number of Purchase Orders documents received that need correction by Accounts Payable. Target= 1,000	1,143	1,104	801
Percentage of direct deposits to banks. Target = 100%	91%	93%	94%
Number of days to calculate and distribute property taxes and direct assessment revenues from the tax payment due dates of December 10 and April 10. Target = 15.5	16	16	16

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,153,647	7,605,112	7,499,160	8,672,821	7,760,935	155,823
Services and Supplies	4,006,865	8,907,473	6,696,650	4,039,287	4,039,287	(4,868,186)
Other Charges	4,184,779	7,582,948	9,354,661	(659,633)	(659,633)	(8,242,581)
Capital Assets	2,922,303	0	3,644,845	2,940,677	2,940,677	2,940,677
Other Financing Uses	63,069	202,717	121,014	70,069	70,069	(132,648)
Subtotal	$17,330,663	$24,298,250	$27,316,330	$15,063,221	$14,151,335	(10,146,915)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	7,650,848	17,571,969	17,571,969	17,562,969	17,562,969	(9,000)
Charges for Services	439,075	439,511	454,555	478,779	478,779	39,268
Miscellaneous Revenues	4,753	0	0	0	0	0
Other Financing Sources	10,219,275	249,769	0	0	0	(249,769)
Subtotal	$18,313,951	$19,761,249	$19,526,524	$19,541,748	$19,541,748	(219,501)
Fund Balance	1,715,108	3,178,012	6,821,954	(6,371,318)	(6,371,318)	(9,549,330)
General Fund Contributions	($2,698,395)	$1,358,989	$967,852	$1,892,791	$980,905	(378,084)
Total Source of Funds	$17,330,664	$24,298,250	$27,316,330	$15,063,221	$14,151,335	(10,146,915)

Summary of Recommendation

The FY 2017-18 Recommended Budget for the Office of the Auditor-Controller is $14,151,335, a reduction of $10,146,915 from the FY 2016-17 Adopted Budget. The decrease reflects the expected completion of the Enterprise Resource Planning (ERP) upgrade project in December 2017. Also, contributing to the decrease is the collection of FY 2016-17 ERP upgrade project charges from General Fund departments that were deferred per the Board of Supervisors (BOS) directive which will be collected along with FY 2017-18 charges.

The Recommended Budget includes the deletion of two vacant positions: an Accountant Auditor III and an Accounts Payable Supervisor. These positions were previously added to backfill positions needed to work on the ERP upgrade project but are no longer needed.

Budget Impacts

The Recommended Budget does not include approval of augmentations requested for three new Internal Auditor II positions, two new Internal Auditor III positions and funding for the reassignment of one vacant Auditor-Controller Analyst I position to staff the Internal Audit function. The Office requested these new positions to efficiently and effectively execute the mandated responsibility of providing audit services to the County.

Department Operational Accomplishments

Obtained the services of a professional project management group, Plante & Moran LLC, to monitor and review the software installation processes, project planning, and testing methods to ensure quality during the ERP upgrade to version 3.10.

Received training on ERP 3.10 from vendor CGI Technologies and Solutions, Inc. to cover navigation, configuration, reports and prototypes of new functionality.

Began the build phase for the ERP upgrade to version 3.10 which includes: Advantage Performance Budget, Advantage Financial, Advantage HRM, SymPro Debt and Investment and Convey Taxport.

On December 19, 2016, implemented CGI version 3.10 Advantage Financial Performance Budget.

Received the Excellence in Financial Reporting Award for the CAFR for FY 2014-15 from the GFOA.

Completed the Fiscal Year (FY) 2015-16 CAFR, single audit report, and other component units' reports with an unmodified opinion and applied for the Certificate of Achievement for Excellence in Financial Reporting for FY 2015-16 from the GFOA.

Assisted with and completed the Annual Audit and Single Audit conducted of the Monterey County system of record for the Fiscal Year ended June 30, 2016, with an unqualified opinion from the independent auditors, Clifton Larson Allen LLP.

Completed the FY 2016-17 Adopted Budget book in-house.

Reviewed and completed the compliance audit of the County Parks Department Laguna Seca concession agreement.

Reviewed and contracted for two audits of the 1000 South Main Street building lease to determine if lease amount has been in compliance with terms regarding property value; and secondly to ensure the property management company has been in compliance with terms of lease regarding tenant improvement accounts.

Promoted accountability by developing and enforcing systems of accounting control within the County of Monterey's System of Record, ERP.

Assisted in controlling the financial risk faced by the County by partnering with the County Administrative Office (CAO) in providing timely economic review and analysis to the Board of Supervisors and the tax payers of Monterey County as recorded in ERP.

Provided professional debt consulting services to departments and agencies under the jurisdiction of the Board of Supervisors, independent special districts and the Monterey County Office of Education (MCOE).

Department Operational Goals

By August 1, 2017, complete the development of end-to-end user scripts of County processes for testing ERP version 3.10 implementation and use in production.

By October 1, 2017, complete testing of process scripts in ERP version 3.10.

By December 31, 2017, implement ERP version 3.10 to include Advantage Financial and Advantage HRM, and post-implementation follow-through providing user-friendly procedure manuals.

As an ongoing effort, standardize the design and implementation of Information Technology Infrastructure Library (ITIL) best practices for use in ERP version 3.10.

During FY 2017-18, the 2007 Refunding and Public Facilities Financing Certificates of Participation will be eligible for current refunding. Depending on the interest rate at time of eligibility, and how those increases in short term rates affect municipal bond rates, significant savings may be realized through refunding. The financing team will monitor and proceed with refunding if optimal.

During FY 2017-18, the County will closely monitor available cash to determine whether the County will qualify for a tax exempt Temporary Revenue Anticipation Note (TRAN) issuance. If needed, a TRAN will be prepared for Board approval, up to the maximum legal limit, to achieve the best possible yield from the County's prospective.

Prepare the CAFR for the fiscal year ending June 30, 2017 and receive an unmodified opinion by December 31, 2017. Apply for and receive the annual award on Financial Reporting Excellence from GFOA.

By December 31, 2017, assist with completion of the FY 2016-17 annual audit and single audit conducted of Monterey County's System of Record, ERP, by an independent auditing firm pursuant to the California government code.

By February 28, 2018, assist with completion of SB 90 State Mandate claim review and filing process for FY 2016-17 for the reimbursement of costs incurred by local agencies for various State-mandated services.

On an ongoing basis, work with Contracts/Purchasing staff to create efficiencies and improve the knowledge of Accounts Payable users by providing and building on the policies and procedures developed for ERP version 3.10.

Meet on a regular basis with department timekeepers and Finance Managers to disseminate information regarding Memorandums of Understanding (MOU) and Fair Labor Standards Act (FLSA) changes as well as continue training on travel reimbursements through payroll to comply with the Monterey County Travel and Business Expense Reimbursement Policy.

Implement Kronos Timekeeping and Telestaff scheduling system at the Sheriff's Office and the Office of the Treasurer, as well as complete an interface between Kronos Workforce Software and HRM Advantage for Natividad Medical Center by June 30, 2018.

By October 2017, provide additional information for taxpayers on the Auditor-Controller's website such as school general obligation bonds, Redevelopment Property Tax Trust Fund (RPTTF) payment reports, single audit report, and update agency direct charges and special assessments information.

By December 2017, calculate FY 2017-18 apportionment factors and compile additional information to complete Tax Rate Book for FY 2017-18 and publish on Auditor-Controller's website.

Before the last week of September 2017, have all special assessments loaded and balanced, tax rates approved by the Board of Supervisors, and FY 2017-18 information updated in property tax system to run the secured extension process for creating the secured property tax roll.

Prepare and compile the Countywide Cost Allocation Plan (COWCAP) for use in FY 2018-19.

Prepare the FY 2017-18 Adopted Budget book, and publish a copy on the Auditor-Controller's website by January 31, 2018.

Re-establish the Internal Audit Division, and conduct fiscal and operational audits of at least one County department by June 30, 2018.

Pending Issues

Pending completion of the State Controller's review and approval of the preliminary COWCAP in June 2017, the adopted budget may be impacted.

Policy Considerations

Over the course of a few years, due to budget constraints, the Auditor-Controller has eliminated three Internal Auditors and a Chief Deputy- Internal Audit positions. In an effort to cover Board requested internal audits and audits directed by the Auditor-Controller, the Department has since contracted for internal audit work with private firms which has not proven cost effective or efficient. In FY 2017-18, the Office of the Auditor-Controller has transferred a vacant Chief Deputy from Debt Management to Internal Audit. The Chief Deputy-Debt Management position duties will be distributed over several departments, to include Auditor-Controller, Treasurer/Tax Collector, and County Administrative Office. According to State Government Code, the Office of the Auditor-Controller should have a fully staffed Internal Audit Division.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
County Overhead Recovered (AUD003)	(7,768,238)	0	0	0	0	0	001	8005
Enterprise Resource Project (AUD006)	1,781,890	3,427,781	6,821,954	0	0	(3,427,781)	403	8006
PIC Debt Service (AUD005)	17,803,340	19,071,969	19,071,969	19,062,969	19,062,969	(9,000)	251	8007
Annual Audits (AUD002)	219,508	307,336	248,737	261,832	261,832	(45,504)	001	8010
Auditor Controller (AUD001)	1,474,856	(2,359,164)	(3,153,985)	(3,241,699)	(3,241,699)	(882,535)	001	8011
Debt Management (AUD001)	194,251	191,416	216,763	2,734	2,734	(188,682)	001	8371
Disbursements (AUD001)	2,240,800	1,961,540	2,027,808	2,518,370	2,518,370	556,830	001	8372
Systems Management (AUD001)	(118,688)	389,029	560,681	261,593	(2,896)	(391,925)	001	8373
General Accounting (AUD001)	1,399,946	1,198,801	1,414,351	1,593,517	1,593,517	394,716	001	8374
Internal Audit (AUD001)	102,997	109,542	108,052	975,223	327,826	218,284	001	8375
Enterprise Resource Planning (AUD008)	0	0	0	(6,371,318)	(6,371,318)	(6,371,318)	478	8479
Subtotal	$17,330,663	$24,298,250	$27,316,330	$15,063,221	$14,151,335	(10,146,915)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
County Overhead Recovered	(7,768,238)	0	0	0	0	0
Enterprise Resource Project	1,781,890	3,427,781	6,821,954	0	0	(3,427,781)
Annual Audits	219,508	307,336	248,737	261,832	261,832	(45,504)
Auditor Controller	1,474,856	(2,359,164)	(3,153,985)	(3,241,699)	(3,241,699)	(882,535)
PIC Debt Service	17,803,340	19,071,969	19,071,969	19,062,969	19,062,969	(9,000)
Short Term Borrowing	0	0	0	0	0	0
Debt Management	194,251	191,416	216,763	2,734	2,734	(188,682)
Disbursements	2,240,800	1,961,540	2,027,808	2,518,370	2,518,370	556,830
Systems Management	(118,688)	389,029	560,681	261,593	(2,896)	(391,925)
General Accounting	1,399,946	1,198,801	1,414,351	1,593,517	1,593,517	394,716
Internal Audit	102,997	109,542	108,052	975,223	327,826	218,284
Enterprise Resource Planning	0	0	0	(6,371,318)	(6,371,318)	(6,371,318)
Subtotal	$17,330,663	$24,298,250	$27,316,330	$15,063,221	$14,151,335	(10,146,915)

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

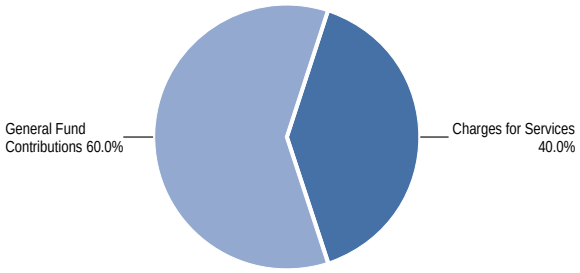
Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	8.00	8.00	8.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	0.00	4.00	4.00	0.00
16D25	DATABASE ADMINISTRATOR III	0.00	1.00	1.00	0.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	8.00	8.00	7.00	-1.00
20B24	AUDITOR-CONTROLLER ANALYST I	7.00	7.00	7.00	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	5.00	4.00	4.00	0.00
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	2.00	1.00	-1.00
80J96	PAYROLL TECH-CN	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	54.00	58.00	56.00	-2.00

Augmentation

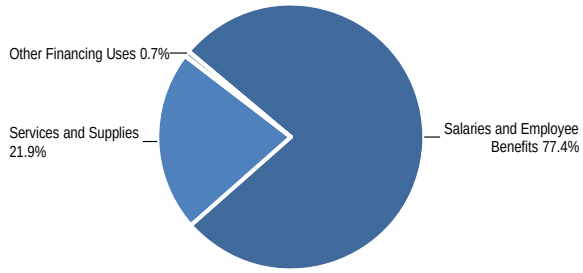
Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1110	1110-8373-001-AUG1	AUG-Information Technology Supervisor	Base Level Maintenance	137,673	1.00	0	0.00
1110	1110-8373-001-AUG2	AUG-Systems Prgrammer Analyst III	Base Level Maintenance	126,816	1.00	0	0.00
1110	1110-8375-001-AUG9	AUG-Reassignment of Auditor-Controller Analyst I	Base Level Maintenance	128,945	0.00	0	0.00
1110	1110-8375-001-AUG4	AUG-Internal Auditor III	Base Level Maintenance	116,024	1.00	0	0.00
1110	1110-8375-001-AUG5	AUG-Internal Auditor II	Base Level Maintenance	95,468	1.00	0	0.00
1110	1110-8375-001-AUG6	AUG-Internal Auditor III	Base Level Maintenance	116,024	1.00	0	0.00
1110	1110-8375-001-AUG7	AUG-Internal Auditor II	Base Level Maintenance	95,468	1.00	0	0.00
1110	1110-8375-001-AUG8	AUG-Internal Auditor II	Base Level Maintenance	95,468	1.00	0	0.00
			Grand Total	**$911,886**	**7.00**	**$0**	**0.00**

Auditor-Controller Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,153,647	7,605,112	7,499,160	8,672,821	7,760,935	155,823
Services and Supplies	1,837,048	2,229,783	2,291,444	2,201,137	2,201,137	(28,646)
Other Charges	(2,759,601)	(8,546,448)	(8,737,948)	(8,834,289)	(8,834,289)	(287,841)
Other Financing Uses	63,069	202,717	121,014	70,069	70,069	(132,648)
Subtotal	$5,294,163	$1,491,164	$1,173,670	$2,109,738	$1,197,852	(293,312)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	439,075	439,511	454,555	478,779	478,779	39,268
Miscellaneous Revenues	4,753	0	0	0	0	0
Subtotal	$443,828	$439,511	$454,555	$478,779	$478,779	39,268
General Fund Contributions	$4,850,335	$1,051,653	$719,115	$1,630,959	$719,073	(332,580)
Total Source of Funds	$5,294,163	$1,491,164	$1,173,670	$2,109,738	$1,197,852	(293,312)

Division Description

The Office of the Auditor-Controller is organized into five divisions: Auditor-Controller (Administration), Disbursement, Systems Management, General Accounting, and Internal Audit.

Summary of Recommendation

The FY 2016-17 Recommended Budget for the Auditor-Controller's departmental operations is $1,197,852, a decrease of $293,312. The decrease is mainly due to an $810,096 improvement in cost plan recoveries which offset the loss of reimbursements for staff backfilling or working on the ERP upgrade project scheduled to end mid-year.

The Recommended Budget includes the deletion of one vacant Accountant Auditor III and one vacant Accounts Payable Supervisor position. These positions were previously added as backfill positions needed to work on the ERP upgrade but are no longer needed.

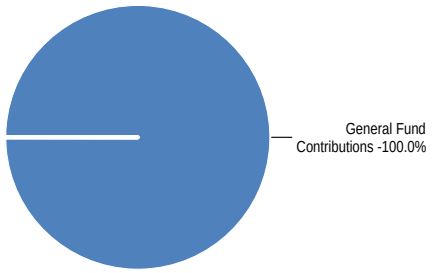
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Auditor Controller (AUD001)	1,474,856	(2,359,164)	(3,153,985)	(3,241,699)	(3,241,699)	(882,535)	001	8011
Debt Management (AUD001)	194,251	191,416	216,763	2,734	2,734	(188,682)	001	8371
Disbursements (AUD001)	2,240,800	1,961,540	2,027,808	2,518,370	2,518,370	556,830	001	8372
Systems Management (AUD001)	(118,688)	389,029	560,681	261,593	(2,896)	(391,925)	001	8373
General Accounting (AUD001)	1,399,946	1,198,801	1,414,351	1,593,517	1,593,517	394,716	001	8374
Internal Audit (AUD001)	102,997	109,542	108,052	975,223	327,826	218,284	001	8375
Subtotal	$5,294,163	$1,491,164	$1,173,670	$2,109,738	$1,197,852	(293,312)		

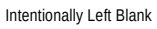
Auditor Controller

(Unit 8011— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	643,427	816,730	816,304	851,645	851,645	34,915
Services and Supplies	768,359	533,896	568,028	495,917	495,917	(37,979)
Other Charges	0	(3,912,507)	(4,659,331)	(4,659,330)	(4,659,330)	(746,823)
Other Financing Uses	63,069	202,717	121,014	70,069	70,069	(132,648)
Subtotal	$1,474,856	($2,359,164)	($3,153,985)	($3,241,699)	($3,241,699)	(882,535)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	298,855	300,063	86,870	321,225	321,225	21,162
Miscellaneous Revenues	4,753	0	0	0	0	0
Subtotal	$303,608	$300,063	$86,870	$321,225	$321,225	21,162
General Fund Contributions	$1,171,248	($2,659,227)	($3,240,855)	($3,562,924)	($3,562,924)	(903,697)
Total Source of Funds	$1,474,856	($2,359,164)	($3,153,985)	($3,241,699)	($3,241,699)	(882,535)

Unit Description

The Auditor-Controller (Administration) Division is responsible for Department administration, strategic planning and policy guidance. The Administration responsibilities includes employee development, budget development and management, general administrative support services, contract development, and high level staff supervision. It also provides overall guidance and direction to the County's System of Record, Enterprise Resources Planning (ERP) which includes Performance Budget, Advantage Financial and Advantage HRM, SymPro Debt and Investment, and Convey Taxport.

Administration interfaces with the cities, Monterey County Department of Education, School Districts, Monterey Regional Airport District, Monterey Regional Water Pollution Control Agency and independent Special Districts which include the Fire Districts, Recreation Districts and Regional Park Districts. The interface includes consultation regarding financing, property taxes and Successor (former Redevelopment) Agency issues.

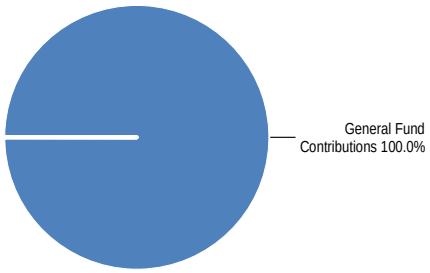
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
10B02	AUDITOR-CONTROLLER	1.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80J21	ACCOUNT CLERK	1.00
	Total	4.00

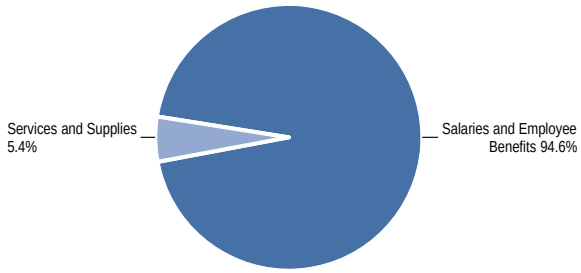
Debt Management

(Unit 8371— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	188,254	190,031	189,933	2,585	2,585	(187,446)
Services and Supplies	5,997	1,385	26,830	149	149	(1,236)
Subtotal	$194,251	$191,416	$216,763	$2,734	$2,734	(188,682)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$194,251	$191,416	$216,763	$2,734	$2,734	(188,682)
Total Source of Funds	$194,251	$191,416	$216,763	$2,734	$2,734	(188,682)

Unit Description

The Debt Management unit provides centralized management of all County debt service issues, including applicable accounting, budgeting, and forecasting activities. Debt Management is responsible for fiscal analysis associated with prospective debt issues, refundings, and alternative financing options for all governmental entities falling under the purview of the County Board of Supervisors.

Debt Management ensures County compliance with all federal, State, local, and regulatory agency requirements applicable to debt issues and prepares and coordinates credit rating agency reviews with the goal of maintaining continued access to the public finance markets. It also provides assistance to County agencies, school districts, and other public entities in structuring the issuance of both taxable and tax-exempt financings that support the construction of public facilities, infrastructure needs, and operational funding. Additionally, the unit monitors and ensures compliance with bond covenants, provides required disclosure materials, analyzes debt structure for possible refunding opportunities, processes bond calls, and responds to public inquiries on County debt issues.

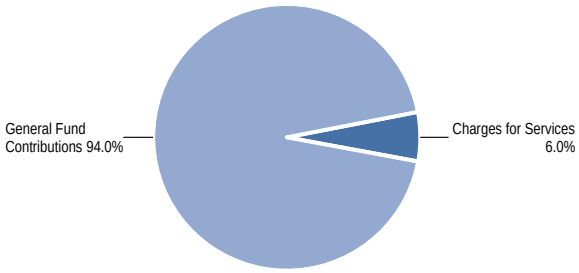
Debt Management also assists the Monterey County Office of Education in complying with debt reporting requirements, as well as debt service for all outstanding tax supported school debt.

In FY 2017-18 these duties will be decentralized over several departments to include Auditor-Controller, Treasurer/Tax Collector, and the County Administrative Office.

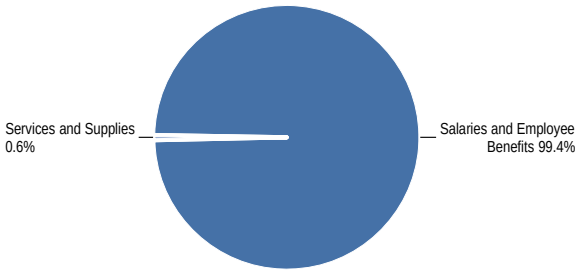
Disbursements

(Unit 8372— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,391,794	2,544,562	2,569,464	2,654,624	2,654,624	110,062
Services and Supplies	32,362	25,451	33,591	16,698	16,698	(8,753)
Other Charges	(183,356)	(608,473)	(575,247)	(152,952)	(152,952)	455,521
Subtotal	$2,240,800	$1,961,540	$2,027,808	$2,518,370	$2,518,370	556,830

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	140,220	139,448	360,185	150,054	150,054	10,606
Subtotal	$140,220	$139,448	$360,185	$150,054	$150,054	10,606
General Fund Contributions	$2,100,580	$1,822,092	$1,667,623	$2,368,316	$2,368,316	546,224
Total Source of Funds	$2,240,800	$1,961,540	$2,027,808	$2,518,370	$2,518,370	556,830

Unit Description

The Disbursements Division is responsible for Accounts Payable, Payroll and Property Tax. The Accounts Payable section audits and prepares vendor payments, credit card payments and required Internal Revenue Service (IRS) and California State Franchise Tax Board report information. The Division also provides services to independent special districts.

The Payroll section prepares bi-weekly checks, calculates benefits, prepares year-end tax information, reviews and processes employee 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 by the Payroll Section.

The Property Tax Section is responsible for calculating property taxes and processing property tax refunds, maintaining the property tax rolls and tax allocation systems, allocating and accounting for property tax apportionments and assessments. 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, per legislation ABx1 26, has been given a variety of additional responsibilities. The Auditor-Controller administers the Redevelopment Property Tax Trust Fund for the benefit of the holders of the former redevelopment agency enforceable obligations and taxing entities that receive pass-through payments and distributions of property taxes pursuant to legislation.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
20B21	ACCOUNTANT AUDITOR II	1.00
20B22	ACCOUNTANT AUDITOR III	3.00

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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 TECH-CN	9.00
80J97	SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL	2.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00
	Total	24.00

Systems Management

(Unit 8373— Fund 001)

Source of Funds

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Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,355,866	2,288,578	2,291,610	2,624,434	2,359,945	71,367
Services and Supplies	1,010,852	1,639,847	1,624,211	1,659,166	1,659,166	19,319
Other Charges	(2,485,405)	(3,539,396)	(3,355,140)	(4,022,007)	(4,022,007)	(482,611)
Subtotal	($118,688)	$389,029	$560,681	$261,593	($2,896)	(391,925)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	($118,688)	$389,029	$560,681	$261,593	($2,896)	(391,925)
Total Source of Funds	($118,688)	$389,029	$560,681	$261,593	($2,896)	(391,925)

Unit Description

The Office of the Auditor-Controller maintains the official financial System of Record of the County and is responsible for the business computer systems that support the accumulation and reporting of these official records. The Systems Management Division supports this function and provides procurement, development, implementation and production support for countywide and department-administered systems in collaboration with staff of the Information Technology Department and other agencies and vendors. These systems include the Megabyte Property Tax system and the Enterprise Resource Planning (ERP) system, namely CGI Advantage, to include the following modules: Performance Budget, Advantage Financial, SymPro Debt and Investment, Advantage HRM, Vendor Self Service, Employee Self Service, InfoAdvantage reporting.

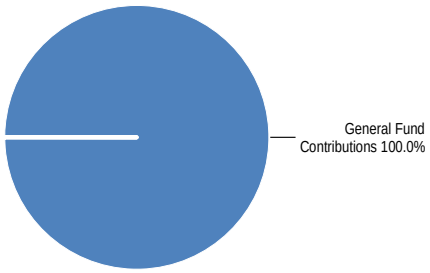
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14P32	ERP BUSINESS ANALYST	8.00
16C45	SOFTWARE PROGRAMMER ANALYST III	4.00
16D25	DATABASE ADMINISTRATOR III	1.00
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
	Total	15.00

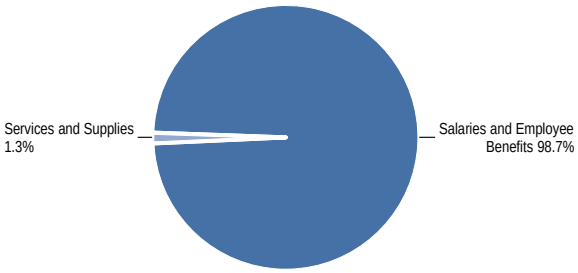
General Accounting

(Unit 8374— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,474,852	1,657,749	1,528,102	1,572,959	1,572,959	(84,790)
Services and Supplies	15,934	27,124	34,479	20,558	20,558	(6,566)
Other Charges	(90,840)	(486,072)	(148,230)	0	0	486,072
Subtotal	$1,399,946	$1,198,801	$1,414,351	$1,593,517	$1,593,517	394,716

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$1,399,946	$1,198,801	$1,414,351	$1,593,517	$1,593,517	394,716
Total Source of Funds	$1,399,946	$1,198,801	$1,414,351	$1,593,517	$1,593,517	394,716

Unit Description

The General Accounting Division's responsibilities include: maintaining the County's official system of record; producing and enforcing accounting policies, procedures and processes; ensuring financial reporting in accordance with Generally Accepted Accounting Principles (GAAP); and ensuring County policies and State and federal guidelines are followed. The Division also prepares the Adopted Budget Book, enforces budgetary controls, and reconciles fixed asset activity to the County's inventory. General Accounting is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR) and compilation of program data for the Single Audit Report in accordance with Uniform Guidance. The Division prepares the Countywide Cost Allocation Plan (COWCAP) 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 Division calculates the Gann Limit for the County and Board of Supervisors-governed special districts, prepares the State Controller and Local Government Fiscal Affairs Reports, monitors countywide external checking accounts, coordinates countywide Senate Bill (SB) 90 claims activities, performs public safety accounting and reporting for Proposition 172, performs Realignment Sales Tax accounting, and monitors the County's franchise fee collection.

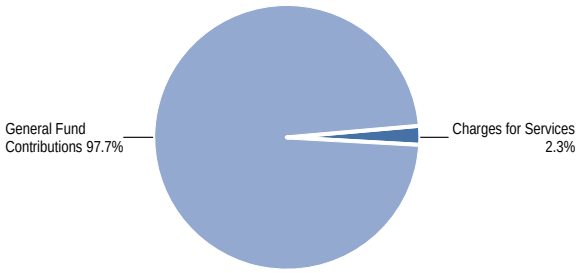
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
20B22	ACCOUNTANT AUDITOR III	4.00
20B24	AUDITOR-CONTROLLER ANALYST I	5.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	11.00

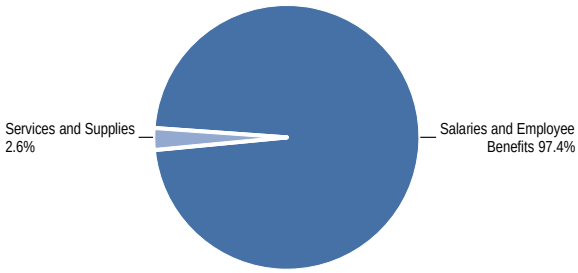
Internal Audit

(Unit 8375— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	99,454	107,462	103,747	966,574	319,177	211,715
Services and Supplies	3,543	2,080	4,305	8,649	8,649	6,569
Subtotal	$102,997	$109,542	$108,052	$975,223	$327,826	218,284

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	0	7,500	7,500	7,500	7,500
Subtotal	$0	$0	$7,500	$7,500	$7,500	7,500
General Fund Contributions	$102,997	$109,542	$100,552	$967,723	$320,326	210,784
Total Source of Funds	$102,997	$109,542	$108,052	$975,223	$327,826	218,284

Unit Description

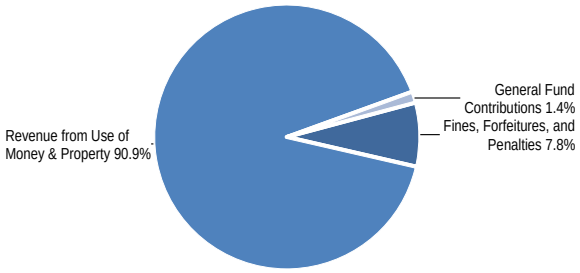
The Internal Audit unit promotes efficiency and effectiveness by developing and executing audit programs for the examination, verification, and analysis of the financial records, operating procedures, and system of internal controls of County departments, special districts, and other agencies. Audit reports presented to management include objective analyses, appraisals, comments, and recommendations pertaining to departments' compliance with stated objectives and internal controls.

Recommended 2017-18 Positions

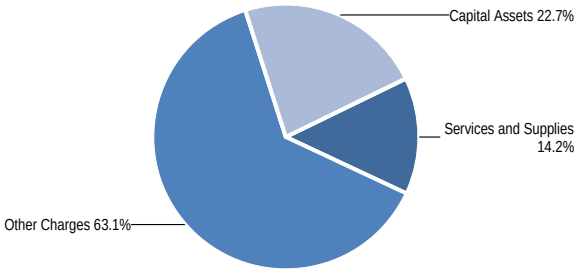
Classification Code	Classification Label	Recommended Budget 2017-2018
20B31	INTERNAL AUDITOR II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
	Total	2.00

Auditor-Controller Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	2,169,817	6,677,690	4,405,206	1,838,150	1,838,150	(4,839,540)
Other Charges	6,944,380	16,129,396	18,092,609	8,174,656	8,174,656	(7,954,740)
Capital Assets	2,922,303	0	3,644,845	2,940,677	2,940,677	2,940,677
Subtotal	$12,036,500	$22,807,086	$26,142,660	$12,953,483	$12,953,483	(9,853,603)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	7,650,848	17,571,969	17,571,969	17,562,969	17,562,969	(9,000)
Other Financing Sources	10,219,275	249,769	0	0	0	(249,769)
Subtotal	$17,870,123	$19,321,738	$19,071,969	$19,062,969	$19,062,969	(258,769)
Fund Balance	1,715,108	3,178,012	6,821,954	(6,371,318)	(6,371,318)	(9,549,330)
General Fund Contributions	($7,548,730)	$307,336	$248,737	$261,832	$261,832	(45,504)
Total Source of Funds	$12,036,501	$22,807,086	$26,142,660	$12,953,483	$12,953,483	(9,853,603)

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

ANNUAL AUDITS: The Annual Audits FY 2017-18 Recommended Budget is $261,832, a decrease of $45,504 from the previous year due to increased cost plan credits. The budget includes funding for the annual independent audit of the County's financials which is required by the State Government Code and the County's Bond Indentures. The unit also includes funding for sales and use tax audits, SB 90 Mandate claims services and contracted audits as required by the Auditor-Controller.

COUNTY OVERHEAD RECOVERED: Effective FY 2016-17, the countywide indirect costs are allocated to operating departments (details provided at unit level).

ENTERPRISE RESOURCE PLANNING PROJECT:

The FY 2017-18 Recommended Budget for the Enterprise Resource Planning (ERP) Project is ($6,371,317). The unit includes appropriations and funding for the upgrade of the County's System of Record, from version 3.7 to version 3.10. The appropriations for the upgrade are offset by charges to County departments, offices and agencies. The Recommended Budget reflects the collection of FY 2016-17 General Fund departments' ERP upgrade charges deferred in FY 2016-17 per Board directive, as well as FY 2017-18 charges.

PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE: The Long-Term Borrowing appropriation totals $19,062,969, matched by an equivalent amount of revenues.

SHORT-TERM BORROWING: The Recommended FY 2017-18 Budget does not include appropriations, as the County's strong cash position renders the County ineligible for using Tax Revenue Anticipation Notes (TRANs) for short-term borrowing needs. As the County has not needed TRANs for the previous six year period, it has no impact on the County's ability to meet short term cash needs.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
County Overhead Recovered (AUD003)	(7,768,238)	0	0	0	0	0	001	8005
Enterprise Resource Project (AUD006)	1,781,890	3,427,781	6,821,954	0	0	(3,427,781)	403	8006
PIC Debt Service (AUD005)	17,803,340	19,071,969	19,071,969	19,062,969	19,062,969	(9,000)	251	8007
Annual Audits (AUD002)	219,508	307,336	248,737	261,832	261,832	(45,504)	001	8010
Enterprise Resource Planning (AUD008)	0	0	0	(6,371,318)	(6,371,318)	(6,371,318)	478	8479
Subtotal	$12,036,500	$22,807,086	$26,142,660	$12,953,483	$12,953,483	(9,853,603)		

County Overhead Recovered

(Unit 8005— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Charges	(7,768,238)	0	0	0	0	0
Subtotal	($7,768,238)	$0	$0	$0	$0	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	($7,768,238)	$0	$0	$0	$0	0
Total Source of Funds	($7,768,238)	$0	$0	$0	$0	0

Unit Description

This unit has been dissolved. Effective FY 2016-17, Countywide Cost Allocation Plan (COWCAP) (A-87) indirect cost reimbursements are allocated directly to operating departments of all funds (General and non-general funds). The reimbursements are received within service departments' respective units.

Enterprise Resource Project

(Unit 8006— Fund 403)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	1,407,556	6,056,218	3,784,096	0	0	(6,056,218)
Other Charges	(2,547,968)	(2,628,437)	(606,987)	0	0	2,628,437
Capital Assets	2,922,303	0	3,644,845	0	0	0
Subtotal	$1,781,890	$3,427,781	$6,821,954	$0	$0	(3,427,781)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	26,762	0	0	0	0	0
Other Financing Sources	40,000	249,769	0	0	0	(249,769)
Subtotal	$66,762	$249,769	$0	$0	$0	(249,769)
Fund Balance	1,715,128	3,178,012	6,821,954	0	0	(3,178,012)
Total Source of Funds	$1,781,890	$3,427,781	$6,821,954	$0	$0	(3,427,781)

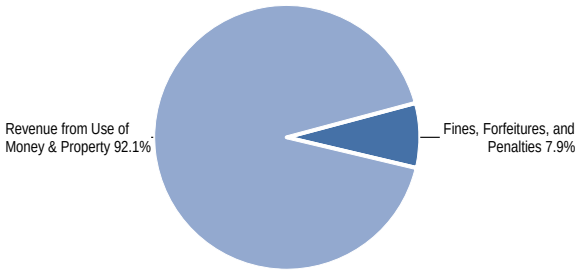
Unit Description

This unit previously housed funding for the Enterprise Resource Project which is the official system of record for the County. During FY 2016-17, funding for the Enterprise Resource Planning Project was reallocated to Unit 8479 as a sub-fund of Internal Service Fund (ISF) 478.

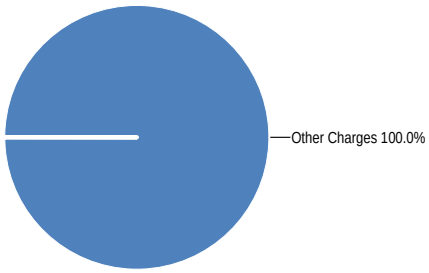
PIC Debt Service

(Unit 8007— Fund 251)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	417,654	19,000	19,000	19,000	19,000	0
Other Charges	17,385,686	19,052,969	19,052,969	19,043,969	19,043,969	(9,000)
Subtotal	$17,803,340	$19,071,969	$19,071,969	$19,062,969	$19,062,969	(9,000)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	7,624,085	17,571,969	17,571,969	17,562,969	17,562,969	(9,000)
Other Financing Sources	10,179,275	0	0	0	0	0
Subtotal	$17,803,360	$19,071,969	$19,071,969	$19,062,969	$19,062,969	(9,000)
Fund Balance	(20)	0	0	0	0	0
Total Source of Funds	$17,803,340	$19,071,969	$19,071,969	$19,062,969	$19,062,969	(9,000)

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.

Short Term Borrowing

(Unit 8009— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$0	$0	$0	$0	0
Total Source of Funds	$0	$0	$0	$0	$0	0

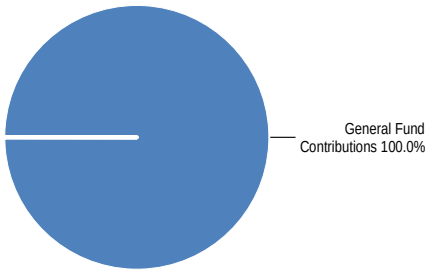
Unit Description

Monterey County issues Tax and Revenue Anticipation Notes (TRANs) as needed, to provide cash flow funding for the General Fund until property taxes are received in December and April. TRANs can be issued on either a taxable or tax-exempt basis, or both. TRANs are generally issued in early July with June maturities. There are customarily set asides on principal and interest payments due following the semi-annual receipt of taxes. TRAN expenses can include interest, financial advisory fees, trustee fees, underwriting fees, credit enhancement, legal expenses, rating agency fees, and issuance discounts. Expenses can be offset by issuance premiums and investment of proceeds while not required to cover cash flow shortages. During the economic downturn experienced since 2008, revenue generation possibilities diminished significantly due to historically low interest rates, thus increasing costs for TRAN borrowings. More recently, the County has not been seeking short-term borrowing due to its improved cash position.

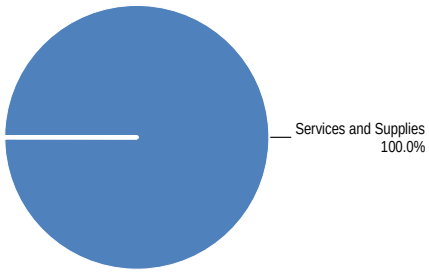
Annual Audits

(Unit 8010— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	344,608	602,472	602,110	619,710	619,710	17,238
Other Charges	(125,100)	(295,136)	(353,373)	(357,878)	(357,878)	(62,742)
Subtotal	$219,508	$307,336	$248,737	$261,832	$261,832	(45,504)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$219,508	$307,336	$248,737	$261,832	$261,832	(45,504)
Total Source of Funds	$219,508	$307,336	$248,737	$261,832	$261,832	(45,504)

Unit Description

The Board of Supervisors, pursuant to the California Government Code, arranges for the independent audit of the County's financial statement prepared by the Office of the Auditor-Controller. This unit includes funding for the audit of Monterey County's official system of record (ERP), including accounting records, financial transactions, financial reports, and any and all records associated with the finances of the County.

This unit includes funding for the Sales and Use Tax audit, 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

(Unit 8479— Fund 478)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	0	0	0	1,199,440	1,199,440	1,199,440
Other Charges	0	0	0	(10,511,435)	(10,511,435)	(10,511,435)
Capital Assets	0	0	0	2,940,677	2,940,677	2,940,677
Subtotal	$0	$0	$0	($6,371,318)	($6,371,318)	(6,371,318)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
Fund Balance	0	0	0	(6,371,318)	(6,371,318)	(6,371,318)
Total Source of Funds	$0	$0	$0	($6,371,318)	($6,371,318)	(6,371,318)

Unit Description

During FY 2016-17, funding for the Enterprise Resource Planning (ERP) previously housed in unit 8006 was transferred to unit 8479 as a sub-fund of ISF 478.

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.

This recommended budget includes funding for the upgrade of the CGI Technologies Advantage software from version 3.7 (end of useful life) to version 3.10. The build phase for the CGI Technologies Advantage Upgrade began in FY 2015-16 and has an expected completion for all modules by December 2017.

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, also serves as a department head within the County organization. The Department of the Treasurer-Tax Collector includes 49 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:

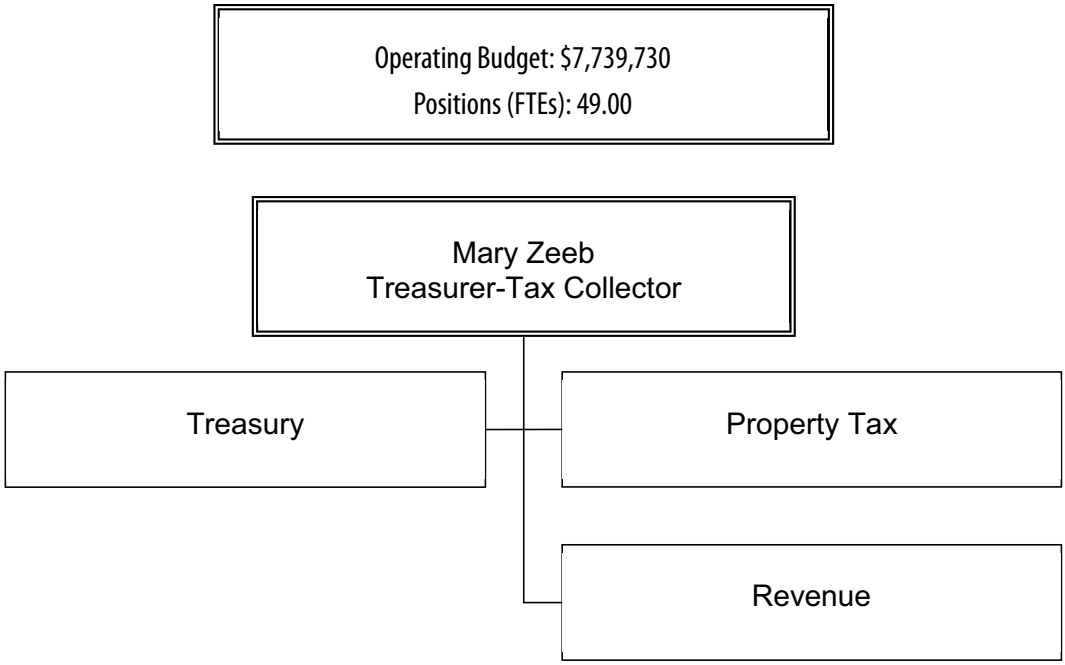
ADMINISTRATION

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.

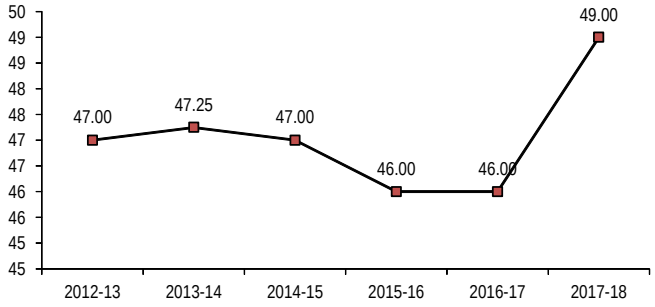
Property Tax - Administration and enforcement of State law and County Code providing for collection of all County property taxes, unincorporated County Transient Occupancy Taxes (TOT), and effective January 1, 2017, commercial cannabis business taxes. Treasurer-Tax Collector activities in this regard provide the County's annual discretionary funds, necessary to achieve a countywide balanced budget that sustains core services and efficiently allocates resources to address local priorities and Board established strategic initiatives.

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.

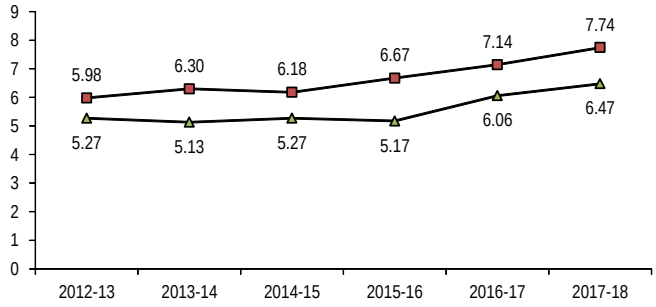
Treasury - Safeguards and prudently invests all deposits for the County of Monterey, the County's school districts and various special districts, and manages a pooled portfolio that provides for the safety and liquidity of all cash assets.



Staffing Trends



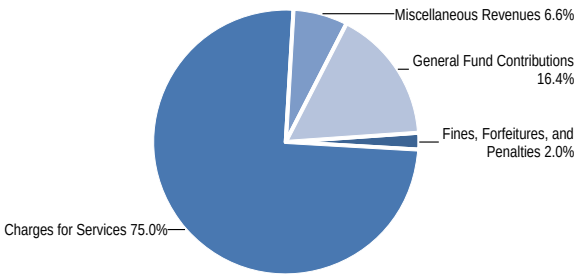
Expenditure/Revenue History (in millions)



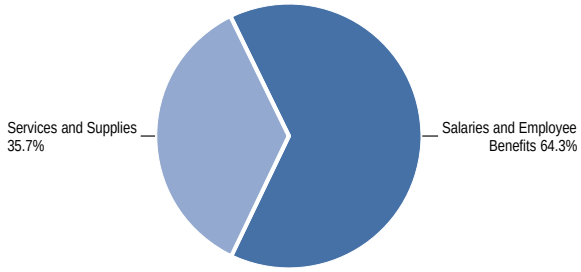
The Department tracks key performance measures to monitor the success and effectiveness of departmental activities and professional services relevant to Treasury banking and investment services, the collection of property and transient occupancy (TOT) taxes by the Tax Division, and Court ordered fines, fees, and restitution collected through the collections program.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Treasury – Percentage of reporting period quarterly portfolio yield exceeding the average industry benchmarks. Target = 100%	100%	100%	100%
Treasury – Percentage of invested portfolio maintaining a weighted average maturity (WAM) of two years or less. Target = 100%	100%	75%	100%
Tax – Percentage of property taxes collected – SECURED. Target (annual) = 97%	99.1%	99.2%	57.1%
Tax – Percentage of property taxes collected – UNSECURED. Target = 96%	98.6%	98.6%	97.7%
Revenue – Percentage of customers who rate services received as excellent. Target = 90%	95.4%	94.5%	97.4%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	4,400,419	5,111,059	5,043,884	5,689,270	5,689,270	578,211
Services and Supplies	2,688,733	2,972,707	3,169,814	3,155,924	3,155,924	183,217
Other Charges	(487,671)	(590,080)	(1,069,283)	(1,105,464)	(1,105,464)	(515,384)
Other Financing Uses	72,603	23,123	0	0	0	(23,123)
Subtotal	$6,674,084	$7,516,809	$7,144,415	$7,739,730	$7,739,730	222,921

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	120	140	120	120	120	(20)
Licenses, Permits, and Franchises	220	110	110	3,500	3,500	3,390
Fines, Forfeitures, and Penalties	156,795	139,500	148,239	156,889	156,889	17,389
Intergovernmental Revenues	34,330	0	0	0	0	0
Charges for Services	4,943,888	5,508,944	5,267,793	5,802,686	5,802,686	293,742
Miscellaneous Revenues	38,754	547,250	644,790	511,141	511,141	(36,109)
Subtotal	$5,174,106	$6,195,944	$6,061,052	$6,474,336	$6,474,336	278,392
General Fund Contributions	$1,499,978	$1,320,865	$1,083,363	$1,265,394	$1,265,394	(55,471)
Total Source of Funds	$6,674,084	$7,516,809	$7,144,415	$7,739,730	$7,739,730	222,921

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Treasurer-Tax Collector (TTC) is $7.7 million. This total reflects a $222,921 increase in appropriations as compared to the FY 2016-17 Adopted Budget. Since adoption of the FY 2016-17 Budget the Board authorized the addition of three positions to develop and implement new business license and commercial cannabis business tax functions. The annual cost for these three positions is estimated at $390,000. Other areas of increased costs include recently negotiated bargaining agreements and higher employee benefits costs.

The TTC can cover the vast majority of increased expenditures in FY 2017-18 with the help of reduced cost plan charges. This includes full year costs for two of the three positions added in FY 2016-17. Funding is still required for one of the three positions, to maintain new workload related to Board adopted business license and commercial cannabis business tax requirements. The Recommended Budget includes an augmentation to retain the Accounting Technician position at a cost of $98,115.

Budget Impacts

The Recommended Budget supports current service levels for the TTC. The TTC's Revenue Division and a number of other departmental responsibilities are supported by cost recovery through the services provided. In an effort to minimize additional cost impacts to other public agencies that rely on departmental services, including the local Superior Court, the TTC continues to work diligently to offset annually escalating costs through careful monitoring of actual expenditures throughout the course of the fiscal year.

Department Operational Accomplishments

The Department continued the implementation of succession planning that identifies critical functions, improves process documentation and encourages staff to seek education and professional development training.

New business license and cannabis tax functions were added to the Property Tax Division in response to Board approved ordinances and voter approval of commercial cannabis taxation.

As part of continual review of automated processes to develop innovative approaches, increase efficiencies and maximize the use of available technology, the Department implemented electronic versions of Transient Occupancy Tax (TOT) reminders and billing statements.

The Treasurer-Tax Collector implemented a new software system for migration of TOT data to more adequately capture operator information, facilitate online customer access services, and improve collections of TOT revenue. It is currently anticipated that online customer access services will be available by June 30, 2017.

Transient Occupancy Tax files were converted to electronic records, providing increased efficiency for accessing data and responding to requests for information and assistance from taxpayers.

As part of continuous efforts to improve internal processes and court automated collection interfaces by implementing software upgrades and custom programming where feasible, the Revenue Division acquired licenses for CollectorPlus, an interface program with RevQ that enhances staff efficiency by providing dashboard style single viewing access of all collector account screens for Revenue Officers.

The Department purchased and installed eight additional TracNet licenses on Revenue Division staff desktops, for a total of 19 licensed work stations. This restored access to jail incarceration and release records previously available through the Criminal Justice Information System (CJIS). This access is a necessary tool for enhanced collection of Court-ordered debt.

In meeting the Department's goal to finalize installation and training for the Visual Data Mining (VDM) reporting tool, development of the work manual is ongoing as a prelude to installing the VDM. Completion is expected by the end of FY 2016-17.

The Columbia Ultimate Business System (CUBS) application hardware was upgraded to ensure the integrity of billing and collections operations in the Revenue Division.

The Property Tax and Revenue Divisions collaborated to streamline the Tax Clearance Certificate process for mobile homes, to increase efficiency and develop a plan to implement online access for the customer. Improvements will increase public awareness of the process, and allow for online customer access to the service.

Increased collection enforcement protocols were implemented for Federal Aviation Administration (FAA) liens on aircraft to enforce payment of delinquent unsecured property taxes.

The Property Tax Division worked with the State Controller's Office to successfully implement the return of the Property Tax Postponement Program for senior citizens and disabled taxpayers.

As of December 31, 2016, the Revenue Division's cost of collections remains on par with the prior year, and provides for the Department to meet its ongoing goal for keeping the cost of collections for the Courts below 30%. Even with impacts to overall dollars collected and increased workload related to the traffic amnesty program, the Revenue Division continues to maintain cost-effective collections through ongoing efforts to streamline processes and procedures.

The Revenue Division continued its efforts to increase collection accounts worked per Revenue Officer, with the goal of 38,500 accounts worked per year. As of the end of February 2017, the number of collection accounts worked during FY 2016-17 averaged 38,008.

The Wells Fargo Merchant "Cardholder Present" Services contract has been completed. Services are available to all departments, and currently being tested by the Resource Management Agency (RMA). Efforts to coordinate "Cardholder Present" Services are underway and will be implemented in April 2017.

The Treasurer-Tax Collector is currently in contract negotiations with ACI Worldwide (ACI) for Merchant "Cardholder Not Present" Services, and it is expected that services will be implemented during FY 2017-18.

The average yield for the first two quarters of FY 2016-17 exceeded the average of the Merrill Lynch T-bill Global Bond Indices in accordance with the Department's investment goals.

Department Operational Goals

Update Treasurer-Tax Collector internal processes and procedures in a uniform format by June 30, 2018.

Update desk descriptions and position-specific written procedures for at least 75% of Treasurer-Tax Collector staff by June 30, 2018.

Fully review departmental Continuity of Operations Plan (COOP) that identifies 100% of critical functions, and update as needed, by June 30, 2018.

Review and maintain implementation of the departmental succession plan that identifies and updates process documentation, facilitates cross-training, and encourages staff to seek education and professional development training by June 30, 2018.

By June 30, 2018, fully review internal costs and capabilities to improve the Department's capacity to identify visitor-serving, short-term rental operators in the unincorporated areas of Monterey County.

By June 30, 2018, fully evaluate training and workload requirements, and full year departmental costs for new functions related to the issuance of business licenses.

By March 1, 2018, fully evaluate recoverable costs for issuance and annual renewal of business licenses, and revise fee schedule as necessary.

By June 30, 2018, fully evaluate training, workload, cash handling, and security requirements, and full-year new departmental costs for collection of commercial cannabis business taxes.

As part of the first full year of new commercial cannabis taxation, maintain ongoing evaluation and assessment. Implement revisions as needed to internal processes for receiving and handling commercial cannabis tax payments to ensure the integrity of Treasury practices, and compliance with banking industry standards for cash handling.

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 throughout the fiscal year.

In response to requests from County departments for additional banking and merchant card services throughout the fiscal year, conduct research and analysis to determine best products to meet departments' needs.

By June 30, 2018, the Revenue Division will work with the Monterey County Probation Department to define roles and responsibilities in support of collaborative efforts for the collection of court ordered debt.

The Revenue Division will work with the Superior Court of California, Monterey County, to review and determine revisions that may be necessary to the Court/County Memorandum of Understanding (MOU) for collection of court ordered debt by June 30, 2018.

Throughout the course of the fiscal year, the Treasurer-Tax Collector will continue to increase efficiencies in all units as opportunities arise, by improving automated processes both intra-departmentally and with external stakeholders.

By June 30, 2018, the Revenue Division will install a Voice-Over Internet Protocol (VOIP) phone and Interactive Voice Response (IVR-dialer) system to support the payment of fines and fees.

The Revenue Division and Property Tax Unit will work together to implement online customer access services for Mobile Home Tax Clearance certificate requests, with the goal of processing at least 85% of Mobile Home Tax Clearance applications via the web portal by June 30, 2018.

The Property Tax unit will implement online customer access services for electronic payments of Transient Occupancy Tax, business license fees, and commercial cannabis taxes with the goal of achieving 100% ability for customers to report and pay via the web portal by June 30, 2018.

The Systems team will migrate 100% of Treasurer-Tax Collector (TTC) staff from Office 2007 to the Office 2016 Suite in Office365, and explore migrating the TTC's Access databases to Office365 runtime versions by June 30, 2018.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Property Tax (TRE001)	2,069,027	2,149,014	2,380,792	2,657,058	2,657,058	508,044	001	8263
Revenue (TRE001)	3,325,777	3,876,589	3,783,402	4,046,301	4,046,301	169,712	001	8264
Treasury (TRE001)	1,279,280	1,491,206	980,221	1,036,371	1,036,371	(454,835)	001	8266
Subtotal	$6,674,084	$7,516,809	$7,144,415	$7,739,730	$7,739,730	222,921		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Property Tax	2,069,027	2,149,014	2,380,792	2,657,058	2,657,058	508,044
Revenue	3,325,777	3,876,589	3,783,402	4,046,301	4,046,301	169,712
Treasury	1,279,280	1,491,206	980,221	1,036,371	1,036,371	(454,835)
Subtotal	$6,674,084	$7,516,809	$7,144,415	$7,739,730	$7,739,730	222,921

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
10B06	TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	3.00	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 ANLYST 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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
20B12	ACCOUNTANT III	0.00	0.00	1.00	1.00
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	6.00	7.00	1.00
	Total	46.00	46.00	49.00	3.00

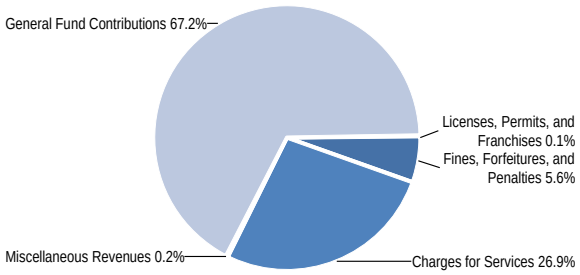
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1170	1170-8263-001-AUG1	AUG-MJ Tax-Bus Lic	Mandated	98,115	1.00	98,115	1.00
			Grand Total	**$98,115**	**1.00**	**$98,115**	**1.00**

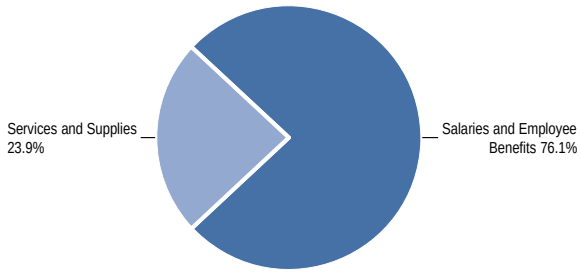
Property Tax

(Unit 8263— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,872,499	1,942,718	2,089,759	2,398,774	2,398,774	456,056
Services and Supplies	580,819	669,114	775,171	753,858	753,858	84,744
Other Charges	(407,524)	(470,217)	(484,138)	(495,574)	(495,574)	(25,357)
Other Financing Uses	23,233	7,399	0	0	0	(7,399)
Subtotal	$2,069,027	$2,149,014	$2,380,792	$2,657,058	$2,657,058	508,044

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	120	140	120	120	120	(20)
Licenses, Permits, and Franchises	220	110	110	3,500	3,500	3,390
Fines, Forfeitures, and Penalties	139,500	134,000	134,000	148,389	148,389	14,389
Charges for Services	728,685	723,800	723,800	713,891	713,891	(9,909)
Miscellaneous Revenues	6,157	8,000	8,000	6,400	6,400	(1,600)
Subtotal	$874,682	$866,050	$866,030	$872,300	$872,300	6,250
General Fund Contributions	$1,194,345	$1,282,964	$1,514,762	$1,784,758	$1,784,758	501,794
Total Source of Funds	$2,069,027	$2,149,014	$2,380,792	$2,657,058	$2,657,058	508,044

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 Transient Occupancy Tax (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 general purpose (discretionary) revenue. Additionally, it is the responsibility of the Property Tax Division to administer and enforce the County's Business License Ordinance, effective April 1, 2017.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
10B06	TREASURER-TAX COLLECTOR	1.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00
14C31	MANAGEMENT ANALYST III	2.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00

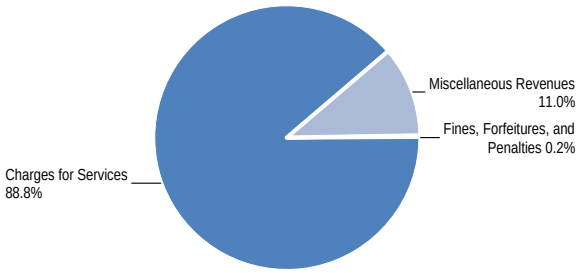
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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	18.00

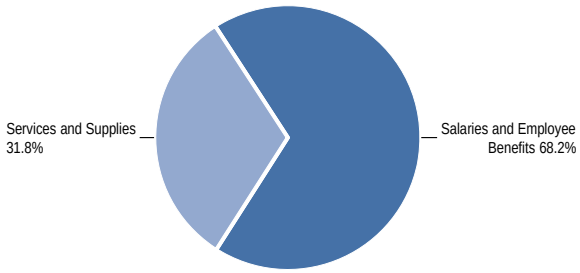
Revenue

(Unit 8264— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,129,315	2,686,336	2,481,102	2,789,550	2,789,550	103,214
Services and Supplies	1,232,687	1,296,936	1,336,771	1,300,967	1,300,967	4,031
Other Charges	(77,609)	(119,863)	(34,471)	(44,216)	(44,216)	75,647
Other Financing Uses	41,384	13,180	0	0	0	(13,180)
Subtotal	$3,325,777	$3,876,589	$3,783,402	$4,046,301	$4,046,301	169,712

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	17,295	5,500	14,239	8,500	8,500	3,000
Intergovernmental Revenues	34,330	0	0	0	0	0
Charges for Services	3,610,691	3,925,419	3,625,000	4,047,878	4,047,878	122,459
Miscellaneous Revenues	29,033	534,750	632,290	500,241	500,241	(34,509)
Subtotal	$3,691,348	$4,465,669	$4,271,529	$4,556,619	$4,556,619	90,950
General Fund Contributions	($365,571)	($589,080)	($488,127)	($510,318)	($510,318)	78,762
Total Source of Funds	$3,325,777	$3,876,589	$3,783,402	$4,046,301	$4,046,301	169,712

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 Memorandum of Understanding (MOU) with the Superior Court, to recover Treasurer-Tax Collector departmental expenses incurred in the collection and distribution of court-ordered debt.

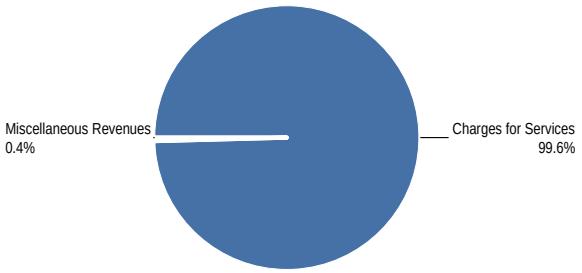
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C31	MANAGEMENT ANALYST III	1.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
16C88	BUSINESS TECHNOLOGY ANLYST III	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	1.00
25A32	REVENUE OFFICER II	9.00
25A33	SUPERVISING REVENUE OFFICER	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J21	ACCOUNT CLERK	7.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	27.00

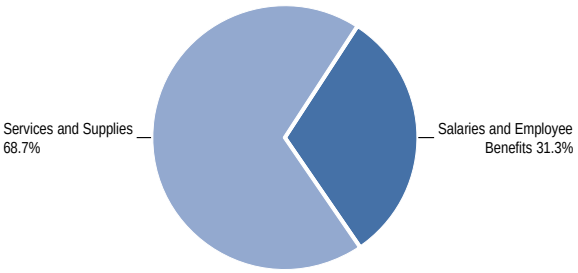
Treasury

(Unit 8266— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	398,606	482,005	473,023	500,946	500,946	18,941
Services and Supplies	875,227	1,006,657	1,057,872	1,101,099	1,101,099	94,442
Other Charges	(2,538)	0	(550,674)	(565,674)	(565,674)	(565,674)
Other Financing Uses	7,986	2,544	0	0	0	(2,544)
Subtotal	$1,279,280	$1,491,206	$980,221	$1,036,371	$1,036,371	(454,835)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	604,512	859,725	918,993	1,040,917	1,040,917	181,192
Miscellaneous Revenues	3,564	4,500	4,500	4,500	4,500	0
Subtotal	$608,076	$864,225	$923,493	$1,045,417	$1,045,417	181,192
General Fund Contributions	$671,204	$626,981	$56,728	($9,046)	($9,046)	(636,027)
Total Source of Funds	$1,279,280	$1,491,206	$980,221	$1,036,371	$1,036,371	(454,835)

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C45	TREASURY MANAGER	1.00
20B41	TREASURY OFFICER II	3.00
	Total	4.00

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 $59 billion, generating over $590 million for local governmental agencies and schools.

Programs and Functions:

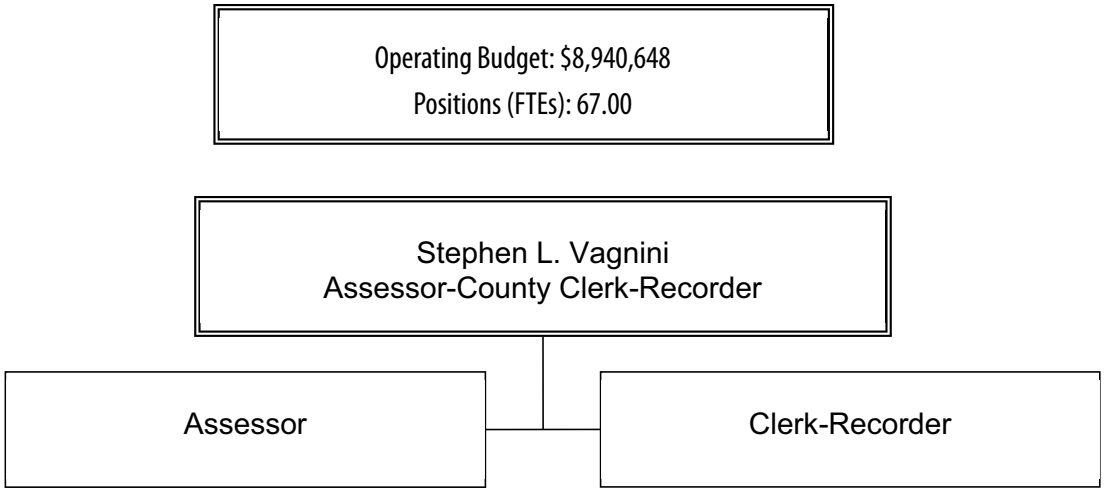
The Assessor's Office calculates the values of all real and business personal property for tax purposes. Property tax is the backbone financing for counties and incorporated cities in California and accounts for approximately two-thirds of the discretionary revenue in Monterey County. It is mandated 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.

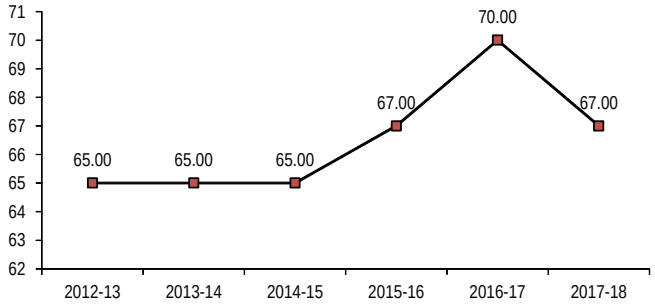
Department's Contributions to Monterey County's Strategic Initiatives:

ECONOMIC DEVELOPMENT AND ADMINISTRATION

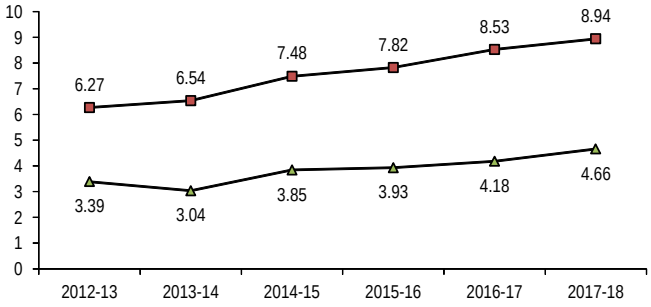
The Office of the Assessor-County Clerk-Recorder is committed to streamlining County operations for greater accountability and efficiency of service delivery and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.



Staffing Trends



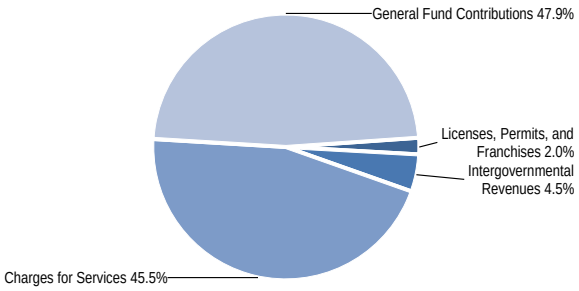
Expenditure/Revenue History (in millions)



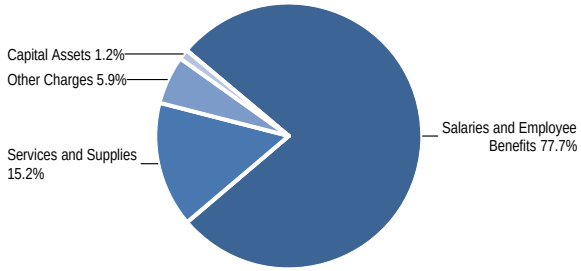
The goal of the Assessor-County Clerk-Recorder is to streamline operations for greater accountability, efficient service delivery, and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent of customers rating customer service as "Excellent." Target = 95%	95%	98%	98%
Percent of Assessment Appeals reconciled within 18 months of receipt. Target = 100%	97%	99%	99%
Percent of Exemption forms processed within 7 days. Target = 100%	100%	100%	100%
Percent of recorded documents processed within 7 days. Target = 100%	100%	100%	100%
Percent of recorded documents indexed the same day. Target = 100%	100%	100%	100%
Percent of documents electronically recorded.	55%	57%	72.9%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,203,024	6,928,309	6,507,829	7,228,074	6,945,471	17,162
Services and Supplies	1,568,879	1,430,365	1,329,737	1,359,692	1,359,692	(70,673)
Other Charges	(131,828)	542,616	512,538	525,485	525,485	(17,131)
Capital Assets	80,750	110,000	177,600	110,000	110,000	0
Other Financing Uses	104,058	104,058	0	0	0	(104,058)
Subtotal	$7,824,883	$9,115,348	$8,527,704	$9,223,251	$8,940,648	(174,700)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	162,380	170,000	179,626	180,000	180,000	10,000
Intergovernmental Revenues	254,673	608,366	392,721	403,790	403,790	(204,576)
Charges for Services	3,514,786	3,809,029	3,609,713	4,069,661	4,069,661	260,632
Miscellaneous Revenues	801	5,000	1,000	5,000	5,000	0
Subtotal	$3,932,640	$4,592,395	$4,183,060	$4,658,451	$4,658,451	66,056
General Fund Contributions	$3,892,243	$4,522,953	$4,344,644	$4,564,800	$4,282,197	(240,756)
Total Source of Funds	$7,824,883	$9,115,348	$8,527,704	$9,223,251	$8,940,648	(174,700)

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget includes total appropriations of $8,940,648, representing a $174,700 decrease from the FY 2016-17 Adopted Budget, primarily due to the removal of Information Technology Department (ITD) costs. Effective in FY 2017-18, ITD will no longer charge most general fund departments for countywide IT services. Appropriations for Salaries and Benefits increased by $17,162 mostly attributed to higher costs for employee benefits and raises authorized by recent bargaining agreements.

The recommended appropriations are financed by revenues of $4,658,451 and general fund contributions (GFC) of $4,282,197.

Budget Impacts

The FY 2017-18 Recommended Budget provides the basic resources to maintain FY 2016-17 service levels in the Assessor-County Clerk-Recorder's Office. Workload on staff has continued to increase with the loss of 3 positions, the additional improved sales activity, and Proposition 8 reviews and appeals requiring greater analysis.

Department Operational Accomplishments

In an effort to strive for continual improvement, the Assessor's Office conducted an in-house survey of all employees.

The Assessor's Office completed the 2016 local assessment roll on time, with a net assessed value of over $59 billion. The Assessor's Office also reviewed the assessed valuation of 14,000 properties with reduced values under the provisions of Proposition 8. Proposition 8, passed in November 1978, and amended Proposition 13 to reflect decline in values. As a result, Revenue and Taxation Code Section 51 requires the Assessor to annually enroll either a property's factored Proposition 13 base year value or its Market Value as of January 1 (lien date), taking into account any factors causing a decline in value, whichever is less.

The Assessor's Office completed a thorough inventory of our parcel map catalogue consisting of over 4,100 map pages. This inventory verified if there is a digital (AutoCad) page version available and that map images are current in all storage and distribution locations. Naming conventions were also changed to enable matching names across all map page versions. Pages that are not digitized (over 2,100 images) are being sent to an outside vendor for

digitization which will in turn add capabilities to create tools for more efficient and accurate appraisals.

The Recorder's Office continued its back-file redaction of social security numbers from all recorded documents dating back to January of 1980, as required by Government Code section 27301. In FY 2016-17, the Recorder's Office completed the back-file redaction of real property documents dating back to 1990. Back-file redaction is now complete for all recorded documents from July 1, 1990 through December 31, 2008.

The Recorder's Office continued to expand electronic recording with a continued increase in agents and submitters participating in e-recording. In FY 2016-17 the Recorder's electronic recordings increased by 11% to 68% of all recorded documents and with additional growth anticipated in the future.

The County Clerk-Recorder's Office has begun upgrading its current recording, filing, and cashiering system to a web-based system to assist in its efforts of provide modern and efficient services to taxpayers.

The Office continued to participate in the reorganization study of all office/clerical positions with the goal of establishing a career ladder and to assist in succession planning.

The County Clerk-Recorder's Office continued to provide quality customer service to all County taxpayers and in an effort to strive for continual improvement placed the "How Are We Doing" survey cards at each of its customer service counters. There survey cards are reviewed with management, office supervisors, and staff.

Department Operational Goals

By June 30, 2018, obtain Board approval for the Assessor Recorder-Clerk (ARC) Cross Training Program and begin implementation for one pilot group of employees to create career ladders for the clerical staff and assist in department-wide succession planning efforts.

For FY 2017-18, the Department will continue to provide quality customer service to all taxpayers as evidenced by maintaining a rating of at least 95% positive on our customer survey cards.

By June 30, 2018, produce a completed assessment roll of residential, commercial and industrial properties in the County of Monterey for the 2017-2018 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, and unpermitted construction projects by 10% by June 30, 2018.

By December 31, 2017, 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 17-18.

Pending Issues

The Department is currently participating in the State-County Assessors' Partnership Program, a three year pilot program to support County property assessment efforts which may end June 30, 2017. The program has allowed the Department to capture property tax revenues for local K-14 schools and offices of education that might otherwise escape recognition and collection. If the program is renewed by the State, 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 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Assessor (ACR001)	5,535,180	6,241,039	5,852,536	6,401,475	6,118,872	(122,167)	001	8003
Clerk/Recorder (ACR002)	2,289,702	2,874,309	2,675,168	2,821,776	2,821,776	(52,533)	001	8004
Subtotal	$7,824,883	$9,115,348	$8,527,704	$9,223,251	$8,940,648	(174,700)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Assessor	5,535,180	6,241,039	5,852,536	6,401,475	6,118,872	(122,167)
Clerk/Recorder	2,289,702	2,874,309	2,675,168	2,821,776	2,821,776	(52,533)
Subtotal	$7,824,883	$9,115,348	$8,527,704	$9,223,251	$8,940,648	(174,700)

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	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	0.00	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	15.00	13.00	-2.00
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
80A33	ADMINISTRATIVE 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	6.00	7.00	6.00	-1.00
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	67.00	70.00	67.00	-3.00

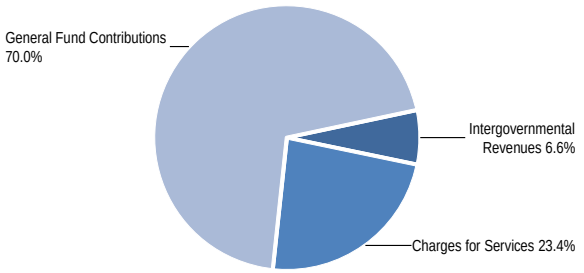
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1180	1180-8003-001-AUG1	AUG-Office Asst II	Base Level Maintenance	71,415	1.00	0	0.00
1180	1180-8003-001-AUG2	AUG-Appraiser II	Lost State/Federal Funding	105,594	1.00	0	0.00
1180	1180-8003-001-AUG3	AUG-Appraiser II	Lost State/Federal Funding	105,594	1.00	0	0.00
			Grand Total	**$282,603**	**3.00**	**$0**	**0.00**

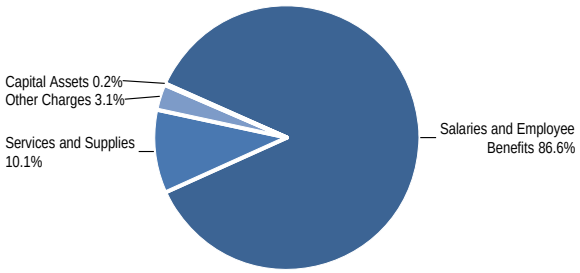
Assessor

(Unit 8003— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	4,957,606	5,317,053	5,014,665	5,579,949	5,297,346	(19,707)
Services and Supplies	649,813	607,702	584,094	620,740	620,740	13,038
Other Charges	(131,786)	246,738	193,777	190,786	190,786	(55,952)
Capital Assets	0	10,000	60,000	10,000	10,000	0
Other Financing Uses	59,546	59,546	0	0	0	(59,546)
Subtotal	$5,535,180	$6,241,039	$5,852,536	$6,401,475	$6,118,872	(122,167)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	254,673	608,366	392,721	403,790	403,790	(204,576)
Charges for Services	1,120,969	1,319,600	1,230,900	1,432,885	1,432,885	113,285
Subtotal	$1,375,642	$1,927,966	$1,623,621	$1,836,675	$1,836,675	(91,291)
General Fund Contributions	$4,159,538	$4,313,073	$4,228,915	$4,564,800	$4,282,197	(30,876)
Total Source of Funds	$5,535,180	$6,241,039	$5,852,536	$6,401,475	$6,118,872	(122,167)

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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	13.00
28A22	APPRAISER III	5.00
28A80	SUPERVISING APPRAISER	2.00
28B21	AUDITOR-APPRAISER II	4.00

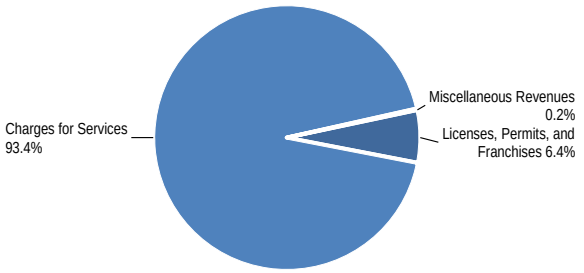
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
28B22	AUDITOR-APPRAISER III	1.00
43F21	MAP DRAFTING TECHNICIAN	1.00
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	50.00

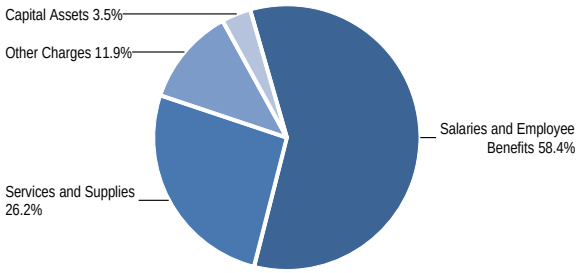
Clerk/Recorder

(Unit 8004— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,245,417	1,611,256	1,493,164	1,648,125	1,648,125	36,869
Services and Supplies	919,065	822,663	745,643	738,952	738,952	(83,711)
Other Charges	(42)	295,878	318,761	334,699	334,699	38,821
Capital Assets	80,750	100,000	117,600	100,000	100,000	0
Other Financing Uses	44,512	44,512	0	0	0	(44,512)
Subtotal	$2,289,702	$2,874,309	$2,675,168	$2,821,776	$2,821,776	(52,533)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	162,380	170,000	179,626	180,000	180,000	10,000
Charges for Services	2,393,817	2,489,429	2,378,813	2,636,776	2,636,776	147,347
Miscellaneous Revenues	801	5,000	1,000	5,000	5,000	0
Subtotal	$2,556,998	$2,664,429	$2,559,439	$2,821,776	$2,821,776	157,347
General Fund Contributions	($267,296)	$209,880	$115,729	$0	$0	(209,880)
Total Source of Funds	$2,289,702	$2,874,309	$2,675,168	$2,821,776	$2,821,776	(52,533)

Unit Description

The County Clerk-Recorder creates, maintains, and has custody of files which constitute the official public record of certain legal/financial documents such as deeds, notices of default, notices of completion, abstracts of judgment, liens, subdivision maps, etc. These files are of importance to the conduct of local commerce and are absolutely vital to the real estate industry. The County Clerk-Recorder's functions also include, but are not limited to: maintaining records of births, deaths, and certain marriages; certification of copies of public records; and issuance of marriage licenses.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00
14G02	MANAGEMENT ANALYST I	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS 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:

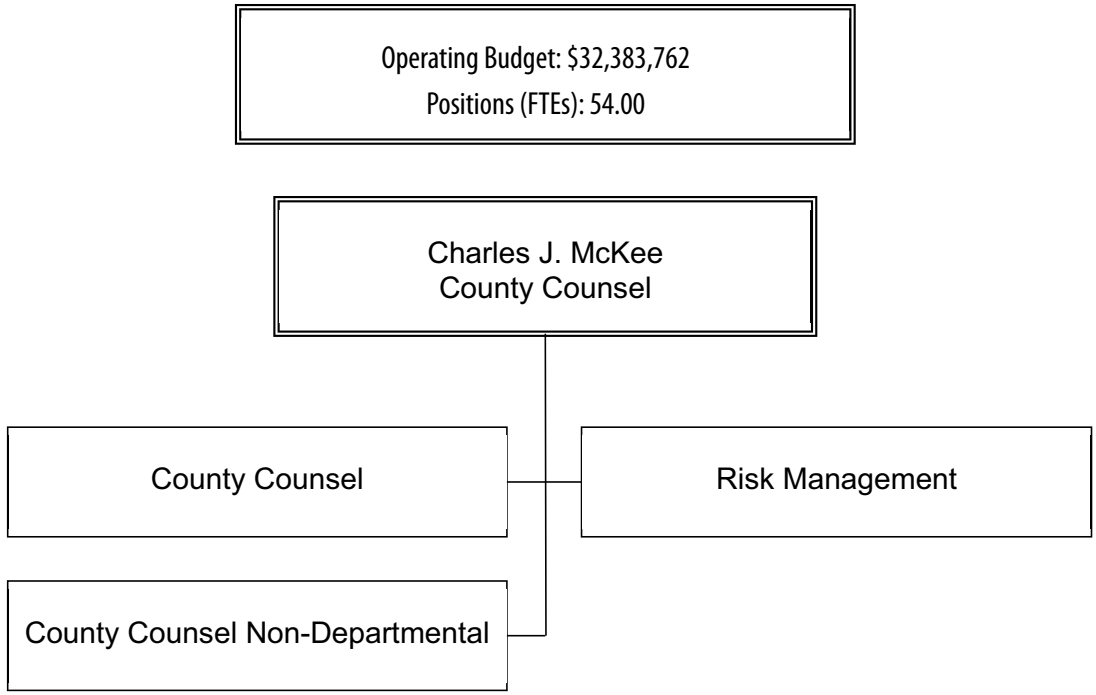
The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors (BOS), and all County officers, departments, agencies, boards, and commissions, as well as liaison and support to the Grand Jury. In addition to providing legal advice, the Office 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:

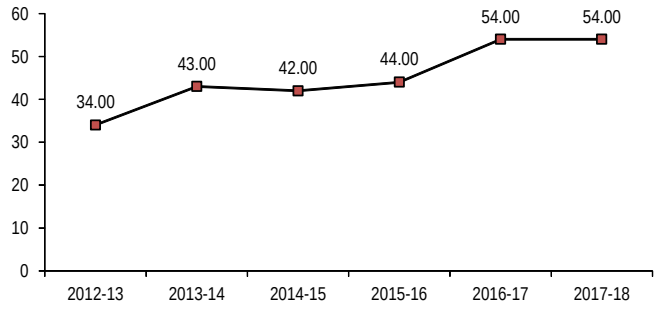
The County Counsel's Office consists of four divisions. The General Government, Litigation and Land Use Divisions provide legal counsel to County departments, and representation in litigation matters. The Risk Management Division is responsible for the oversight and management of all County insurance 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 also manages and advises the Monterey County Civil Grand Jury.

Department's Contribution to Monterey County's Strategic Initiatives:

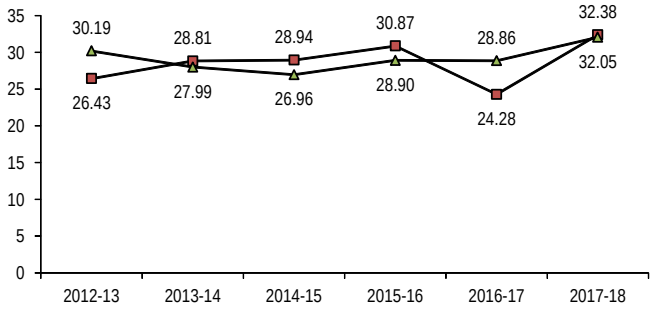
The Office of County Counsel addresses each of the Strategic Initiative Policy Areas: Economic Development, Administration, Health & Human Services, Infrastructure and Public Safety. The primary goal of the Office of the County Counsel is providing services with the highest degree of competence and integrity 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



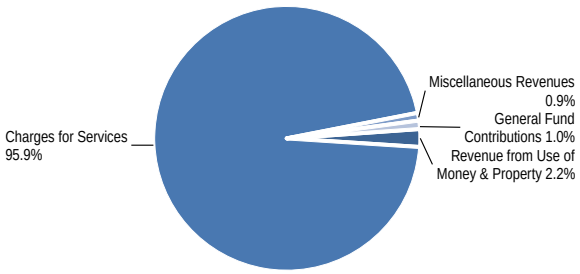
Expenditure/Revenue History (in millions)



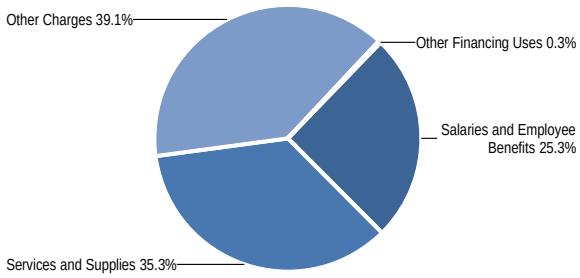
County Counsel provides legal advice to the Board of Supervisors and County departments, commissions, and agencies on issues of law or public policy. County Counsel is the legal advisor and primary litigator for the County and through its Risk Division manages general liability programs, develops safety programs, conducts accident and complaint investigations and coordinates the provisions of Workers' Compensation.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Annual Performance Appraisals completed for staff. Target = 100%	78%	97%	83%
Percentage of mandatory IT and Sexual Harassment Prevention training completed by staff. Target = 100%	73%	90%	90%
Percentage of new and returning assignments to complete assignments within cycle of two weeks. Target = 90%	2,711 89%	1,552 85%	1,696 72%
Number of Workers' Compensation claims open or pending status. Target = Reduce to 810	802	853	855
Annual Average Workers' Compensation Costs per new claim. Target = Reduce to $7,790	$7,514	$8,199	$6,381

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,774,837	7,799,659	7,238,344	8,441,838	8,196,950	397,291
Services and Supplies	11,755,930	10,987,397	9,924,414	11,442,200	11,442,200	454,803
Other Charges	12,254,913	12,590,918	7,028,538	12,657,374	12,657,374	66,456
Other Financing Uses	87,246	84,358	87,238	87,238	87,238	2,880
Subtotal	$30,872,925	$31,462,332	$24,278,534	$32,628,650	$32,383,762	921,430

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,572	0	0	0	0	0
Revenue from Use of Money & Property	837,464	642,997	1,070,489	698,018	698,018	55,021
Charges for Services	27,257,280	27,353,727	27,352,298	31,051,557	31,051,557	3,697,830
Miscellaneous Revenues	807,436	300,000	440,500	300,000	300,000	0
Subtotal	$28,904,752	$28,296,724	$28,863,287	$32,049,575	$32,049,575	3,752,851
Fund Balance	(5,114,832)	0	(4,418,339)	0	0	0
General Fund Contributions	$7,083,005	$3,165,608	($166,414)	$579,075	$334,187	(2,831,421)
Total Source of Funds	$30,872,925	$31,462,332	$24,278,534	$32,628,650	$32,383,762	921,430

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Office of the County Counsel is $32,383,762, an increase of $921,430 from the FY 2016-17 Adopted Budget. Costs for salaries and benefits grew by $397,291 due to cost increases for employee health insurance, pension benefits, salary increases and salary step advances. Expenditures also increase in Workers' Compensation (WC) and General Liability (GL) claims and Third Party Administrator (TPA) fees.

Budget Impacts

The Recommended Budget does not include approval of augmentations requested for two new positions, a Legal Support Coordinator and Management Analyst III. The office requested these new positions to improve responsiveness.

Department Operational Accomplishments

Effectively advised and represented the County's legal interests. These accomplishments included drafting much of the medical marijuana program regulations, participating in formation of the Groundwater Sustainability Agency and the Inter-lake Tunnel Project Labor Agreement negotiations, replying to Public Record Act requests, managing Redevelopment/Successor Agency issues, supporting code enforcement, and providing efficient administrative and legal support to the Grand Jury.

In addition, as of July 1, 2016, the GL program was successfully transitioned from the previous TPA, Carl Warren, to Intercare Holdings Insurance Services Inc., to assist the County in more effectively managing the GL claims.

Department Operational Goals

As an on-going goal, respond to legal requests within fifteen (15) days of receipt to assist elected officials, County Offices and departments in achieving their goals and objectives.

Successfully manage and conclude tort claims and litigation in a fair manner, which respects both the rights of claimants and litigants and provides fiscal accountability to the public.

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.

Implement the separation of the GL claims into two (2) categories: Recoverable (GL claim costs that may be passed through for federal and State Funding) and Non-Recoverable (GL claim costs that may not be passed through).

Pending Issues

Testing of the water in Lake San Antonio and Lake Nacimiento as a result of a fuel system leak was suspended due to the impact of the drought, and funding for the testing was eliminated. Recent rain has increased the water levels at Lake San Antonio and Lake Nacimiento, which may require the resumption of testing. Should testing be required, the Department may require additional funding during FY 2017-18.

Policy Considerations

As per the State Controller's Office and the County's Actuarial Service provider (Bickmore), the County's GL and WC Internal Service Funds (ISF) should be operating at an 80 percent confidence level after 10 years. The County programs have remained at 70 percent over the last 13 years.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
County Counsel (COU001)	4,247,026	3,101,836	(238,109)	454,404	209,516	(2,892,320)	001	8057
Grand Jury (COU005)	140,154	157,523	207,270	218,422	218,422	60,899	001	8405
Risk Management (COU002)	0	0	(68,698)	0	0	0	001	8407
General Liability (COU003)	6,737,513	10,735,973	8,616,141	12,626,824	12,626,824	1,890,851	475	8408
Workers Compensation (COU004)	16,757,561	17,272,000	15,566,930	19,134,000	19,134,000	1,862,000	476	8409
Enterprise Risk (COU006)	2,990,670	195,000	195,000	195,000	195,000	0	001	8429
Subtotal	$30,872,925	$31,462,332	$24,278,534	$32,628,650	$32,383,762	921,430		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
County Counsel	4,247,026	3,101,836	(238,109)	454,404	209,516	(2,892,320)
Risk Management	0	0	(68,698)	0	0	0
Grand Jury	140,154	157,523	207,270	218,422	218,422	60,899
General Liability	6,737,513	10,735,973	8,616,141	12,626,824	12,626,824	1,890,851
Workers Compensation	16,757,561	17,272,000	15,566,930	19,134,000	19,134,000	1,862,000
Enterprise Risk	2,990,670	195,000	195,000	195,000	195,000	0
Subtotal	$30,872,925	$31,462,332	$24,278,534	$32,628,650	$32,383,762	921,430

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A04	COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C38	ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANLYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	4.00	4.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	0.00	0.00	0.00
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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

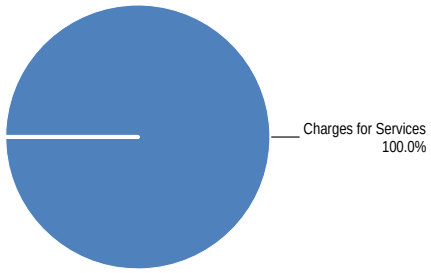
Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
74K50	SAFETY COORDINATOR/INVESTIGATOR	0.00	2.00	2.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00	4.00	4.00	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDIDENTIAL	2.00	2.00	2.00	0.00
99WXC	ALLOCATION ON LOAN WORK COMP	0.00	10.00	10.00	0.00
	Total	44.00	54.00	54.00	0.00

Augmentation

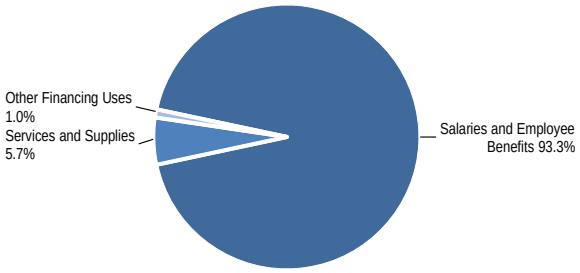
Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1210	1210-8057-001-AUG1	AUG1-Legal Support Coordinator	Base Level Maintenance	98,175	1.00	0	0.00
1210	1210-8057-001-AUG2	AUG2-Management Analyst III	Base Level Maintenance	146,713	1.00	0	0.00
			Grand Total	**$244,888**	**2.00**	**$0**	**0.00**

County Counsel Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,692,378	7,738,262	7,167,264	8,369,467	8,124,579	386,317
Services and Supplies	525,360	563,174	573,799	497,740	497,740	(65,434)
Other Charges	(3,055,070)	(5,283,958)	(8,132,228)	(8,497,161)	(8,497,161)	(3,213,203)
Other Financing Uses	84,358	84,358	84,358	84,358	84,358	0
Subtotal	$4,247,026	$3,101,836	($306,807)	$454,404	$209,516	(2,892,320)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	294,846	288,751	261,877	288,751	288,751	0
Subtotal	$294,846	$288,751	$261,877	$288,751	$288,751	0
General Fund Contributions	$3,952,180	$2,813,085	($568,684)	$165,653	($79,235)	(2,892,320)
Total Source of Funds	$4,247,026	$3,101,836	($306,807)	$454,404	$209,516	(2,892,320)

Division Description

The County Counsel's departmental operations include the Office of the County Counsel and Risk Management. Responsibilities and programs for the Office of the County Counsel and Risk Management are discussed in the narratives provided for each area in the pages that follow.

The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors, and all County officers, departments, agencies, boards, and commissions. The divisions of the Department include Administration and Support, Land Use, Litigation and Employment, and General Government. County Counsel also oversees Risk Management and provides support to the Grand Jury.

Risk Management oversees Insurance, Self-Insurance, Claims Management, 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, also 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 FY 2017-18 Recommended Budget for County Counsel's departmental operations is $209,516, a decrease of $2,892,320 from the FY 2016-17 Adopted Budget. The Recommended Budget reflects increased costs in salaries including earned step increases, employee benefits (health insurance, pension) and a Cost Allocation Plan credit of $5,119,599 as a part of the Auditor-Controller's indirect charge back program. The Recommended Budget includes $1,658,260 in expenditures for Risk Management, fully funded by reimbursements from the GL ISF and WC ISF.

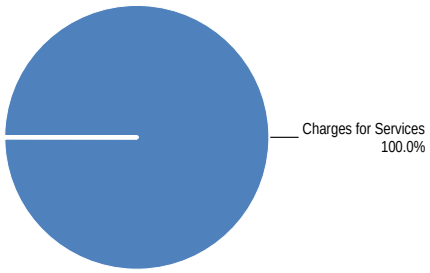
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
County Counsel (COU001)	4,247,026	3,101,836	(238,109)	454,404	209,516	(2,892,320)	001	8057
Risk Management (COU002)	0	0	(68,698)	0	0	0	001	8407
Subtotal	$4,247,026	$3,101,836	($306,807)	$454,404	$209,516	(2,892,320)		

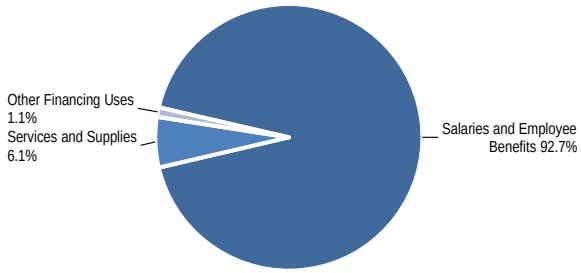
County Counsel

(Unit 8057— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,967,600	6,210,290	5,923,351	6,781,823	6,536,935	326,645
Services and Supplies	439,147	461,237	493,147	430,618	430,618	(30,619)
Other Charges	(2,240,584)	(3,650,555)	(6,735,471)	(6,838,901)	(6,838,901)	(3,188,346)
Other Financing Uses	80,864	80,864	80,864	80,864	80,864	0
Subtotal	$4,247,026	$3,101,836	($238,109)	$454,404	$209,516	(2,892,320)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	294,846	288,751	261,877	288,751	288,751	0
Subtotal	$294,846	$288,751	$261,877	$288,751	$288,751	0
General Fund Contributions	$3,952,180	$2,813,085	($499,986)	$165,653	($79,235)	(2,892,320)
Total Source of Funds	$4,247,026	$3,101,836	($238,109)	$454,404	$209,516	(2,892,320)

Unit Description

The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors, and all County officers, departments, agencies, boards, and commissions. In addition to providing legal advice, the Office also represents the County in civil and special litigation in State and Federal courts, various administrative proceedings, and coordinates the services of outside legal counsel.

The divisions of the department include Administration and Support (comprised of business, legal and office support staff), Land Use, Litigation and Employment, General Government, and Risk Management.

The primary goal of the Office of the County Counsel is to provide services with the highest degree of competence and integrity in a timely and responsive manner to enable the Board of Supervisors and other clients to effectively carry out their functions and achieve their goals. Achieving these goals requires attorneys and administrative staff to be apprised of and adapt to the dynamic regulatory, legislative, and judicial environment in which the County operates.

In addition to providing legal services to all County departments, the divisions provide legal services, by contract or statute, to other public entities, including the Transportation Agency of Monterey County, Local Agency Formation Commission, Water Resources Agency, and the Monterey Bay Unified Air Pollution Control District. Also, the Office serves as legal counsel to the Grand Jury and special districts whose governing boards are composed, in whole or in part, by persons appointed by the Board of Supervisors.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A04	COUNTY COUNSEL	1.00

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12C38	ASSISTANT COUNTY COUNSEL	1.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00
14C30	MANAGEMENT ANALYST II	3.00
39B21	DEPUTY COUNTY COUNSEL II	1.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00
80B99	SENIOR LEGAL SECRETARY-CONFIDIDENTIAL	2.00
	Total	33.00

Risk Management

(Unit 8407— Fund 001)

Source of Funds

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Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	724,778	1,527,972	1,243,913	1,587,644	1,587,644	59,672
Services and Supplies	86,213	101,937	80,652	67,122	67,122	(34,815)
Other Charges	(814,485)	(1,633,403)	(1,396,757)	(1,658,260)	(1,658,260)	(24,857)
Other Financing Uses	3,494	3,494	3,494	3,494	3,494	0
Subtotal	$0	$0	($68,698)	$0	$0	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$0	($68,698)	$0	$0	0
Total Source of Funds	$0	$0	($68,698)	$0	$0	0

Unit Description

Risk Management is responsible for the oversight and management of all County insurance and self-insurance programs, claims management, safety, ergonomics, contract risk review, and other risk transfer and loss control activities that protect the County and mitigate losses. The responsibilities of this division include the management, oversight, and administration of safety programs; Workers' Compensation (WC) insurance and self-insurance; General Liability (GL) insurance and self-insurance; healthcare liability and medical malpractice insurance; and directors' and officers' liability coverage. Additional responsibilities include administration of the general insurance programs such as fire, earthquake, property, boiler/machinery, and performance bonds. Risk Management also negotiates and places excess insurance and manages and directs GL and WC claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

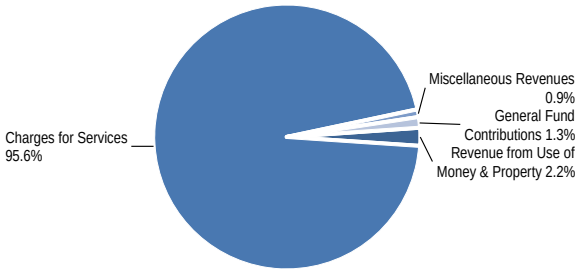
Core functions of this unit include: protection of County resources utilizing proactive strategies to provide the best customer service which enables the County to fulfill its stated mission and meet its strategic goals and initiatives; management and oversight of all County self-insurance programs; transference of risk, based upon an analysis of the capacity to bear loss, through written agreements or commercial insurance for risks that cannot be appropriately assumed internally at an acceptable cost, utilizing self-insurance retention levels; and elimination or mitigation and control of practices and conditions that may result in preventable losses.

Recommended 2017-18 Positions

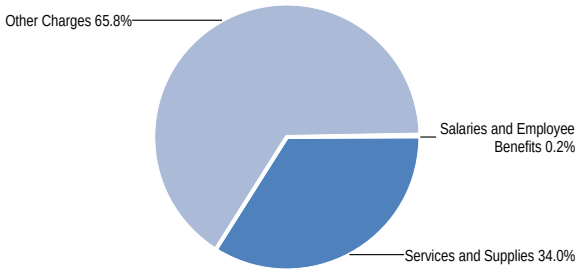
Classification Code	Classification Label	Recommended Budget 2017-2018
14B61	RISK & BENEFITS ANALYST	1.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14B64	PRINCIPAL RISK & BENEFITS ANLYST	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C32	SAFETY OFFICER	1.00
14C85	WORKERS COMPENSATION MANAGER	1.00
14C86	ERGONOMICS MANAGER	1.00
20B95	FINANCE MANAGER I	1.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	2.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
99ZWC	ALLOCATION ON LOAN WORK COMP	10.00
	Total	21.00

County Counsel Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	82,459	61,397	71,080	72,371	72,371	10,974
Services and Supplies	11,230,570	10,424,223	9,350,615	10,944,460	10,944,460	520,237
Other Charges	15,309,982	17,874,876	15,160,766	21,154,535	21,154,535	3,279,659
Other Financing Uses	2,888	0	2,880	2,880	2,880	2,880
Subtotal	$26,625,899	$28,360,496	$24,585,341	$32,174,246	$32,174,246	3,813,750

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,572	0	0	0	0	0
Revenue from Use of Money & Property	837,464	642,997	1,070,489	698,018	698,018	55,021
Charges for Services	26,962,434	27,064,976	27,090,421	30,762,806	30,762,806	3,697,830
Miscellaneous Revenues	807,436	300,000	440,500	300,000	300,000	0
Subtotal	$28,609,906	$28,007,973	$28,601,410	$31,760,824	$31,760,824	3,752,851
Fund Balance	(5,114,832)	0	(4,418,339)	0	0	0
General Fund Contributions	$3,130,824	$352,523	$402,270	$413,422	$413,422	60,899
Total Source of Funds	$26,625,899	$28,360,496	$24,585,341	$32,174,246	$32,174,246	3,813,750

Division Description

The Office of the County Counsel's non-departmental operations consist of the following units: 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. 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 is responsible for the tracking of Lake Spill costs at Lake Nacimiento and Lake San Antonio as well as County risk related settlements and costs that cannot be passed through for Federal and State reimbursement.

Summary of Recommendation

GRAND JURY: The FY 2017-18 recommended expenditures for Grand Jury are $218,422, an increase of $60,899 from the FY 2016-17 Adopted Budget due to a one-time increase in cost plan charges for prior year building repairs.

GENERAL LIABILITY (GL): The FY 2017-18 recommended expenditures for the GL ISF unit are $12,626,824, an increase of $1,890,851 from the FY 2016-17 Adopted Budget based on the actuarial study of recoverable and non-recoverable claims.

WORKERS' COMPENSATION (WC): The FY 2017-18 recommended expenditures for the WC unit are $19,134,000, an increase of $1,862,000 from the FY 2016-17 Adopted Budget based on the actuarial study of WC claims.

ENTERPRISE RISK: The FY 2017-18 recommended expenditures for the Fuel Spill Unit are $195,000, remaining the same as the FY 2016-17 Adopted Budget.

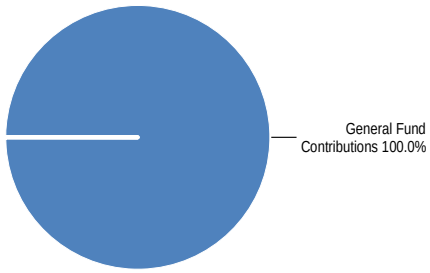
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Grand Jury (COU005)	140,154	157,523	207,270	218,422	218,422	60,899	001	8405
General Liability (COU003)	6,737,513	10,735,973	8,616,141	12,626,824	12,626,824	1,890,851	475	8408
Workers Compensation (COU004)	16,757,561	17,272,000	15,566,930	19,134,000	19,134,000	1,862,000	476	8409
Enterprise Risk (COU006)	2,990,670	195,000	195,000	195,000	195,000	0	001	8429
Subtotal	$26,625,899	$28,360,496	$24,585,341	$32,174,246	$32,174,246	3,813,750		

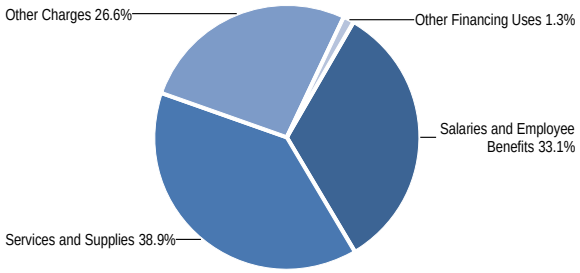
Grand Jury

(Unit 8405— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	82,459	61,397	71,080	72,371	72,371	10,974
Services and Supplies	70,610	84,517	75,210	85,071	85,071	554
Other Charges	(15,803)	11,609	58,100	58,100	58,100	46,491
Other Financing Uses	2,888	0	2,880	2,880	2,880	2,880
Subtotal	$140,154	$157,523	$207,270	$218,422	$218,422	60,899

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$140,154	$157,523	$207,270	$218,422	$218,422	60,899
Total Source of Funds	$140,154	$157,523	$207,270	$218,422	$218,422	60,899

Unit Description

The Grand Jury unit provides funding for the Civil Grand Jury functions. The Civil Grand Jury is a constitutionally-mandated body of citizens who volunteer for a one-year term of service. It is assembled annually to investigate the finances, operations, and affairs of local cities, the County, and other local governmental agencies. Typical work products of the Civil Grand Jury include mid-year and final reports and recommendations to the Board of Supervisors, area city councils, and special districts.

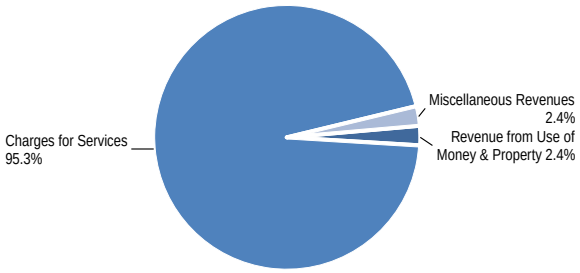
In prior years, Civil Grand Jury activities were administered by the Superior Court (on a reimbursement basis). Effective with the empaneling of the 2012 Civil Grand Jury, County Counsel assumed liaison and administrative functions previously handled by the Superior Court.

In FY 2012-13, a Management Analyst 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.

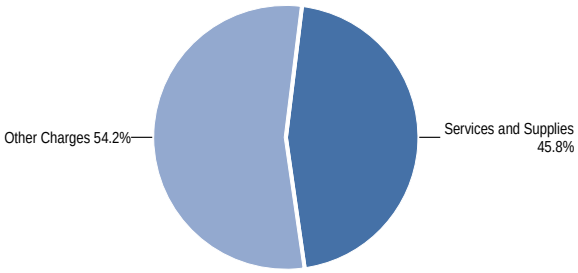
General Liability

(Unit 8408— Fund 475)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	4,626,811	5,314,830	4,886,464	5,780,564	5,780,564	465,734
Other Charges	2,110,702	5,421,143	3,729,677	6,846,260	6,846,260	1,425,117
Subtotal	$6,737,513	$10,735,973	$8,616,141	$12,626,824	$12,626,824	1,890,851

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,572	0	0	0	0	0
Revenue from Use of Money & Property	288,140	242,997	308,673	298,018	298,018	55,021
Charges for Services	11,129,434	10,192,976	10,218,421	12,028,806	12,028,806	1,835,830
Miscellaneous Revenues	283,638	300,000	115,560	300,000	300,000	0
Subtotal	$11,703,785	$10,735,973	$10,642,654	$12,626,824	$12,626,824	1,890,851
Fund Balance	(4,966,272)	0	(2,026,513)	0	0	0
Total Source of Funds	$6,737,513	$10,735,973	$8,616,141	$12,626,824	$12,626,824	1,890,851

Unit Description

The General Liability Internal Service Fund (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. ISFs are funded outside the County General Fund and their costs are allocated to departments on an annual basis.

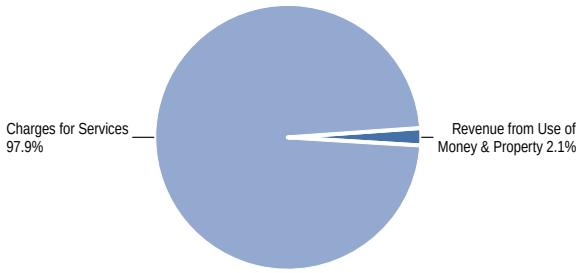
Funding of GL claims is based upon the total incurred value of loss and funding as determined by the County's actuaries, based upon loss history and future exposure and currently funded at a 70% confidence level for the FY 2017-18. Allocations are comprised of two categories: recoverable and non-recoverable. 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 (e.g., "The Lakes") 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.

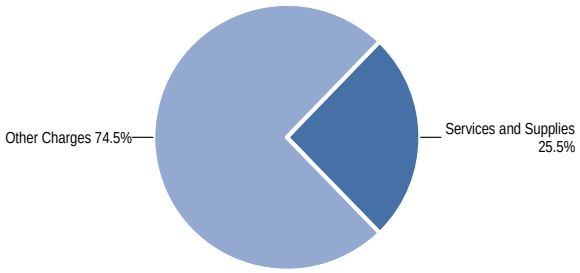
Workers Compensation

(Unit 8409— Fund 476)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	3,542,479	4,830,489	4,195,147	4,885,031	4,885,031	54,542
Other Charges	13,215,083	12,441,511	11,371,783	14,248,969	14,248,969	1,807,458
Subtotal	$16,757,561	$17,272,000	$15,566,930	$19,134,000	$19,134,000	1,862,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	549,324	400,000	761,816	400,000	400,000	0
Charges for Services	15,833,000	16,872,000	16,872,000	18,734,000	18,734,000	1,862,000
Miscellaneous Revenues	523,798	0	324,940	0	0	0
Subtotal	$16,906,121	$17,272,000	$17,958,756	$19,134,000	$19,134,000	1,862,000
Fund Balance	(148,560)	0	(2,391,826)	0	0	0
Total Source of Funds	$16,757,561	$17,272,000	$15,566,930	$19,134,000	$19,134,000	1,862,000

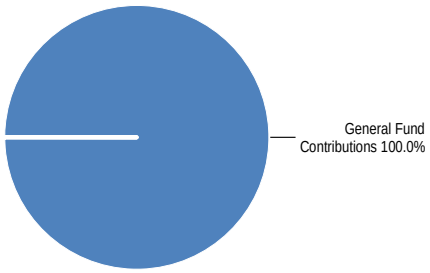
Unit Description

The Workers' Compensation Internal Service Fund (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. 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.

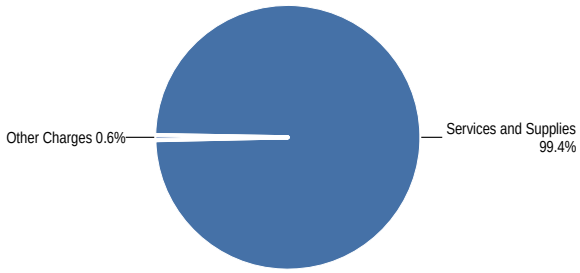
Enterprise Risk

(Unit 8429— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	2,990,670	194,387	193,794	193,794	193,794	(593)
Other Charges	0	613	1,206	1,206	1,206	593
Subtotal	$2,990,670	$195,000	$195,000	$195,000	$195,000	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$2,990,670	$195,000	$195,000	$195,000	$195,000	0
Total Source of Funds	$2,990,670	$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.

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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.

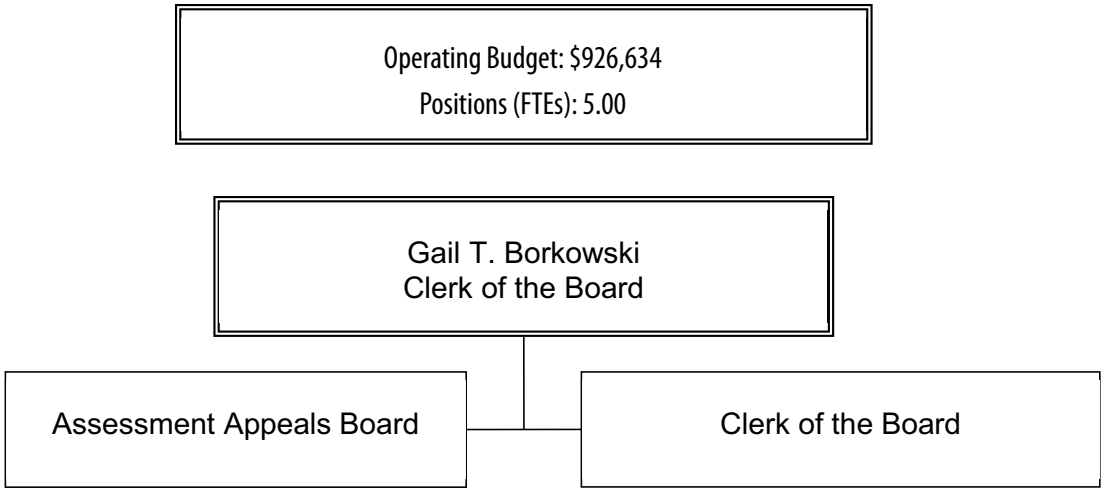
Programs and Functions:

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.

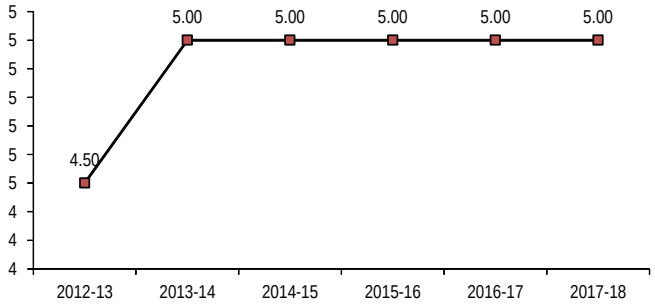
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

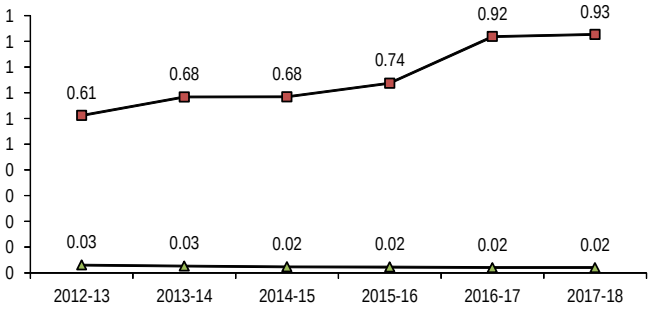
Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency. The COB also uses innovative technologies and other resources, and provides timely public access to information.



Staffing Trends



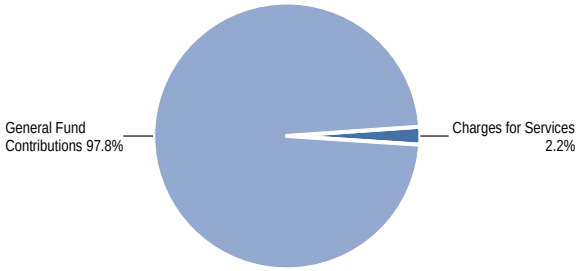
Expenditure/Revenue History (in millions)



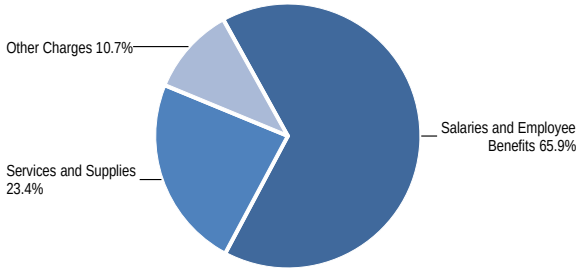
The Clerk of the Board (COB) is the keeper of public trust, facilitating access to information through technology, transparency and excellent customer service. The COB is committed to providing excellent customer service and access to information.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Number of Regular, Special, Supplemental, BOS governed Agencies and Special District meeting Agendas posted pursuant to Brown Act's 72 hour requirement. Target = 100%	146	143	61
Number of applications for changed assessments received and processed.	546	518	462
Percent of Assessment Appeals reconciled within the two year time period. Target = 100%	99.9%	N/A	N/A
Number of Public Record Act Requests (PRAR) received and initial response provided within 10 days as mandated. Target = 100%	45	39	8
Number Statement of Economic Interest FPPC Form 700's processed (hard copy).	589	387	15
Number of Boards, Committees & Commission appointments processed and posted.	161	192	83

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	543,882	567,301	574,983	610,200	610,200	42,899
Services and Supplies	193,360	265,318	244,327	217,222	217,222	(48,096)
Other Charges	0	92,033	99,212	99,212	99,212	7,179
Subtotal	$737,242	$924,652	$918,522	$926,634	$926,634	1,982

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	20,880	20,000	20,000	20,000	20,000	0
Miscellaneous Revenues	1,556	0	0	0	0	0
Subtotal	$22,436	$20,000	$20,000	$20,000	$20,000	0
General Fund Contributions	$714,806	$904,652	$898,522	$906,634	$906,634	1,982
Total Source of Funds	$737,242	$924,652	$918,522	$926,634	$926,634	1,982

Summary of Recommendation

The FY 2017-18 Recommended Budget for the Clerk of the Board (COB) includes $926,634 in total appropriations. The total appropriations are financed by $20,000 in revenue associated with assessment appeals filings, and $906,634 in General Fund Contribution (GFC) allocation which provides the resources for continued staffing at FY 2016-17 levels.

The Recommended Budget includes an augmentation of $56,736 to fund an at-risk management analyst position. This funding is necessary to close a funding gap caused by increased costs for salary increases, employee benefits, workers' compensation and the Enterprise Resource Planning (ERP) upgrade.

Budget Impacts

The Recommended Budget maintains current service levels for the office. The resources needed to begin additional projects including historic records preservation and the development of a Boards, Committee & Commissions management system are not included in the FY 2017-18 Recommended Budget.

Department Operational Accomplishments

The COB successfully filed 477 Assessment Appeals Applications during the regular filing period.

The COB's Office reviewed and updated files maintained by the Office for various boards, committees, commissions and special districts. The Office processed approximately 192 Board appointments.

COB staff provided support, management and oversight to departments, agencies and special districts for the filing of Statements of Economic Interests (Form 700) for over 1,600 filers.

COB staff continues development of the Boards, Commissions & Committees software module to provide a user-friendly interface for viewing vacancies and filing applications for appointments online.

Fully executed agreements continue to be archived into the agenda management system.

The Office hosted the annual NetFile system training for staff to assist with the management of Form 700 filings.

The Advance Report (50+ page reports) distribution process mandated by the Board of Supervisors now utilizes the agenda management system for creating and publishing the reports. This new process provides a more efficient and effective process for timely publishing and distribution.

COB staff support and train departmental staff on the use of the agenda management system.

Department Operational Goals

Support the process to ensure the required number of regular Board members and alternates are appointed to the Assessment Appeals Board for continued, timely resolution of Assessment Appeals applications.

Work with departments and Information Technology Department (ITD) to implement a searchable electronic database housing schedules of all current Monterey County Board-approved fees and charges.

Launch the Boards, Commissions, and Committees module and online application submission program and develop the associated procedure guidelines.

Work with ITD to evaluate the potential development and support of an in-house system to track and manage Boards, Committees, and Commissions.

Research options and resources for historic minute book preservation.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Assessment Appeals Board (COB001)	6,195	40,261	33,214	32,125	32,125	(8,136)	001	8019
Clerk of the Board (COB001)	731,047	884,391	885,308	894,509	894,509	10,118	001	8020
Subtotal	$737,242	$924,652	$918,522	$926,634	$926,634	1,982		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Assessment Appeals Board	6,195	40,261	33,214	32,125	32,125	(8,136)
Clerk of the Board	731,047	884,391	885,308	894,509	894,509	10,118
Subtotal	$737,242	$924,652	$918,522	$926,634	$926,634	1,982

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	2.00	2.00	0.00
	Total	5.00	5.00	5.00	0.00

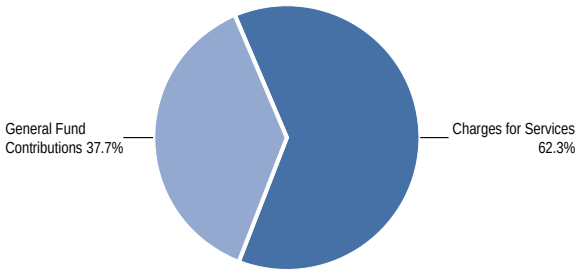
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1300	1300-8020-001-AUG1	AUG-Management Analyst	Base Level Maintenance	56,736	0.50	56,736	0.50
			Grand Total	**$56,736**	**0.50**	**$56,736**	**0.50**

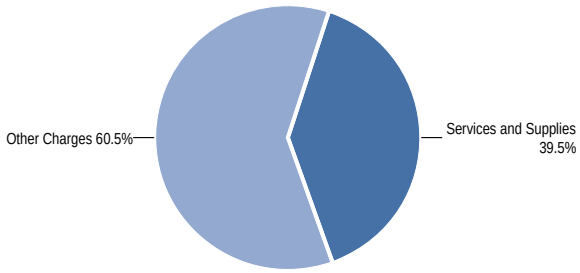
Assessment Appeals Board

(Unit 8019— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	703	0	349	0	0	0
Services and Supplies	5,492	14,205	13,441	12,701	12,701	(1,504)
Other Charges	0	26,056	19,424	19,424	19,424	(6,632)
Subtotal	$6,195	$40,261	$33,214	$32,125	$32,125	(8,136)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	20,880	20,000	20,000	20,000	20,000	0
Subtotal	$20,880	$20,000	$20,000	$20,000	$20,000	0
General Fund Contributions	($14,685)	$20,261	$13,214	$12,125	$12,125	(8,136)
Total Source of Funds	$6,195	$40,261	$33,214	$32,125	$32,125	(8,136)

Unit Description

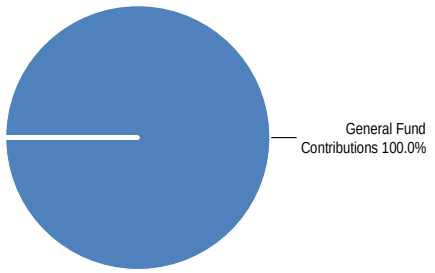
Assessment Appeals processing is task intensive and currently a manual process. Mandated timelines for resolving filed applications require dedicated staffing resources and effective time management.

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.

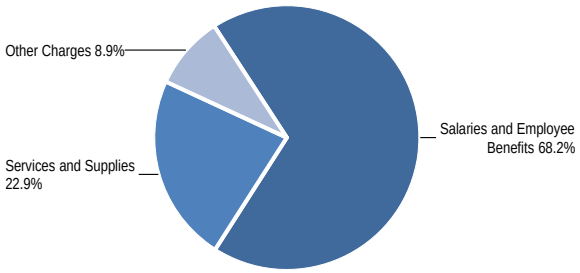
Clerk of the Board

(Unit 8020— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	543,179	567,301	574,634	610,200	610,200	42,899
Services and Supplies	187,868	251,113	230,886	204,521	204,521	(46,592)
Other Charges	0	65,977	79,788	79,788	79,788	13,811
Subtotal	$731,047	$884,391	$885,308	$894,509	$894,509	10,118

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Miscellaneous Revenues	1,556	0	0	0	0	0
Subtotal	$1,556	$0	$0	$0	$0	0
General Fund Contributions	$729,491	$884,391	$885,308	$894,509	$894,509	10,118
Total Source of Funds	$731,047	$884,391	$885,308	$894,509	$894,509	10,118

Unit Description

The Clerk of the Board (COB) unit 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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00
14C31	MANAGEMENT ANALYST III	1.00
80A32	SENIOR SECRETARY	1.00
80E83	BOARD OF SUPERVISORS CLERK	2.00
	Total	5.00

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.

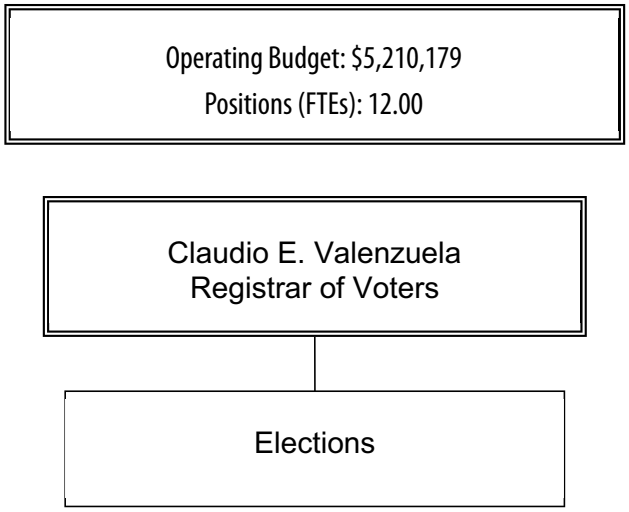
VOTER REGISTRATION SERVICES: Responsible for maintaining and updating voter registration data and ensuring compliance with the National Voter Registration Act.

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.

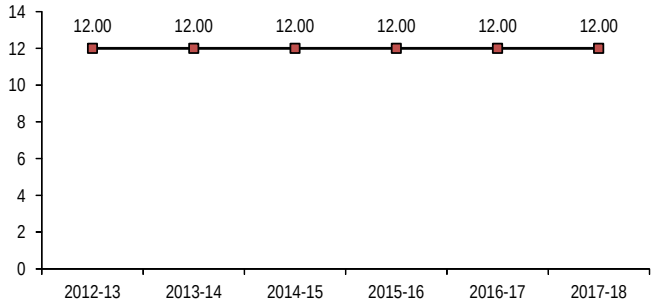
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

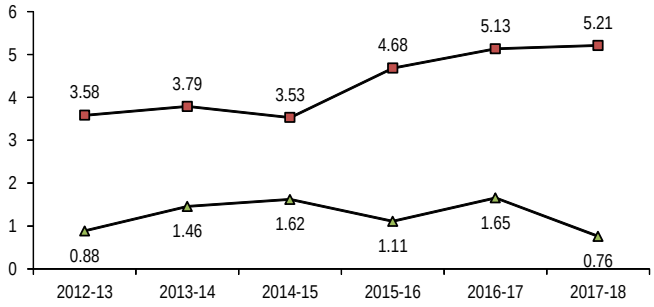
Elections supports the Board Strategic Initiative of Administration by conducting transparent elections that are accountable to both the integrity of the process and to the public. To fulfill the mission, the Department recruits and trains a large, diverse, highly qualified, skilled workforce to offer innovative, cost effective services that provide a positive impact to local agencies and voters while streamlining resources.



Staffing Trends



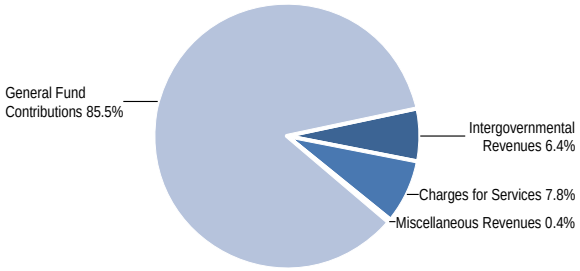
Expenditure/Revenue History (in millions)



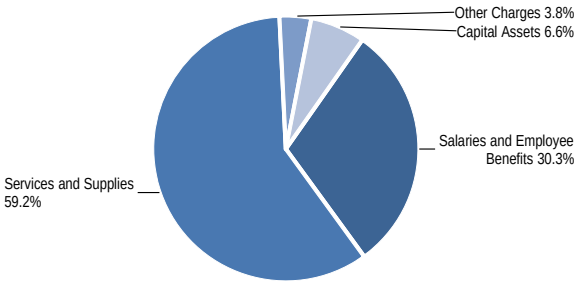
Elections conducts all County elections in a fair, accurate, accessible, secure, transparent and efficient manner; we educate and encourage the public to participate in the electoral process; and maintain accurate voter registration and election records.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Number of registered voters.	165,731	174,675	185,786
Percent of voter turnout.	45%	49.8%	73.8%
Number of presentations to community organizations in target groups and areas. Target = 75	74	73	33
Outreach delivered to target areas (low registration and participation). Target = 100%	99%	97%	N/A

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,340,684	1,598,919	1,535,923	1,577,102	1,577,102	(21,817)
Services and Supplies	3,270,851	2,764,481	3,156,025	3,086,383	3,086,383	321,902
Other Charges	2	65,117	440,483	200,323	200,323	135,206
Capital Assets	68,802	0	0	401,957	346,371	346,371
Subtotal	$4,680,339	$4,428,517	$5,132,431	$5,265,765	$5,210,179	781,662

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	9,398	7,500	176,752	333,696	333,696	326,196
Charges for Services	1,033,522	906,000	1,476,563	404,000	404,000	(502,000)
Miscellaneous Revenues	63,519	0	0	20,175	20,175	20,175
Subtotal	$1,106,439	$913,500	$1,653,315	$757,871	$757,871	(155,629)
General Fund Contributions	$3,573,900	$3,515,017	$3,479,116	$4,507,894	$4,452,308	937,291
Total Source of Funds	$4,680,339	$4,428,517	$5,132,431	$5,265,765	$5,210,179	781,662

Summary of Recommendation

Recommended appropriations for the Elections Department total $5,210,179, an increase of $781,662 from the Fiscal Year (FY) 2016-17 Adopted Budget, based upon three scheduled elections, occurring in November 2017, April 2018 and June 2018. The proposed budget reflects the additional cost of mandated ballot and voter guide printing and mailing services, publication of notices, and poll workers associated with the large volume anticipated in the June 2018 gubernatorial primary election.

Estimated revenues from services decreased by $155,629 for a total revenue of $757,871 in FY 2017-18. The County's General Fund Contribution (GFC) to the Department is $4,452,308, an increase of $937,291 from the previous year to fund the mandated third election. 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.

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 a State or federal election. The Department must still comply with all mandates and regulations related to election administration, regardless of the suspension of State reimbursements. An augmentation of $1,080,000 is recommended to pay for the salaries and services necessary to administer additional mandated elections next fiscal year.

Budget Impacts

Pursuant to California Senate Bill 415, nearly all local districts this year opted to combine their usual 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 with the possibility of attaining fiscal neutrality.

An augmentation of $55,586 was also requested for the purchase of vote by mail sorting equipment. This equipment will safeguard the County's ability to process ballots in a timely fashion, complying with federal and State mandates while automating manual processes to reduce personnel costs. Due to funding constraints this augmentation was not included in the Recommended Budget.

Department Operational Accomplishments

The Department is positioned to conduct scheduled and unscheduled elections of any size. The Department successfully administered the November 2016 Presidential General Election. In

this election, several significant milestones were achieved including: a record 185,786 registered voters, 137,102 ballots cast, and a 3 card ballot. The Department also conducted the City of Greenfield Mayor Recall Election on January 24, 2017. In addition, the May 2, 2017 City of Greenfield Special Parcel Tax Election will be conducted by the end of the fiscal year.

The Department will relocate to Schilling Place in the current fiscal year. Cost savings are already being realized as a result of taking occupancy of the Schilling Place warehouse. The final move will allow the Department to end several monthly lease agreements facilitating cost savings and additional workflow efficiencies.

The Department implemented 24 new State laws including a component of SB 450 requiring the January 1, 2017 implementation of conditional voter registration. Monterey County was the first in the State to offer conditional voter registration and was invited to present to the California Association of Clerks and Elections Officials (CACEO) business process committee. The Department has also worked with 42 districts currently conducting governing board member elections in odd years to assist them as they transition to even year election cycles pursuant to SB 415. Monterey County Elections continues to actively work with the CACEO and staff from the Secretary of State's office to monitor legislation that will impact elections.

Seven members of the Department commenced the highly regarded California Professional Election Administrator Certification Program. Three members of the Department have already completed the program and are California Registered Election Officials. The program requires the successful completion of ten courses covering areas such as emergency planning, developing and implementing new legislation, election history and voting systems.

The Department has taken leadership roles in the CACEO, including the Registrar of Voters who is the chairperson of the Bay Area counties. In addition, the Bilingual Outreach Program Manager was selected to serve on the State Language Accessibility Advisory Committee. Additional staff members are actively participating in CACEO committees working on voting accessibility, language services, and petition standardization.

Department Operational Goals

The Department continues to seek improvements in infrastructure to enhance the administration of elections. The Department will work to implement new legislation while minimizing impact to local jurisdictions. A series of elections are anticipated in FY 2017-2018 including the August 29, 2017 East Garrison Community Services Mail Ballot Election, the November 7, 2017 Special School District Election, the April 10, 2018 Carmel-by-the-Sea Municipal Election, and the June 5, 2018 Statewide Primary 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.

The Department will seek opportunities to improve transparency and efficiencies. To that end, Monterey County Elections will seek to implement all electronic filing for financial disclosure statements. Additionally, the Department continues efforts to modernize business processes to maintain statutory compliance. These efforts include requisite technology such as an envelope sorter and replacement components of the current aging voting system.

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 promote the public observer panel and other committees to develop voting accessibility in an effort to improve transparency, access, and public education activities.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

		Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Elections (ELE001)		4,680,339	4,428,517	5,132,431	5,265,765	5,210,179	781,662	001	8064
	Subtotal	$4,680,339	$4,428,517	$5,132,431	$5,265,765	$5,210,179	781,662		

Units

		Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Elections		4,680,339	4,428,517	5,132,431	5,265,765	5,210,179	781,662
	Subtotal	$4,680,339	$4,428,517	$5,132,431	$5,265,765	$5,210,179	781,662

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	Total	12.00	12.00	12.00	0.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1410	1410-8064-001-AUG1	AUG-Statewide Primary Election	Mandated	1,080,000	0.00	1,080,000	0.00
1410	1410-8064-001-AUG2	AUG-Vote by Mail sorting system	New Prog/Svc w/ Outside funding	55,586	0.00	0	0.00
			Grand Total	**$1,135,586**	**0.00**	**$1,080,000**	**0.00**

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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 services 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.

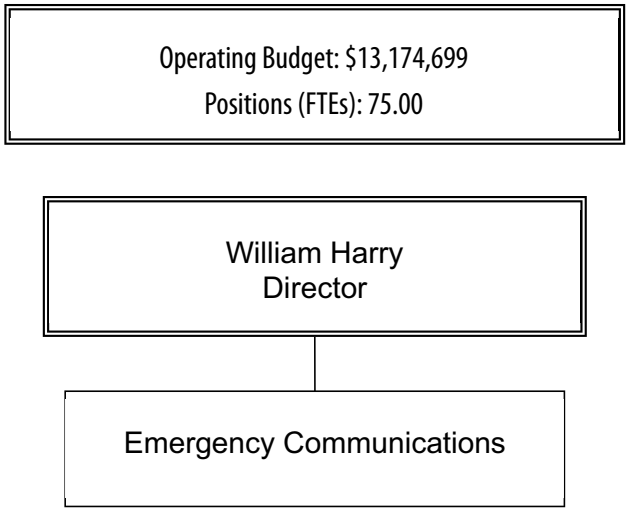
Under the 911 Services Agreement, each dollar of expense of operating the emergency communication center is paid for by approximately 30 cents of County funding and 70 cents in user agency revenue.

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.

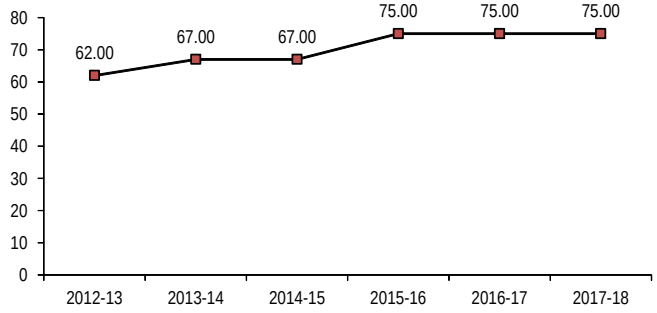
Department's Contribution to Monterey County's Strategic Initiatives:

PUBLIC SAFETY

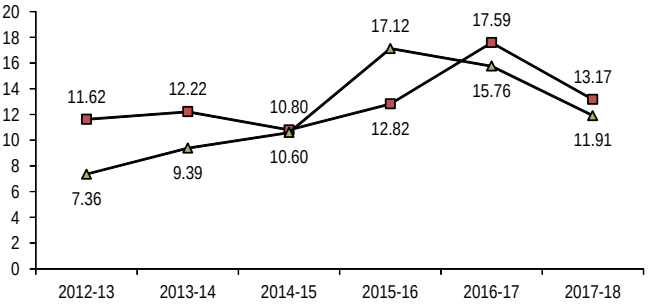
Creating a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general, with the key objective to engage public safety stakeholders, partners, and the whole community in resiliency building activities including emergency reporting.



Staffing Trends



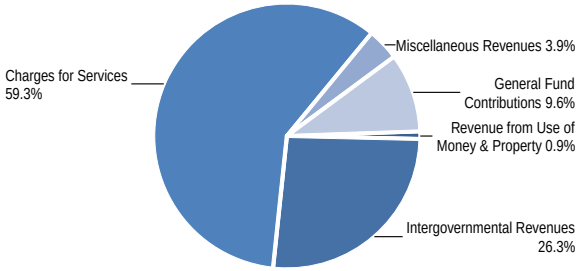
Expenditure/Revenue History (in millions)



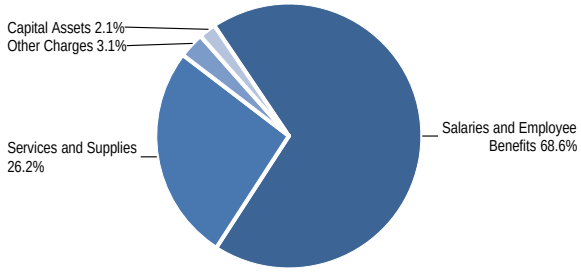
The Emergency Communications Department (ECD) operates a countywide, consolidated emergency communications center, providing 9-1-1 and non-emergency calls and providing law enforcement, fire protection, and emergency medical dispatch services.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Number of emergency calls answered.	198,163	186,651	91,665
Number of non-emergency calls answered.	363,874	382,787	192,098
Percentage of emergency/non-emergency calls answered within 15 seconds. Target = 95%	93%	96%	90%
Number of law enforcement service calls generated.	539,352	502,497	268,632
Number of fire protection service calls generated.	51,785	49,346	27,751
Average length of time of initiation of high priority calls for service and notification to the responding agency (in seconds). Target = 60 seconds.	47	55	55

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	8,540,951	9,072,549	9,072,549	9,037,921	9,037,921	(34,628)
Services and Supplies	1,876,755	2,716,578	3,809,705	3,464,670	3,457,882	741,304
Other Charges	(851,662)	452,584	395,688	406,596	406,596	(45,988)
Capital Assets	3,258,316	3,718,632	4,309,697	272,300	272,300	(3,446,332)
Subtotal	$12,824,361	$15,960,343	$17,587,639	$13,181,487	$13,174,699	(2,785,644)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	148,081	132,504	132,504	121,704	121,704	(10,800)
Intergovernmental Revenues	6,470,972	3,368,673	3,292,079	3,417,440	3,463,854	95,181
Charges for Services	10,139,252	7,029,084	8,886,680	8,326,298	7,812,464	783,380
Miscellaneous Revenues	21,453	13,800	224,908	0	513,834	500,034
Other Financing Sources	344,037	3,227,014	3,227,014	0	0	(3,227,014)
Subtotal	$17,123,794	$13,771,075	$15,763,185	$11,865,442	$11,911,856	(1,859,219)
Fund Balance	(2,689,583)	546,618	0	0	0	(546,618)
General Fund Contributions	($1,510,965)	$1,642,650	$1,824,454	$1,316,045	$1,262,843	(379,807)
Total Source of Funds	$12,923,246	$15,960,343	$17,587,639	$13,181,487	$13,174,699	(2,785,644)

Summary of Recommendation

The FY 2017-18 Recommended Budget provides $13.2 million in appropriations for the Emergency Communications Department financed by $11.9 million in revenue, and $1.3 million in General Fund Contributions (GFC).

The recommended appropriation represents a decrease of $2.8 million compared to the FY 2016-17 Adopted Budget. The decrease is largely attributed to the completion of the Next Generation (NGEN) Radio Project, which accounts for $3.2 million of the decrease, offset with increased expenditures in NGEN equipment maintenance.

Revenues reflect a decrease of $1.9 million, of which $3.2 million is attributed to the NGEN completion, offset with $1.3 million in increased revenues from user agencies. The increased revenues from user agencies include $500,000 of reimbursements for prior year under-billings to agencies.

Budget Impacts

There are no budget impacts.

Department Operational Accomplishments

CAD Implementation. Completed the implementation of the Computer Aided Dispatch (CAD) system. The new CAD provides updated technologies and expanded capabilities for public safety dispatch operations and for the mobile CAD data terminals used by field law enforcement, fire protection and emergency medical responders. The implementation was coordinated with all agencies for which dispatch services are provided and with other agencies who have a need to view dispatch activities. The implementation required computer hardware and software installation, connectivity and telecommunications infrastructure enhancements, dispatch personnel and field unit training and policy adjustments.

Text to 9-1-1. Completed implementation of a web-based Text to 9-1-1 service in coordination with the California Office of Emergency Services (Cal OES) 9-1-1 Emergency Communications Branch and the California Highway Patrol (CHP). With agreement from the Carmel Police Department, Fort Hunter Liggett, and Presidio of Monterey, the Department will receive all Text to 9-1-1 calls from within Monterey County, with the exception of CHP jurisdictions. Testing was completed with the four major cellular carriers and two cable providers in accordance with Federal Communications

Commission (FCC) guidelines. The service will go live at the end of the fiscal year after staff is fully trained. The service will go live jointly with CHP Salinas after a public awareness campaign is conducted.

NGEN Public Safety Radio System. Progress has been made on the implementation of the NGEN Public Safety Radio system. The system is fully constructed. System and quality performance tests have been successfully completed. Dispatcher training has been completed. The project remains under budget. County law enforcement, fire protection, and emergency medical response agencies operating on the county-wide system will participate in a lengthy system reliability test. Implementation is currently scheduled for May 2017.

Recruitment and Hiring. The Department recruited, hired and trained 13 new dispatchers. However, there was turnover in the Department, losing nine of the new dispatchers and three tenured employees for various reasons. The result is that mandatory overtime remains high.

Reimbursements. The Department successfully met the Urban Area Security Initiative (UASI) grant requirements for reimbursement for a portion of the CAD project costs.

Department Operational Goals

Recruitment and Hiring. 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 against existing vacancies.

Alternate Dispatch Location. By March 1, 2018, develop plan to determine the requirements for an alternate dispatch center location and emergency communications systems redundancy. The development of the strategic plan will include discussions with ITD and the 9-1-1 vendor community to understand County and emergency services network integration and new technologies that may be available in the future.

Expansion of Dispatch Services. At the request of several agencies, the Department is considering extending the newly implemented CAD system to them. Fort Hunter Liggett (FHL) has requested that the Department answer 9-1-1 calls within their jurisdiction and forward the call information to them via CAD for dispatching. Carmel PD is considering utilizing the MCECC CAD for their dispatch operations. Presidio of Monterey is considering utilizing the CAD and CAD mobile data terminals. This action will save those agencies the cost of implementing their own CAD systems and provide greater sharing of information between them and the current system users. Should FHL take this step, service will be provided by January 1, 2018.

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 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Emergency Communication (EME001)	11,915,937	12,186,711	14,360,625	12,027,063	12,020,275	(166,436)	001	8065
Emergency Communication (RMA015)	(91,812)	0	0	0	0	0	405	8065
Emergency Communication (EME002)	1,000,236	3,773,632	3,227,014	0	0	(3,773,632)	405	8426
NGEN Operations & Maintenance (EME003)	0	0	0	1,154,424	1,154,424	1,154,424	026	8480
Subtotal	$12,824,361	$15,960,343	$17,587,639	$13,181,487	$13,174,699	(2,785,644)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Emergency Communication	11,824,125	12,186,711	14,360,625	12,027,063	12,020,275	(166,436)
Emergency Communication	1,000,236	3,773,632	3,227,014	0	0	(3,773,632)
NGEN Operations & Maintenance	0	0	0	1,154,424	1,154,424	1,154,424
Subtotal	$12,824,361	$15,960,343	$17,587,639	$13,181,487	$13,174,699	(2,785,644)

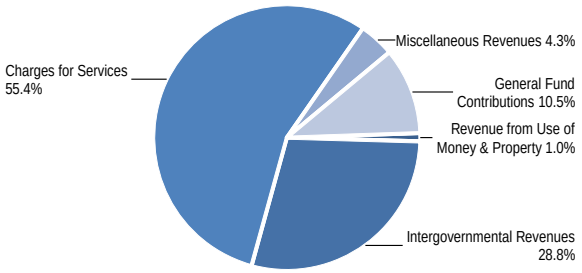
Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	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
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

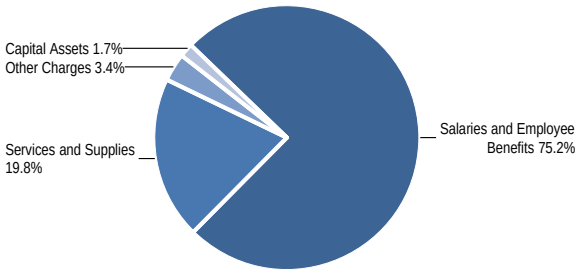
Emergency Communication

(Unit 8065— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	8,540,951	9,072,549	9,072,549	9,037,921	9,037,921	(34,628)
Services and Supplies	1,778,532	2,531,578	3,504,705	2,382,546	2,375,758	(155,820)
Other Charges	(498,711)	432,584	375,688	406,596	406,596	(25,988)
Capital Assets	2,095,164	150,000	1,407,683	200,000	200,000	50,000
Subtotal	$11,915,937	$12,186,711	$14,360,625	$12,027,063	$12,020,275	(166,436)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	132,847	132,504	132,504	121,704	121,704	(10,800)
Intergovernmental Revenues	3,133,351	3,368,673	3,292,079	3,417,440	3,463,854	95,181
Charges for Services	10,139,252	7,029,084	8,886,680	7,171,874	6,658,040	(371,044)
Miscellaneous Revenues	21,453	13,800	224,908	0	513,834	500,034
Subtotal	$13,426,902	$10,544,061	$12,536,171	$10,711,018	$10,757,432	213,371
General Fund Contributions	($1,510,965)	$1,642,650	$1,824,454	$1,316,045	$1,262,843	(379,807)
Total Source of Funds	$11,915,937	$12,186,711	$14,360,625	$12,027,063	$12,020,275	(166,436)

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.00

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.00
14C31	MANAGEMENT ANALYST III	3.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS 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
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	1.00
	Total	75.00

Emergency Communication

(Unit 8426— Fund 405)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	98,093	185,000	305,000	0	0	(185,000)
Other Charges	(352,950)	20,000	20,000	0	0	(20,000)
Capital Assets	1,255,093	3,568,632	2,902,014	0	0	(3,568,632)
Subtotal	$1,000,236	$3,773,632	$3,227,014	$0	$0	(3,773,632)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	8,161	0	0	0	0	0
Intergovernmental Revenues	3,337,621	0	0	0	0	0
Other Financing Sources	344,037	3,227,014	3,227,014	0	0	(3,227,014)
Subtotal	$3,689,819	$3,227,014	$3,227,014	$0	$0	(3,227,014)
Fund Balance	(2,689,583)	546,618	0	0	0	(546,618)
Total Source of Funds	$1,000,236	$3,773,632	$3,227,014	$0	$0	(3,773,632)

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 replaced 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.

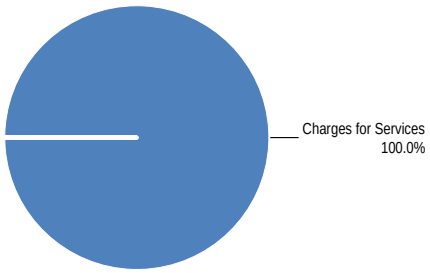
This unit included the budget for the project infrastructure.

The project is completed in FY 2016-17, with implementation anticipated in May 2017.

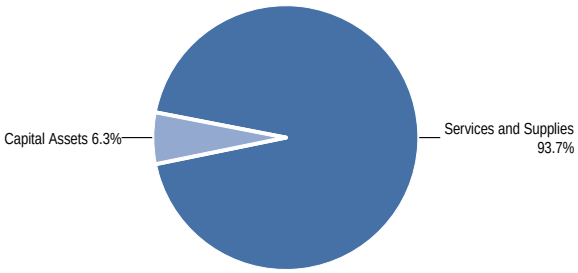
NGEN Operations & Maintenance

(Unit 8480— Fund 026)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	0	0	0	1,082,124	1,082,124	1,082,124
Capital Assets	0	0	0	72,300	72,300	72,300
Subtotal	$0	$0	$0	$1,154,424	$1,154,424	1,154,424

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	0	0	1,154,424	1,154,424	1,154,424
Subtotal	$0	$0	$0	$1,154,424	$1,154,424	1,154,424
Total Source of Funds	$0	$0	$0	$1,154,424	$1,154,424	1,154,424

Unit Description

This Unit provides for the operations and maintenance of the Next Generation (NGEN) Radio Project which was completed in FY 2016-17. The County has served as the lead agency for the NGEN project as it replaced the former public safety and local government voice and data radio networks to meet a federal mandate. NGEN serves county departments (Sheriff, Probation, District Attorney, Parks, Public Works, Office of Emergency Services and Emergency Medical Services) in addition to user agencies that were involved in the project, which include: City of Carmel-by-the-Sea, City of Del Rey Oaks, City of Gonzales, City of Greenfield, City of King, City of Marina, City of Monterey, City of Pacific Grove, City of Salinas, City of Sand, City of Seaside, City of Soledad, California State University Monterey Bay, Big Sur Volunteer Fire Brigade, Greenfield Fire Protection District, North County Fire Protection District and the Monterey County Regional Fire Protection District.

The Project includes mobile and portable radios, base station equipment, repeaters and radio control systems with interoperable narrowband and digital trunking technologies. This unit includes the budget for the cost of the operation and maintenance of the system as a whole which includes the VHF radio system, control stations, microwave stations for backhaul, replacement of dispatch consoles, network and information technology security systems.

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Information Technology

Departmental Overview:

The Information Technology Department (ITD) is responsible for delivering state-of-the-practice information technology solutions in the most strategic, cost-effective ways possible to support internal County operations and business activities. ITD resources are operated and maintained in a manner that supports high availability for utilization and minimizes the risk of business interruption. ITD's focus is on developing a sustainable, customer focused environment to enhance and improve the quality of technology services used by County departments for the benefit of all Monterey County residents, businesses and visitors.

Programs and Functions:

ITD consists of: Administration, Applications, Service Delivery, Enterprise Operations, 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 our ability to serve the public and provide robust voice, data, video, and radio services.

HEALTH AND HUMAN SERVICES

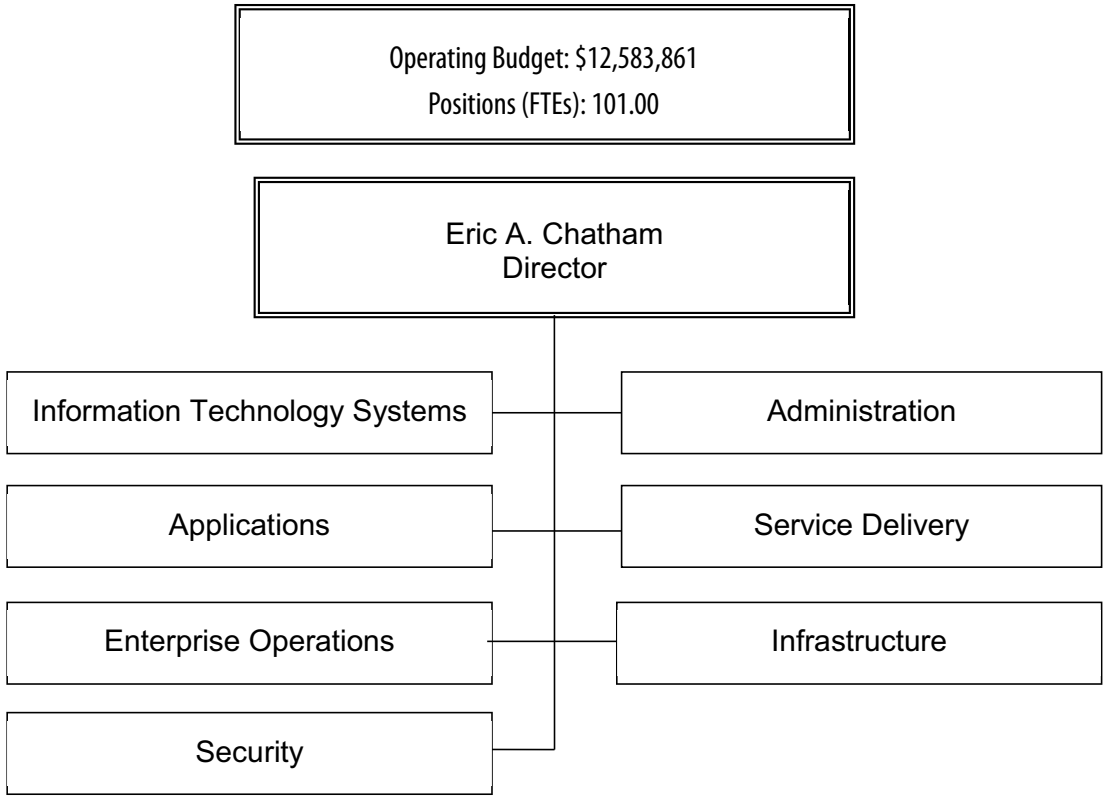
Develop data warehousing and data exchange platforms to increase the ability for data sharing across all departments that serve County constituents.

INFRASTRUCTURE

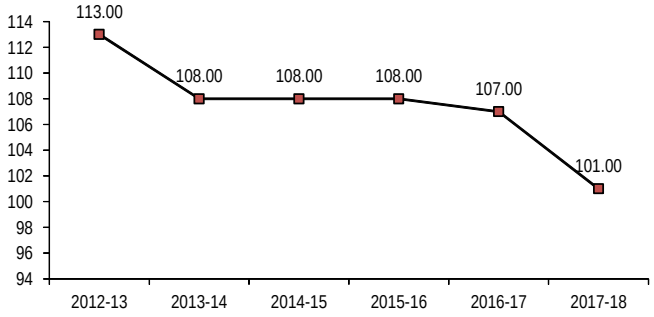
Deploy sustainable cost-effective technologies by migrating aging infrastructure and applications to virtualized and software as a service (SaaS) environments.

PUBLIC SAFETY

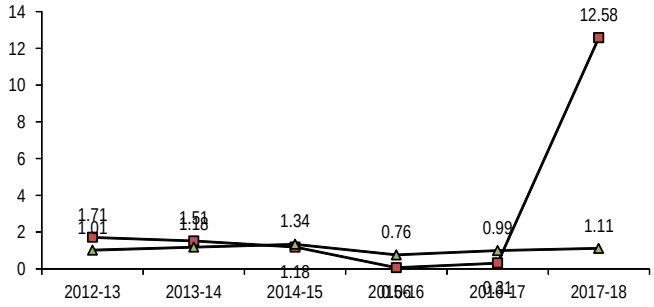
Deliver technologies that improve the overall safety of County constituents and improve the ability of public safety officials to respond to events with the implementation of the Next Generation Digital Radio System (NGEN).



Staffing Trends



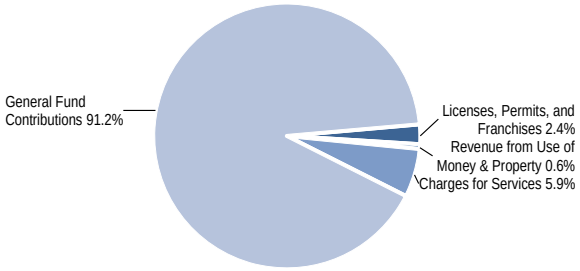
Expenditure/Revenue History (in millions)



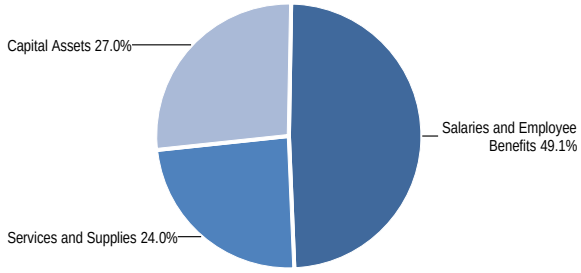
ITD enables County business through proven information and telecommunication technologies provided in a strategic, cost-effective and efficient manner. ITD supports internal County operations and associated business activities, outside public agencies, residents and visitors.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent increase in number of users visiting the new county website post implementation of the Content Management System (CMS).	83%	96%	90%
Percentage of surveyed customers that are satisfied with ITD services provided. Target = 90%	79%	80%	93%
Total ITD spent as a percent of total County revenue. Target = 3%	1.90%	1.79%	1.71%
Percentage of time network service was available. Target = 99.9%	99.8%	99.9%	99.9%
Percentage of advanced malware events contained within 2 business hours. Target = 100%	100%	100%	100%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	12,440,039	14,138,849	11,950,227	15,271,572	14,025,871	(112,978)
Services and Supplies	6,638,251	6,401,313	6,067,951	6,852,519	6,852,519	451,206
Other Charges	(22,997,569)	(25,520,346)	(21,712,007)	(16,004,029)	(16,004,029)	9,516,317
Capital Assets	3,880,080	3,108,121	4,004,647	8,209,500	7,709,500	4,601,379
Other Financing Uses	103,636	100,726	0	0	0	(100,726)
Subtotal	$64,436	($1,771,337)	$310,818	$14,329,562	$12,583,861	14,355,198

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	338,107	311,000	311,000	300,000	300,000	(11,000)
Revenue from Use of Money & Property	31,894	78,555	78,555	71,673	71,673	(6,882)
Charges for Services	372,283	380,787	599,848	738,674	738,674	357,887
Miscellaneous Revenues	9,827	0	0	0	0	0
Other Financing Sources	3,997	0	0	0	0	0
Subtotal	$756,108	$770,342	$989,403	$1,110,347	$1,110,347	340,005
General Fund Contributions	($691,672)	($2,541,679)	($678,585)	$13,219,215	$11,473,514	14,015,193
Total Source of Funds	$64,436	($1,771,337)	$310,818	$14,329,562	$12,583,861	14,355,198

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Information Technology Department (ITD) includes $12,583,861 in appropriations, an increase of $14,355,198 over the FY 2016-17 Adopted Budget. The increase is largely due to changes in the Department's financing structure. Beginning in FY 2017-18, the Department will no longer bill most General Fund departments for services, except for department-specific projects. Instead, the Department will be financed through General Fund Contributions (GFC), approved through the annual budget process. Programs outside the General Fund will continue to be billed for services.

The most significant increase in expenditures is $4,601,379 in capital expenditures as the Department progresses in the Network Infrastructure and Access Layer Switch projects, operational server and security appliance renewals, and facility upgrades. Additional services to external agencies will increase operational revenue by $340,005 over the FY 2016-17 Adopted Budget.

The Recommended Budget includes 101 positions, a net decrease of six positions from the FY 2016-17 Adopted Budget. It reflects the transfer of two personnel positions to the Human Resources Department and four Records Retention positions to the County Administrative Office, as part of a reorganization. The Recommended Budget reflects a reduction in salary and benefit costs from the transfer of the six positions; however, the Department continues to face Countywide cost pressures such as raises authorized by bargaining agreements, increased charges from internal service departments, and increased employee benefit costs.

The Recommended Budget includes $4,490,000 in augmentations. These augmentations will fund various projects included in the Capital Improvement Program, including the upgrade of the ITD Data Center, implementation of a virtual service environment, and replacement of the core microwave network. These one-time augmentations will be funded by recommended uses of the General Capital Assignment and unassigned fund balance.

Budget Impacts

The Recommended Budget maintains current service levels and includes $4.5 million in augmentations to replace the County's aging technology infrastructure.

Department Operational Accomplishments

ITD achieved the FY 2016-17 goal of 85 percent completion of performance reviews by the end of the third quarter. ITD significantly increased recruitment activity in FY 2016-17, filling 26 positions by the third quarter. ITD will begin a comprehensive organizational study to evaluate classifications, compensation, and organizational structure by July 2017.

Completed County SharePoint migration of 18 sites ahead of schedule. An on premise SharePoint business intelligence (BI) solution was released for the Social Services Department. Continued migrating the County's internal and external websites to the new content management system (CMS). Completed Social Services and Treasurer/Tax Collector websites as per plan. Implemented Google Imagery for all geographic information system (GIS) users and began proof of concept mobile application to track ITD infrastructure field assets. Delivered the upgrade and training on the Natividad Medical Center (NMC) Payroll Application.

Planned, created and delivered the security awareness course, "Help, My Fridge Has Been Held For Ransom!" Managed the implementation of an endpoint visibility tool for incident detection and response across all County workstations. Created, tested, and executed two phishing tests to measure and raise awareness of phishing attacks to County employees; click rate was three percent and five percent respectively, among the best ratings for both private and public industry.

The data center network redesign and upgrade is on schedule for completion by June 2017. Released "Enterprise Network Infrastructure Upgrade" which covers County Data Center upgrade using Cisco's Application Centric Infrastructure and wide area network (WAN) upgrade, preparing the County to adopt the next generation technologies that will make the new integrated network more user-friendly, secure, and with improved uptime. The multiyear upgrade of the County's telecommunications system that provides reliable and cost-effective voice communications infrastructure that leverages Voice over Internet Protocol (VoIP) technology is on schedule to be completed by June 2017.

The first year buildout of the three-year Charter Cable Broadband upgrade is on schedule. The first phase fiber interconnects should be completed ahead of schedule with an estimated completion date of May 2019. Permitting and facility upgrades are on schedule.

Implemented ServiceNow Knowledge Management solution in November 2016. Microsoft Office 365 upgrade of 4,789 devices to create uniformity across the County and ensure all County users have the most current version will be completed July 2017. ITD customer survey feedback was 93 percent satisfied with 161 customers being surveyed. Migration of all County users to Cloud Based Microsoft Exchange was completed in September 2016. ITD successfully processed and closed over 16,000 customer requests to date.

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 2017-18, 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.

Implement a scalable technology framework that transports information via voice, data, video, and radio services. ITD will complete an enterprise video conference solution by August 2017; complete I-Net upgrade at all I-Net backbone sites to 10 gigabits per second (Gbps) by August 2017; complete WAN migration to the new segmented network by June 2018; complete phone system upgrade County-wide by June 2018; and complete County-wide access-layer switch upgrade by deploying 200 switches to the remaining 40 sites by June 2018.

Expand current enterprise application services to improve County business operations. This includes: Adobe Experience Manager (AEM) and ServiceNow enterprise offerings by August 2017; enhance current Web, GIS, SharePoint and Questys services to increase community engagement and collaboration; migrate remaining department sites to the new CMS and explore cloud hosting to improve availability and mobile capabilities by December 2017; complete GIS portal design and expand the use of mobile applications for remote staff and public use by August 2017; provide technical leadership to support County data exchange/ integration initiatives.

Provide state-of-the-practice cyber security solutions to protect County data and systems by increasing the visibility of network traffic to aid in our threat hunting activities; implementing behavioral threat analytics by December 2017 to aid our efforts to discover malicious activity; decrease the successful three percent click-rate for phishing tests through more advanced social engineering exercises; increase the frequency and amount of live security awareness presentations to improve the County's awareness completion percentage to greater than 70 percent.

Implement a virtual data center to retire legacy systems and provide a modernized server and storage environment by September 2017. Begin the migration of 150 applications on existing physical servers to the new virtual cluster by the end of June 2018. Implement a new enterprise storage array to replace three aging systems and a new enterprise backup system to reduce the effort required to backup and restore data, and eliminate the reliance on tape media to store backed up data by October 2017.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
ITD Administration (INF002)	936,954	1,051,439	977,219	833,941	833,941	(217,498)	001	8432

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Applications (INF002)	(525,916)	(585,373)	(722,099)	(227,419)	(227,419)	357,954	001	8433
Service Delivery Division (INF002)	138,293	(597,397)	235,006	1,253,793	276,120	873,517	001	8434
Enterprise Operations (INF002)	(63,793)	(410,590)	(761,617)	1,518,473	1,518,473	1,929,063	001	8435
Infrastructure (INF002)	(1,542,860)	(1,274,154)	(634,923)	6,506,668	5,738,640	7,012,794	001	8436
Security (INF002)	(532,728)	(357,205)	(548,719)	(9,481)	(9,481)	347,724	001	8437
Information Technology Dept. (INF002)	1,654,486	401,943	1,765,951	4,453,587	4,453,587	4,051,644	001	8439
Subtotal	$64,436	($1,771,337)	$310,818	$14,329,562	$12,583,861	14,355,198		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Applications	(525,916)	(585,373)	(722,099)	(227,419)	(227,419)	357,954
Service Delivery Division	138,293	(597,397)	235,006	1,253,793	276,120	873,517
Enterprise Operations	(63,793)	(410,590)	(761,617)	1,518,473	1,518,473	1,929,063
Infrastructure	(1,542,860)	(1,274,154)	(634,923)	6,506,668	5,738,640	7,012,794
Security	(532,728)	(357,205)	(548,719)	(9,481)	(9,481)	347,724
Information Technology Dept.	1,654,486	401,943	1,765,951	4,453,587	4,453,587	4,051,644
ITD Administration	936,954	1,051,439	977,219	833,941	833,941	(217,498)
Subtotal	$64,436	($1,771,337)	$310,818	$14,329,562	$12,583,861	14,355,198

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	0.00	-1.00
14K21	DIVISION MANAGER	3.00	4.00	4.00	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	3.00	2.00	2.00	0.00
16C43	SOFTWARE PROGRAMMER ANALYST I	0.00	0.00	1.00	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	13.00	13.00	13.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	21.00	20.00	20.00	0.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	3.00	2.00	2.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	0.00	1.00	1.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	2.00	2.00	0.00
16E25	SECURITY ANALYST III	1.00	1.00	1.00	0.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	0.00	1.00	1.00	0.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	1.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	4.00	5.00	5.00	0.00
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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
43L28	TELECOMMUNICATIONS TECHNICIAN III	4.00	3.00	3.00	0.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00	1.00	1.00	0.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00	1.00	1.00	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	7.00	7.00	6.00	-1.00
43N26	DATA CENTER OPERTIONS TECHNICIAN III	6.00	5.00	4.00	-1.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
43P40	GRAPHICS EQUIPMENT OPERATOR II	1.00	1.00	0.00	-1.00
70F79	WAREHOUSE WORKER	3.00	3.00	0.00	-3.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	0.00	-1.00
80A32	SENIOR SECRETARY	1.00	1.00	0.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	0.00	0.00	1.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Total	108.00	107.00	101.00	-6.00

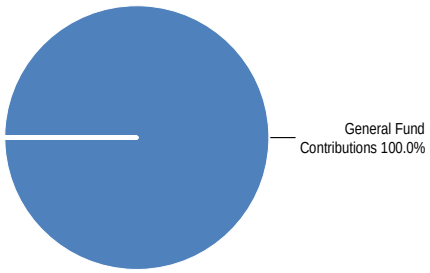
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1930	1930-8433-001-AUG14	AUG-1stSWPAIII	Not Mandated-New Program/Svc	143,546	1.00	0	0.00
1930	1930-8433-001-AUG15	AUG-2ndSWPAIII	Not Mandated-New Program/Svc	143,546	1.00	0	0.00
1930	1930-8434-001-AUG10	AUG-ERP1-SYSPAII	Not Mandated-New Program/Svc	122,333	1.00	0	0.00
1930	1930-8434-001-AUG11	AUG-ERP2-SYSPAII	Not Mandated-New Program/Svc	132,891	1.00	0	0.00
1930	1930-8434-001-AUG12	AUG-ERP1-SYSPAIII	Not Mandated-New Program/Svc	151,233	1.00	0	0.00
1930	1930-8434-001-AUG13	AUG-ERP2-SYSPAIII	Not Mandated-New Program/Svc	151,233	1.00	0	0.00
1930	1930-8434-001-AUG16	AUG-ITD-SYSPAII	Not Mandated-New Program/Svc	132,891	1.00	0	0.00
1930	1930-8436-001-AUG1	AUG-CIP/1930-14	Not Mandated-New Program/Svc	400,000	0.00	400,000	0.00
1930	1930-8436-001-AUG17	AUG-NSEII	Not Mandated-New Program/Svc	135,137	1.00	0	0.00
1930	1930-8436-001-AUG18	AUG-PMOII	Not Mandated-New Program/Svc	132,891	1.00	0	0.00
1930	1930-8436-001-AUG4	AUG-CIP/IT-2016-01	Not Mandated-New Program/Svc	1,670,000	0.00	0	0.00
1930	1930-8436-001-AUG6	AUG-CIP/1930-107	Not Mandated-New Program/Svc	350,000	0.00	350,000	0.00
1930	1930-8436-001-AUG7	AUG-CIP/1930-18	Not Mandated-New Program/Svc	650,000	0.00	650,000	0.00
1930	1930-8436-001-AUG8	AUG-CIP/1930-13	Not Mandated-New Program/Svc	300,000	0.00	300,000	0.00
1930	1930-8436-001-AUG9	AUG-CIP/1930-11	Not Mandated-New Program/Svc	1,330,000	0.00	1,050,000	0.00
1930	1930-8439-001-AUG2	AUG-CIP/1930-100	Not Mandated-New Program/Svc	300,000	0.00	300,000	0.00
1930	1930-8439-001-AUG3	AUG-CIP/1930-104	Not Mandated-New Program/Svc	1,165,000	0.00	1,165,000	0.00
1930	1930-8439-001-AUG5	AUG-CIP/1930-101	Not Mandated-New Program/Svc	275,000	0.00	275,000	0.00
			Grand Total	**$7,685,701**	**9.00**	**$4,490,000**	**0.00**

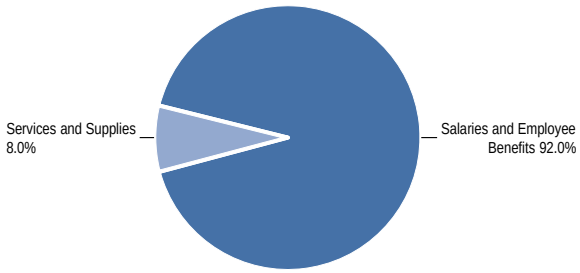
ITD Administration

(Unit 8432— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	927,680	954,506	944,202	766,991	766,991	(187,515)
Services and Supplies	9,472	96,933	33,017	66,950	66,950	(29,983)
Other Charges	(198)	0	0	0	0	0
Subtotal	$936,954	$1,051,439	$977,219	$833,941	$833,941	(217,498)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$936,954	$1,051,439	$977,219	$833,941	$833,941	(217,498)
Total Source of Funds	$936,954	$1,051,439	$977,219	$833,941	$833,941	(217,498)

Unit Description

The Administration Division is comprised of fiscal and human resources management. Responsibilities include budget preparation, financial management and forecasting, capital infrastructure planning, and personnel management in cooperation with the Human Resources Department.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
20B11	ACCOUNTANT II	2.00
20B93	FINANCE MANAGER II	1.00
80J30	ACCOUNTING TECHNICIAN	4.00
	Total	7.00

Applications

(Unit 8433— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,543,364	2,849,345	1,886,516	2,858,701	2,858,701	9,356
Services and Supplies	493,299	860,020	634,646	739,211	739,211	(120,809)
Other Charges	(3,562,578)	(4,294,738)	(3,243,261)	(3,825,331)	(3,825,331)	469,407
Subtotal	($525,916)	($585,373)	($722,099)	($227,419)	($227,419)	357,954

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	20	15,511	15,511	0	0	(15,511)
Subtotal	$20	$15,511	$15,511	$0	$0	(15,511)
General Fund Contributions	($525,936)	($600,884)	($737,610)	($227,419)	($227,419)	373,465
Total Source of Funds	($525,916)	($585,373)	($722,099)	($227,419)	($227,419)	357,954

Unit Description

The Applications Division is comprised of Enterprise Applications, Web Services, 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 the 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.

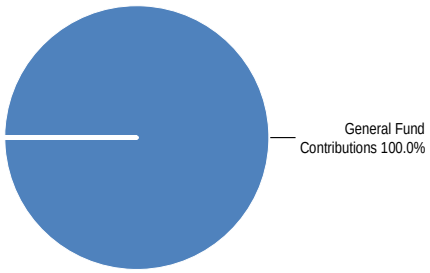
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14K21	DIVISION MANAGER	1.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	12.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
16D25	DATABASE ADMINISTRATOR III	2.00
16G25	GIS ANALYST III	2.00
43G01	INFORMATION TECHNOLOGY MANAGER	1.00
	Total	20.00

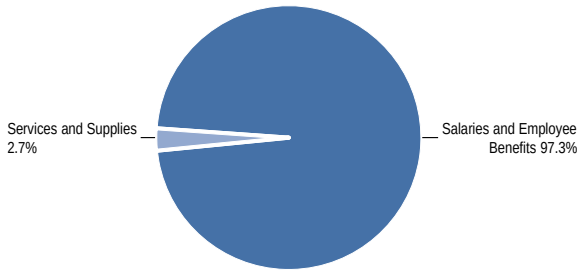
Service Delivery Division

(Unit 8434— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	3,040,926	3,502,959	3,124,534	4,654,469	3,676,796	173,837
Services and Supplies	209,766	168,676	177,841	101,703	101,703	(66,973)
Other Charges	(3,112,398)	(4,269,032)	(3,067,369)	(3,502,379)	(3,502,379)	766,653
Subtotal	$138,293	($597,397)	$235,006	$1,253,793	$276,120	873,517

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	2,448	30,241	37,249	0	0	(30,241)
Subtotal	$2,448	$30,241	$37,249	$0	$0	(30,241)
General Fund Contributions	$135,845	($627,638)	$197,757	$1,253,793	$276,120	903,758
Total Source of Funds	$138,293	($597,397)	$235,006	$1,253,793	$276,120	873,517

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 PC lifecycle management including the planning, acquisition, installation, support, maintenance, and replacement of PC-based hardware and software.

The Project Management Office (PMO) guides projects through the complete project management lifecycle utilizing best practices, and develops tools/processes to foster consistent, repeatable, and measurable project outcomes.

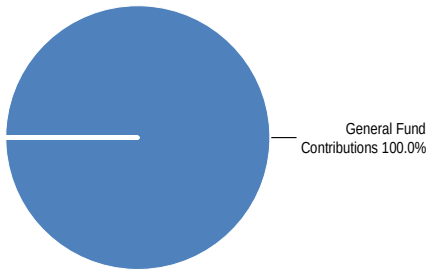
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14K21	DIVISION MANAGER	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	14.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	1.00
43G04	IT PROJECT MANAGEMENT ANALYST III	2.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	6.00
	Total	26.00

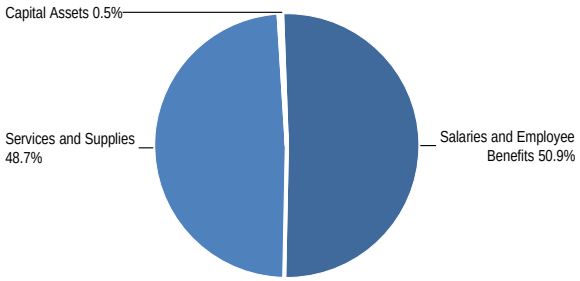
Enterprise Operations

(Unit 8435— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,043,542	2,021,498	1,911,612	1,631,679	1,631,679	(389,819)
Services and Supplies	1,443,443	1,767,394	1,670,843	1,561,070	1,561,070	(206,324)
Other Charges	(3,714,043)	(4,220,982)	(4,358,572)	(1,688,776)	(1,688,776)	2,532,206
Capital Assets	162,510	21,500	14,500	14,500	14,500	(7,000)
Other Financing Uses	755	0	0	0	0	0
Subtotal	($63,793)	($410,590)	($761,617)	$1,518,473	$1,518,473	1,929,063

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	24,755	31,046	0	0	(24,755)
Miscellaneous Revenues	6,046	0	0	0	0	0
Subtotal	$6,046	$24,755	$31,046	$0	$0	(24,755)
General Fund Contributions	($69,839)	($435,345)	($792,663)	$1,518,473	$1,518,473	1,953,818
Total Source of Funds	($63,793)	($410,590)	($761,617)	$1,518,473	$1,518,473	1,929,063

Unit Description

The Enterprise Operations Division is comprised of Enterprise Distributed Services (EDS), Data Center Operations (DCO), and IT Procurement.

Enterprise Distributed Systems is responsible for analyzing, developing, providing, and supporting the County's essential infrastructure and services such as email, centralized data storage, remote network access, directory services, and server hosting in a cost effective, secure, and adaptive environment that can evolve with changing needs.

Data Center Operations is responsible for maintaining and operating enterprise systems and application platforms such as Enterprise Resource Planning (ERP) and social services applications. They monitor the health of data center environmental systems, servers, storage systems, and off site data storage.

IT Procurement is responsible for providing logistical support and sourcing for IT related goods and services to all County agencies and operating the County's central IT Warehouse facility. In addition, this group oversees the functionality of IT facilities, including backup generators, HVAC, and UPS systems.

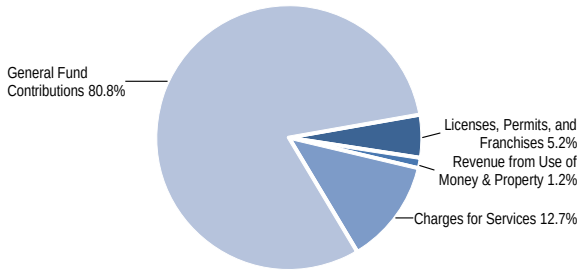
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14K21	DIVISION MANAGER	1.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	5.00
43N26	DATA CENTER OPERTIONS TECHNICIAN III	4.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00
	Total	12.00

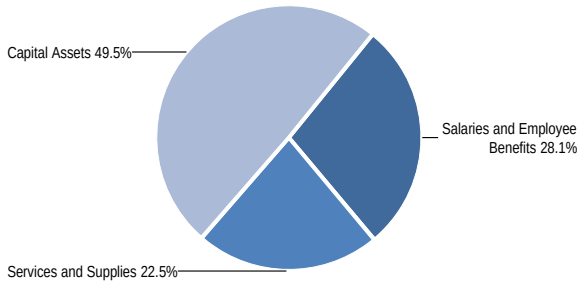
Infrastructure

(Unit 8436— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,971,201	3,493,669	3,239,688	3,618,485	3,350,457	(143,212)
Services and Supplies	2,950,660	2,031,271	2,050,169	2,680,248	2,680,248	648,977
Other Charges	(11,101,993)	(9,900,764)	(9,859,927)	(6,192,065)	(6,192,065)	3,708,699
Capital Assets	3,598,255	3,060,621	3,935,147	6,400,000	5,900,000	2,839,379
Other Financing Uses	39,017	41,049	0	0	0	(41,049)
Subtotal	($1,542,860)	($1,274,154)	($634,923)	$6,506,668	$5,738,640	7,012,794

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	338,107	311,000	311,000	300,000	300,000	(11,000)
Revenue from Use of Money & Property	31,894	78,555	78,555	71,673	71,673	(6,882)
Charges for Services	25,767	308,984	512,122	730,096	730,096	421,112
Miscellaneous Revenues	5	0	0	0	0	0
Subtotal	$395,773	$698,539	$901,677	$1,101,769	$1,101,769	403,230
General Fund Contributions	($1,938,633)	($1,972,693)	($1,536,600)	$5,404,899	$4,636,871	6,609,564
Total Source of Funds	($1,542,860)	($1,274,154)	($634,923)	$6,506,668	$5,738,640	7,012,794

Unit Description

The Infrastructure Division provides IT infrastructure capabilities essential to the County's business communication needs. It focuses on offering backbone services which include network, telephone, microwave communication and land mobile radio for public safety. It keeps the County connected by operating the County's critical communication framework and designing resilient, competitive and affordable technologies. The Division has three units: Data Network, 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 for all County users.

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14K21	DIVISION MANAGER	1.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00
41N24	NETWORK SYSTEMS ENGINEER II	1.00

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
41N25	NETWORK SYSTEMS ENGINEER III	5.00
43A22	ENGINEERING AIDE III	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	2.00
43G04	IT PROJECT MANAGEMENT ANALYST III	1.00
43L18	COMMUNICATIONS TECHNICIAN III	7.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	3.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
	Total	25.00

Security

(Unit 8437— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	451,179	454,450	363,181	482,801	482,801	28,351
Services and Supplies	298,269	432,809	418,995	451,576	451,576	18,767
Other Charges	(1,304,091)	(1,264,464)	(1,350,895)	(963,858)	(963,858)	300,606
Capital Assets	21,915	20,000	20,000	20,000	20,000	0
Subtotal	($532,728)	($357,205)	($548,719)	($9,481)	($9,481)	347,724

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	1,296	1,296	0	0	(1,296)
Subtotal	$0	$1,296	$1,296	$0	$0	(1,296)
General Fund Contributions	($532,728)	($358,501)	($550,015)	($9,481)	($9,481)	349,020
Total Source of Funds	($532,728)	($357,205)	($548,719)	($9,481)	($9,481)	347,724

Unit Description

Information Security assists County business with assuring the availability of their information by guiding County businesses on how to properly manage the security risks to their information assets, actively monitoring those assets for compromise, and leading the effective business recovery of information assets that have been compromised.

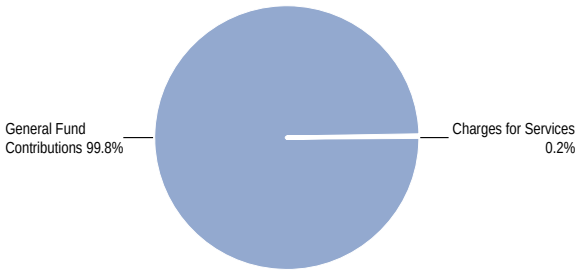
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	1.00
16E25	SECURITY ANALYST III	1.00
	Total	3.00

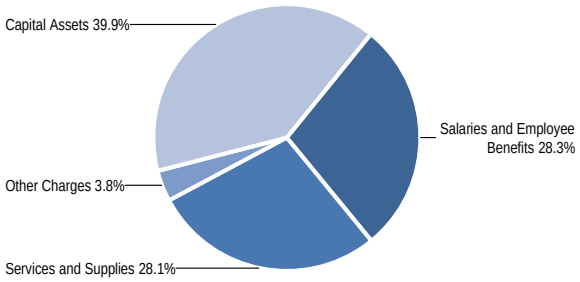
Information Technology Dept.

(Unit 8439— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	462,147	862,422	480,494	1,258,446	1,258,446	396,024
Services and Supplies	1,233,343	1,044,210	1,082,440	1,251,761	1,251,761	207,551
Other Charges	(202,268)	(1,570,366)	168,017	168,380	168,380	1,738,746
Capital Assets	97,400	6,000	35,000	1,775,000	1,775,000	1,769,000
Other Financing Uses	63,864	59,677	0	0	0	(59,677)
Subtotal	$1,654,486	$401,943	$1,765,951	$4,453,587	$4,453,587	4,051,644

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	344,048	0	2,624	8,578	8,578	8,578
Miscellaneous Revenues	3,776	0	0	0	0	0
Other Financing Sources	3,997	0	0	0	0	0
Subtotal	$351,822	$0	$2,624	$8,578	$8,578	8,578
General Fund Contributions	$1,302,664	$401,943	$1,763,327	$4,445,009	$4,445,009	4,043,066
Total Source of Funds	$1,654,486	$401,943	$1,765,951	$4,453,587	$4,453,587	4,051,644

Unit Description

The ITD Unit is in place to account for costs not directly related to any of the other specific organizational units. Executive management costs are captured here, as well as certain facility expenses.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	1.00
70F80	SENIOR STOREKEEPER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	1.00
	Total	8.00

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:

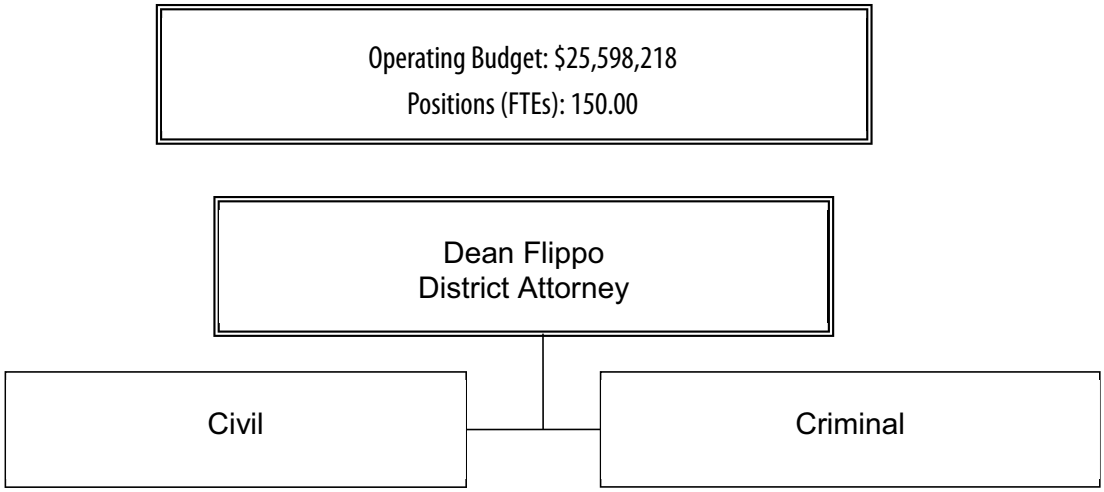
The Office consists of attorneys, investigators, legal support staff and victim advocates. Due to the continuing restriction on office space, the District Attorney's main office is located in two modular units in the City of Salinas and nearby rented office space, with branch offices in Monterey and 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 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.

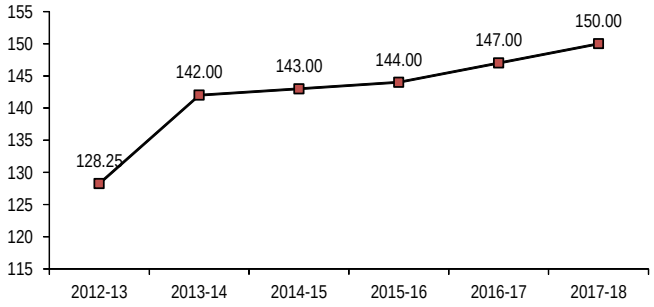
Under the leadership of District Attorney Dean Flippo, the office is engaged in numerous community and multi-agency projects to protect and enhance public safety.

Department's Contributions to Monterey County's Strategic Initiatives:

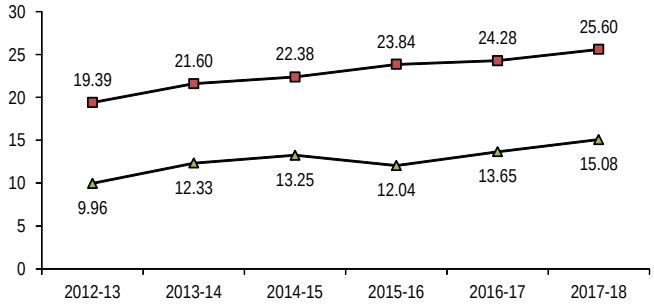
These initiatives are still under development by the District Attorney's Office in cooperation with Monterey County's Intergovernmental and legislative affairs (IGLA) division.



Staffing Trends



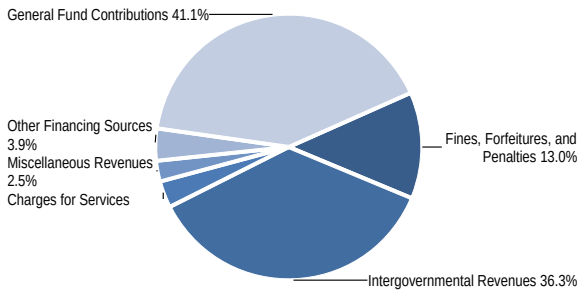
Expenditure/Revenue History (in millions)



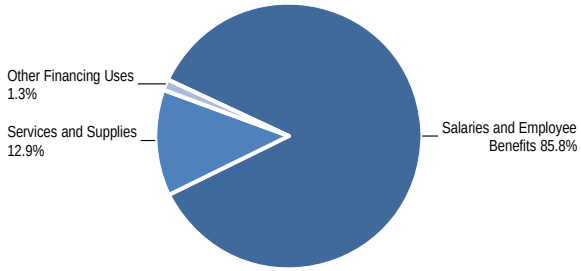
Truancy Abatement: "Active Cases" represent all students under the age of 18 who have been referred to the TAP at one point in the current or past school years. Restitution: The awards by the court for private losses vary by the year, but document the continuing impact of crime on our community and the financial losses incurred.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Truancy: Number of active cases monitored.	6,532	6,813	7,157
Truancy: Number of juvenile cases filed.	387	324	181
Truancy: Number of parent cases filed.	172	165	39
Restitution: Court ordered private losses.	$1,963,380	$289,764	$560,772
Restitution: Victim Compensation Ordered.	$196,380	$171,415	$79,985
Restitution: Court ordered fine /Fees to defendants.	$834,989	$243,216	$199,800

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	20,627,245	21,148,109	20,294,149	23,639,659	22,565,965	1,417,856
Services and Supplies	3,699,085	3,759,638	3,647,428	3,481,397	3,391,917	(367,721)
Other Charges	(1,038,572)	(97,184)	(709,180)	(709,664)	(709,664)	(612,480)
Other Financing Uses	556,326	1,047,587	1,049,587	350,000	350,000	(697,587)
Subtotal	$23,844,084	$25,858,150	$24,281,984	$26,761,392	$25,598,218	(259,932)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,665,184	3,268,124	2,228,389	3,514,008	3,316,880	48,756
Revenue from Use of Money & Property	102	300	300	350	350	50
Intergovernmental Revenues	8,283,733	9,394,302	9,217,773	9,287,717	9,287,717	(106,585)
Charges for Services	840,817	959,000	991,400	831,400	831,400	(127,600)
Miscellaneous Revenues	546,474	170,000	446,700	645,448	645,448	475,448
Other Financing Sources	706,334	777,987	765,179	998,573	998,573	220,586
Subtotal	$12,042,643	$14,569,713	$13,649,741	$15,277,496	$15,080,368	510,655
General Fund Contributions	$11,841,295	$11,288,437	$10,632,243	$11,483,896	$10,517,850	(770,587)
Total Source of Funds	$23,883,938	$25,858,150	$24,281,984	$26,761,392	$25,598,218	(259,932)

Summary of Recommendation

The Recommended Budget for Fiscal Year (FY) 2017-18 for the District Attorney's Office is $25.6 million. This reflects a $259,932 decrease as compared to the FY 2016-17 Adopted Budget. The decrease was mostly due to a reduction in the County Cost Plan charges.

This Recommended Budget has a General Fund Contribution (GFC) of $10,517,850 and program revenues of $15,080,368. The Office is experiencing significant increases in costs related to recent bargaining agreements, higher costs for employee benefits, and charges for the Enterprise Resource Planning (ERP) upgrade. The Office is able to absorb these inflationary pressures without impacts to current service levels due to lower cost plan charges.

Augmentations were submitted for eight new positions: three Investigative Lieutenants, one Legal Assistant, one Supervising Legal Secretary, one Legal Typist, one Assistant Chief Investigator and one Office Assistant II, totaling $966,044 in additional expenditures. Due to countywide funding constraints, the Recommended Budget does not include funding for these positions.

Budget Impacts

Despite the improving economic conditions in both the County and the State, significant fiscal challenges exist as revenue sources are not keeping pace with increasing costs. Including the recently negotiated bargaining agreements, Enterprise Resource Planning (ERP) upgrade, and increases costs for employee benefits. These cost pressures eroded the Office's flexibility to meet emerging challenges, such as increase workload in processing evidence from body camera videos.

Department Operational Accomplishments

The Civil unit has been successful in enforcing environmental laws and protecting the public, receiving numerous settlements during the past fiscal year, in excess of $1 million, which directly supports the efforts of the District Attorney's Office in combating fraud. Current year settlements have increased to over $1.7 million, with more funds anticipated in the coming months.

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.

Department Operational Goals

To improve 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 a maximum of 10 staff members per session, for a minimum of 2 hours per session.

Implement digital filing of cases directly to the Superior Court, ensuring 100% of all cases are filed electronically from the case management system.

Implement computer system interface with the Sheriff's Office to enable digital filing of their cases into the case management system, ensuring 100% of their cases are filed electronically.

Pending Issues

TRACKNET: The Sheriff's Office is utilizing a new case management system, known as TrackNET. The District Attorney's Office is training key staff members on the use of the new case management system know as TrackNET recently implemented by the Sheriff's Office.

DIGITAL EVIDENCE: The District Attorney's Office is currently working with other district attorneys across the State to assess the ongoing issue of processing digital evidence. As a direct result of the increased use of body cameras and the implementation of Propositions 47 and 57, offices across the State are facing increases in the processing and handling of digital evidence. Despite the addition of new staff members, processing this increased work load and the future impacts remain uncertain.

RELOCATION: The current construction and renovation of the East/West Wings appear to be on track, with occupancy anticipated in mid-2018.

Policy Considerations

There are no policy considerations

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Civil (DIS001)	2,515,008	3,160,729	2,343,900	3,401,898	3,204,770	44,041	001	8062
Criminal (DIS001)	21,054,379	21,919,421	21,158,084	23,009,494	22,043,448	124,027	001	8063
Criminal (DIS002)	274,698	778,000	780,000	350,000	350,000	(428,000)	022	8063
Subtotal	$23,844,084	$25,858,150	$24,281,984	$26,761,392	$25,598,218	(259,932)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Civil	2,515,008	3,160,729	2,343,900	3,401,898	3,204,770	44,041
Criminal	21,329,077	22,697,421	21,938,084	23,359,494	22,393,448	(303,973)
Subtotal	$23,844,084	$25,858,150	$24,281,984	$26,761,392	$25,598,218	(259,932)

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	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 DISTRCT 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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00	5.00	5.00	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	22.00	22.00	22.00	0.00
34A80	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	2.00	3.00	3.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	51.00	51.00	52.00	1.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.00	2.00	2.00	0.00
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	6.00	6.00	7.00	1.00
60K03	VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR	0.00	0.00	1.00	1.00
80B11	LEGAL TYPIST	6.00	7.00	7.00	0.00
80B22	LEGAL SECRETARY	25.00	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	144.00	147.00	150.00	3.00

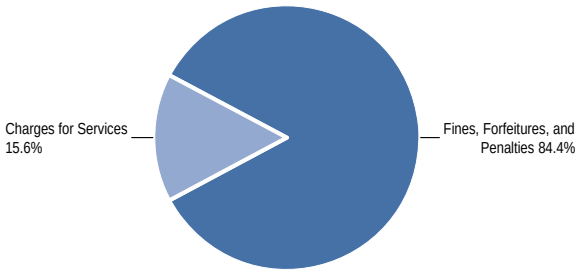
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2240	2240-8062-001-AUG1	Investigative Lieutenant	New Prog/Svc w/ Outside funding	0	1.00	0	0.00
2240	2240-8063-001-AUG2	Deputy District Attorney	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
2240	2240-8063-001-AUG3	Victim Unit Coordinator	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
2240	2240-8063-001-AUG4	Legal Assistant	Mandated	91,136	1.00	0	0.00
2240	2240-8063-001-AUG5	Supervising Legal Secretary	Not Mandated-New Program/Svc	100,640	1.00	0	0.00
2240	2240-8063-001-AUG6	Legal Typist	Not Mandated-New Program/Svc	80,051	1.00	0	0.00
2240	2240-8063-001-AUG7	Investigative Lieutenant	Not Mandated-New Program/Svc	393,630	2.00	0	0.00
2240	2240-8063-001-AUG8	Assistant Chief Investigator	Not Mandated-New Program/Svc	223,984	1.00	0	0.00
2240	2240-8063-001-AUG9	Office Assistant II	Not Mandated-New Program/Svc	76,605	1.00	0	0.00
			Grand Total	**$966,046**	**10.00**	**$0**	**2.00**

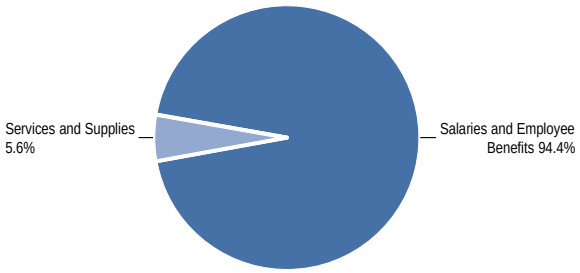
Civil

(Unit 8062— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,346,843	2,997,794	2,162,690	3,210,040	3,024,097	26,303
Services and Supplies	159,565	162,935	181,210	191,858	180,673	17,738
Other Financing Uses	8,599	0	0	0	0	0
Subtotal	$2,515,008	$3,160,729	$2,343,900	$3,401,898	$3,204,770	44,041

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,327,860	2,683,387	1,843,900	2,901,898	2,704,770	21,383
Charges for Services	434,659	500,000	500,000	500,000	500,000	0
Subtotal	$1,762,519	$3,183,387	$2,343,900	$3,401,898	$3,204,770	21,383
General Fund Contributions	$752,489	($22,658)	$0	$0	$0	22,658
Total Source of Funds	$2,515,008	$3,160,729	$2,343,900	$3,401,898	$3,204,770	44,041

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. The Consumer and Environmental protection units open approximately 200 cases annually.

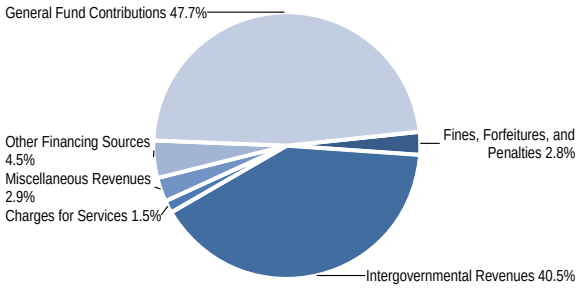
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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

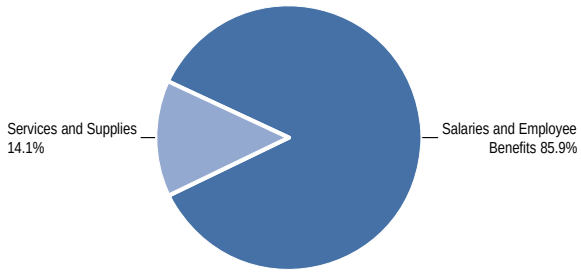
Criminal

(Unit 8063— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	18,280,402	18,150,315	18,131,459	20,429,619	19,541,868	1,391,553
Services and Supplies	3,539,520	3,596,703	3,466,218	3,289,539	3,211,244	(385,459)
Other Charges	(1,038,572)	(97,184)	(709,180)	(709,664)	(709,664)	(612,480)
Other Financing Uses	273,029	269,587	269,587	0	0	(269,587)
Subtotal	$21,054,379	$21,919,421	$21,158,084	$23,009,494	$22,043,448	124,027

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	337,324	584,737	384,489	612,110	612,110	27,373
Revenue from Use of Money & Property	102	300	300	350	350	50
Intergovernmental Revenues	7,969,182	8,616,302	8,437,773	8,937,717	8,937,717	321,415
Charges for Services	406,158	459,000	491,400	331,400	331,400	(127,600)
Miscellaneous Revenues	546,474	170,000	446,700	645,448	645,448	475,448
Other Financing Sources	706,334	777,987	765,179	998,573	998,573	220,586
Subtotal	$9,965,573	$10,608,326	$10,525,841	$11,525,598	$11,525,598	917,272
General Fund Contributions	$11,088,806	$11,311,095	$10,632,243	$11,483,896	$10,517,850	(793,245)
Total Source of Funds	$21,054,379	$21,919,421	$21,158,084	$23,009,494	$22,043,448	124,027

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
10B04	DISTRICT ATTORNEY	1.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.00
12A04	ASSISTANT DISTRICT ATTORNEY	2.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRCT ATTORNEY	1.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	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	17.00
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	2.00

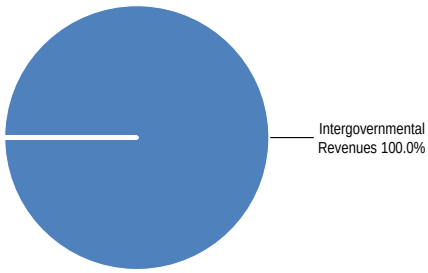
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
34G10	INVESTIGATIVE AIDE	5.00
39C01	LEGAL ASSISTANT	2.00
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
60K03	VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR	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

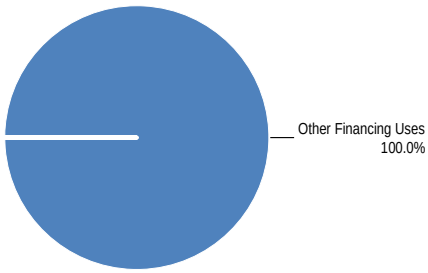
Criminal

(Unit 8063— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	274,698	778,000	780,000	350,000	350,000	(428,000)
Subtotal	$274,698	$778,000	$780,000	$350,000	$350,000	(428,000)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	314,552	778,000	780,000	350,000	350,000	(428,000)
Subtotal	$314,552	$778,000	$780,000	$350,000	$350,000	(428,000)
Total Source of Funds	$314,552	$778,000	$780,000	$350,000	$350,000	(428,000)

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.

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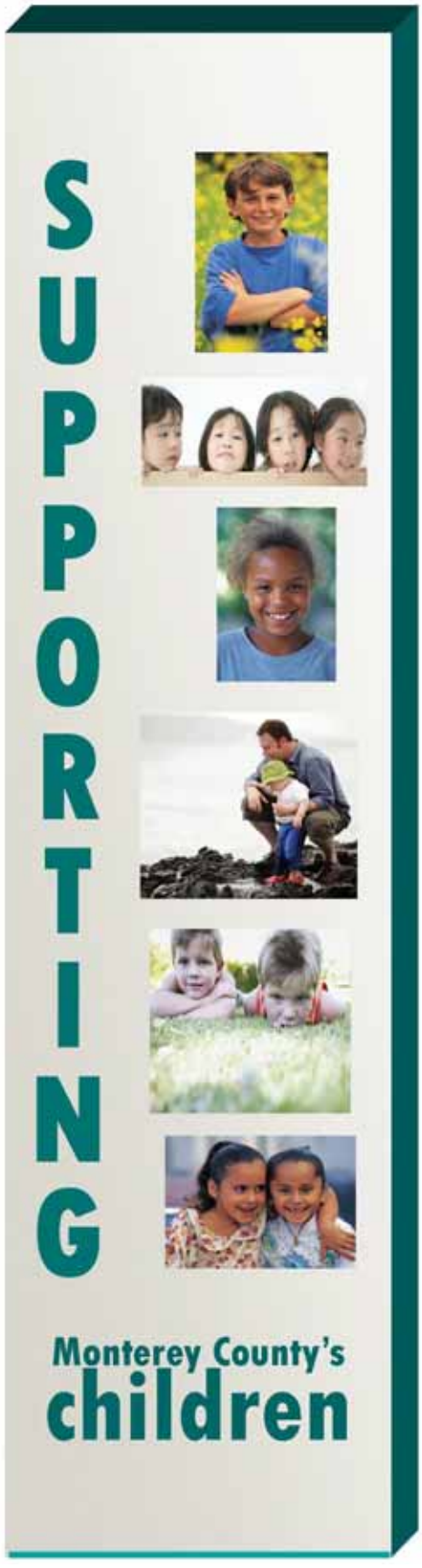
Child Support Services



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

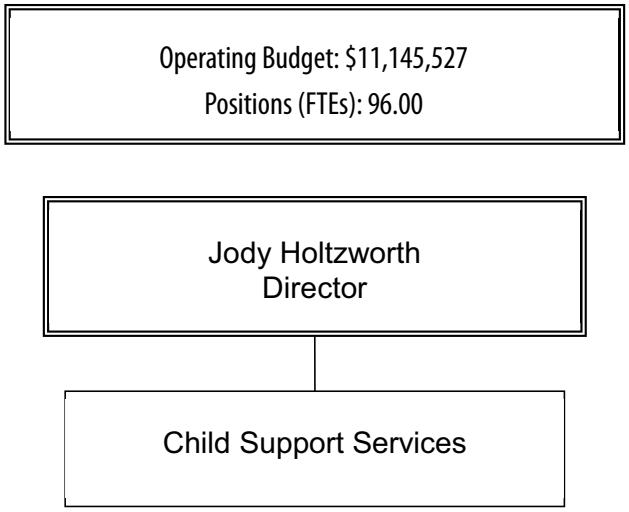
DCSS is committed to cost-effectiveness, continuous improvement, and setting standards for greater accountability. Customer survey results help to provide excellent customer service.

HEALTH AND HUMAN SERVICES

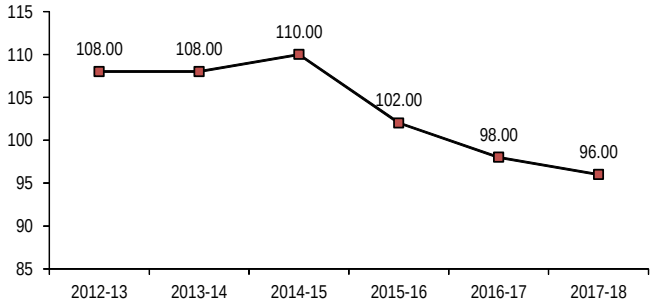
Child support payments ensure children receive the financial support they need, helping to reduce child poverty and improving outcomes for children. Child support is one of the largest sources of income for families in poverty; having that additional source of income on a regular basis helps enhance the quality of life and wellness of those families.

PUBLIC SAFETY

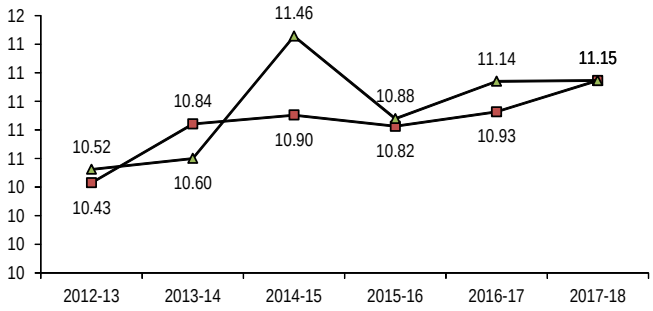
Parents who pay child support increase their involvement in their children's lives. Children who have both parents involved are less likely to engage in substance abuse, be incarcerated, have a teen pregnancy, and achieve better results in school.



Staffing Trends



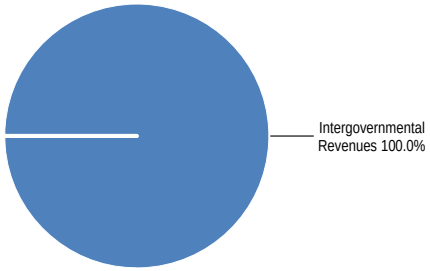
Expenditure/Revenue History (in millions)



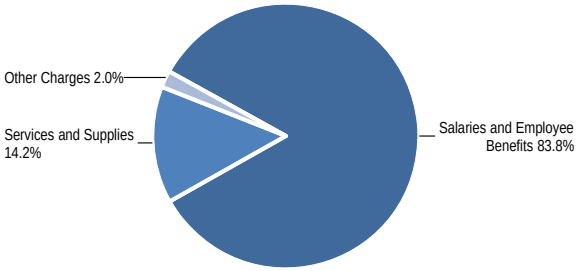
The performance measures are directly aligned with the mission of the Child Support program and striving to meet these goals each year results in increased services to customers, greater dollars collected, and optimization of federal incentive dollars.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent of current child support collected. Target = 67.7%	63.6%	65.7%	66.4%
Percent of case with arrearage collections. Target = 68.7%	68.2%	66.7%	54.6%
Percent of cases with court orders. Target = 94.5%	93.4%	93.5%	93.1%
Percent of children with paternity established. Target = 100%	104.1%	103.4%	99.6%
Collections distributed (in millions). Target = $43.9	$41.2	$42.9	$20.9
Cost Effectiveness (collections compared to expenditures). Target = $3.98	$3.69	$3.92	$3.97

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	9,011,651	9,124,208	9,235,794	9,336,689	9,336,689	212,481
Services and Supplies	1,844,137	1,524,579	1,600,184	1,581,889	1,581,889	57,310
Other Charges	(30,795)	353,384	90,949	226,949	226,949	(126,435)
Subtotal	$10,824,994	$11,002,171	$10,926,927	$11,145,527	$11,145,527	143,356

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	14,659	0	0	0	0	0
Intergovernmental Revenues	10,863,995	11,140,443	11,140,443	11,145,527	11,145,527	5,084
Charges for Services	272	0	0	0	0	0
Miscellaneous Revenues	93	0	0	0	0	0
Subtotal	$10,879,019	$11,140,443	$11,140,443	$11,145,527	$11,145,527	5,084
General Fund Contributions	($54,025)	($138,272)	($213,516)	$0	$0	138,272
Total Source of Funds	$10,824,994	$11,002,171	$10,926,927	$11,145,527	$11,145,527	143,356

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for DCSS includes total appropriations of $11,145,527 which is fully funded with State and federal funds. Recommended appropriations increased by $143,356 compared to the FY 2016-17 Adopted Budget. The increase reflects costs associated with recently negotiated bargaining agreements and higher employee benefits costs. 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 distributed over $43.1 million in FY 2016-17. 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 and continues to review and streamline its processes. This has placed DCSS in the highest State rankings for the federally mandated collection-to-cost performance measure.

DCSS sets standards for greater accountability and creates an annual business plan, which results in higher performance attainment. Specific performance measurements were developed for every employee and these measurements are utilized in monthly coaching and the annual evaluation process.

During an annual compliance review conducted by the State, DCSS was 100% in compliance with State and federal codes and regulations.

Part of the critical mission, along with meeting and exceeding federal performance measures, is to provide excellent customer service. To enhance customer service, DCSS has implemented a feedback program through surveys, social media, and emails. The project started in November 2015 and results to date show a 95% satisfaction rate. The Department is available to the public and DCSS takes walk-in customers, with no appointment necessary. Early and late office hours continue to be offered to accommodate those who have jobs and other commitments during regular working hours.

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 and direct mailings to those in need of services also continue.

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.

To help decrease workers' compensation costs, DCSS has an ongoing internal safety committee. The committee's purpose is to help educate staff regarding health and safety issues, as well as identify potential safety issues and be proactive in addressing them.

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.

Leverage technology to increase effectiveness and efficiency.

Continue to review cost saving opportunities and sharing of services with child support agencies in other counties.

Develop and retain employees by providing ongoing professional and personal development courses through the County's Learning and Development Network, the Employee Wellness Program, and other internal and external courses.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Child Support Services (CHI001)	10,824,994	11,002,171	10,926,927	11,145,527	11,145,527	143,356	001	8018
Subtotal	$10,824,994	$11,002,171	$10,926,927	$11,145,527	$11,145,527	143,356		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Child Support Services	10,824,994	11,002,171	10,926,927	11,145,527	11,145,527	143,356
Subtotal	$10,824,994	$11,002,171	$10,926,927	$11,145,527	$11,145,527	143,356

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	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	2.00	1.00	-1.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	0.00	-1.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	0.00	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	9.00	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	2.00	1.00	1.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
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
39C01	LEGAL ASSISTANT	1.00	0.00	0.00	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
	Total	101.00	98.00	96.00	-2.00

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Public Defender

Departmental Overview:

The Department, through the Offices of the Public Defender and the Alternate Defender, effectively represents over 10,000 indigent persons accused of crimes or involved in conservatorship proceedings.

Programs and Functions:

Felony Division defends people charged with felonies, including murder, manslaughter, sex, gang, Three Strikes, robbery, burglary, and drug offenses.

Misdemeanor Division defends people charged with misdemeanors, including assault, battery, 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 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 our clients in nonviolent cases out of custody and in the workforce.

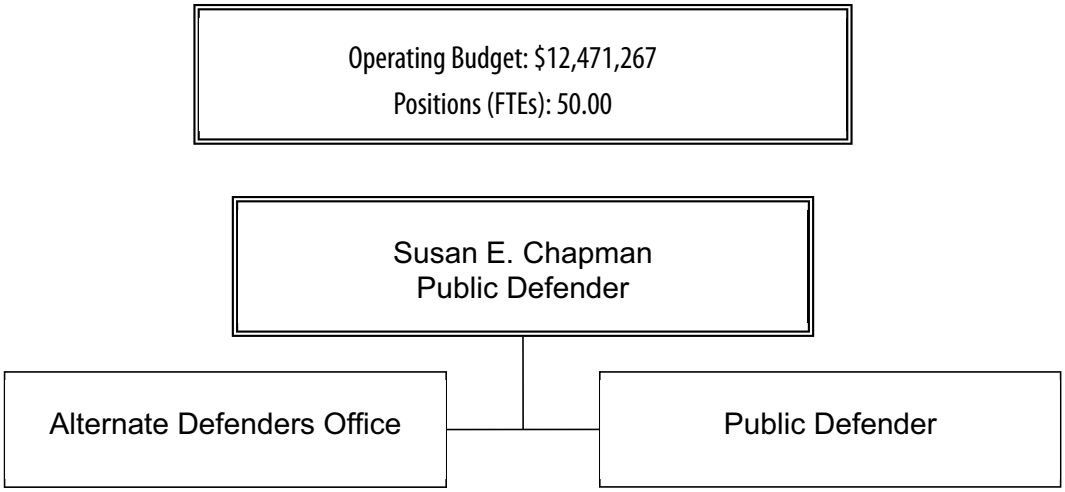
Public Defender & Assistant Public Defender

Administrators

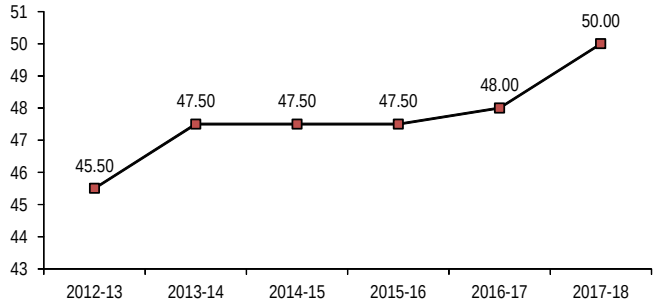
Attorneys

Investigators

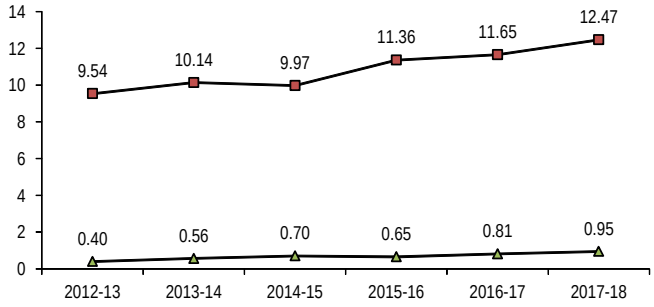
Legal Secretaries



Staffing Trends



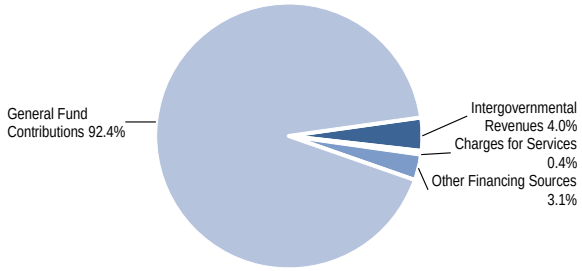
Expenditure/Revenue History (in millions)



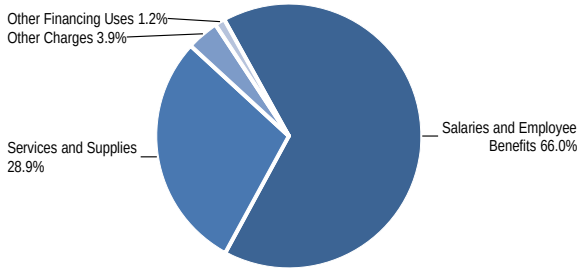
Criminal defense is the primary duty of the Public Defender Department. Lesser known, but equally important, are the Department's duties to represent minors in juvenile cases and mentally ill adults in probate conservatorships.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Number of new felony matters handled. Target = 1,575	2,656	1,971	1,869
Number of new misdemeanor matters handled. Target = 2,400	5,116	7,227	6,533
Number of new juvenile matters handled. Target = 420	457	687	727
Number of new mental health matters handled. Target = 100	111	114	83

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	7,491,672	7,487,336	7,428,156	8,653,396	8,227,181	739,845
Services and Supplies	3,642,534	3,637,823	3,587,119	5,040,449	3,608,380	(29,443)
Other Charges	0	0	484,206	484,206	484,206	484,206
Other Financing Uses	225,169	567,535	153,000	151,500	151,500	(416,035)
Subtotal	$11,359,375	$11,692,694	$11,652,481	$14,329,551	$12,471,267	778,573

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	421,709	503,000	603,000	501,500	501,500	(1,500)
Charges for Services	51,139	55,000	55,000	55,000	55,000	0
Miscellaneous Revenues	25,000	0	0	0	0	0
Other Financing Sources	156,917	153,000	153,000	624,624	388,812	235,812
Subtotal	$654,766	$711,000	$811,000	$1,181,124	$945,312	234,312
General Fund Contributions	$10,723,121	$10,981,694	$10,841,481	$13,148,427	$11,525,955	544,261
Total Source of Funds	$11,377,886	$11,692,694	$11,652,481	$14,329,551	$12,471,267	778,573

Summary of Recommendation

The Recommended Budget includes appropriations of $12,471,267 which is a net increase of $778,573 over the FY 2016-17 Adopted Budget due to rising costs, including negotiated salaries and benefits, healthcare costs, the significant cost increase of the Enterprise Resource Planning (ERP) upgrade, and the Countywide Cost Allocation Plan (COWCAP). It is financed by $945,312 in estimated revenues, $25,000 of restricted fund balance, and $11,525,955 in General Fund Contributions (GFC).

The Recommended Budget includes augmentations totaling $881,976. The approved augmentations restore three filled attorneys and one vacant investigator position, to allow the Public Defender's Office to continue to provide current level of service to its indigent clients. The Recommended Budget also includes two new attorney positions: an attorney specialized in immigration law to ensure foreign born clients have access to the specialized legal expertise necessary to avoid negative collateral immigration consequences and a second attorney fully funded by AB 109 realignment monies through the Community Corrections Partnership (CCP) to be assigned to the misdemeanor early resolution court where people accused of nonviolent misdemeanors can settle their cases quickly, efficiently, and fairly and get back to work.

Budget Impacts

The Recommended Budget does not include the Department's requested augmentations to add 3.5 new positions. The Department requested an accountant to provide ongoing assistance to the Public Defender's sole finance employee. The department head secretary has been the sole support to the Finance Manager, leaving the department head with a less than full time assistant. The Department also requested a legal secretary to handle the significant increase of evidence received from the prosecution resulting from the heightened utilization of body cameras by police departments to track interactions of law enforcement offices with the public. Clients are being negatively impacted as cases are delayed in the courts due to attorneys not receiving discovery in a timely manner. In addition, the Department requested a half-time legal secretary to meet the need for a full-time secretarial support of the Investigations Unit and to assist with processing Proposition 47 cases.

The Department also requested an additional attorney position that can be potentially funded by a State grant sought by the County Health Department. The Department plans to request authorization for this position at a later date if the grant application is successful. This attorney will be assigned to address the impact of new legislation that allows persons previously convicted of nonviolent felonies to request relief under Proposition 47 to have

their nonviolent felony convictions reduced to misdemeanors and/or infractions.

The Alternate Defender's Office may also need additional appropriations to cover increased capital and special circumstance cases currently estimated at $1,390,000 and possibly reaching $2.5 million (or more if a change of venue if approved by the Court). Funding for anticipated costs of capital cases is not included in the Recommended Budget. The Department may be seeking additional appropriations to address this potential need.

Department Operational Accomplishments

The County hired a new Public Defender who is a Certified Criminal Law Specialist with over 30 years of experience from the private bar.

Joined the CCP and worked with Monterey County public safety partners to create and effect alternatives to incarceration for non-violent 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 attorney to join the misdemeanor early resolution court, facilitating fair and efficient early resolutions in misdemeanor cases, saving the County money in administrative costs.

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.

Department Operational Goals

By August 2017, reclassify at least five experienced deputy public defenders as supervising attorneys and bring the Department in line with benchmark supervision standards to ensure high quality client service by providing hands-on supervision in court and ongoing case reviews and evaluations.

Hold quarterly community outreach legal clinics helping military veterans and other members of our community who have paid their debt to society clear their criminal records, creating a path to gainful employment and successful return to productive society.

By July 31, 2017, finalize an interdepartmental agreement between the District Attorney, Sheriff, and other law enforcement agencies for the efficient processing, storage, and interdepartmental transfer of police body camera records.

By January 1, 2018, move all operations from the temporary building at 111 West Alisal Street to the County Administration building at 168 West Alisal Street, saving the County money on maintenance and operation.

Pending Issues

Legislative Changes: The recent passage of ballot initiatives Proposition 57 and Proposition 64 have added to the departmental workload. As did Proposition 47, these new laws have resulted in the Department filing large volumes of post-conviction petitions and allocating attorney time to consulting with appellate lawyers. The Department expects the post-conviction workload to increase in FY 2017-18. The Department plans to deal with this increase, in part, by utilizing volunteer law clerks working under attorney supervision.

Digital Divide: As the public safety partners transition from paper to digital information storage, new hardware, software, training, and staffing are needed. However, following these initial outlays, marginal costs should decrease over time and yield a net savings when compared to the old paper system. The Department is dealing with these initial costs by choosing to lease hardware rather than purchase, saving the County money and ensuring flexibility when technology needs change.

Quality Service: To improve customer service and bring the Department into compliance with industry best practices regarding courtroom attorney supervision and case file reviews, the Department is working with Human Resources to reclassify some staff level attorney positions to supervisory and managerial levels.

Office Space: The Office of the Public Defender is scheduled to move from Modular building #4 to the County Administration building in the Fall of 2017. Minor architectural changes to the interior of the Administration building will be made to preserve attorney-client privileges and to ensure clients have the opportunity for confidential conversations with their Public Defender attorneys and investigators.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Alternate Defenders Office (PUB001)	2,814,870	2,970,644	2,897,047	4,354,101	2,964,101	(6,543)	001	8168
Alternate Defenders Office (PUB002)	0	3,000	3,000	1,500	1,500	(1,500)	022	8168
Public Defender (PUB001)	8,387,588	8,569,050	8,602,434	9,823,950	9,355,666	786,616	001	8169
Public Defender (PUB002)	156,917	150,000	150,000	150,000	150,000	0	022	8169
Subtotal	$11,359,375	$11,692,694	$11,652,481	$14,329,551	$12,471,267	778,573		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Alternate Defenders Office	2,814,870	2,973,644	2,900,047	4,355,601	2,965,601	(8,043)
Public Defender	8,544,505	8,719,050	8,752,434	9,973,950	9,505,666	786,616
Subtotal	$11,359,375	$11,692,694	$11,652,481	$14,329,551	$12,471,267	778,573

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A18	PUBLIC DEFENDER	1.00	1.00	1.00	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	0.00	0.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.00	4.00	4.00	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.00	2.00	2.00	0.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.00	1.00	1.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.00	25.00	27.00	2.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	6.50	6.50	6.50	0.00
80B23	SENIOR LEGAL SECRETARY	2.00	2.00	1.00	-1.00
80B24	SUPERVISING LEGAL SECRETARY	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	0.00	0.50	0.50	0.00
	Total	47.50	48.00	50.00	2.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2270	2270-8168-001-AUG11	AUG-Trial Related Expenses	Mandated	1,390,000	0.00	0	0.00
2270	2270-8169-001-AUG01	AUG-DPD IV #1	Base Level Maintenance	166,088	1.00	166,088	1.00
2270	2270-8169-001-AUG02	AUG-DPD IV #2	Base Level Maintenance	139,364	1.00	139,364	1.00
2270	2270-8169-001-AUG03	AUG-DPD IV #3	Base Level Maintenance	218,481	1.00	218,481	1.00
2270	2270-8169-001-AUG04	AUG-PDI III	Base Level Maintenance	122,231	1.00	122,231	1.00
2270	2270-8169-001-AUG05	AUG-DPD IV/CCP	Outside Fund Request	0	1.00	0	1.00
2270	2270-8169-001-AUG06	AUG-DPD IV-BEHAVIORAL HEALTH	New Prog/Svc w/ Outside funding	0	1.00	0	0.00
2270	2270-8169-001-AUG07	AUG-DPD IV-IMMIGRATION	Mandated	235,812	1.00	235,812	1.00
2270	2270-8169-001-AUG08	AUG-ACCOUNTANT I	Base Level Maintenance	108,516	1.00	0	0.00
2270	2270-8169-001-AUG09	AUG-LEGAL SEC 1.0/DISCOVERY	Mandated	84,304	1.00	0	0.00
2270	2270-8169-001-AUG10	AUG-LEGAL SEC .5/INVESTIGATIONS	Base Level Maintenance	39,652	0.50	0	0.00
			Grand Total	**$2,504,448**	**9.50**	**$881,976**	**6.00**

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Sheriff-Coroner

Departmental Overview:

The Sheriff's Office provides public safety services to the residents of Monterey County. Services include 24-hour uniformed patrol, the investigation of crimes, criminal records management and community policing. It is also responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County. 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 discuss and develop policies to improve services provided to the public. The team also 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

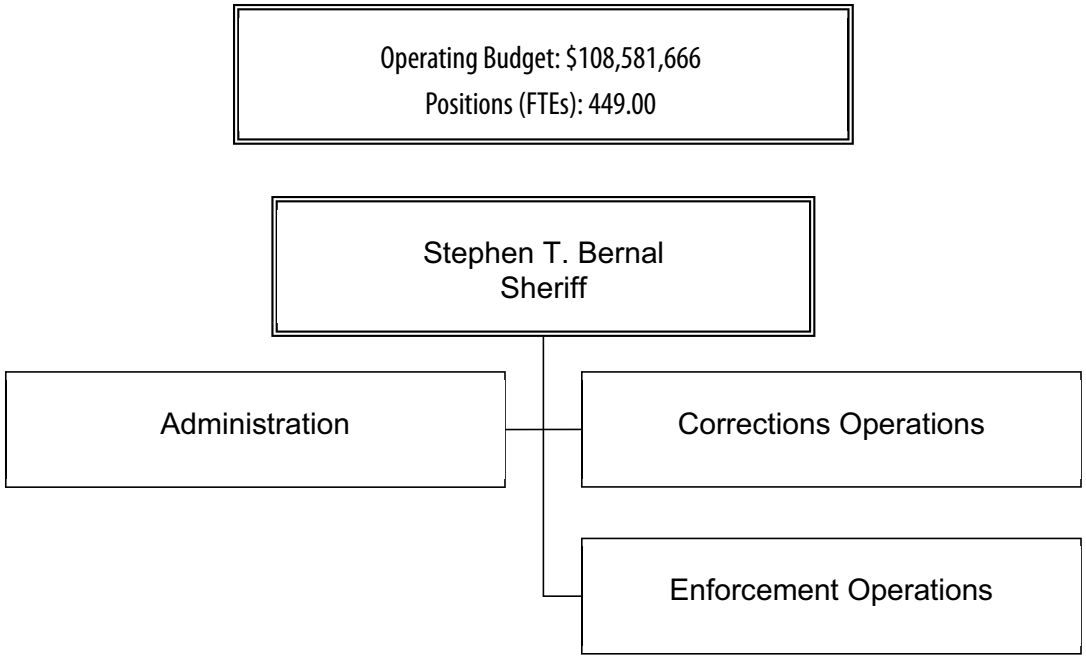
Monterey County Sheriff's Deputies are first responders and quickly deploy to disasters that jeopardize the health and safety of our community.

INFRASTRUCTURE

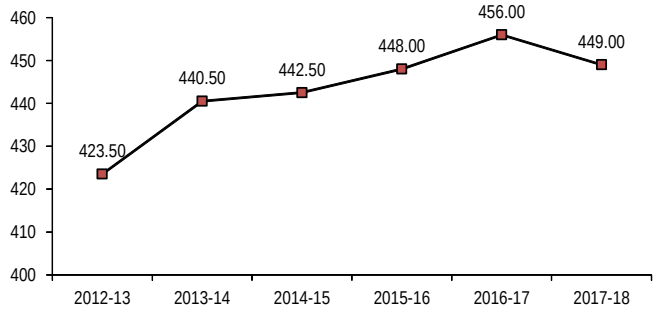
The Office provides infrastructure protection through rapid responses and collaborative efforts with other public safety partners at the local, state and federal levels.

PUBLIC SAFETY

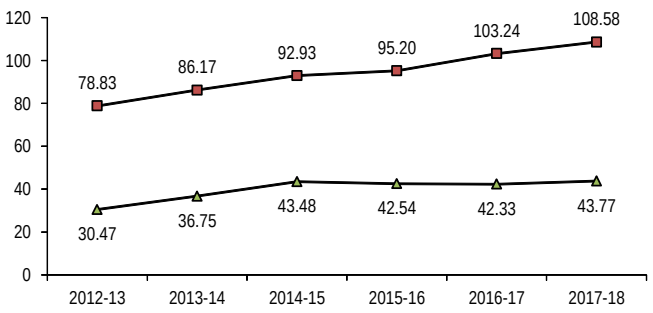
The Sheriff's Office promotes safe communities by providing patrol, investigations and crime prevention efforts.



Staffing Trends



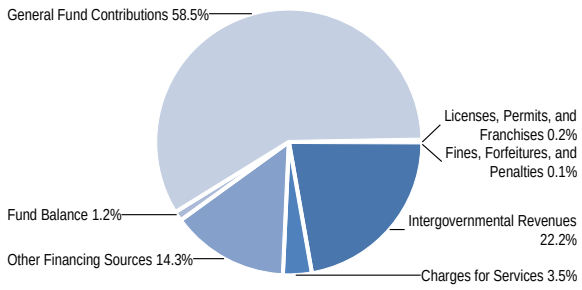
Expenditure/Revenue History (in millions)



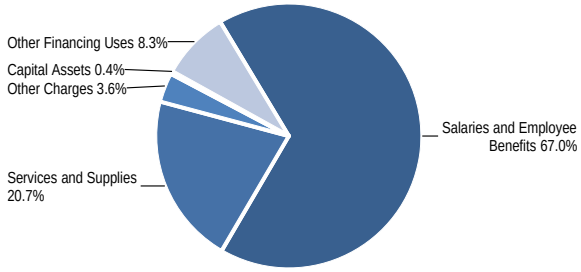
The Office is divided into three bureaus: Administration Operations, Enforcement Operations (patrol) and Correction Operations (jail).

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Number of patrol calls for service.	83,696	65,445	32,269
Number of bookings into the Monterey County Jail.	11,115	11,122	5,304
Number of Deputy Sheriff Recruit applications received.	1,373	1,007	510
Number of Deputy Sheriff Recruits Academy Candidates.	11	36	7
Percent of successful Search & Rescue missions completed.	38%	49%	17%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	66,057,500	69,914,424	69,766,786	75,185,167	72,787,298	2,872,874
Services and Supplies	21,739,426	21,950,903	22,220,732	22,521,276	22,521,276	570,373
Other Charges	(40,254)	(39,000)	0	3,860,748	3,860,748	3,899,748
Capital Assets	562,226	560,000	128,290	385,000	385,000	(175,000)
Other Financing Uses	6,882,595	11,841,077	11,124,411	11,187,847	9,027,344	(2,813,733)
Subtotal	$95,201,493	$104,227,404	$103,240,219	$113,140,038	$108,581,666	4,354,262

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	227,794	235,000	236,000	237,000	237,000	2,000
Fines, Forfeitures, and Penalties	629,328	10,000	10,000	131,000	131,000	121,000
Revenue from Use of Money & Property	13,688	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	22,992,065	23,335,315	23,370,697	23,841,775	24,071,490	736,175
Charges for Services	4,964,780	4,203,663	4,294,663	3,889,631	3,786,877	(416,786)
Miscellaneous Revenues	23,154	15,000	11,000	12,000	12,000	(3,000)
Other Financing Sources	13,684,809	15,792,389	14,392,636	15,521,680	15,521,680	(270,709)
Subtotal	$42,535,617	$43,603,367	$42,326,996	$43,645,086	$43,772,047	168,680
Fund Balance	340,429	0	300,000	1,274,144	1,274,144	1,274,144
General Fund Contributions	$52,325,446	$60,624,037	$60,613,223	$68,220,808	$63,535,475	2,911,438
Total Source of Funds	$95,201,493	$104,227,404	$103,240,219	$113,140,038	$108,581,666	4,354,262

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Sheriff's Office includes $108,581,666 in total appropriations. This represents an increase of $4,354,262 over the FY 2016-17 Adopted Budget. The Recommended Budget is financed by $43,772,047 in revenues, $1,274,144 in Public Safety Realignment fund balance, and $63,535,475 in General Fund Contributions (GFC).

The increase in appropriations is primarily due to pay raises authorized by recent bargaining agreements, increased employee benefit costs, higher inmate medical care costs, and increased charges from internal service departments. The most significant increases in service department charges include a $631,583 increase for the workers' compensation program, a $1.1 million increase for the general liability insurance program, and $606,590 for the Enterprise Resource Planning (ERP) system upgrade.

The FY 2017-18 Recommended Budget includes $4,852,750 in augmentations, comprised of a $4,623,035 increase in general fund contributions and a revised upward increase of $229,715 in estimated Public Safety Sales Tax revenue. These augmentations close a funding gap (caused by the cost pressures described earlier) in order to retain all 30 at-risk filled positions as well as eight vacant positions.

The Recommended Budget includes a total of 449.0 positions, representing a net decrease of seven positions from the FY 2016-17 Adopted Budget. During FY 2016-17, two Deputy Sheriff positions were added to the Court Security Division, financed by public safety realignment funds. The nine deleted positions are all vacant professional positions which include three records specialists, a civil clerk, a property technician, a vehicle abatement officer, and three corrections specialists.

Budget Impacts

The Recommended Budget does not provide much 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. In addition, 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. During FY 2017-18 the Sheriff's Office will continue to explore increased funding from other sources such as the Affordable Care Act (ACA), Capital Improvement Program and grants to address these potential needs.

In addition, the loss of nine vacancies which can no longer be afforded due to various cost increases will impact the Office's ability to keep up with workload associated with records management and maintaining centralized files of criminal and traffic warrants housed in the Automated Criminal Justice Information System.

Department Operational Accomplishments

Continued progress to complete the Next Generation (NGEN) Radio Project.

Continued to work with County Radio to take over responsibilities for radio management and troubleshooting.

Streamlined the hiring process and filled most vacant positions.

Opened new Community Field Offices (CFO) in Carmel Valley and San Lucas.

Assigned a School Resource Officer to the North Monterey County Unified School District for the Spring semester.

Added a K-9 Unit with explosive detection capabilities.

Completed the American Disability Act (ADA) upgrades for all areas addressed in the implementation plan for the Hernandez litigation and the suicide mitigation project.

Completed installation of more than 275 state of the art security cameras in the Jail to enhance inmate and officer safety and give jail staff the ability to review critical incidents to identify victims or suspects.

Department Operational Goals

Complete a formal protocol for enrolling the inmate population in Medi-Cal and add a unit that handles all aspects of Medi-Cal for inmates. This would include taking applications, deactivating inmates once they have been in-custody for a period of time, and billing for those services that are reimbursable through the ACA.

Ensure all contracts are up to date and in compliance with County policies and procedures.

Purchase lockers for weapon security at the Jail.

Continue to make improvements necessitated by the tentative settlement reached in the Hernandez vs. County of Monterey litigation completed during FY 2015-16.

Stay on schedule to break ground on a new jail expansion project funded by AB 900 monies with an expected completion date in FY 2019-20.

Improve criminal intelligence analytical capabilities.

Pending Issues

The California Board of State and Community Corrections (BSCC) just adopted a proposed rule change related to inmate visitation. The new rule will require in-person visitation. Although Monterey County was listed for a "grandfather" exception to the proposed rule, this could change when the final rule is adopted. The Jail was planning to use video visitation once the jail housing addition construction begins. However, the Board of Supervisors would like to incorporate in-person visiting, even absent of the new rule, and the Sheriff's Office has developed a plan to restore in-person visiting. The Sheriff's Office states that this change will require additional staffing to handle the required inmate movement to facilitate in-person visitation.

Policy Considerations

Monterey County has adopted an ordinance governing commercial Cannabis activity as it applies to medical use. The ordinance creates additional demands upon Sheriff's Office resources to locate, investigate and eradicate growers, manufacturers and distributors of medical marijuana who operate outside the regulations of the ordinance and/or state law. Additionally, there is a need to assist regulatory agencies in the enforcement of the ordinance to ensure the safety of their personnel. During the creation of this ordinance additional personnel requests were solicited and the Sheriff's Office requested one additional Sheriff's Sergeant, four additional Deputy Sheriffs and one additional Records Specialist. The Sheriff's Office will also request ancillary equipment and vehicles to support these positions.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Fiscal Division (SHE001)	2,324,035	1,964,604	1,984,340	1,080,947	1,061,652	(902,952)	001	8224
Civil Unit (SHE001)	1,161,924	744,635	872,901	778,113	711,867	(32,768)	001	8225
Coroner Division (SHE002)	1,919,143	2,189,271	2,077,527	2,163,172	2,088,724	(100,547)	001	8226
Professional Standards Div (SHE001)	2,254,252	1,876,532	2,386,217	2,443,500	2,443,500	566,968	001	8227
Records and Warrants Div (SHE001)	2,203,714	2,255,194	2,121,810	2,766,336	2,033,711	(221,483)	001	8229

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Custody Compliance & Admin Division (SHE003)	3,531,732	4,237,764	3,824,439	7,906,190	7,906,190	3,668,426	001	8233
Custody Compliance & Admin Division (SHE006)	139,124	150,000	180,000	180,000	180,000	30,000	022	8233
Court Services Division (SHE003)	6,058,028	4,603,105	4,111,713	4,839,259	4,839,259	236,154	001	8234
Court Services Division (SHE006)	4,472,146	4,200,000	4,600,000	5,674,144	5,674,144	1,474,144	022	8234
Transportation Unit (SHE003)	0	2,318,077	2,290,748	2,257,867	2,190,481	(127,596)	001	8235
Inmate Medical Program (SHE004)	8,590,239	8,559,471	8,559,471	9,264,171	9,264,171	704,700	001	8237
Jail Operations Division (SHE003)	23,965,551	26,420,235	27,107,098	25,205,275	25,205,275	(1,214,960)	001	8238
Jail Operations Division (SHE006)	613,463	800,000	613,463	620,000	620,000	(180,000)	022	8238
Inmate Programs Division (SHE003)	986,100	1,239,625	1,197,226	958,275	958,275	(281,350)	001	8239
Jail Support Services Div (SHE003)	3,711,264	3,713,967	3,469,416	3,742,975	3,531,622	(182,345)	001	8240
Enforcement Operations & Admin Division (SHE001)	19,049,527	21,652,986	19,177,060	21,387,005	20,465,760	(1,187,226)	001	8242
Enforcement Operations & Admin Division (SHE006)	227,563	250,000	250,000	250,000	250,000	0	022	8242
Investigations Division (SHE001)	3,986,137	4,407,670	4,565,973	4,678,825	4,508,464	100,794	001	8245
Investigations Division (SHE006)	368,366	400,000	400,000	330,000	330,000	(70,000)	022	8245
Narcotics (SHE006)	198,960	200,000	200,000	220,000	220,000	20,000	022	8246
Special Operations Div (SHE001)	3,509,110	3,769,360	5,950,811	6,623,857	4,441,937	672,577	001	8250
Sheriff's Office Admin Div (SHE001)	3,157,208	6,248,530	5,274,818	8,292,741	8,292,741	2,044,211	001	8273
Administration Bureau (SHE001)	2,773,907	2,026,378	2,025,188	1,477,386	1,363,893	(662,485)	001	8400
Subtotal	$95,201,493	$104,227,404	$103,240,219	$113,140,038	$108,581,666	4,354,262		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fiscal Division	2,324,035	1,964,604	1,984,340	1,080,947	1,061,652	(902,952)
Civil Unit	1,161,924	744,635	872,901	778,113	711,867	(32,768)
Coroner Division	1,919,143	2,189,271	2,077,527	2,163,172	2,088,724	(100,547)
Professional Standards Division	2,254,252	1,876,532	2,386,217	2,443,500	2,443,500	566,968
Records and Warrants Division	2,203,714	2,255,194	2,121,810	2,766,336	2,033,711	(221,483)
Custody Compliance & Administration Division	3,670,856	4,387,764	4,004,439	8,086,190	8,086,190	3,698,426
Court Services Division	10,530,173	8,803,105	8,711,713	10,513,403	10,513,403	1,710,298
Inmate Medical Program	8,590,239	8,559,471	8,559,471	9,264,171	9,264,171	704,700
Jail Operations Division	24,579,014	27,220,235	27,720,561	25,825,275	25,825,275	(1,394,960)
Inmate Programs Division	986,100	1,239,625	1,197,226	958,275	958,275	(281,350)
Jail Support Services Division	3,711,264	3,713,967	3,469,416	3,742,975	3,531,622	(182,345)
Enforcement Operations and Administration Division	19,277,091	21,902,986	19,427,060	21,637,005	20,715,760	(1,187,226)
Investigations Division	4,354,503	4,807,670	4,965,973	5,008,825	4,838,464	30,794
Narcotics	198,960	200,000	200,000	220,000	220,000	20,000
Special Operations Division	3,509,110	3,769,360	5,950,811	6,623,857	4,441,937	672,577
Sheriff's Office Administration Division	3,157,208	6,248,530	5,274,818	8,292,741	8,292,741	2,044,211
Administration Bureau	2,773,907	2,026,378	2,025,188	1,477,386	1,363,893	(662,485)
Transportation Unit	0	2,318,077	2,290,748	2,257,867	2,190,481	(127,596)
Subtotal	$95,201,493	$104,227,404	$103,240,219	$113,140,038	$108,581,666	4,354,262

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
10B05	SHERIFF	1.00	1.00	1.00	0.00
12A10	CHIEF DEPUTY SHERIFF	3.00	3.00	3.00	0.00
12A13	UNDERSHERIFF	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	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	0.00	1.00	1.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34E22	FORENSIC EVIDENCE TECHNICIAN	0.00	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	20.00	40.00	20.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	4.00	4.00	0.00
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	141.00	142.00	144.00	2.00
36E23	CORRECTIONAL SERGEANT	20.00	20.00	0.00	-20.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFO 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	2.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.00	6.00	6.00	0.00
70N10	INMATE SERVICES SPECIALIST	5.00	5.00	5.00	0.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00	1.00	1.00	0.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	0.00	0.00	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	1.00	-1.00
80I07	CORRECTIONS SPECIALIST	14.00	14.00	12.00	-2.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	2.00	-1.00
80I10	CUSTODY AND CONTROL SPECIALIST	24.00	30.00	30.00	0.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	4.00	4.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	16.00	16.00	13.00	-3.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	4.00	0.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	3.00	3.00	2.00	-1.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Total	448.00	456.00	449.00	-7.00

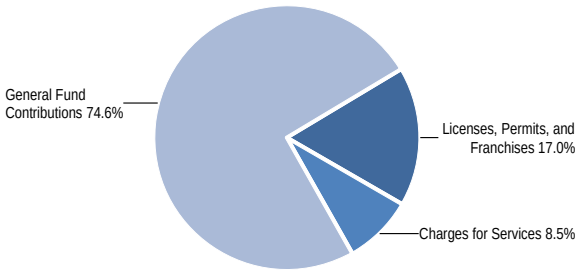
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2300	2300-8224-001-AUG1	AUG-1 REALLOCATED ACCOUNTANT III	Base Level Maintenance	106,541	1.00	0	1.00
2300	2300-8224-001-AUG26	INMATES MEDICAL PROGRAM	Base Level Maintenance	19,295	1.00	0	0.00
2300	2300-8225-001-AUG7	AUG- 1 VACANT SR. CIVIL CLERK	Base Level Maintenance	66,246	1.00	0	0.00
2300	2300-8226-001-AUG27	AUG-1 FORENSIC AUTOPSY TECHNICIAN	Base Level Maintenance	74,448	1.00	0	0.00
2300	2300-8229-001-AUG18	AUG-1 RECORDS DIRECTOR	Base Level Maintenance	119,656	1.00	0	0.00
2300	2300-8229-001-AUG23	R. RECORDS SPECIALIST-WARRANTS	Base Level Maintenance	35,451	1.00	0	0.00
2300	2300-8229-001-AUG24	RECORDS SPECIALIST II-WARRANTS	Base Level Maintenance	67,302	2.00	0	0.00
2300	2300-8229-001-AUG29	SR. RECORDS SPECIALIST-RECORDS	Base Level Maintenance	70,903	1.00	0	0.00
2300	2300-8229-001-AUG30	ARECORDS SPECIALIST II-RECORDS	Base Level Maintenance	134,604	2.00	0	0.00
2300	2300-8229-001-AUG8	AUG-3 VACANT RECORDS SPECIALIST II	Base Level Maintenance	201,955	3.00	0	0.00
2300	2300-8235-001-AUG32	AUG-VAMP FOR TWO JAIL VANS	Base Level Maintenance	67,386	0.00	0	0.00
2300	2300-8238-001-AUG10	AUG-3 VACANT CUSTODY & CONTROL SPECIALISTS	Base Level Maintenance	230,224	3.00	172,668	3.00
2300	2300-8238-001-AUG9	AUG-2 VACANT JAIL OPS SERGEANTS	Base Level Maintenance	345,160	2.00	142,452	2.00
2300	2300-8240-001-AUG11	AUG-2 VACANT CORRECTIONS SPECIALISTS	Base Level Maintenance	138,497	2.00	0	0.00
2300	2300-8240-001-AUG12	AUG-1 VACANT SR. CORRECTIONS SPECIALIST	Base Level Maintenance	72,856	1.00	0	0.00
2300	2300-8242-001-AUG13	AUG-1 VACANT PATROL DEPUTY	Base Level Maintenance	115,828	1.00	86,871	1.00
2300	2300-8242-001-AUG14	AUG-5 VACANT PATROL SERGEANTS	Base Level Maintenance	862,930	5.00	661,784	5.00
2300	2300-8242-001-AUG2	AUG-16 FILLED PATROL DEPUTIES	Base Level Maintenance	2,421,336	16.00	2,007,433	16.00
2300	2300-8242-001-AUG21	AUG-1 PATROL SERGEANT-MARIJUANA	Base Level Maintenance	165,254	1.00	0	0.00
2300	2300-8242-001-AUG22	AUG-6 PATROL DEPUTIES-MARIJUANA	Base Level Maintenance	694,938	6.00	0	0.00
2300	2300-8242-001-AUG25	AUG-1 OFFICE ASSISTANT III-PATROL	Base Level Maintenance	61,053	1.00	0	0.00
2300	2300-8242-001-AUG3	AUG-3 FILLED PATROL SERGEANTS	Base Level Maintenance	517,760	3.00	517,760	3.00
2300	2300-8242-001-AUG4	AUG-2 FILLED PATROL COMMANDERS	Base Level Maintenance	443,562	2.00	443,562	2.00
2300	2300-8245-001-AUG15	AUG-3 VACANT DETECTIVES	Base Level Maintenance	454,016	3.00	418,116	3.00
2300	2300-8245-001-AUG16	AUG-1 VACANT PROPERTY TECHNICIAN	Base Level Maintenance	67,558	1.00	0	0.00
2300	2300-8245-001-AUG20	AUG-1 DIGITAL FORENSIC INVESTIGATOR	Base Level Maintenance	102,803	1.00	0	0.00
2300	2300-8250-001-AUG17	AUG-1 VACANT VEHICLE ABATEMENT OFFICER	Base Level Maintenance	88,803	1.00	0	0.00
2300	2300-8250-001-AUG28	AUG-VAMP LOAN REPAYMENT	Base Level Maintenance	1,824,562	0.00	0	0.00
2300	2300-8250-001-AUG31	AUG-VAMP FOR INVESTIGATIONS VEHICLES	Base Level Maintenance	268,555	0.00	0	0.00
2300	2300-8250-001-AUG5	AUG-1 FILLED SPECIAL OPS COMMANDER	Base Level Maintenance	221,812	1.00	221,812	1.00
2300	2300-8250-001-AUG6	AUG-1 FILLED SPECIAL OPS SERGEANT	Base Level Maintenance	180,292	1.00	180,292	1.00
2300	2300-8400-001-AUG19	AUG-MANAGEMENT ANALYST III-LITIGATOR	Base Level Maintenance	113,493	1.00	0	0.00
			Grand Total	**$10,355,079**	**66.00**	**$4,852,750**	**38.00**

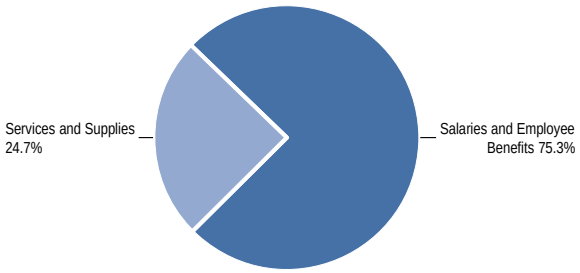
Fiscal Division

(Unit 8224— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	778,259	864,895	828,931	818,820	799,525	(65,370)
Services and Supplies	1,545,777	1,099,709	1,155,409	262,127	262,127	(837,582)
Subtotal	$2,324,035	$1,964,604	$1,984,340	$1,080,947	$1,061,652	(902,952)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	183,865	180,000	180,000	180,000	180,000	0
Charges for Services	74,449	90,000	70,000	90,000	90,000	0
Subtotal	$258,314	$270,000	$250,000	$270,000	$270,000	0
General Fund Contributions	$2,065,721	$1,694,604	$1,734,340	$810,947	$791,652	(902,952)
Total Source of Funds	$2,324,035	$1,964,604	$1,984,340	$1,080,947	$1,061,652	(902,952)

Unit Description

This unit supports most of the financial responsibilities of the Sheriff's Office. It manages budgets, payroll and processes personnel related information, accounts payables/receivables, program billings, permits, special funds and grants. It also processes the purchasing of all items needed by the Sheriff's Office and administers the Inmate Welfare Fund for the Clerk of the Board. In addition, the unit registers private security alarm systems and works to reduce false alarms through the assessment of fees for repeat false alarms.

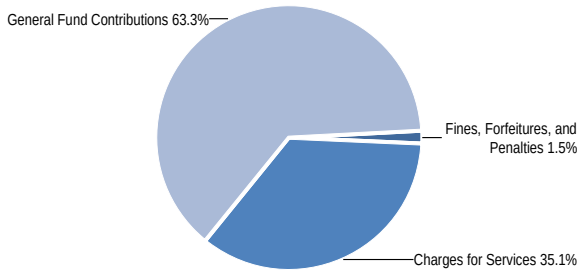
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C30	MANAGEMENT ANALYST II	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	9.00

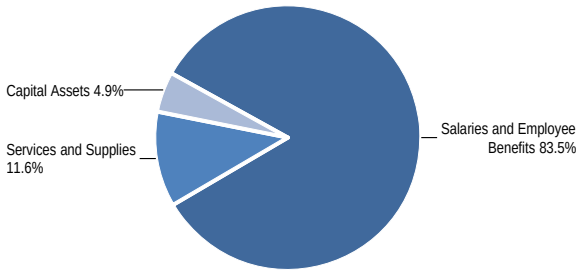
Civil Unit

(Unit 8225— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	638,341	651,179	649,098	660,613	594,367	(56,812)
Services and Supplies	79,239	43,456	113,803	82,500	82,500	39,044
Capital Assets	444,344	50,000	110,000	35,000	35,000	(15,000)
Subtotal	$1,161,924	$744,635	$872,901	$778,113	$711,867	(32,768)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	6,835	10,000	10,000	11,000	11,000	1,000
Charges for Services	1,319,725	255,000	255,000	250,000	250,000	(5,000)
Subtotal	$1,326,560	$265,000	$265,000	$261,000	$261,000	(4,000)
General Fund Contributions	($164,636)	$479,635	$607,901	$517,113	$450,867	(28,768)
Total Source of Funds	$1,161,924	$744,635	$872,901	$778,113	$711,867	(32,768)

Unit Description

This unit performs the processing and serving of civil procedures including small claims, earnings withholding orders, real property levies as well as bank levies and evictions. All these services are provided throughout the County including locations inside the incorporated cities.

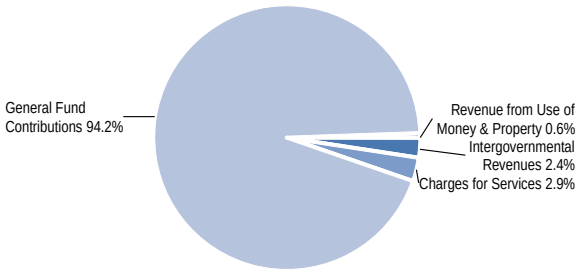
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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

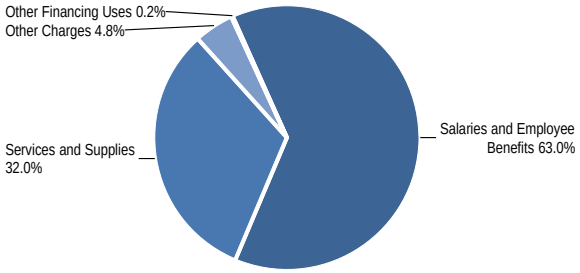
Coroner Division

(Unit 8226— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,191,781	1,317,554	1,180,839	1,390,454	1,316,006	(1,548)
Services and Supplies	684,306	702,736	778,161	668,599	668,599	(34,137)
Other Charges	0	0	0	100,237	100,237	100,237
Capital Assets	8,445	0	18,290	0	0	0
Other Financing Uses	34,611	168,981	100,237	3,882	3,882	(165,099)
Subtotal	$1,919,143	$2,189,271	$2,077,527	$2,163,172	$2,088,724	(100,547)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	8,445	0	0	0	0	0
Revenue from Use of Money & Property	12,000	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	34,578	50,000	40,000	50,000	50,000	0
Charges for Services	69,215	80,000	51,000	60,000	60,000	(20,000)
Miscellaneous Revenues	0	5,000	1,000	2,000	2,000	(3,000)
Other Financing Sources	1,325	0	0	0	0	0
Subtotal	$125,563	$147,000	$104,000	$124,000	$124,000	(23,000)
General Fund Contributions	$1,793,580	$2,042,271	$1,973,527	$2,039,172	$1,964,724	(77,547)
Total Source of Funds	$1,919,143	$2,189,271	$2,077,527	$2,163,172	$2,088,724	(100,547)

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.

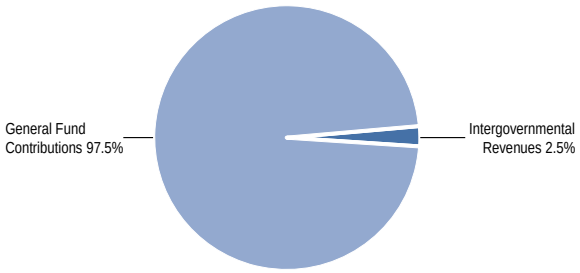
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
36A22	DEPUTY SHERIFF-OPERATIONS	4.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	1.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00
	Total	7.00

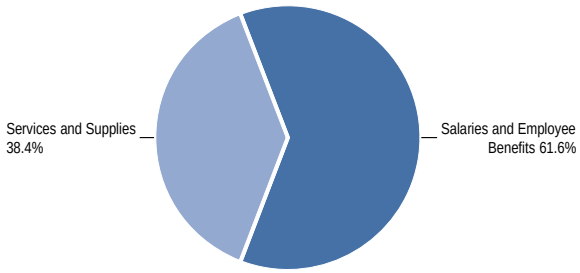
Professional Standards Division

(Unit 8227— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,375,863	1,278,011	1,356,696	1,506,000	1,506,000	227,989
Services and Supplies	878,389	598,521	1,029,521	937,500	937,500	338,979
Subtotal	$2,254,252	$1,876,532	$2,386,217	$2,443,500	$2,443,500	566,968

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	84,328	60,000	50,000	60,000	60,000	0
Subtotal	$84,328	$60,000	$50,000	$60,000	$60,000	0
General Fund Contributions	$2,169,924	$1,816,532	$2,336,217	$2,383,500	$2,383,500	566,968
Total Source of Funds	$2,254,252	$1,876,532	$2,386,217	$2,443,500	$2,443,500	566,968

Unit Description

This unit oversees internal affairs, applicant and volunteer backgrounds, training and public information requests. The unit commander is the Sheriff's Office Equal Employment Officer and the Loss Prevention Committee Chair.

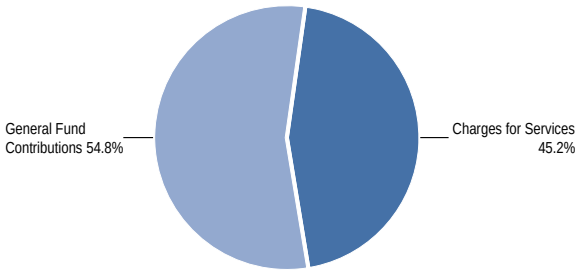
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
36A23	SHERIFFS SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
80A32	SENIOR SECRETARY	1.00
	Total	5.00

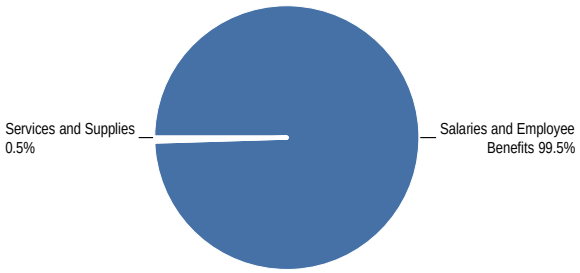
Records and Warrants Division

(Unit 8229— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,173,208	2,233,221	2,099,037	2,756,336	2,023,711	(209,510)
Services and Supplies	33,966	21,973	22,773	10,000	10,000	(11,973)
Other Charges	(3,460)	0	0	0	0	0
Subtotal	$2,203,714	$2,255,194	$2,121,810	$2,766,336	$2,033,711	(221,483)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	2,325	0	0	0	0	0
Charges for Services	1,081,741	880,000	1,050,000	1,021,754	919,000	39,000
Subtotal	$1,084,066	$880,000	$1,050,000	$1,021,754	$919,000	39,000
General Fund Contributions	$1,119,648	$1,375,194	$1,071,810	$1,744,582	$1,114,711	(260,483)
Total Source of Funds	$2,203,714	$2,255,194	$2,121,810	$2,766,336	$2,033,711	(221,483)

Unit Description

This unit provides support to all bureaus of the Sheriff's Office and all law enforcement and criminal justice agencies in Monterey County on a 24/7 basis. Functions of this unit include processing live scan fingerprinting for 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.

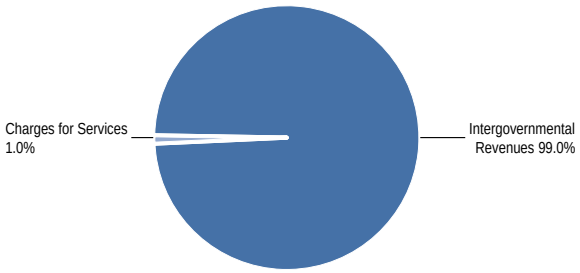
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
80I15	SHERIFFS RECORDS SPECIALIST I	4.00
80I16	SHERIFFS RECORDS SPECIALIST II	13.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
	Total	23.00

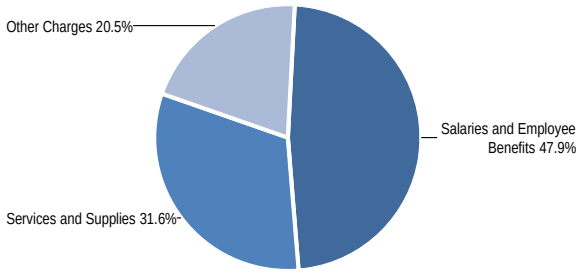
Custody Compliance and Administration Division

(Unit 8233— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,010,996	1,593,893	1,481,021	3,785,025	3,785,025	2,191,132
Services and Supplies	1,230,998	629,724	723,724	2,501,671	2,501,671	1,871,947
Other Charges	0	0	0	1,619,494	1,619,494	1,619,494
Other Financing Uses	289,738	2,014,147	1,619,694	0	0	(2,014,147)
Subtotal	$3,531,732	$4,237,764	$3,824,439	$7,906,190	$7,906,190	3,668,426

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	9,404,632	10,065,220	9,836,937	10,180,763	10,319,097	253,877
Charges for Services	69,797	105,000	105,000	105,000	105,000	0
Miscellaneous Revenues	233	0	0	0	0	0
Other Financing Sources	139,124	0	0	0	0	0
Subtotal	$9,613,785	$10,170,220	$9,941,937	$10,285,763	$10,424,097	253,877
General Fund Contributions	($6,082,053)	($5,932,456)	($6,117,498)	($2,379,573)	($2,517,907)	3,414,549
Total Source of Funds	$3,531,732	$4,237,764	$3,824,439	$7,906,190	$7,906,190	3,668,426

Unit Description

The Corrections Operations Bureau (COB) is managed by a chief, a captain, and commanders who are responsible for all aspects of corrections operations to include, but not limited to inmate care and custody, inmate transportation, court security, inmate programs, contract services administration and all support functions for the Monterey County jail, transportation and court security.

Corrections administration develops policy and planning for the divisions under its command.

The Compliance and Administration Division develops policies and procedures, coordinates with County Counsel and other agencies on policies, procedures, claims and lawsuit responses. This unit ensures that all mandated inspections are completed and develops remediation plans for any noted deficiencies. The unit coordinates all new jail construction initiatives for the Sheriff's Office and oversees the inmate phone contract as well.

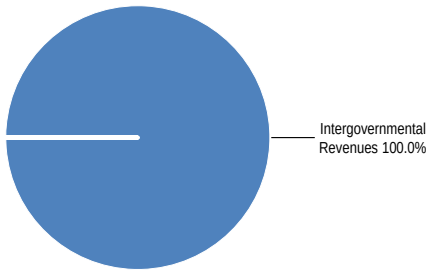
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12A10	CHIEF DEPUTY SHERIFF	1.00
36A81	SHERIFFS CAPTAIN	1.00
36A82	SHERIFFS COMMANDER	1.00
	Total	3.00

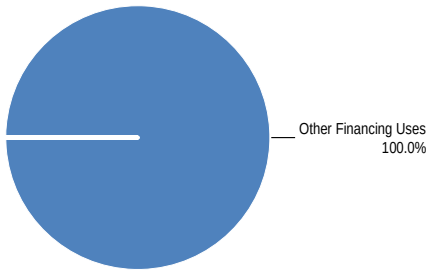
Custody Compliance and Administration Division

(Unit 8233— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	139,124	150,000	180,000	180,000	180,000	30,000
Subtotal	$139,124	$150,000	$180,000	$180,000	$180,000	30,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	139,124	150,000	180,000	180,000	180,000	30,000
Subtotal	$139,124	$150,000	$180,000	$180,000	$180,000	30,000
Total Source of Funds	$139,124	$150,000	$180,000	$180,000	$180,000	30,000

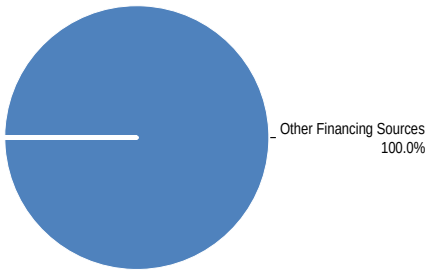
Unit Description

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.

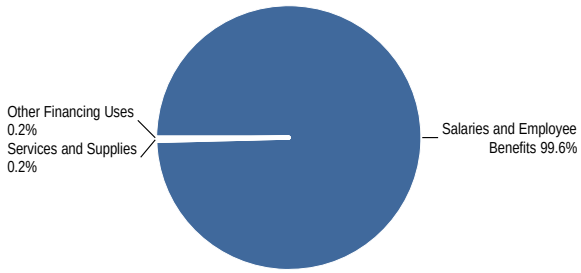
Court Services Division

(Unit 8234— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,827,439	4,554,640	4,063,248	4,819,943	4,819,943	265,303
Services and Supplies	222,336	48,465	48,465	10,000	10,000	(38,465)
Other Financing Uses	8,253	0	0	9,316	9,316	9,316
Subtotal	$6,058,028	$4,603,105	$4,111,713	$4,839,259	$4,839,259	236,154

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	78,130	0	0	0	0	0
Other Financing Sources	4,671,552	5,159,753	4,800,000	5,674,144	5,674,144	514,391
Subtotal	$4,749,682	$5,159,753	$4,800,000	$5,674,144	$5,674,144	514,391
General Fund Contributions	$1,308,345	($556,648)	($688,287)	($834,885)	($834,885)	(278,237)
Total Source of Funds	$6,058,028	$4,603,105	$4,111,713	$4,839,259	$4,839,259	236,154

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 different court locations including Salinas, Monterey, Marina, and the Juvenile and Drug Court.

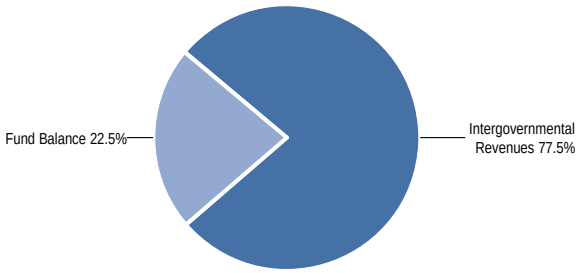
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
36A23	SHERIFFS SERGEANT	2.00
36A82	SHERIFFS COMMANDER	1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	25.00
	Total	28.00

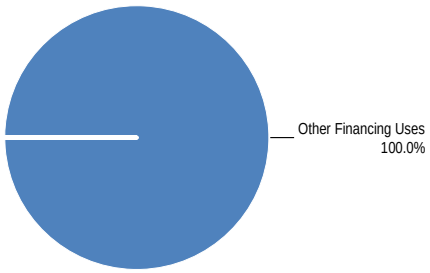
Court Services Division

(Unit 8234— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	4,472,146	4,200,000	4,600,000	5,674,144	5,674,144	1,474,144
Subtotal	$4,472,146	$4,200,000	$4,600,000	$5,674,144	$5,674,144	1,474,144

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	4,195,094	4,200,000	4,300,000	4,400,000	4,400,000	200,000
Subtotal	$4,195,094	$4,200,000	$4,300,000	$4,400,000	$4,400,000	200,000
Fund Balance	277,052	0	300,000	1,274,144	1,274,144	1,274,144
Total Source of Funds	$4,472,146	$4,200,000	$4,600,000	$5,674,144	$5,674,144	1,474,144

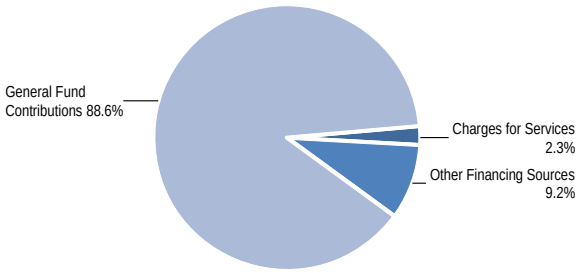
Unit Description

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.

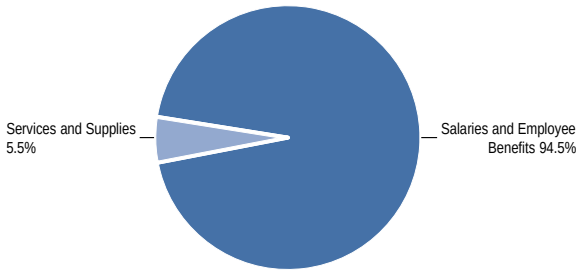
Transportation Unit

(Unit 8235— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	2,092,417	2,065,088	2,069,270	2,069,270	(23,147)
Services and Supplies	0	225,660	225,660	121,211	121,211	(104,449)
Other Financing Uses	0	0	0	67,386	0	0
Subtotal	$0	$2,318,077	$2,290,748	$2,257,867	$2,190,481	(127,596)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	100,000	100,000	50,000	50,000	(50,000)
Other Financing Sources	0	188,640	188,640	200,528	200,528	11,888
Subtotal	$0	$288,640	$288,640	$250,528	$250,528	(38,112)
General Fund Contributions	$0	$2,029,437	$2,002,108	$2,007,339	$1,939,953	(89,484)
Total Source of Funds	$0	$2,318,077	$2,290,748	$2,257,867	$2,190,481	(127,596)

Unit Description

This unit is responsible for safely transporting over 22,000 inmates to and from appointments, court and other penal institutions in and outside the State of California. This unit has a fleet of three buses and eleven vans that are specially equipped with caging and lift equipment for security transportation which travel over 140,000 miles each year. The transportation of inmates includes to and from court appearances, medical or psychological appointments, state prisons, returning wanted persons arrested and held in other counties and states on Monterey County criminal and civil warrants.

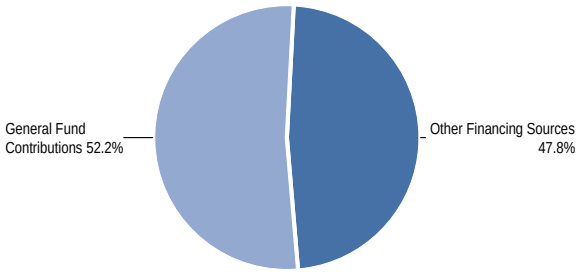
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
36A23	SHERIFFS SERGEANT	1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	11.00
	Total	12.00

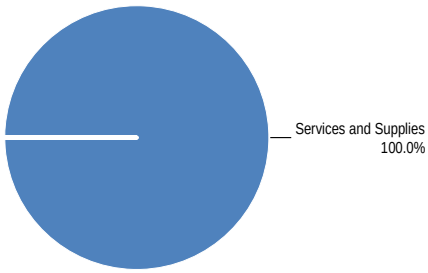
Inmate Medical Program

(Unit 8237— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	4,083	21,933	21,933	1	1	(21,932)
Services and Supplies	8,581,156	8,537,538	8,537,538	9,264,170	9,264,170	726,632
Other Charges	5,000	0	0	0	0	0
Subtotal	$8,590,239	$8,559,471	$8,559,471	$9,264,171	$9,264,171	704,700

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Sources	4,303,512	4,388,256	4,388,256	4,430,690	4,430,690	42,434
Subtotal	$4,303,512	$4,388,256	$4,388,256	$4,430,690	$4,430,690	42,434
General Fund Contributions	$4,286,726	$4,171,215	$4,171,215	$4,833,481	$4,833,481	662,266
Total Source of Funds	$8,590,239	$8,559,471	$8,559,471	$9,264,171	$9,264,171	704,700

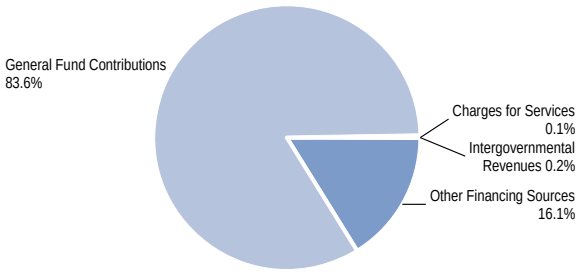
Unit Description

This program monitors and oversees the inmate medical services provider. The County contracts to provide inmate medical, dental, and psychological services.

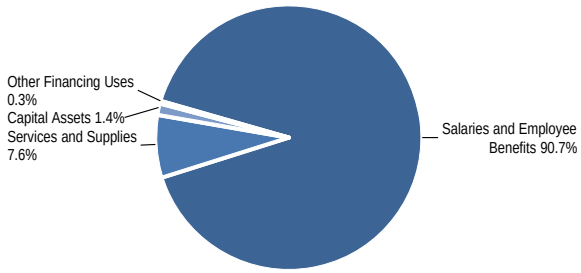
Jail Operations Division

(Unit 8238— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	21,465,217	22,559,987	24,399,293	22,857,656	22,857,656	297,669
Services and Supplies	2,440,789	3,860,248	2,707,805	1,916,491	1,916,491	(1,943,757)
Other Charges	(12,360)	0	0	0	0	0
Capital Assets	0	0	0	350,000	350,000	350,000
Other Financing Uses	71,906	0	0	81,128	81,128	81,128
Subtotal	$23,965,551	$26,420,235	$27,107,098	$25,205,275	$25,205,275	(1,214,960)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	147,882	50,000	50,000	50,000	50,000	0
Charges for Services	120,216	50,000	50,000	30,000	30,000	(20,000)
Other Financing Sources	3,718,439	4,789,429	3,789,429	4,064,907	4,064,907	(724,522)
Subtotal	$3,986,537	$4,889,429	$3,889,429	$4,144,907	$4,144,907	(744,522)
General Fund Contributions	$19,979,014	$21,530,806	$23,217,669	$21,060,368	$21,060,368	(470,438)
Total Source of Funds	$23,965,551	$26,420,235	$27,107,098	$25,205,275	$25,205,275	(1,214,960)

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 subunit oversees and monitors realigned prisoners as a result of AB 109.

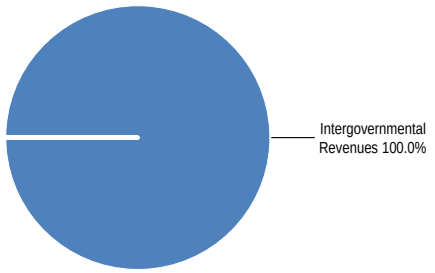
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A23	SHERIFFS SERGEANT	16.00
36A82	SHERIFFS COMMANDER	3.00
36E21	DEPUTY SHERIFF-CORRECTIONS	108.00
80I10	CUSTODY AND CONTROL SPECIALIST	30.00
	Total	158.00

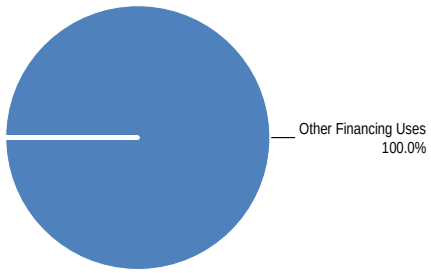
Jail Operations Division

(Unit 8238— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	613,463	800,000	613,463	620,000	620,000	(180,000)
Subtotal	$613,463	$800,000	$613,463	$620,000	$620,000	(180,000)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	664,585	800,000	613,463	620,000	620,000	(180,000)
Subtotal	$664,585	$800,000	$613,463	$620,000	$620,000	(180,000)
Fund Balance	(51,122)	0	0	0	0	0
Total Source of Funds	$613,463	$800,000	$613,463	$620,000	$620,000	(180,000)

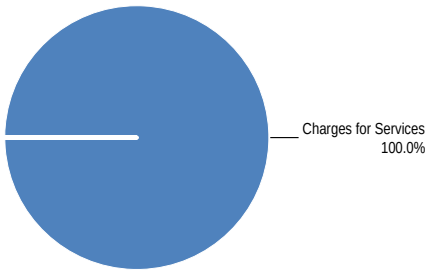
Unit Description

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.

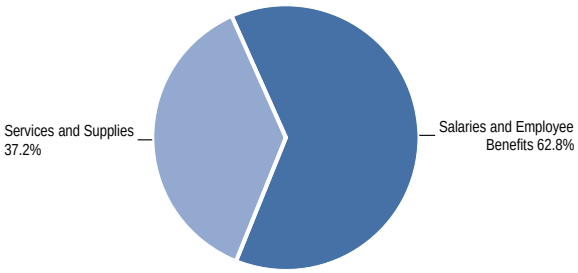
Inmate Programs Division

(Unit 8239— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	584,106	876,862	830,463	601,388	601,388	(275,474)
Services and Supplies	401,994	362,763	366,763	356,887	356,887	(5,876)
Subtotal	$986,100	$1,239,625	$1,197,226	$958,275	$958,275	(281,350)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	972,431	1,115,068	1,015,068	1,140,918	1,140,918	25,850
Subtotal	$972,431	$1,115,068	$1,015,068	$1,140,918	$1,140,918	25,850
General Fund Contributions	$13,669	$124,557	$182,158	($182,643)	($182,643)	(307,200)
Total Source of Funds	$986,100	$1,239,625	$1,197,226	$958,275	$958,275	(281,350)

Unit Description

This unit oversees all in custody and custody alternative programs in the County Jail system. This includes overseeing the Inmate Welfare Fund and the programs funded by the fund. This includes educational programs, occupational training, religious instruction, individual/family services, and mail and library services. More than 255 volunteers support this activity.

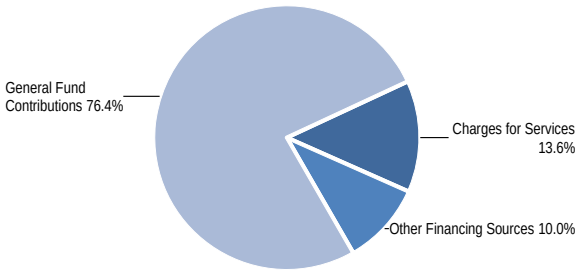
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
36A23	SHERIFFS SERGEANT	1.00
70N10	INMATE SERVICES SPECIALIST	4.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00
	Total	6.00

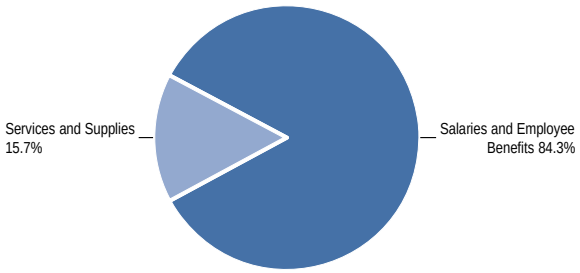
Jail Support Services Division

(Unit 8240— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	3,251,789	3,314,894	2,996,343	3,189,475	2,978,122	(336,772)
Services and Supplies	459,475	438,073	473,073	553,500	553,500	115,427
Other Charges	0	(39,000)	0	0	0	39,000
Subtotal	$3,711,264	$3,713,967	$3,469,416	$3,742,975	$3,531,622	(182,345)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	567,275	420,000	490,000	480,000	480,000	60,000
Other Financing Sources	0	317,369	317,369	354,581	354,581	37,212
Subtotal	$567,275	$737,369	$807,369	$834,581	$834,581	97,212
General Fund Contributions	$3,143,989	$2,976,598	$2,662,047	$2,908,394	$2,697,041	(279,557)
Total Source of Funds	$3,711,264	$3,713,967	$3,469,416	$3,742,975	$3,531,622	(182,345)

Unit Description

This unit manages and audits the inmate food service and commissary contract with Aramark, purchasing equipment and supplies for the Corrections Operations Bureau, general maintenance and upkeep of the jail facility and 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 at the jail. 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.

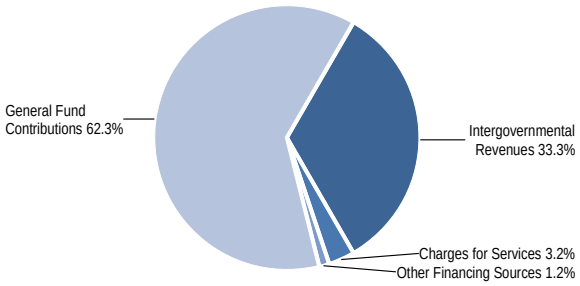
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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	2.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
	Total	31.00

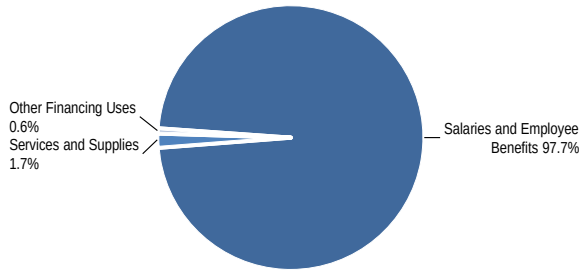
Enforcement Operations and Administration Division

(Unit 8242— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	18,113,469	20,963,802	18,120,876	20,908,333	19,987,088	(976,714)
Services and Supplies	823,775	689,184	1,056,184	349,798	349,798	(339,386)
Other Charges	(1,938)	0	0	0	0	0
Other Financing Uses	114,221	0	0	128,874	128,874	128,874
Subtotal	$19,049,527	$21,652,986	$19,177,060	$21,387,005	$20,465,760	(1,187,226)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	30,791	0	0	0	0	0
Intergovernmental Revenues	403,758	6,600,686	6,449,888	6,732,012	6,823,393	222,707
Charges for Services	568,771	550,000	550,000	651,959	651,959	101,959
Miscellaneous Revenues	18,141	0	0	0	0	0
Other Financing Sources	227,563	250,000	250,000	250,000	250,000	0
Subtotal	$1,249,025	$7,400,686	$7,249,888	$7,633,971	$7,725,352	324,666
General Fund Contributions	$17,800,503	$14,252,300	$11,927,172	$13,753,034	$12,740,408	(1,511,892)
Total Source of Funds	$19,049,527	$21,652,986	$19,177,060	$21,387,005	$20,465,760	(1,187,226)

Unit Description

This unit is managed by a chief and commanders who are responsible for all aspects of enforcement operations to include, but not limited to patrol, investigations, special operations and all support functions for patrol and investigations. It also provides general and specialized support to other law enforcement agencies within the County.

The Enforcement Operations and Administration Division also oversees the management of the three patrol stations:

Central Patrol Station: This station covers the area most affected by crimes (Pajaro, Las Lomas, Castroville and Prunedale) and specifically violent crimes with the highest number of gang members. The station is home to the highest number of assigned staff and therefore supplies the highest number of deputies to special details that includes natural disasters, major crimes, special events and major enforcement actions to include those that occur in local cities such as Salinas. This station also trains all the new deputies who are assigned to the Patrol Division.

Coastal Patrol Station: This station serves the designated areas of unincorporated Carmel, Carmel Valley, Pebble Beach, The Highlands, Big Sur, Cachagua, and the Highway 68 corridor from Laureles Grade to Highway 1.

South County Station: This station patrols the largest geographical area out of all patrol stations. The station's area of responsibility encompasses just over 1,800 square miles of Monterey County's area (55%) and is divided into three patrol beats. The station provides coverage of southern Monterey County from 5th Street, Gonzales south to the San Luis Obispo County line, and west to the ridgeline of the Santa Lucia Mountain Range. U. S. Army and California National Guard have major installations at Fort Hunter Liggett and Camp Roberts. This area also contains a large portion of the Los Padres National Forest.

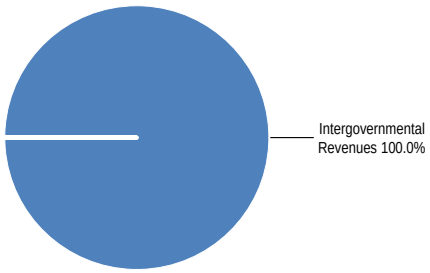
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12A10	CHIEF DEPUTY SHERIFF	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	101.00
36A23	SHERIFFS SERGEANT	15.00
36A82	SHERIFFS COMMANDER	3.00
60S21	CRIME PREVENTION SPECIALIST	2.00
	Total	122.00

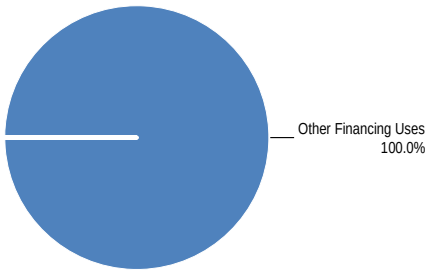
Enforcement Operations and Administration Division

(Unit 8242— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	227,563	250,000	250,000	250,000	250,000	0
Subtotal	$227,563	$250,000	$250,000	$250,000	$250,000	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	227,563	250,000	250,000	250,000	250,000	0
Subtotal	$227,563	$250,000	$250,000	$250,000	$250,000	0
Total Source of Funds	$227,563	$250,000	$250,000	$250,000	$250,000	0

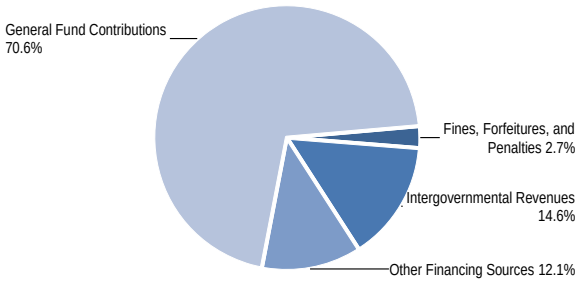
Unit Description

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.

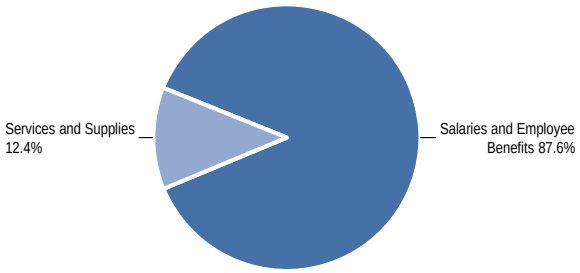
Investigations Division

(Unit 8245— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	3,434,148	3,740,960	3,858,263	4,120,299	3,949,938	208,978
Services and Supplies	506,783	666,710	707,710	558,526	558,526	(108,184)
Capital Assets	45,206	0	0	0	0	0
Subtotal	$3,986,137	$4,407,670	$4,565,973	$4,678,825	$4,508,464	100,794

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	285,095	0	0	120,000	120,000	120,000
Revenue from Use of Money & Property	1,076	0	0	0	0	0
Intergovernmental Revenues	553,119	94,000	70,000	659,000	659,000	565,000
Charges for Services	2,964	548,595	548,595	0	0	(548,595)
Other Financing Sources	583,370	698,942	658,942	546,830	546,830	(152,112)
Subtotal	$1,425,624	$1,341,537	$1,277,537	$1,325,830	$1,325,830	(15,707)
General Fund Contributions	$2,560,512	$3,066,133	$3,288,436	$3,352,995	$3,182,634	116,501
Total Source of Funds	$3,986,137	$4,407,670	$4,565,973	$4,678,825	$4,508,464	100,794

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.

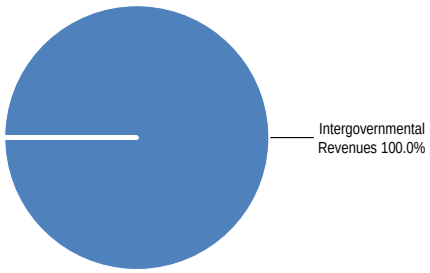
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	12.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
80E22	OFFICE ASSISTANT III	1.00
80I06	SHERIFFS PROPERTY TECHNICIAN	1.00
	Total	22.00

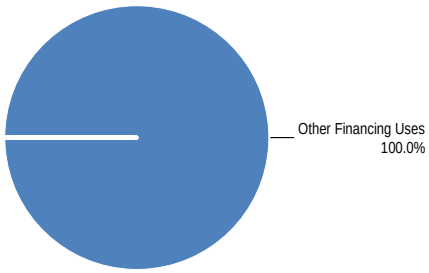
Investigations Division

(Unit 8245— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	368,366	400,000	400,000	330,000	330,000	(70,000)
Subtotal	$368,366	$400,000	$400,000	$330,000	$330,000	(70,000)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	273,958	400,000	400,000	330,000	330,000	(70,000)
Subtotal	$273,958	$400,000	$400,000	$330,000	$330,000	(70,000)
Fund Balance	94,408	0	0	0	0	0
Total Source of Funds	$368,366	$400,000	$400,000	$330,000	$330,000	(70,000)

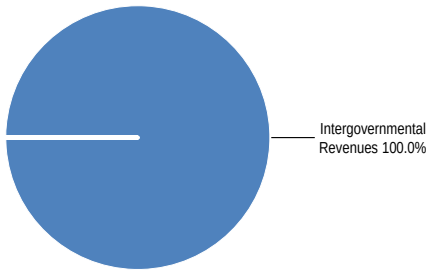
Unit Description

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.

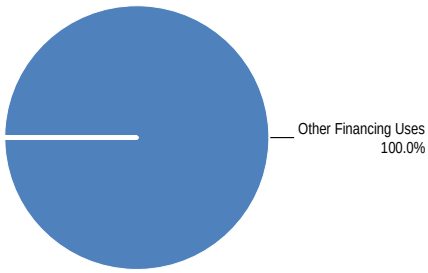
Narcotics

(Unit 8246— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	198,960	200,000	200,000	220,000	220,000	20,000
Subtotal	$198,960	$200,000	$200,000	$220,000	$220,000	20,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	178,869	200,000	200,000	220,000	220,000	20,000
Subtotal	$178,869	$200,000	$200,000	$220,000	$220,000	20,000
Fund Balance	20,091	0	0	0	0	0
Total Source of Funds	$198,960	$200,000	$200,000	$220,000	$220,000	20,000

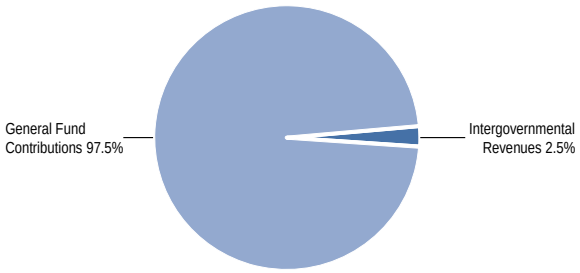
Unit Description

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.

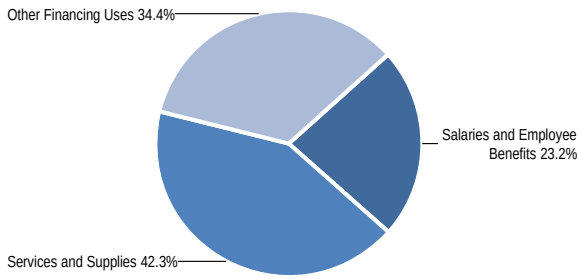
Special Operations Division

(Unit 8250— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,818,407	667,100	2,743,551	1,120,503	1,031,700	364,600
Services and Supplies	1,664,517	2,082,260	2,187,260	1,880,237	1,880,237	(202,023)
Other Charges	(27,496)	0	0	0	0	0
Capital Assets	53,682	510,000	0	0	0	(510,000)
Other Financing Uses	0	510,000	1,020,000	3,623,117	1,530,000	1,020,000
Subtotal	$3,509,110	$3,769,360	$5,950,811	$6,623,857	$4,441,937	672,577

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	5,018	0	0	0	0	0
Revenue from Use of Money & Property	611	0	0	0	0	0
Intergovernmental Revenues	411,078	355,409	855,409	110,000	110,000	(245,409)
Charges for Services	39,490	0	0	0	0	0
Miscellaneous Revenues	711	0	0	0	0	0
Other Financing Sources	39,924	0	0	0	0	0
Subtotal	$496,832	$355,409	$855,409	$110,000	$110,000	(245,409)
General Fund Contributions	$3,012,277	$3,413,951	$5,095,402	$6,513,857	$4,331,937	917,986
Total Source of Funds	$3,509,110	$3,769,360	$5,950,811	$6,623,857	$4,441,937	672,577

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. In addition, the unit responds to many critical or high risk incidents outside the training, experience and equipment of patrol deputies, including the Special Weapons and Tactical Team (SWAT)/Hostage Negotiators and the Bomb Squad/ Weapons of Mass Destruction Team. The unit also manages the Sheriff's Office fleet of vehicles, all volunteer units (Reserves, Mounted, Aero Squad, SEAT), 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.

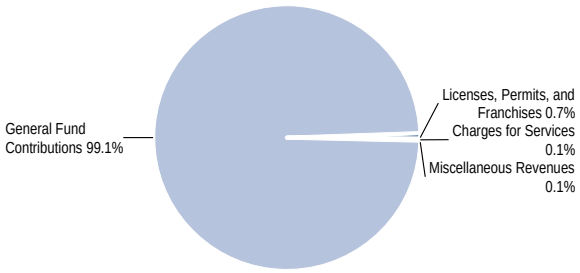
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	1.00
36A23	SHERIFFS SERGEANT	2.00
36A82	SHERIFFS COMMANDER	1.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00
80E22	OFFICE ASSISTANT III	1.00
	Total	6.00

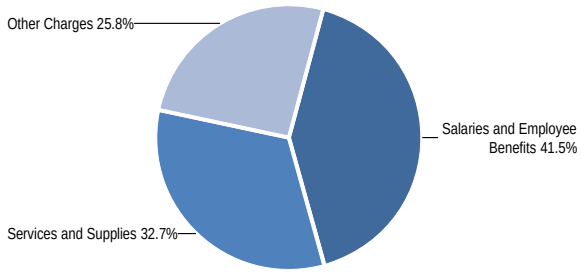
Sheriff's Office Administration Division

(Unit 8273— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,343,094	2,153,892	2,100,112	3,443,442	3,443,442	1,289,550
Services and Supplies	469,870	946,689	1,033,689	2,708,282	2,708,282	1,761,593
Other Charges	0	0	0	2,141,017	2,141,017	2,141,017
Other Financing Uses	344,244	3,147,949	2,141,017	0	0	(3,147,949)
Subtotal	$3,157,208	$6,248,530	$5,274,818	$8,292,741	$8,292,741	2,044,211

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	43,929	55,000	56,000	57,000	57,000	2,000
Fines, Forfeitures, and Penalties	293,144	0	0	0	0	0
Intergovernmental Revenues	6,271,172	60,000	60,000	0	0	(60,000)
Charges for Services	575	10,000	10,000	10,000	10,000	0
Miscellaneous Revenues	4,069	10,000	10,000	10,000	10,000	0
Subtotal	$6,612,889	$135,000	$136,000	$77,000	$77,000	(58,000)
General Fund Contributions	($3,455,681)	$6,113,530	$5,138,818	$8,215,741	$8,215,741	2,102,211
Total Source of Funds	$3,157,208	$6,248,530	$5,274,818	$8,292,741	$8,292,741	2,044,211

Unit Description

The Sheriff's Office Administration unit is an executive management team to oversee and direct 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.

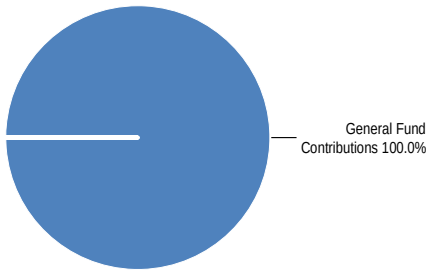
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
10B05	SHERIFF	1.00
12A13	UNDERSHERIFF	1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
	Total	4.00

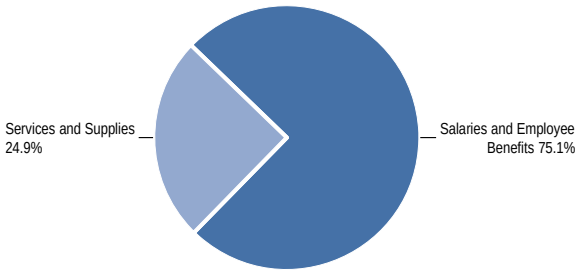
Administration Bureau

(Unit 8400— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,047,300	1,029,184	971,994	1,137,609	1,024,116	(5,068)
Services and Supplies	1,716,058	997,194	1,053,194	339,777	339,777	(657,417)
Capital Assets	10,549	0	0	0	0	0
Subtotal	$2,773,907	$2,026,378	$2,025,188	$1,477,386	$1,363,893	(662,485)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	0	0	15,000	0	0	0
Subtotal	$0	$0	$15,000	$0	$0	0
General Fund Contributions	$2,773,907	$2,026,378	$2,010,188	$1,477,386	$1,363,893	(662,485)
Total Source of Funds	$2,773,907	$2,026,378	$2,025,188	$1,477,386	$1,363,893	(662,485)

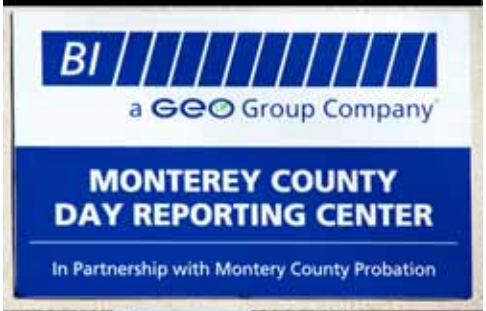
Unit Description

The unit oversees all units in the Administration Bureau and directly supervises Human Resources, Workers' Compensation program, and Information Technology systems support for the entire department.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
12A10	CHIEF DEPUTY SHERIFF	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
	Total	7.00

Probation



Departmental Overview:

The Probation Department is an integral part of Monterey County's criminal justice system and is responsible for providing protection to the citizens of Monterey County by preventing and reducing the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles. This is accomplished through prevention activities, preparation of appropriate reports, recommendations to the court, enforcement of court orders, providing victim assistance, and by 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 an alternative to detention or are designed to deter juveniles from entering the criminal justice system. Probation is composed of the administration function 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 alternatives 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 a safe custodial environment for adjudicated youth, as well as in-custody and reentry rehabilitative services.

The Probation Department is invested in a great array of partnerships and collaborations with County agencies, law enforcement and criminal justice partners, educational institutions and providers of services.

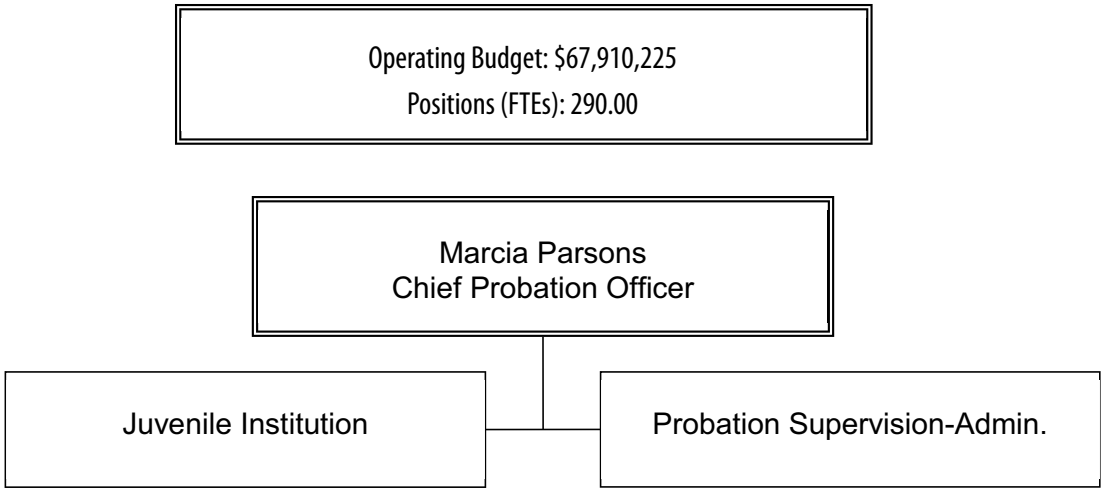
Department's Contribution to Monterey County's Strategic Initiatives:

ADMINISTRATION, HEALTH AND HUMAN SERVICES, INFRASTRUCTURE

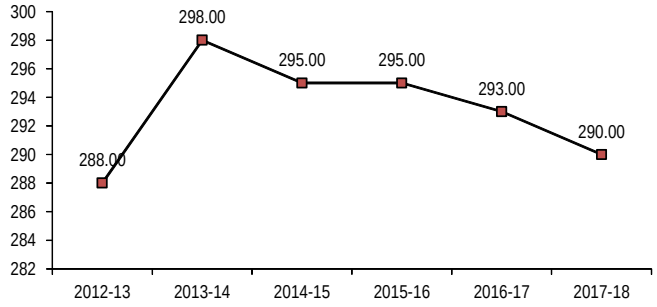
The Department actively addresses these Board-approved initiatives through: 1) Its Administrative Division, which manages department infrastructure and support services: fiscal, including collection of fines and fees and restitution to victims, personnel, safety, facilities, fleet, training and technology; 2) managing referrals to services to adult and juvenile clients, providing services to at-risk youth, utilizing the therapeutic court model, and working with families to improve family environment; and 3) leadership and participation in the construction of a new Juvenile Hall and leadership on data sharing projects with the Courts, and other criminal justice partners, as well as County agencies and service providers.

PUBLIC SAFETY

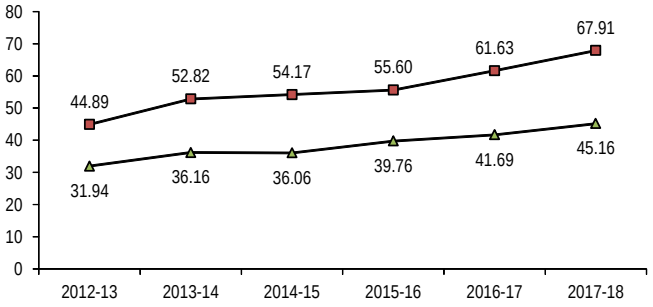
The Department actively addresses this Board-approved initiative through the use of evidence-based practices in correctional supervision of adult and juvenile offenders, campus-based safety and supervision, through participation in therapeutic courts and alternatives to detention, providing reentry services, referral to services addressing criminogenic needs and providing support to client rehabilitation, and in fostering collaborations with criminal justice partners, local law enforcement agencies and providers of services.



Staffing Trends



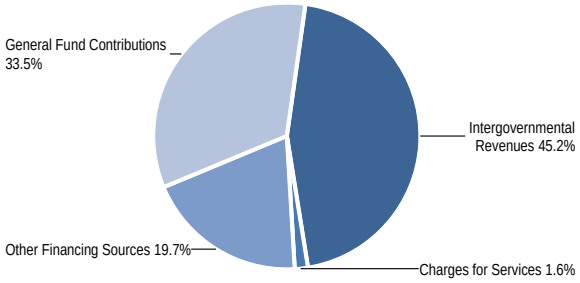
Expenditure/Revenue History (in millions)



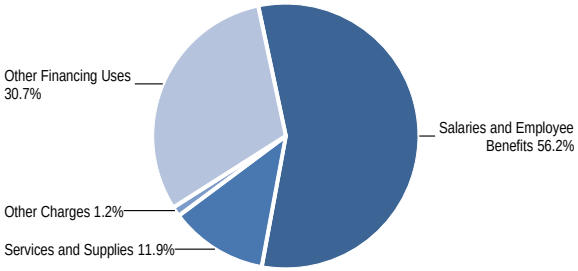
Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent of adults who successfully complete probation. Target = 60%	67%	63%	63%
Percent of juveniles who successfully complete probation. Target = 65%	75%	75%	68%
Percent of employees who received an annual EPR. Target = 85%	88%	90%	87%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	33,605,891	35,944,086	36,200,949	38,808,303	38,192,275	2,248,189
Services and Supplies	7,056,314	8,218,189	8,277,462	8,128,634	8,078,377	(139,812)
Other Charges	(307,789)	1,465,655	822,003	798,615	798,615	(667,040)
Capital Assets	13,110	0	0	0	0	0
Other Financing Uses	15,236,770	21,795,367	16,332,662	20,840,958	20,840,958	(954,409)
Subtotal	$55,604,295	$67,423,297	$61,633,076	$68,576,510	$67,910,225	486,928

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	4,202	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	28,528,418	32,154,314	28,486,268	30,652,982	30,717,167	(1,437,147)
Charges for Services	991,781	792,631	792,631	1,076,631	1,076,631	284,000
Miscellaneous Revenues	24,931	9,996	9,996	9,996	9,996	0
Other Financing Sources	10,210,051	12,394,468	12,394,468	13,354,239	13,354,239	959,771
Subtotal	$39,759,384	$45,357,981	$41,689,935	$45,100,420	$45,164,605	(193,376)
General Fund Contributions	$19,069,676	$22,065,316	$21,843,719	$23,476,090	$22,745,620	680,304
Total Source of Funds	$58,829,060	$67,423,297	$63,533,654	$68,576,510	$67,910,225	486,928

Summary of Recommendation

The FY 2017-18 Recommended Budget for Probation is $67,910,225, a net increase of $486,928. The Recommended Budget is financed by $45,164,605 in program revenue and $22,745,620 in General Fund Contributions (GFC). The recommended increase in appropriations reflects rising cost pressures in retirement contributions, salary increases, employee health insurance premium increases and higher workers' compensation insurance costs. These compensation-related cost pressures add approximately $2.2 million in costs compared to the FY 2016-17 Adopted Budget. Partially offsetting these higher costs is a $1.7 million reduction in cost plan charges and reduced operating transfer requirements for realigned programs. Apart from rising expenditures, the Department also expects a net decrease in revenue of $193,376, primarily due to a decline in Title IV-E Federal reimbursable activities.

The Recommended Budget of $67,910,225 continues to reflect two fund sources: the Local Revenue Fund budget of $20,840,958 and a General Fund budget of $47,069,267. Pursuant to State legislation, the Local Revenue Fund is a pass through fund for receipt of AB 109 Public Safety Realignment monies. Probation's AB 109 positions and operations are paid from the General Fund and reimbursed from 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 $1,776,660 in augmentations to restore 14 at-risk filled positions, which could no longer be funded beyond the current year within existing resources due to cost pressures, and one new position funded by public safety realignment monies. The retained 14 filled positions consist of staff in the Juvenile Hall supervision units and in custody programs, Home Supervision and Community Service Work Program, the Monterey Peninsula satellite office, Youth Center in-custody programs, aftercare and supervision, and the Juvenile Placement Intervention Program and Juvenile Intake unit.

The Recommended Budget includes a total of 290 positions, representing the addition of one position funded by realignment monies and a loss of four positions from the prior year, which are currently vacant, due to funding constraints.

Budget Impacts

Despite improving economic circumstances, revenue sources are not keeping pace with increasing costs. Probation Department costs related to employee compensation and County infrastructure costs associated with housing and providing medical care to juvenile wards continue to exhort budgetary pressure on the Department. As a result, the Recommended Budget includes a reduction of four vacant positions, including: a vacant Probation Officer III assigned to the Monterey Office; a vacant Associate Personnel Analyst; a vacant Juvenile Institutions Officer II; and a vacant Senior Juvenile Institutions Officer.

Department Operational Accomplishments

Participated in two consecutive Request for Proposal (RFP) processes and administrative reviews culminating in a contract award for the construction of a new Juvenile Hall facility.

Served as lead agency for the Silver Star Resource Center and the Juvenile Justice Crime Prevention Act programs for at-risk and adjudicated youth. Also served as lead agency for the Public Safety Realignment programs and administered Community Corrections Partnership (CCP) public meetings.

Completed technical requirements for participation in the State's Smart Justice technology initiative.

Initiated collaboration with Beta.gov on a project to evaluate a new graduated sanctions strategy based on risk and need assessment and appropriately tailored responses.

Collaborated with schools in King City and Greenfield to extend campus-based Probation services in South County.

Participated in State-level and local activities with the Department of Social Services (DSS), Health-Behavioral Health, Monterey County Office of Education (MCOE) and local law enforcement agencies in the implementation of various components of the Continuum of Care Reform (CCR) and in improved services for Commercially Sexually Exploited Children (CSEC).

Initiated new evidence-based programs for youth in custody through a collaboration with Partners for Peace; collaborated with a local community-based organization, California Youth Outreach, to provide a cognitively-based community reentry program for youth upon exit from juvenile institutions.

Implemented a Peer-Court model to respond to rule violations by minors in Youth Center custody using restorative justice principles.

Provided on-site college courses to eligible Youth Center residents.

Collaborated with Catholic Charities to provide low-cost tattoo removal services to Youth Center residents.

Completed training and provided ongoing coaching on evidence-based practices and Motivational Interviewing to officers in the Adult Division.

Increased utilization of Pretrial services through expansion of eligibility criteria.

Expanded housing capacity to homeless women through a collaboration with Shelter OutreachPlus and Turning Point of Central California for emergency use and long-term transitional housing.

Participated in training with local schools on the Positive Behavioral Interventions and Support (PBIS) framework and training on emergency response to critical incidents.

Department Operational Goals

The Probation Department is dedicated to achieving and maintaining the following goals:

Initiate a project in collaboration with the Superior Court to manage the electronic exchange of juvenile data and related documents by June 30, 2018.

Conduct pilot, review results, train staff and implement the Graduated Responses and Incentives Matrix (GRM) for juvenile clients by June 30, 2018.

Conduct and complete all required County and State processes, finalize financial support, and complete Phase I of the new Juvenile Hall facility by June 30, 2018.

Implement an evidence-based victim awareness program integrated by victims of crime presentations to youth in custody at the Youth Center by June 30, 2018.

Through evidence-based supervision practices and rehabilitative services, less than 10% of those under Probation supervision, including post release community supervision, mandatory supervision and felony probationers, will be terminated from supervision and sent to prison for a revocation or new crime during FY 2017-18.

Participate in study sessions, review mandates, analyze trends, review resources and strategies to create a 5-year Strategic Plan by early 2018; initiate first-year objective of dissemination of information and training of staff by June 30, 2018.

Identify mission-critical performance measures and the ability to track activities and outcomes measures; identify resources needed for expansion of data collection or data reporting for juvenile and adult offenders for these measures by June 30, 2018.

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 Continuum of Care Reform (CCR) will affect the length of stay in out-of-home placement for juvenile wards of the Court; Probation will be involved in activities to facilitate and expedite the child's return to a family-type setting with the use of resource families, while reducing the use of congregate (group home) care. CCR will impact Probation with additional responsibilities, and its placement process and use of various levels of foster care for juvenile justice youth.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Alternative Programs (PRO001)	3,420,831	3,777,538	3,794,535	3,723,163	3,431,956	(345,582)	001	8162
Alternative Programs (PRO002)	2,409,967	1,455,147	1,380,559	1,568,290	1,568,290	113,143	022	8162
Juvenile Hall (PRO001)	7,851,031	8,614,496	8,575,625	9,104,961	9,079,596	465,100	001	8163
Youth Center (PRO001)	8,057,330	8,492,540	8,545,553	8,791,130	8,771,534	278,994	001	8164
Youth Center (PRO002)	1,744,657	4,507,685	2,863,256	3,654,906	3,654,906	(852,779)	022	8164
Adult Probation (PRO001)	12,236,181	14,023,101	14,104,298	15,565,600	15,392,814	1,369,713	001	8165
Adult Probation (PRO002)	10,221,348	14,617,576	11,554,295	13,873,449	13,873,449	(744,127)	022	8165
Juvenile Probation (PRO001)	5,919,717	6,445,437	6,488,817	6,589,263	6,570,468	125,031	001	8166
Juvenile Probation (PRO002)	492,054	1,154,755	474,348	1,744,313	1,744,313	589,558	022	8166
Probation Administration (PRO001)	3,251,180	4,335,022	3,851,790	3,961,435	3,822,899	(512,123)	001	8167
Subtotal	$55,604,295	$67,423,297	$61,633,076	$68,576,510	$67,910,225	486,928		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Juvenile Hall	7,851,031	8,614,496	8,575,625	9,104,961	9,079,596	465,100
Youth Center	9,801,987	13,000,225	11,408,809	12,446,036	12,426,440	(573,785)
Adult Probation	22,457,528	28,640,677	25,658,593	29,439,049	29,266,263	625,586
Juvenile Probation	6,411,771	7,600,192	6,963,165	8,333,576	8,314,781	714,589
Probation Administration	3,251,180	4,335,022	3,851,790	3,961,435	3,822,899	(512,123)
Alternative Programs	5,830,798	5,232,685	5,175,094	5,291,453	5,000,246	(232,439)
Subtotal	$55,604,295	$67,423,297	$61,633,076	$68,576,510	$67,910,225	486,928

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A06	CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	3.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	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	16.50	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
60F22	PROBATION OFFICER II	74.00	72.00	72.00	0.00
60F23	PROBATION OFFICER III	25.00	25.00	24.00	-1.00
60F84	PROBATION SERVICES MANAGER	14.00	14.00	14.00	0.00
60F85	PROBATION DIVISION MANAGER	4.00	4.00	4.00	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	9.00	9.00	9.00	0.00
60F89	JUVENILE INSTITUTIONS OFFICER II	74.00	74.00	73.00	-1.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	14.00	14.00	13.00	-1.00
60I02	PROGRAM MANAGER II	0.00	0.00	1.00	1.00
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	15.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	0.00	0.00	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	295.00	293.00	290.00	-3.00

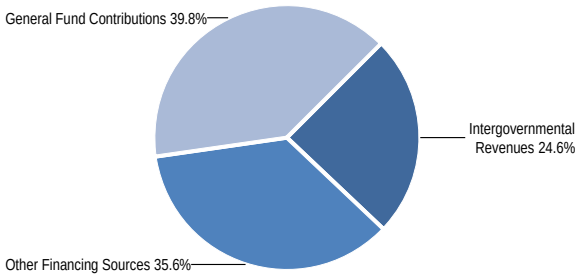
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2550	2550-8162-001-AUG12	Juvenile Evening Reporting Center	Base Level Maintenance	285,509	2.00	0	0.00
2550	2550-8162-001-AUG3	Juvenile Placement Intervention Program Officer	Mandated	145,560	1.00	145,560	1.00
2550	2550-8163-001-AUG10	Juvenile Hall Housing Unit Closure	Mandated	613,675	5.00	0	5.00
2550	2550-8163-001-AUG2	Juvenile Hall Home Supervision Program	Mandated	369,925	3.00	369,925	3.00
2550	2550-8163-001-AUG5	Juvenile Hall Community Services Work Program	Mandated	390,843	3.00	390,843	3.00
2550	2550-8163-001-AUG7	Juvenile Hall Program Resource Officer	Mandated	138,802	1.00	138,802	1.00
2550	2550-8163-001-AUG8	Youth Center In-Custody Programs and Supervision	Mandated	368,205	3.00	129,696	3.00
2550	2550-8164-001-AUG4	Youth Center Aftercare	Mandated	230,112	2.00	230,112	2.00
2550	2550-8165-001-AUG1	AB109 PROGRAM MANAGER	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
2550	2550-8165-001-AUG9	Close Peninsula Probation Office-Juvenile/Adult Supervision	Mandated	377,120	3.00	235,696	2.00
2550	2550-8166-001-AUG6	Juvenile Intake Probation Officer	Mandated	136,026	1.00	136,026	1.00
2550	2550-8167-001-AUG11	Associate Personnel Analyst	Mandated	137,786	1.00	0	0.00
			Grand Total	**$3,193,563**	**26.00**	**$1,776,660**	**22.00**

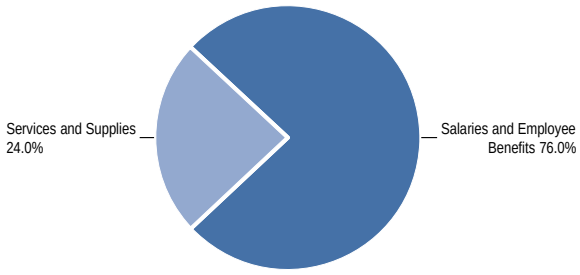
Alternative Programs

(Unit 8162— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,585,226	2,852,449	2,869,446	2,850,933	2,609,983	(242,466)
Services and Supplies	835,605	971,288	971,288	872,230	821,973	(149,315)
Other Charges	0	(46,199)	(46,199)	0	0	46,199
Subtotal	$3,420,831	$3,777,538	$3,794,535	$3,723,163	$3,431,956	(345,582)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	1,064,496	936,360	936,360	843,360	843,360	(93,000)
Other Financing Sources	1,209,374	1,205,147	1,205,147	1,223,290	1,223,290	18,143
Subtotal	$2,273,870	$2,141,507	$2,141,507	$2,066,650	$2,066,650	(74,857)
General Fund Contributions	$1,146,961	$1,636,031	$1,653,028	$1,656,513	$1,365,306	(270,725)
Total Source of Funds	$3,420,831	$3,777,538	$3,794,535	$3,723,163	$3,431,956	(345,582)

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 objective of the unit is to provide services in the continuum of care ranging from prevention and intervention to education and employment counseling services in an effort to reduce the incidence of juvenile delinquency and gang involvement.

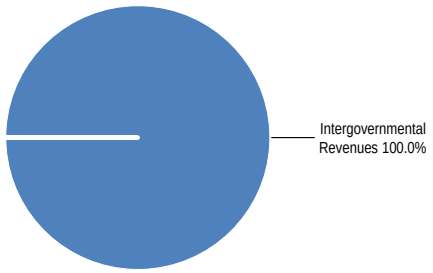
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
20B11	ACCOUNTANT II	1.00
60F02	PROBATION AIDE	8.00
60F22	PROBATION OFFICER II	6.00
60F23	PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	2.00
80E21	OFFICE ASSISTANT II	2.00
	Total	21.00

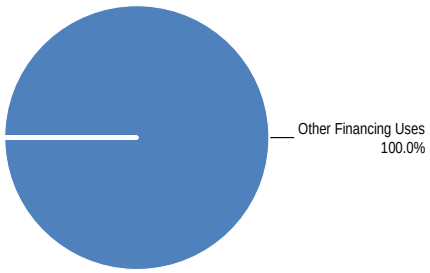
Alternative Programs

(Unit 8162— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	2,409,967	1,455,147	1,380,559	1,568,290	1,568,290	113,143
Subtotal	$2,409,967	$1,455,147	$1,380,559	$1,568,290	$1,568,290	113,143

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	3,625,343	1,455,147	1,575,086	1,568,290	1,568,290	113,143
Subtotal	$3,625,343	$1,455,147	$1,575,086	$1,568,290	$1,568,290	113,143
Fund Balance	(1,215,376)	0	(194,527)	0	0	0
Total Source of Funds	$2,409,967	$1,455,147	$1,380,559	$1,568,290	$1,568,290	113,143

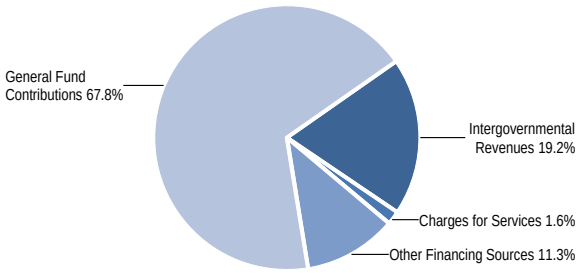
Unit Description

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.

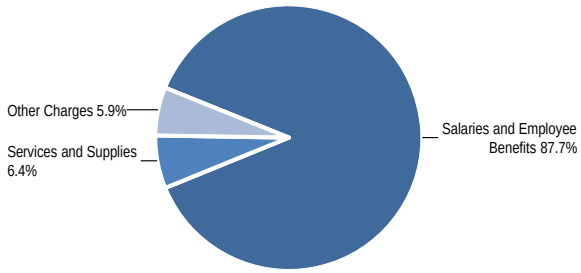
Juvenile Hall

(Unit 8163— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,950,505	7,405,559	7,474,314	7,989,756	7,964,391	558,832
Services and Supplies	624,468	569,438	569,438	583,332	583,332	13,894
Other Charges	0	639,499	531,873	531,873	531,873	(107,626)
Other Financing Uses	276,059	0	0	0	0	0
Subtotal	$7,851,031	$8,614,496	$8,575,625	$9,104,961	$9,079,596	465,100

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	1,622,449	1,818,421	1,818,421	1,743,084	1,743,084	(75,337)
Charges for Services	218,913	149,500	149,500	149,500	149,500	0
Miscellaneous Revenues	16,644	0	0	0	0	0
Other Financing Sources	472,387	880,864	880,864	1,028,085	1,028,085	147,221
Subtotal	$2,330,393	$2,848,785	$2,848,785	$2,920,669	$2,920,669	71,884
General Fund Contributions	$5,520,639	$5,765,711	$5,726,840	$6,184,292	$6,158,927	393,216
Total Source of Funds	$7,851,031	$8,614,496	$8,575,625	$9,104,961	$9,079,596	465,100

Unit Description

The Monterey County Juvenile Hall is a 114 bed facility that provides temporary detention for youth awaiting adjudication or disposition from Juvenile Court. Referrals to Juvenile Hall are received from countywide law enforcement agencies, Probation and the Court. Services are provided to youth to assist with their reintegration into the community and address their educational, physical, behavioral, psychological and emotional needs. Further, Probation operates the Home Supervision program as a detention alternative that enables minors to return to their homes during the Court adjudication process.

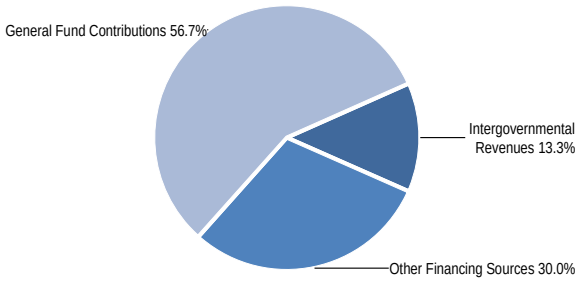
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
60F84	PROBATION SERVICES MANAGER	1.00
60F85	PROBATION DIVISION MANAGER	1.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	5.00
60F89	JUVENILE INSTITUTIONS OFFICER II	49.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	9.00
80A30	SECRETARIAL ASSISTANT	1.00
	Total	66.00

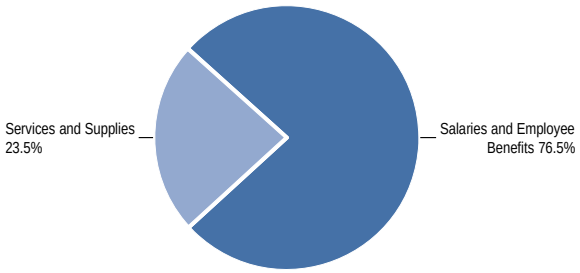
Youth Center

(Unit 8164— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,251,841	6,507,377	6,552,275	6,732,154	6,712,558	205,181
Services and Supplies	1,805,489	1,985,163	1,993,278	2,058,976	2,058,976	73,813
Subtotal	$8,057,330	$8,492,540	$8,545,553	$8,791,130	$8,771,534	278,994

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	1,149,182	1,164,361	1,164,361	1,164,361	1,164,361	0
Charges for Services	19,528	0	0	0	0	0
Miscellaneous Revenues	5,068	5,996	5,996	5,996	5,996	0
Other Financing Sources	2,559,758	2,626,821	2,626,821	2,626,821	2,626,821	0
Subtotal	$3,733,536	$3,797,178	$3,797,178	$3,797,178	$3,797,178	0
General Fund Contributions	$4,323,794	$4,695,362	$4,748,375	$4,993,952	$4,974,356	278,994
Total Source of Funds	$8,057,330	$8,492,540	$8,545,553	$8,791,130	$8,771,534	278,994

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.

The 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. The Youth Center also increases self-awareness, enhances resilience and personal coping mechanisms, and encourages 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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
60F02	PROBATION AIDE	3.00
60F22	PROBATION OFFICER II	3.00
60F23	PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	1.00
60F85	PROBATION DIVISION MANAGER	1.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	4.00

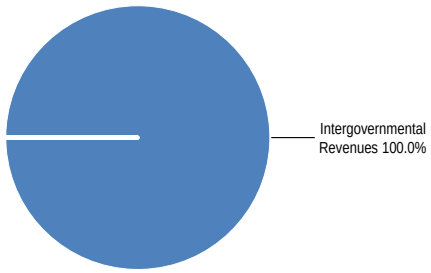
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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	52.50

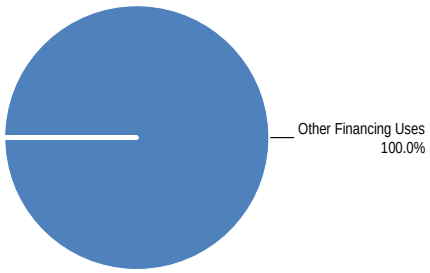
Youth Center

(Unit 8164— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	1,744,657	4,507,685	2,863,256	3,654,906	3,654,906	(852,779)
Subtotal	$1,744,657	$4,507,685	$2,863,256	$3,654,906	$3,654,906	(852,779)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	1,680,889	4,507,685	3,711,907	3,654,906	3,654,906	(852,779)
Subtotal	$1,680,889	$4,507,685	$3,711,907	$3,654,906	$3,654,906	(852,779)
Fund Balance	63,768	0	(848,651)	0	0	0
Total Source of Funds	$1,744,657	$4,507,685	$2,863,256	$3,654,906	$3,654,906	(852,779)

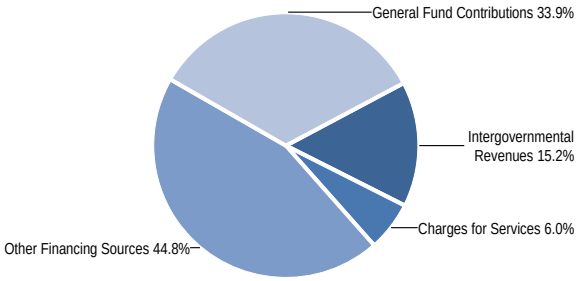
Unit Description

The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment " - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realignment programs' payments.

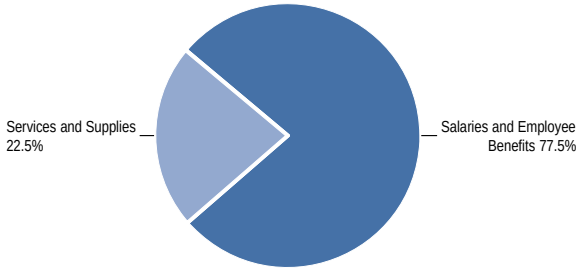
Adult Probation

(Unit 8165— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	9,848,202	10,675,490	10,756,687	12,192,458	12,019,672	1,344,182
Services and Supplies	2,589,792	3,551,262	3,551,262	3,489,889	3,489,889	(61,373)
Other Charges	(201,813)	(203,651)	(203,651)	(116,747)	(116,747)	86,904
Subtotal	$12,236,181	$14,023,101	$14,104,298	$15,565,600	$15,392,814	1,369,713

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	4,202	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	2,516,907	2,225,097	2,119,178	2,342,184	2,342,184	117,087
Charges for Services	641,782	643,131	643,131	927,131	927,131	284,000
Miscellaneous Revenues	3,205	2,000	2,000	2,000	2,000	0
Other Financing Sources	5,198,872	6,691,857	6,691,857	6,896,706	6,896,706	204,849
Subtotal	$8,364,968	$9,568,657	$9,462,738	$10,174,593	$10,174,593	605,936
General Fund Contributions	$3,871,213	$4,454,444	$4,641,560	$5,391,007	$5,218,221	763,777
Total Source of Funds	$12,236,181	$14,023,101	$14,104,298	$15,565,600	$15,392,814	1,369,713

Unit Description

The Monterey County Adult Probation Division provides all adult services (court investigation, case management, and field supervision) for adult offenders as ordered by the sentencing court. These orders require actions such as probation searches, drug testing, collection of fines, fees and victim restitution, and the referral of adult offenders to various community treatment interventions. Special services include supervision by electronic monitoring, Pretrial Services, Drug Treatment Court, Mental Health Court (Creating New Choices-CNC), Driving Under the Influence Court, Veterans' Treatment Court, the Adult Day Reporting Center (DRC), the Adult Placement Program, general supervision caseloads, and specialized caseloads and services for sex offenders, gang members and domestic violence (Family Violence Unit and Child Advocate Program).

The Adult Division is also responsible for supervision in the community of the realigned populations being released from the Department of Juvenile Justice (DJJ) and the California Department of Corrections and Rehabilitation (CDCR). In addition to the supervision of these populations, this responsibility also entails coordination with DJJ, CDCR, the Monterey County Jail, and the Courts.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C31	MANAGEMENT ANALYST III	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
20B10	ACCOUNTANT I	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60F02	PROBATION AIDE	3.00
60F22	PROBATION OFFICER II	43.00
60F23	PROBATION OFFICER III	13.00

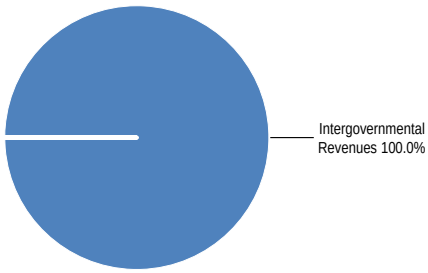
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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	85.00

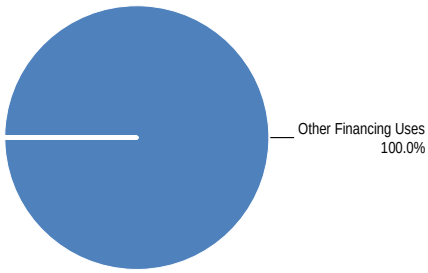
Adult Probation

(Unit 8165— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	10,221,348	14,617,576	11,554,295	13,873,449	13,873,449	(744,127)
Subtotal	$10,221,348	$14,617,576	$11,554,295	$13,873,449	$13,873,449	(744,127)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	12,312,209	14,617,576	12,411,695	13,873,449	13,873,449	(744,127)
Subtotal	$12,312,209	$14,617,576	$12,411,695	$13,873,449	$13,873,449	(744,127)
Fund Balance	(2,090,862)	0	(857,400)	0	0	0
Total Source of Funds	$10,221,347	$14,617,576	$11,554,295	$13,873,449	$13,873,449	(744,127)

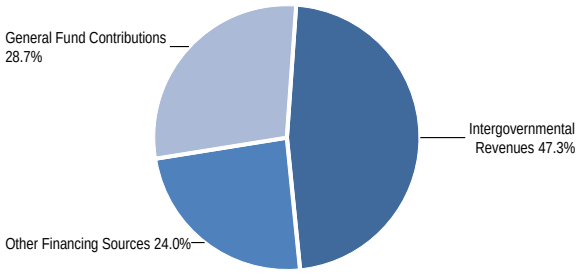
Unit Description

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.

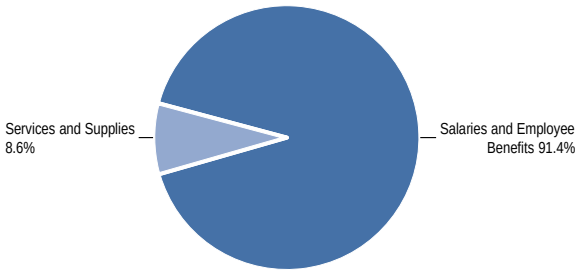
Juvenile Probation

(Unit 8166— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,609,227	6,070,631	6,114,011	6,246,249	6,227,454	156,823
Services and Supplies	536,603	551,586	551,586	587,401	587,401	35,815
Other Charges	(226,113)	(176,780)	(176,780)	(244,387)	(244,387)	(67,607)
Subtotal	$5,919,717	$6,445,437	$6,488,817	$6,589,263	$6,570,468	125,031

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	3,652,569	3,598,914	3,598,914	3,043,037	3,107,222	(491,692)
Charges for Services	3,387	0	0	0	0	0
Miscellaneous Revenues	0	2,000	2,000	2,000	2,000	0
Other Financing Sources	767,909	989,779	989,779	1,579,337	1,579,337	589,558
Subtotal	$4,423,865	$4,590,693	$4,590,693	$4,624,374	$4,688,559	97,866
General Fund Contributions	$1,495,851	$1,854,744	$1,898,124	$1,964,889	$1,881,909	27,165
Total Source of Funds	$5,919,717	$6,445,437	$6,488,817	$6,589,263	$6,570,468	125,031

Unit Description

The Monterey County Juvenile Probation Division consists of intake, diversion and early intervention services, court investigation, and field supervision. Services include Victim Restitution, Restorative Justice programs, the Campus-based Probation Officer Program, a specialized Juvenile Sex Offender Program (Juvenile Sex Offender Response Team-JSORT), and juvenile special services, such as the Placement Intervention Program (PIP), mental health assessments and a Mental Health Court (Community Action Linking Adolescents-CALA), juvenile drug court and Out-Of-Home Placement, including wrap around services.

Orders of probation require a wide variety of activities, including drug testing, the collection of fees, fines and victim restitution, probation searches, the monitoring of school performance and referrals of minors and families to various community treatment interventions, conducting the Ohio Youth Assessment System 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.

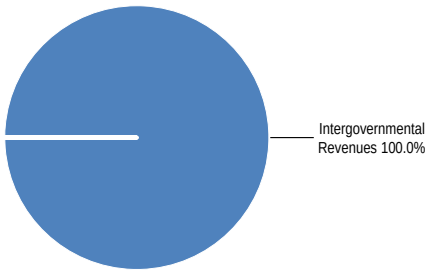
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C30	MANAGEMENT ANALYST II	1.00
60F02	PROBATION AIDE	2.50
60F22	PROBATION OFFICER II	20.00
60F23	PROBATION OFFICER III	7.00
60F84	PROBATION SERVICES MANAGER	3.00
60F85	PROBATION DIVISION MANAGER	1.00
80E21	OFFICE ASSISTANT II	5.00
80E22	OFFICE ASSISTANT III	4.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80W21	WORD PROCESSOR	2.00
	Total	46.50

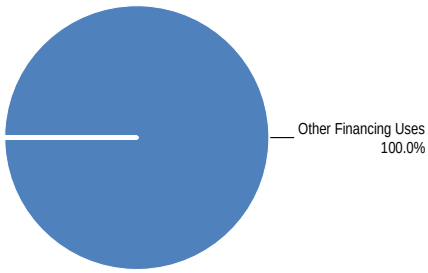
Juvenile Probation

(Unit 8166— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	492,054	1,154,755	474,348	1,744,313	1,744,313	589,558
Subtotal	$492,054	$1,154,755	$474,348	$1,744,313	$1,744,313	589,558

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	474,349	1,154,755	474,348	1,744,313	1,744,313	589,558
Subtotal	$474,349	$1,154,755	$474,348	$1,744,313	$1,744,313	589,558
Fund Balance	17,706	0	0	0	0	0
Total Source of Funds	$492,055	$1,154,755	$474,348	$1,744,313	$1,744,313	589,558

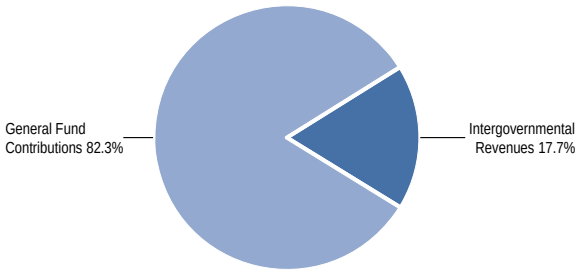
Unit Description

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.

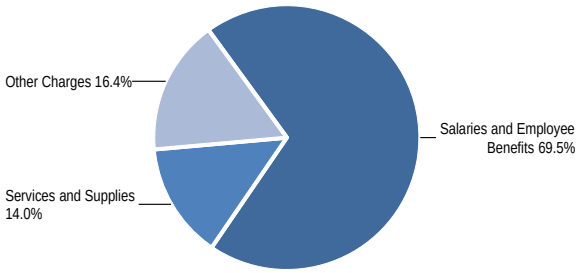
Probation Administration

(Unit 8167— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,360,891	2,432,580	2,434,216	2,796,753	2,658,217	225,637
Services and Supplies	664,357	589,452	640,610	536,806	536,806	(52,646)
Other Charges	120,137	1,252,786	716,760	627,876	627,876	(624,910)
Capital Assets	13,110	0	0	0	0	0
Other Financing Uses	92,685	60,204	60,204	0	0	(60,204)
Subtotal	$3,251,180	$4,335,022	$3,851,790	$3,961,435	$3,822,899	(512,123)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	430,026	675,998	675,998	675,998	675,998	0
Charges for Services	108,171	0	0	0	0	0
Miscellaneous Revenues	15	0	0	0	0	0
Other Financing Sources	1,750	0	0	0	0	0
Subtotal	$539,962	$675,998	$675,998	$675,998	$675,998	0
General Fund Contributions	$2,711,218	$3,659,024	$3,175,792	$3,285,437	$3,146,901	(512,123)
Total Source of Funds	$3,251,180	$4,335,022	$3,851,790	$3,961,435	$3,822,899	(512,123)

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
16F40	DEPARTMENTAL INFO SYSTEMS MANAGER I	1.00
20B10	ACCOUNTANT I	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS 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

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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.

Programs and Functions:

The Department performs the following functions: protects the health and safety of workers, the public, and the environment; safeguards the County from the introduction of harmful pests and diseases detrimental to agriculture; and promotes and protects agriculture and assures business and consumer confidence in the market. The Department oversees enforcement of pesticide use, nursery, and seed, plant quarantine, pest exclusion, pest detection, and fruit and vegetable standardization. The Department performs pest management activities and provides phytosanitary certification services that enable export of agricultural products. The Sealer of Weights and Measures registers and verifies the accuracy of all commercial weighing and measuring devices.

Department's Contribution to Monterey County's Strategic Initiatives:

ECONOMIC DEVELOPMENT

The Office's contributions to the economy include: agricultural regulatory programs ensure a healthy and viable agricultural economy by maintaining a level playing field and excluding harmful pest and diseases; phytosanitary certification facilitates the exportation of agricultural products; the annual crop report quantifies the contribution of agriculture to the local economy; agricultural education programs support the industry and educate policy makers; and Weights and Measures program maintains equity in the marketplace and protects consumers.

ADMINISTRATION

The Department actively recruits women and minorities and focuses on retention and advancement with a heavy investment in training to foster a culture of teamwork and inclusivity. The Department budgets to sustain mandated services and programs and meet maintenance of effort requirements to maximize State revenue.

HEALTH AND HUMAN SERVICES

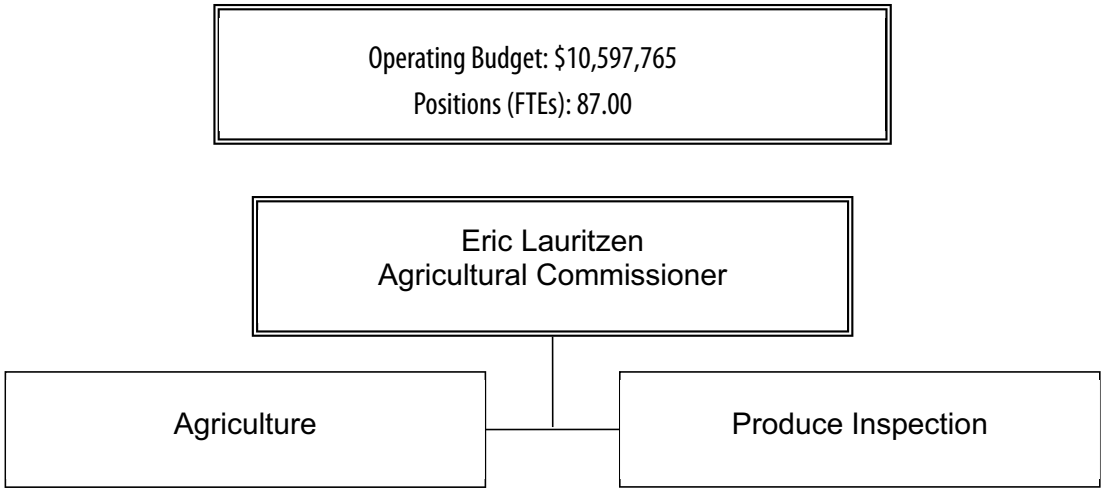
The Pesticide Use Enforcement program protects farm workers, the public and the environment from exposure and investigates pesticide-related reports of illness, injury or environmental effect. The Farm Worker Advisory Committee was formed to advise the Commissioner and implemented a pilot program to improve field posting.

INFRASTRUCTURE

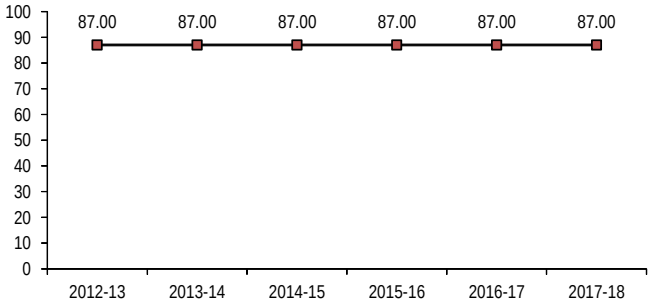
Contributions to County infrastructure include: prevention of excessive erosion protects County roads and drainage systems; the contract with the Resource Conservation District provides assistance to small farmers; the Department publishes the Hillslope Framing Guide; and the annual Ag Expo and Seminar to help educate Spanish-speaking growers about conservation practices.

PUBLIC SAFETY

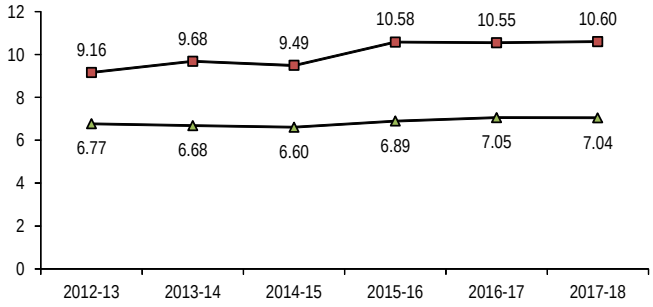
The Pesticide Use Enforcement program protects farm workers, the public and the environment from exposure.



Staffing Trends



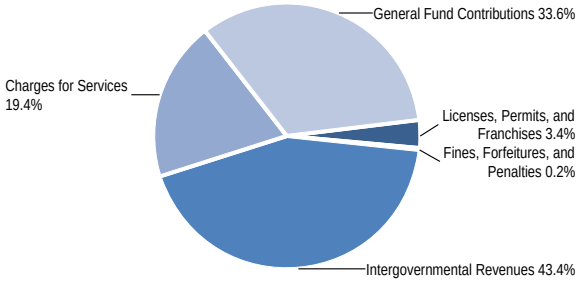
Expenditure/Revenue History (in millions)



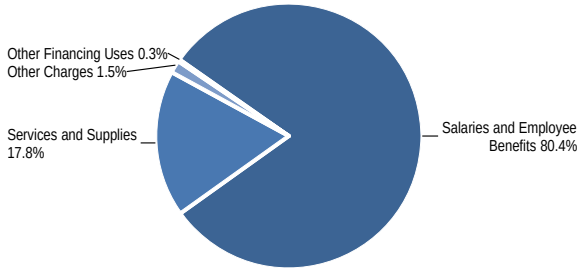
The Key Performance Measures below are tracked by the Department to monitor workload and the effectiveness of department activities including regulatory enforcement, consumer protection and customer service.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Number of Phytosanitary Certificates issued (federal and state) to facilitate the movement and export of agricultural products and nursery stock.	25,439	24,741	16,731
Number of pest detection traps set for target insects.	3,850	3,709	558
Number of pesticide use monitoring inspections completed.	1,723	1,723	938
Gross acres treated for noxious weed management and eradication.	469	1,751	54
Consumer product quality control and scanner inspections completed.	598	475	172

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	7,091,006	8,383,807	8,383,807	8,520,367	8,520,367	136,560
Services and Supplies	2,509,692	2,039,094	2,155,591	1,889,667	1,889,667	(149,427)
Other Charges	(217,808)	192,480	(17,849)	160,998	160,998	(31,482)
Capital Assets	57,467	0	0	0	0	0
Other Financing Uses	1,139,070	26,733	26,733	26,733	26,733	0
Subtotal	$10,579,426	$10,642,114	$10,548,282	$10,597,765	$10,597,765	(44,349)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	372,985	360,000	360,000	360,000	360,000	0
Fines, Forfeitures, and Penalties	34,500	25,000	25,000	25,000	25,000	0
Intergovernmental Revenues	4,688,145	4,703,595	4,703,595	4,598,580	4,598,580	(105,015)
Charges for Services	1,795,103	2,055,446	1,961,614	2,055,446	2,055,446	0
Miscellaneous Revenues	2,814	2,100	2,100	2,100	2,100	0
Subtotal	$6,893,547	$7,146,141	$7,052,309	$7,041,126	$7,041,126	(105,015)
General Fund Contributions	$3,685,879	$3,495,973	$3,495,973	$3,556,639	$3,556,639	60,666
Total Source of Funds	$10,579,426	$10,642,114	$10,548,282	$10,597,765	$10,597,765	(44,349)

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Agricultural Commissioner's Office includes $10,597,765 in total appropriations financed by $7,041,126 in revenues and $3,556,639 in General Fund Contributions (GFC). The reduction in appropriations compared to the FY 2016-17 Adopted Budget reflects lower cost plan charges, partially offset by cost increases for salaries, pension benefits and workers' compensation. Revenues decrease by $105,015 from FY 2016-17. The decrease in recommended revenues represents a reduction by the State in funding for commodity inspection, Sudden Oak death disease inspections, high risk pest inspections, and Unclaimed Gas Tax.

The Recommended Budget includes $466,383 in recommended augmentations for agriculture supplies, legal services and Memorandums of Understanding (MOUs) to provide agriculture education. Without the augmentations, the Department would not meet its Maintenance of Effort requirements.

Budget Impacts

There are no budget impacts.

Department Operational Accomplishments

Successfully hired three Agricultural Inspector Biologists at the entry level and have begun training. Four Agricultural Inspector/ Biologists were promoted in the flexibly staffed series. Four categorical 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, grant-funded community engagement process has largely been completed and a website under development will provide information to parents and schools about agricultural pesticide use around their schools.

The Pest Detection Program was successful in finding a target insect pest, the Asian Citrus Psyllid, at two locations near Salinas. This resulted in the treatment of surrounding properties, and the establishment of a quarantine area. An intensive survey is underway and no additional psyllids have been found.

Weights and Measures conducted 172 quality control inspections, including 75 inspections involving price scanners. Scanner inspections resulted in 12 civil penalties for consumer overcharges totaling $8,700. 28 consumer complaints were investigated, including 22 involving petroleum products.

Department Operational Goals

Develop a North County branch office in a County-owned building and move from leased space by January 2018.

Increase Monterey County certified organic clients by 20% during FY 2017-18, through staff education, outreach and development of marketing documents. Improve efficiency to manage the increase within existing staffing levels.

Harmonize phytosanitary field inspections and destination country requirements with the phytosanitary certificate issuance process, in order to achieve greater efficiency and consistency in the Quarantine program.

Implement the new pesticide use near schools regulation expected from the Department of Pesticide Regulation in the fall of 2017.

Pending Issues

Demands for service, primarily regulatory programs, continues to grow despite flat or declining resources. The Department continues to support State and federal activities, especially as related to pest exclusion and facilitation of trade. Regulatory staff issues over 22,000 phytosanitary certificates annually for shipments of agricultural commodities to more than 50 countries. The Department also works closely with the California Department of Food & Agriculture on exclusion and early detection of exotic pests, such as European Grape Vine Moth, Asian Citrus Psyllid, Light Brown Apple Moth and Glassy-Winged Sharpshooter.

The Department continues to prioritize resources on the regulation of pesticides. Increasing focus on regulation of pesticide use around schools, use of fumigants and for the protection of farm workers demands significant effort. Working closely with the California Department of Pesticide Regulation and grant funding have helped offset some costs, while community outreach efforts continue to enhance regulatory effectiveness. General Fund support is vital to all these efforts.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Agriculture/Weights & Measures (AGR001)	9,771,766	9,516,668	9,516,668	9,472,319	9,472,319	(44,349)	001	8001
Produce Inspection (AGR001)	807,660	1,125,446	1,031,614	1,125,446	1,125,446	0	001	8002
Subtotal	$10,579,426	$10,642,114	$10,548,282	$10,597,765	$10,597,765	(44,349)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Agriculture/Weights & Measures	9,771,766	9,516,668	9,516,668	9,472,319	9,472,319	(44,349)
Produce Inspection	807,660	1,125,446	1,031,614	1,125,446	1,125,446	0
Subtotal	$10,579,426	$10,642,114	$10,548,282	$10,597,765	$10,597,765	(44,349)

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A02	AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	3.00	3.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	2.00	2.00	0.00
16G25	GIS ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.00	4.00	4.00	0.00
30M21	PRODUCE INSPECTOR I	5.00	1.00	1.00	0.00
30M22	PRODUCE INSPECTOR II	6.00	3.00	3.00	0.00
30M25	PRODUCE INSPECTOR III	3.00	0.00	0.00	0.00
30N05	AGRICULTURAL ASSISTANT II	0.00	17.00	17.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00	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
43S21	GENERAL SERVICES SUPERVISOR	8.00	0.00	0.00	0.00
43T23	AGRICULTURAL EXTENSION TECHNICIAN	1.00	0.00	0.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	4.00	4.00	4.00	0.00
80G21	DATA ENTRY OPERATOR II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total	87.00	87.00	87.00	0.00

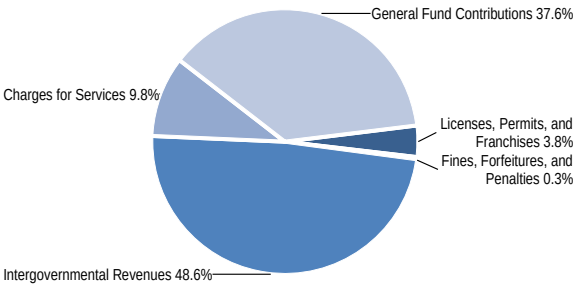
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2810	2810-8001-001-AUG1	AUG1-Funding Loss	Lost State/Federal Funding	79,402	0.00	79,402	0.00
2810	2810-8001-001-AUG2	AUG2-Funding Loss	Lost State/Federal Funding	158,961	0.00	158,961	0.00
2810	2810-8001-001-AUG3	AUG3-Funding Loss	Lost State/Federal Funding	123,005	0.00	123,005	0.00
2810	2810-8001-001-AUG4	AUG4-Funding Loss	Lost State/Federal Funding	105,015	0.00	105,015	0.00
			Grand Total	**$466,383**	**0.00**	**$466,383**	**0.00**

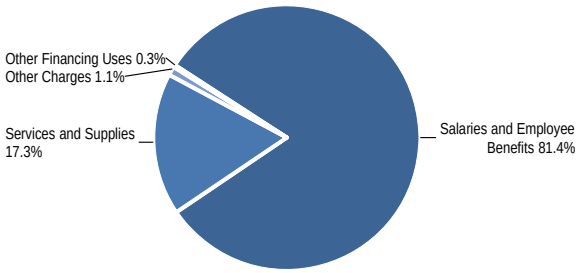
Agriculture/Weights & Measures

(Unit 8001— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,543,499	7,599,732	7,599,732	7,707,408	7,707,408	107,676
Services and Supplies	2,250,003	1,778,185	1,894,682	1,637,642	1,637,642	(140,543)
Other Charges	(217,808)	112,480	(4,017)	100,998	100,998	(11,482)
Capital Assets	57,467	0	0	0	0	0
Other Financing Uses	1,138,606	26,271	26,271	26,271	26,271	0
Subtotal	$9,771,766	$9,516,668	$9,516,668	$9,472,319	$9,472,319	(44,349)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	372,985	360,000	360,000	360,000	360,000	0
Fines, Forfeitures, and Penalties	34,500	25,000	25,000	25,000	25,000	0
Intergovernmental Revenues	4,688,145	4,703,595	4,703,595	4,598,580	4,598,580	(105,015)
Charges for Services	987,443	930,000	930,000	930,000	930,000	0
Miscellaneous Revenues	2,814	2,100	2,100	2,100	2,100	0
Subtotal	$6,085,888	$6,020,695	$6,020,695	$5,915,680	$5,915,680	(105,015)
General Fund Contributions	$3,685,879	$3,495,973	$3,495,973	$3,556,639	$3,556,639	60,666
Total Source of Funds	$9,771,766	$9,516,668	$9,516,668	$9,472,319	$9,472,319	(44,349)

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A02	AGRICULTURAL COMMISSIONER	1.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C31	MANAGEMENT ANALYST III	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00
16G25	GIS ANALYST III	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.00
30N05	AGRICULTURAL ASSISTANT II	9.00

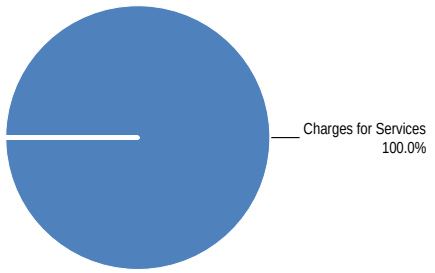
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	6.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	2.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E22	OFFICE ASSISTANT III	3.00
80G21	DATA ENTRY OPERATOR II	2.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	70.00

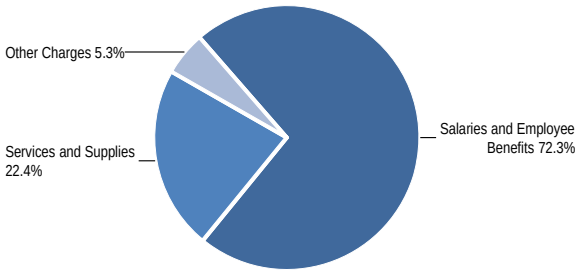
Produce Inspection

(Unit 8002— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	547,507	784,075	784,075	812,959	812,959	28,884
Services and Supplies	259,689	260,909	260,909	252,025	252,025	(8,884)
Other Charges	0	80,000	(13,832)	60,000	60,000	(20,000)
Other Financing Uses	464	462	462	462	462	0
Subtotal	$807,660	$1,125,446	$1,031,614	$1,125,446	$1,125,446	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	807,660	1,125,446	1,031,614	1,125,446	1,125,446	0
Subtotal	$807,660	$1,125,446	$1,031,614	$1,125,446	$1,125,446	0
General Fund Contributions	$0	$0	$0	$0	$0	0
Total Source of Funds	$807,660	$1,125,446	$1,031,614	$1,125,446	$1,125,446	0

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C31	MANAGEMENT ANALYST III	1.00
30M21	PRODUCE INSPECTOR I	1.00
30M22	PRODUCE INSPECTOR II	3.00
30N05	AGRICULTURAL ASSISTANT II	8.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	1.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	1.00
80E22	OFFICE ASSISTANT III	1.00
	Total	17.00

Resource Management Agency

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.

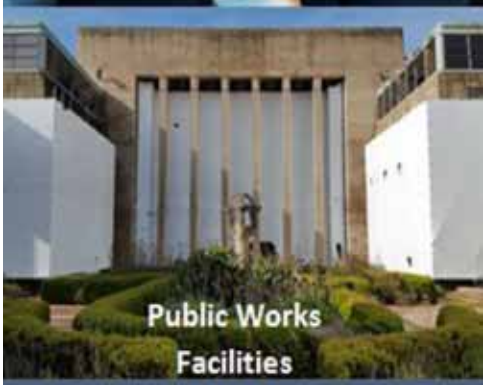
INFRASTRUCTURE

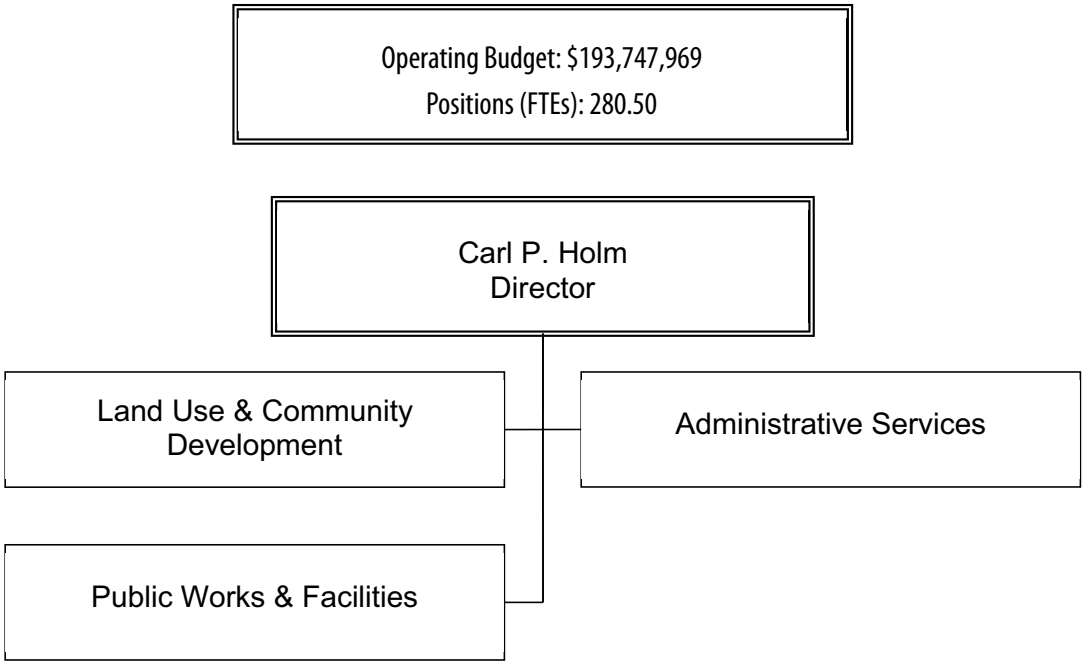
Ensure that projects funded in the Countywide Five-Year Capital Improvement Plan (CIP) are completed on schedule and on budget.

Continue to update and implement facility management plans and work to increase proactive maintenance.

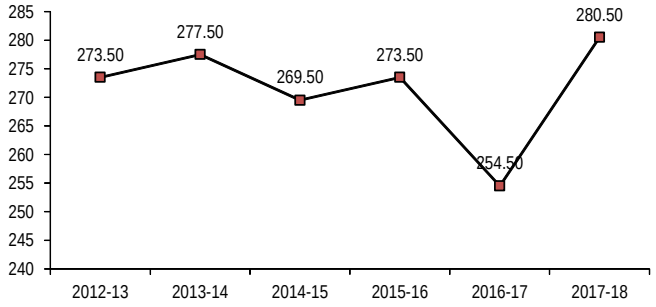
PUBLIC SAFETY

Complete safety improvements, which provide safe facilities and environments for adult and juvenile inmates and staff.

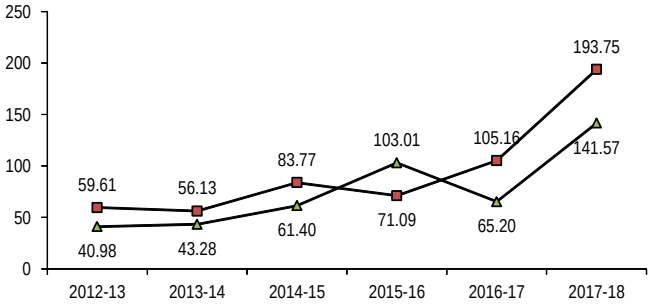




Staffing Trends



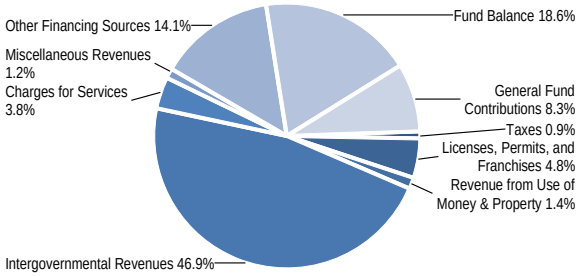
Expenditure/Revenue History (in millions)



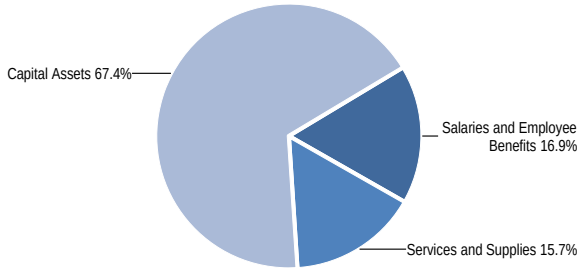
These measures were created to improve productivity and streamline processes to enhance public service. Utilizing these metrics provides RMA management with data and trend tracking that informs organizational improvements and efficiencies and assists in developing budgets.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Percent of discretionary land use permit applications decided by an initial study (ND/MND) completed within 180 days. Target = 100%	58%	52%	67%
Number of long-range planning projects completed in a year. Target = 30 projects per year.	24	16	0
Percent of County roads (1,234 miles) at Pavement Condition Index rating of 60 or above. Target =50%	17%	17%	17%
Percent of fully funded priority Capital Improvement Program (CIP) projects on schedule and on budget. Target =100%	74%	72%	79%
Estimated number of park visitors at special events. Target = 367,500	N/A	325,000	68,200
Number of quagga mussel inspections completed.	14,095	14,320	6,473

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	25,612,546	28,662,747	26,336,911	34,922,796	34,240,931	5,578,184
Services and Supplies	27,861,826	34,936,086	32,392,547	54,356,907	31,935,303	(3,000,783)
Other Charges	(7,464,220)	(2,749,218)	(8,543,347)	(8,932,849)	(9,473,072)	(6,723,854)
Capital Assets	23,536,290	104,257,302	54,820,579	137,376,584	136,946,373	32,689,071
Other Financing Uses	1,533,066	556,882	155,627	98,434	98,434	(458,448)
Extraordinary Items	5,908	0	0	0	0	0
Subtotal	$71,085,415	$165,663,799	$105,162,317	$217,821,872	$193,747,969	28,084,170

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	724,466	603,631	621,948	1,679,208	1,679,208	1,075,577
Licenses, Permits, and Franchises	7,950,975	8,381,173	7,781,820	9,230,384	9,259,950	878,777
Fines, Forfeitures, and Penalties	14,636	9,326	21,805	46,513	46,513	37,187
Revenue from Use of Money & Property	507,916	300,737	531,532	2,649,260	2,649,260	2,348,523
Intergovernmental Revenues	12,656,546	91,368,285	31,107,916	90,819,799	90,819,799	(548,486)
Charges for Services	6,445,280	6,567,273	4,579,416	7,448,464	7,448,464	881,191
Miscellaneous Revenues	345,449	1,680,818	1,768,307	2,341,395	2,341,395	660,577
Other Financing Sources	74,365,860	28,661,821	18,787,131	29,426,245	27,326,342	(1,335,479)
Subtotal	$103,011,128	$137,573,064	$65,199,875	$143,641,268	$141,570,931	3,997,867
Fund Balance	(44,394,851)	17,490,120	27,151,372	57,050,032	36,090,057	18,599,937
General Fund Contributions	$12,465,927	$10,600,615	$12,811,070	$17,230,572	$16,086,981	5,486,366
Total Source of Funds	$71,082,205	$165,663,799	$105,162,317	$217,921,872	$193,747,969	28,084,170

Summary of Recommendation

The FY 2017-18 Recommended Budget for the Resource Management Agency (RMA) totals $193,747,969 in appropriations financed by $141,570,931 in program revenues, $16,086,981 in General Fund Contributions (GFC) and $36,090,057 in other fund balances. The Recommended Budget increases the prior year GFC by $5,486,366, which includes $2,006,394 for funding 19.0 at-risk positions and 1.0 new position for the enforcement of the commercial medical marijuana ordinance, as well as $3,347,145 for incorporating the Parks Department into the RMA organization.

The Recommended Budget includes $4,051,484 in recommended augmentations, including: the restoration of 48.0 Full-Time Equivalents (FTEs), the addition of 2.0 new FTEs (1.0 Courier and 1.0 Code Compliance Inspector II), $428,000 for the preparation of a Zone 2C study of the Salinas Valley Groundwater Basin, $100,000 for the General Plan implementation, $100,000 for the Local Coastal Program update, $100,000 for the Carmel Lagoon Scenic Road Protective Structure and Ecosystem Protection Barrier (SRPS/EPB), $774,573 for operations and maintenance costs at the Schilling Complex, and $542,517 for increased utility costs. The Recommended Budget includes the restoration of 22.0 FTEs in the Road Fund and the transfer of 7.0 FTEs from General Fund units to the Road Fund, for an estimated savings of $867,815 in GFC. Funding was made available for these positions by the deferral of the Blanco Road Overlay Project ($2.8 million) and an increase in estimated Highway Users Tax Allocation (HUTA) revenues.

The increase in salaries and benefits of $5,578,184 from FY 2016-17 is primarily due to the integration of 30.0 Parks FTEs into the Department, compounded by salary increases from recent bargaining agreements, higher Public Employees' Retirement System (PERS) rates, and workers' compensation increases.

The Recommended Budget excludes 11.0 FTEs, of which 6.0 FTEs are filled and 5.0 FTEs are vacant. These reductions were made as a result of increased costs largely associated with charges from the cost plan, Enterprise Resource Planning (ERP) Upgrade charges, and rising salary and health benefit costs.

The increase in Capital Assets in FY 2017-18 of $32,689,071 includes the cost of construction for projects such as the Jail Housing Addition, New Juvenile Hall, and road and bridge construction, which are funded by grants and local funds. Another major project is the East/West Wing Renovation, which is funded by Certificates of Participation (COPs).

The FY 2017-18 Recommended Budget includes $1.0 million of a projected $5.0 million in revenues from Measure X funding as local match for several road projects. RMA will monitor the new funding streams and return to the Board of Supervisors if adequate funding becomes available for the approved Five-Year Plan of the Capital Improvement Program.

Additional revenue is estimated as a result of RMA assuming management of the Parks Lakes Resorts. The County has an agreement with Urban Park Concessionaires, who manages the resort operations, which are estimated to generate $2.2 million in concessionaire revenue from both Lake Nacimiento and Lake San Antonio.

Budget Impacts

The Department continues to experience significant increases in non-discretionary costs, including: negotiated pay and earned annual step increases, higher employee benefits costs, increasing general liability insurance program allocations, higher property insurance, vacation buy backs, the ERP upgrade, and a significant increase in cost plan charges. Therefore, several activities were not included in the Department's Recommended Budget.

Eleven FTEs were not restored in the Recommended Budget, which include: Building Inspector Supervisor, County Park Ranger III, County Park Ranger Supervisor, Deputy Building Official, Director of Parks and Recreation, Finance Manager I, Management Analyst I, Management Analyst II, Secretary, Senior Personnel Analyst, and Special Events Manager. Of the 11.0 FTEs not restored, 5.0 FTEs are filled, 5.0 FTEs are vacant, and 1.0 FTE Special Events Manager was reallocated to the CAO's Office.

A request for $19.2 million for repairs to County facilities damaged during the Winter 2017 rain storms and residual repairs remaining from the 2016 Soberanes Fire was not included in the Recommended Budget. As of February 16, 2017, the accumulated damage estimate to County facilities from the Winter 2017 rain storms and the Soberanes fire was $34.0 million dollars. In March 2017, the Board authorized use of $16.8 million from the Strategic Reserve to finance needed repairs. The $16.8 million includes $8.5 million to cover the County's share of cost for repairs and $8.3 million to "cash flow" the State and federal share of costs for immediate (FY 2016-17) work. The RMA's augmentation request asks for additional cash flow assistance for potential delays in federal and State reimbursements, as well as additional funding to cover repairs related to storms occurring after February 16, 2017. The Administrative Office recommends consideration of these needs during the first quarter of FY 2017-18.

The Recommended Budget includes the continued deferral of the Blanco Road Overlay Project. The project was deferred for the second year in a row to restore at-risk positions in the Road Fund. Additionally, a number of requests were included in the Recommended Budget at partial funding, including: General Plan Implementation, Carmel Lagoon SRPS/EPB project, and the Local Coastal Plan update. In collaboration with the CAO's Office, the Department agreed to revisit available funding for these requests after the first quarter of FY 2017-18.

Other requests that were not included in the Recommended Budget include: $95,492 for an Accounting Clerical Supervisor position, $452,800 for permitting and completing necessary maintenance along flood prone drainage areas within the County, $2.0 million to create an Emergency Infrastructure Repair fund, $97, 078 for annual street sweeping requirements mandated in the National Pollutant Discharge Elimination System Municipal Separate Storm Sewer System General Permit (NPDES Municipal Permit), $75,000 for contracted planning services to complete Condition Compliance duties mandated by a settlement agreement, $386,726 for a request from CalFire to fund 1.0 FTE Battalion Chief/Fire Marshall and 1.0 FTE Forestry Assistant, $40,000 for project design review and contractor selection for the Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE) project, $200,000 for Carmel Lagoon Sandbar management and flood prevention, $20,000 for new Next Generation (NGEN) radio systems to enable communication at the jail facility, and $1,000,000 for costs of Phase II of the Las Lomas Drainage project.

Department Operational Accomplishments

Land Use Community Services:

In August 2016, the Board adopted medical marijuana ordinances. Standard operating procedures will be completed in FY 2017-18 as businesses become permitted and the working group has complaints and data to analyze.

RMA - Building Services worked with Environmental Health to complete the Gray Water/Rainwater Harvesting ordinance. Fees were approved by the Board of Supervisors and incorporated into the RMA fee schedule.

In FY 2016-17, the Permit Center focused its online permitting efforts on two major implementation hurdles: online payments and online signatures. The Permit Center continues to work closely with the Treasurer's Office in tracking efforts to contract with online payment vendors. Contract negotiations between the Treasurer's Office and a selected online payment vendor are continuing to take place. Development of procedures and staff training resources are underway, which will allow for the online issuance of permits.

RMA - Environmental Services has completed identifying the pollutant hotspots as part of the Storm Water Pollution Prevention Plans. The Storm Water Pollution Prevention Plans have been developed and implementation is underway.

Public Works Facilities:

In accordance with California Code Chapter Section 994 the Road Fund budget was submitted at the same time as other County departments submitted their budgets. The Road and Bridge section of RMA-Public Works continued work on 25 major projects that are in the planning, design, and/or construction phases. The larger multi-year road and bridge projects include the Davis Road Bridge

Replacement Project, the Castroville Bike and Pedestrian Bridge, Peachtree Road Bridge Project, and SR 1 Climbing Lane Project. Work included routine road maintenance projects on the County Roads and Bridges, such as the pavement rehabilitation of portions of Jolon Road, Pajaro Street (Castroville), Carpenter Road (Carmel Area), and Reservation Road.

Public Works conducted over two dozen major projects that included planning, design, bidding/procurement, and construction phases. The larger multi-year projects from this group include the Jail Housing Addition (completed design), the New Juvenile Hall (awaiting construction), the East/West Wing of the historic former Monterey County Courthouse (under construction), and Schilling Place Tenant Improvements (nearing occupancy). Work performed included minor capital maintenance projects and routine facility maintenance projects of grounds and parks.

Parks

In July 2016, the Board of Supervisors directed Resource Management Agency to assume management responsibilities for the Parks Department. With the transition, RMA staff is evaluating and implementing the six goals identified in the Parks Strategic Plan. Goals include identifying all Parks assets and developing a strategy for maintaining and repairing Park infrastructure. Due to timing of the transition, this goal will be completed in the next fiscal year.

In December 2016, RMA rolled out a new Grant Management System to its staff that facilitates the tracking and monitoring of all Grants within the RMA, centralizes all grant-related documentation, provides a cradle to grave process for grant submissions, and provides a resource for staff to utilize for managing, monitoring and reporting on grants.

As a result of the settlement between the County and Sports Car Racing Association of the Monterey Peninsula (SCRAMP) there are no outstanding revenue collections.

RMA staff has met with various stakeholder groups associated with several of the parks to establish a volunteer program to assist with providing key services in the parks. This is a work in progress and will continue well into FY 2017-18.

Administration General Services:

In December 2016, RMA rolled out a new Grant Management System to its staff that facilitates the tracking and monitoring of all Grants within the RMA.

In January 2016, RMA completed the update to the County of Monterey Housing Element and amended the Monterey County 2010 General Plan for the non-coastal area and the 1982 General Plan for the coastal zone, replacing the 2009 - 2014 Housing Element with the County of Monterey 2015 - 2023 Housing Element. Projects were identified that can meet the Regional Housing Needs Assessment (RHNA). Additionally, RMA has been working with the Airport Land Use Commission to update the Airport Land Use Compatibility Plans for Monterey Regional and Marina Municipal Airports. The Municipal Climate Action Plan was completed and delivered to the Monterey County Sustainable Manager to manage, track, and report on the implementation of the measures. Staff continues to provide interagency support for RMA Long Range Planning Projects and Board Committees.

Parks Fish and Game

The propagation grant program was duly advertised in the local paper and applications were made available in December 2016. In February 2017, the Fish & Game Commission received presentations from applicants. A total of eight Propagation Grants for a cumulative amount of $35,700 were recommended to the Board for approval.

Lake Operations

In May of 2016, the Board of Supervisors approved an extension to the CalParks Company's contract with the Parks Department through October of 2017. This agreement expanded the contractor's role in providing additional visitor services to the resort operations. These contractual duties included providing staffing for Lake San Antonio entry/exit gates for all hours the gate is open, increasing campground maintenance responsibilities, and conducting quagga mussel inspections.

The relationship between the Parks Department and the San Luis Obispo (SLO) County Sheriff's Department is historically very sound; the interagency cooperation is the keystone to successful public safety management of the recreation area. Staff have approached the SLO Sheriff's Office to discuss options for shared resources and distribution of duties to assist with improved public safety services at the lake at a reduced cost.

Department Operational Goals

Land Use Community Services:

Coordinate land use agencies and stakeholders to update the Moss Landing Community Plan by April 2018.

Improve building inspection services to communities in South County by increasing the inspection schedule from one day to two days per week.

Expand and improve online application capabilities, including: Electronic Document Review (EDR) to improve electronic permit processing, online payments in cooperation with the Treasurer's Office, and online issuance of permits.

Develop a policies and procedures manual and train staff for the online permitting process. Use continuous improvement and performance management tools to gather data regarding effectiveness of online permitting procedures.

Develop regulations and programs for key land use issues, including: cannabis, short term rentals, events, and oil drilling. Update the land use fee schedule to represent more efficient and effective permit processing. Evaluate the County's fee waiver policy for land use permits. Complete an environmental review for the Carmel River (CRFREE) and Carmel Lagoon (EPB/SPRS) projects.

Integrate Environmental Health, fire agencies and the Water Resources Agency (MCWRA) into the operation of a 1-Stop Permit Center at the new Schilling Place facility.

Complete the Agricultural Land Mitigation Program and Agricultural Conservation Easement Project utilizing Sustainable Agricultural Lands Conservation Program (SALC) funding that were awarded in 2016.

Public Works Facilities:

Manage the Jail Housing Addition project within budget and schedule - estimated project completion in FY 2018-19.

Manage the Juvenile Hall project within budget and schedule - estimated project completion in FY 2018-19.

Manage the East/West Wing project within budget and schedule - estimated project completion in FY 2018-19.

Manage the 2017 Winter Storm Damage repair projects within the budget and schedule for projects initiated in FY 2016-17 and FY 2017-18.

Prepare and implement program(s) for Measure X and SB1 Transportation funding.

Develop a plan to sustain Road Fund operations given available funding resources.

Evaluate options for shared facilities and equipment between the Agricultural Commissioner, Public Works, and Parks.

Evaluate options for creating a Department Operational Center at the new Schilling Place facility that can be operated and/or shared by RMA, MCWRA and Health.

Administration General Services:

Formalize plans and policies to increase organizational effectiveness, promote inter-department coordination and partnerships, and evaluate services to identify efficiencies and potential cost saving opportunities from integrating Parks operations and staff into the RMA organization infrastructure, while maintaining Monterey County Parks' identity.

Parks:

Develop a San Lorenzo Park Management Plan by August 2017, including working with the Parks Committee, Parks Commission and stakeholders. The San Lorenzo Park Management Plan will be used as a template for other County parks. Obtain land management services (maintenance and infrastructure needs) for Lake Nacimiento and Lake San Antonio facilities while completing a long-term concessionaire agreement.

Pending Issues

The Road Fund (Fund 002) is a special revenue fund created to capture revenues legally restricted for road work such as construction and maintenance on roads and bridges within the unincorporated areas of Monterey County, pursuant to State law. The fund balance in the Road Fund has steadily eroded in recent years as the revenue from the County's Highway Users Tax (HUTA) decreased and overhead expenses increased. However, as a result of recently passed State bills and local measures, new funding sources are anticipated in FY 2017-18 that will provide an ongoing revenue stream for the next 30 years. RMA will monitor the SB1 and Measure X funding during FY 2017-18 to determine the impact it will have on the Road Fund and the opportunities it will provide for moving Board approved projects forward.

Between July and September 2016, the Soberanes Fire burned over 132,000 acres in Monterey County. Heavy fire and emergency vehicles damaged numerous County roads, which provide access to residents and the Los Padres National Forest. This disaster was followed by the 2016-17 winter storms which exacerbated County roadway damage caused during the 2016 Soberanes Fire, damaging several County roadways, resulting in temporary closures and emergency repairs. Estimated damages from the winter storms are $34.0 million.

Although the County is eligible for Federal Emergency Management Agency's (FEMA) Fire Management Assistance Grant (FMAG) for the fire, which provides up to 75% cost share, the County must cover the remaining 25% as the County was not eligible to be reimbursed through the California Disaster Assistance Act.

On March 14, 2017, the Board of Supervisors assigned $16.8 million from the Strategic Reserve into the Disaster Assistance assignment to finance critical repairs in response to the Soberanes Fire and winter storm disasters ($8.5 million to cover the County's share of cost and $8.3 million to front the State and Federal share of cost).

During FY 2016-17, the Board of Supervisors adopted medical marijuana ordinances for the permitting and regulation of cultivation, processing and distribution activities associated with the new medicinal marijuana industry. The ordinance will result in increased workloads for departments tasked with regulation and enforcement of these new activities. Departments will be developing for Board consideration a staffing plan necessary to meet the anticipated demands of this increase in workload. Without additional staffing for this new program, increased backlogs in permit application processing and code compliance cases are anticipated.

Policy Considerations

There are no Policy Considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Building Services (RMA011)	3,995,152	8,200,928	7,671,181	8,654,476	8,068,103	(132,825)	001	8170
Planning (RMA001)	4,409,830	6,485,533	7,123,742	8,191,824	7,730,098	1,244,565	001	8172
Architectural Services (RMA003)	0	3	148,705	1	1	(2)	001	8173
Facility Master Plan Projects (RMA014)	2,786,545	0	0	0	0	0	402	8174
Facility Master Plan Projects (RMA015)	14,033,242	83,152,501	33,231,868	105,182,024	104,142,024	20,989,523	404	8174

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
County Disposal Sites (RMA039)	176,347	176,347	233,382	221,895	221,895	45,548	001	8175
Facilities Maintenance (RMA006)	3,366,854	3,502,977	(1,230,734)	150,098	150,098	(3,352,879)	001	8176
Courier (RMA005)	959	1,422	1,422	1,422	1,422	0	001	8177
Mail (RMA005)	67	642	642	642	642	0	001	8178
Grounds (RMA006)	485,274	608,828	585,523	669,452	669,452	60,624	001	8181
Utilities (RMA098)	2,374,380	2,405,228	2,707,318	3,577,188	3,577,188	1,171,960	001	8182
Real Property (RMA006)	420,266	607,453	543,816	0	0	(607,453)	001	8183
Facilities Maintenance Projects (RMA004)	5,034,245	7,859,342	6,596,748	6,006,998	6,006,998	(1,852,344)	401	8184
Shuttle Operations (RMA007)	0	244,470	191,692	0	0	(244,470)	001	8188
Litter Control (RMA002)	330,839	544,045	537,141	492,411	492,411	(51,634)	001	8194
Road & Bridge Engineering (RMA012)	12,159,940	25,656,166	21,411,319	47,507,291	28,357,291	2,701,125	002	8195
Development Services (RMA010)	1,006,317	1,117,390	1,091,480	1,284,037	1,284,037	166,647	001	8196
County Sanitation District (RMA040)	1,199,227	880,435	920,933	918,412	918,412	37,977	151	8197
County Sanitation District (RMA043)	0	15,854	12,354	12,354	12,354	(3,500)	154	8197
County Sanitation District (RMA045)	32,771	146,633	146,892	148,877	148,877	2,244	156	8197
County Sanitation District (RMA046)	106,865	77,306	79,820	79,871	79,871	2,565	157	8197
County Sanitation District (RMA050)	152	0	0	0	0	0	152	8197
County Sanitation District (RMA091)	37,850	38,700	38,700	38,450	38,450	(250)	306	8197
County Sanitation District (RMA092)	5,756	0	0	0	0	0	309	8197
County Sanitation District (RMA093)	35,600	35,200	35,200	34,750	34,750	(450)	310	8197
County Service Areas (RMA047)	32,006	103,182	67,503	72,443	72,443	(30,739)	051	8198
County Service Areas (RMA048)	37,466	67,671	67,671	66,619	66,619	(1,052)	052	8198
County Service Areas (RMA049)	500	5,500	5,500	5,750	5,750	250	053	8198
County Service Areas (RMA052)	167,267	186,152	172,698	192,152	192,152	6,000	056	8198
County Service Areas (RMA053)	21,769	11,873	11,873	15,000	15,000	3,127	057	8198
County Service Areas (RMA054)	31	5,000	5,000	5,000	5,000	0	058	8198
County Service Areas (RMA055)	5,039	13,774	13,774	15,958	15,958	2,184	059	8198
County Service Areas (RMA056)	15,694	135,240	135,240	67,050	67,050	(68,190)	060	8198
County Service Areas (RMA057)	263	10,000	10,000	31,000	31,000	21,000	061	8198
County Service Areas (RMA058)	211,908	31,906	31,906	31,902	31,902	(4)	062	8198
County Service Areas (RMA059)	2,541	11,651	11,651	12,717	12,717	1,066	063	8198
County Service Areas (RMA060)	6,749	13,000	13,000	14,000	14,000	1,000	064	8198
County Service Areas (RMA061)	4	10,000	10,000	11,000	11,000	1,000	065	8198
County Service Areas (RMA062)	6,161	14,509	14,509	16,394	16,394	1,885	066	8198
County Service Areas (RMA063)	1,523	10,000	10,000	11,000	11,000	1,000	067	8198
County Service Areas (RMA064)	11,160	10,000	10,000	9,250	9,250	(750)	068	8198
County Service Areas (RMA065)	7,554	15,916	15,916	20,137	20,137	4,221	069	8198
County Service Areas (RMA066)	0	10,000	10,000	11,000	11,000	1,000	070	8198
County Service Areas (RMA067)	10	10,000	10,000	11,000	11,000	1,000	071	8198
County Service Areas (RMA068)	17,597	21,221	21,220	36,793	36,793	15,572	072	8198
County Service Areas (RMA069)	3,522	12,040	12,040	13,622	13,622	1,582	073	8198
County Service Areas (RMA070)	50,140	57,607	57,607	38,035	38,035	(19,572)	074	8198
County Service Areas (RMA071)	18,849	62,378	62,379	57,200	57,200	(5,178)	075	8198
County Service Areas (RMA072)	38,464	168,313	168,313	25,798	25,798	(142,515)	076	8198
County Service Areas (RMA073)	173,776	208,597	484,196	397,610	397,610	189,013	077	8198
County Service Areas (RMA074)	6,824	17,597	17,502	31,737	31,737	14,140	078	8198

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
County Service Areas (RMA075)	41	10,000	10,000	16,000	16,000	6,000	079	8198
County Service Areas (RMA076)	2,292	16,000	16,000	41,000	41,000	25,000	080	8198
County Service Areas (RMA077)	11	10,000	10,000	10,000	10,000	0	081	8198
County Service Areas (RMA078)	85	10,000	10,000	11,000	11,000	1,000	082	8198
County Service Areas (RMA079)	252	10,000	10,000	16,000	16,000	6,000	083	8198
County Service Areas (RMA080)	18	10,000	10,000	10,000	10,000	0	084	8198
County Service Areas (RMA081)	1,601	10,000	10,000	12,461	12,461	2,461	085	8198
County Service Areas (RMA082)	9,105	40,000	40,000	26,000	26,000	(14,000)	086	8198
County Service Areas (RMA083)	21,342	25,689	25,689	23,802	23,802	(1,887)	087	8198
County Service Areas (RMA084)	41,143	166,070	166,070	162,317	162,317	(3,753)	088	8198
County Service Areas (RMA085)	0	10,000	10,000	11,000	11,000	1,000	089	8198
County Service Areas (RMA086)	0	0	0	1,368	1,368	1,368	090	8198
County Service Areas (RMA087)	160,194	58,286	58,286	33,000	33,000	(25,286)	091	8198
County Service Areas (RMA088)	177,614	124,173	117,425	94,725	94,725	(29,448)	093	8198
County Service Areas (RMA090)	15,907	16,311	16,311	16,642	16,642	331	312	8198
RMA Administration (RMA013)	4,384,092	3,139,636	2,516,980	1,374,664	1,279,172	(1,860,464)	001	8222
Roads & Bridges- Maintenance (RMA012)	12,175,840	12,984,554	11,733,986	16,752,259	14,182,381	1,197,827	002	8443
Environmental Services (RMA099)	1,260,583	1,395,477	1,411,519	1,543,081	1,543,081	147,604	001	8444
Capital Projects (RMA014)	0	4,647,073	5,461,410	5,323,406	5,123,406	476,333	402	8468
Special District Administration (RMA100)	0	0	(1)	(29,566)	0	0	001	8469
Park Operations (RMA006)	0	0	0	2,803,993	2,803,993	2,803,993	001	8475
Fish & Game Propagation (RMA101)	0	0	0	32,125	32,125	32,125	006	8476
Lake Operations (RMA102)	0	0	0	4,598,787	4,598,787	4,598,787	452	8477
Property Management (RMA103)	0	0	0	545,168	545,168	545,168	001	8481
Subtotal	$71,085,415	$165,663,799	$105,162,317	$217,821,872	$193,747,969	28,084,170		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Building Services	3,995,152	8,200,928	7,671,181	8,654,476	8,068,103	(132,825)
County Sanitation District	1,418,222	1,194,128	1,233,899	1,232,714	1,232,714	38,586
County Service Areas	1,266,422	1,739,656	1,959,279	1,705,482	1,705,482	(34,174)
Architectural Services	0	3	148,705	1	1	(2)
Facility Master Plan Projects	16,819,787	83,152,501	33,231,868	105,182,024	104,142,024	20,989,523
County Disposal Sites	176,347	176,347	233,382	221,895	221,895	45,548
Facilities Maintenance	3,366,854	3,502,977	(1,230,734)	150,098	150,098	(3,352,879)
Courier	959	1,422	1,422	1,422	1,422	0
Mail	67	642	642	642	642	0
Grounds	485,274	608,828	585,523	669,452	669,452	60,624
Utilities	2,374,380	2,405,228	2,707,318	3,577,188	3,577,188	1,171,960
Real Property	420,266	607,453	543,816	0	0	(607,453)
Facilities Maintenance Projects	5,034,245	7,859,342	6,596,748	6,006,998	6,006,998	(1,852,344)
Shuttle Operations	0	244,470	191,692	0	0	(244,470)
Litter Control	330,839	544,045	537,141	492,411	492,411	(51,634)
Road & Bridge Engineering	12,159,940	25,656,166	21,411,319	47,507,291	28,357,291	2,701,125
Development Services	1,006,317	1,117,390	1,091,480	1,284,037	1,284,037	166,647

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
RMA Administration	4,384,092	3,139,636	2,516,980	1,374,664	1,279,172	(1,860,464)
2001 COP	0	0	0	0	0	0
Roads & Bridges- Maintenance	12,175,840	12,984,554	11,733,986	16,752,259	14,182,381	1,197,827
Environmental Services	1,260,583	1,395,477	1,411,519	1,543,081	1,543,081	147,604
Capital Projects	0	4,647,073	5,461,410	5,323,406	5,123,406	476,333
Planning	4,409,830	6,485,533	7,123,742	8,191,824	7,730,098	1,244,565
Special District Administration	0	0	(1)	(29,566)	0	0
Lake Operations	0	0	0	4,598,787	4,598,787	4,598,787
Fish & Game Propagation	0	0	0	32,125	32,125	32,125
Property Management	0	0	0	545,168	545,168	545,168
Park Operations	0	0	0	2,803,993	2,803,993	2,803,993
Subtotal	$71,085,415	$165,663,799	$105,162,317	$217,821,872	$193,747,969	28,084,170

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A19	PUBLIC WORKS DIRECTOR	1.00	1.00	0.00	-1.00
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00	0.00	1.00	1.00
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	0.00	0.00	1.00	1.00
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	1.00	0.00
11A28	DIRECTOR OF BUILDING SERVICES	1.00	1.00	0.00	-1.00
11A29	DIRECTOR OF PLANNING	1.00	1.00	0.00	-1.00
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	0.00	0.00	1.00	1.00
12C40	DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY	1.00	1.00	0.00	-1.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.00	1.00	0.00	-1.00
14A10	PROJECT MANAGER I	0.00	1.00	1.00	0.00
14A11	PROJECT MANAGER II	1.00	3.00	3.00	0.00
14A12	PROJECT MANAGER III	2.00	3.00	2.00	-1.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	5.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	6.00	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	3.00	4.00	3.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K50	CHIEF OF PLANNING	0.00	0.00	1.00	1.00
14K51	RMA SERVICES MANAGER	6.00	7.00	6.00	-1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
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	0.00	1.00	1.00
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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
20B94	FINANCE MANAGER III	1.00	1.00	0.00	-1.00
20B95	FINANCE MANAGER I	1.00	1.00	2.00	1.00
30D21	BUILDING INSPECTOR II	5.00	6.00	6.00	0.00
30D22	SENIOR BUILDING INSPECTOR	2.00	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	0.00	1.00	1.00
30D30	DEPUTY BUILDING OFFICIAL	1.00	1.00	0.00	-1.00
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	0.00	0.00	2.00	2.00
34P26	CODE COMPLIANCE INSPECTOR II	3.00	3.00	4.00	1.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00	1.00	1.00	0.00
34X21	GUARD	3.00	2.00	2.00	0.00
41A10	ASSISTANT ENGINEER	9.00	7.00	7.00	0.00
41A20	CIVIL ENGINEER	5.00	3.00	3.00	0.00
41A22	SENIOR CIVIL ENGINEER	4.00	2.00	2.00	0.00
41A85	TRAFFIC ENGINEER	1.00	1.00	1.00	0.00
41A87	CHIEF OF SURVEYS	1.00	1.00	1.00	0.00
41B21	BUILDING PLANS EXAMINER	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	1.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41F11	ASSOCIATE PLANNER	11.00	11.00	11.00	0.00
41F22	SENIOR PLANNER	4.00	4.00	4.00	0.00
41F23	SUPERVISING PLANNER	0.00	0.00	1.00	1.00
41F85	PARKS PLANNING MANAGER	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	3.00	2.00	2.00	0.00
43A23	ENGINEERING TECHNICIAN	9.00	6.00	6.00	0.00
43B03	WATER RESOURCES TECHNICIAN	3.00	3.00	3.00	0.00
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	0.00	1.00	1.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	0.00	0.00	1.00	1.00
68A30	RANGE MASTER	0.00	0.00	1.00	1.00
68A41	COUNTY PARK RANGER II	0.00	0.00	4.00	4.00
68A42	COUNTY PARK RANGER III	0.00	0.00	1.00	1.00
68C02	RANGE AIDE	0.00	0.00	1.00	1.00
68E01	COUNTY PARK RANGER MANAGER	0.00	0.00	1.00	1.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	3.00	3.00	4.00	1.00
70M01	SHUTTLE DRIVER	0.00	1.00	0.00	-1.00
70N01	OFFICE MAINTENANCE WORKER	0.00	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	2.00	3.00	3.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	0.00	0.00	7.00	7.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

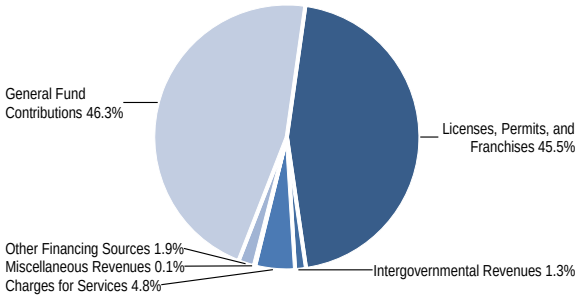
Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	0.00	2.00	2.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	2.00	2.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	1.00	1.00
74D12	ROAD MAINTENANCE WORKER	27.00	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	4.00	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	5.00	4.00	-1.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74G21	TREE TRIMMER	2.00	2.00	2.00	0.00
74G22	SENIOR TREE TRIMMER	1.00	1.00	1.00	0.00
74H24	SANITATION WORKER	2.00	1.00	1.00	0.00
74H27	SUPERVISING SANITATION WORKER	1.00	0.00	0.00	0.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.00	0.00	0.00	0.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.00	0.00	0.00	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	6.00	4.00	4.00	0.00
80A33	ADMINISTRATIVE SECRETARY	2.00	2.00	3.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	0.00	-1.00
80E20	OFFICE ASSISTANT I	0.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	14.00	15.00	17.00	2.00
80E22	OFFICE ASSISTANT III	1.00	0.00	1.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00	3.00	3.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	0.00	0.00	0.00
80J22	SENIOR ACCOUNT CLERK	3.00	4.00	5.00	1.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	1.50	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	1.00	1.00	1.00	0.00
	Total	272.50	254.50	280.50	26.00

Augmentation

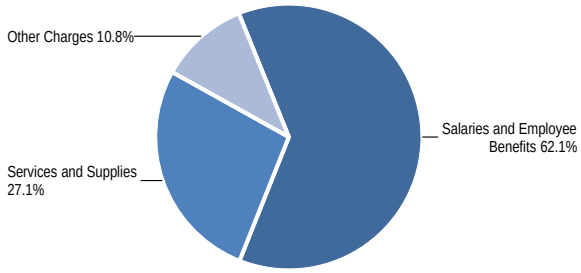
Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
3000	3000-8170-001-AUG092	AUG - 34P26 - Code Compliance Inspector I	Not Mandated-New Program/Svc	116,723	1.00	116,723	1.00
3000	3000-8170-001-AUG25	AUG - 30D24 - Building Inspector Supervisor	Base Level Maintenance	144,286	1.00	0	0.00
3000	3000-8170-001-AUG26	AUG - 80E81 - Supervising Office Assistant	Base Level Maintenance	91,476	1.00	91,432	1.00
3000	3000-8170-001-AUG29	AUG - 14G02 - Management Analyst I	Base Level Maintenance	122,797	1.00	0	0.00
3000	3000-8170-001-AUG30	AUG - 68B02 - Special Events Manager	Base Level Maintenance	134,582	1.00	0	0.00
3000	3000-8170-001-AUG95	AUG - 30D30 - Deputy Building Official	Base Level Maintenance	184,769	1.00	0	0.00
3000	3000-8172-001-AUG14	AUG - Fuel Mitigation	Base Level Maintenance	386,726	0.00	0	0.00
3000	3000-8172-001-AUG16	AUG - General Plan Implementation Contract Services	Mandated	475,000	0.00	100,000	0.00
3000	3000-8172-001-AUG21	AUG - Salinas Valley Water Basin Study	Mandated	428,000	0.00	428,000	0.00
3000	3000-8172-001-AUG24	AUG - Contracted Condition Compliance Services	Base Level Maintenance	75,000	0.00	0	0.00
3000	3000-8172-001-AUG25	AUG - Local Coastal Plan Update Contract Services	Not Mandated-New Program/Svc	390,000	0.00	100,000	0.00
3000	3000-8176-001-AUG15	AUG - Schilling M&O Expenditures excluding utilities	Base Level Maintenance	1,549,145	0.00	774,573	0.00
3000	3000-8177-001-AUG65	AUG - 70F21 - Courier	Base Level Maintenance	0	1.00	0	1.00
3000	3000-8182-001-AUG18	AUG - Utility Costs for Shared County Facilities	Base Level Maintenance	1,085,033	0.00	542,517	0.00
3000	3000-8222-001-AUG35	AUG - 17 RMA Multiple Unit Positions	Base Level Maintenance	2,268,475	17.00	752,031	15.00
3000	3000-8222-001-AUG43	AUG -14B32 & 80A32 - Sen Personnel Analyst & Sen Secretary	Base Level Maintenance	234,585	2.00	87,829	1.00
3000	3000-8222-001-AUG66	AUG - 80J20 - Accounting Clerical Sup	Base Level Maintenance	95,492	1.00	0	0.00
3000	3000-8444-001-AUG54	AUG - 14G02 - Management Analyst I	Base Level Maintenance	127,757	1.00	127,735	1.00
3000	3000-8475-001-AUG55	AUG - 12 County Park Rangers & Managers	Base Level Maintenance	1,477,134	12.00	830,644	8.00
3000	3000-8195-002-AUG094	AUG - 11A24 - Deputy Director of Public Works and Facilities	Base Level Maintenance	267,751	1.00	0	1.00
3000	3000-8195-002-AUG7	AUG - 2017 Winter Storm Damage Repairs	Not Mandated-New Program/Svc	19,150,000	0.00	0	0.00
3000	3000-8195-002-AUG93	AUG - 8 Road & Bridge Maintenance Positions	Base Level Maintenance	1,000,799	8.00	0	8.00
3000	3000-8443-002-AUG11	AUG - NPDES Street Sweeping	Mandated	97,078	0.00	0	0.00
3000	3000-8443-002-AUG17	AUG - Emergency Infrastructure Repair Fund	Not Mandated-New Program/Svc	2,000,000	0.00	0	0.00
3000	3000-8443-002-AUG2	AUG - NGEN Radios	Not Mandated-New Program/Svc	20,000	0.00	0	0.00
3000	3000-8443-002-AUG23	AUG - Proactive Drainage Maintenance & Flood Prevention	Not Mandated-New Program/Svc	452,800	0.00	0	0.00
3000	3000-8443-002-AUG79	AUG - 13 Road & Bridge Maintenance Positions	Base Level Maintenance	1,279,359	13.00	0	13.00
3000	3000-8468-402-AUG19	AUG - Carmel Lagoon Sandbar Management	Not Mandated-New Program/Svc	200,000	0.00	0	0.00
3000	3000-8174-404-AUG10	AUG - Las Lomas Drainage Phase II	Not Mandated-New Program/Svc	1,000,000	0.00	0	0.00
3000	3000-8174-404-AUG20	AUG - Carmel Lagoon SRPS/EPB Project	Not Mandated-New Program/Svc	630,000	0.00	100,000	0.00
3000	3000-8174-404-AUG22	AUG - Carmel River Floodplain Restoration	Not Mandated-New Program/Svc	40,000	0.00	0	0.00
			Grand Total	**$35,524,767**	**62.00**	**$4,051,484**	**50.00**

Land Use/Community Services

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,909,042	10,415,088	9,502,819	12,161,913	11,575,540	1,160,452
Services and Supplies	4,410,743	6,056,951	5,805,197	5,500,168	5,038,442	(1,018,509)
Other Charges	(801,679)	727,289	1,989,906	2,011,337	2,011,337	1,284,048
Other Financing Uses	153,776	0	0	0	0	0
Subtotal	$10,671,882	$17,199,328	$17,297,922	$19,673,418	$18,625,319	1,425,991

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	7,697,190	8,329,173	7,550,184	8,440,703	8,470,269	141,096
Intergovernmental Revenues	145,043	654,600	601,618	244,916	244,916	(409,684)
Charges for Services	905,841	825,746	955,070	898,821	898,821	73,075
Miscellaneous Revenues	69,420	41,729	47,435	26,032	26,032	(15,697)
Other Financing Sources	0	358,727	358,727	358,727	358,727	0
Subtotal	$8,817,494	$10,209,975	$9,513,034	$9,969,199	$9,998,765	(211,210)
General Fund Contributions	$1,854,388	$6,989,353	$7,784,888	$9,704,219	$8,626,554	1,637,201
Total Source of Funds	$10,671,882	$17,199,328	$17,297,922	$19,673,418	$18,625,319	1,425,991

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.

In FY 2016-17, the RMA took over management of the Parks Department. 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.

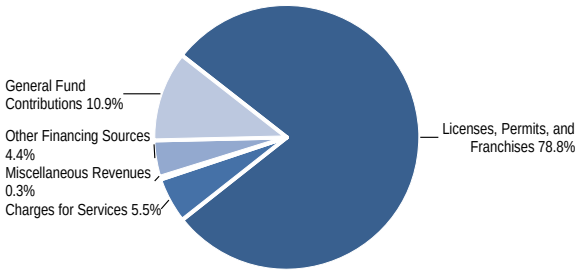
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Building Services (RMA011)	3,995,152	8,200,928	7,671,181	8,654,476	8,068,103	(132,825)	001	8170
Planning (RMA001)	4,409,830	6,485,533	7,123,742	8,191,824	7,730,098	1,244,565	001	8172
Development Services (RMA010)	1,006,317	1,117,390	1,091,480	1,284,037	1,284,037	166,647	001	8196
Environmental Services (RMA099)	1,260,583	1,395,477	1,411,519	1,543,081	1,543,081	147,604	001	8444
Subtotal	$10,671,882	$17,199,328	$17,297,922	$19,673,418	$18,625,319	1,425,991		

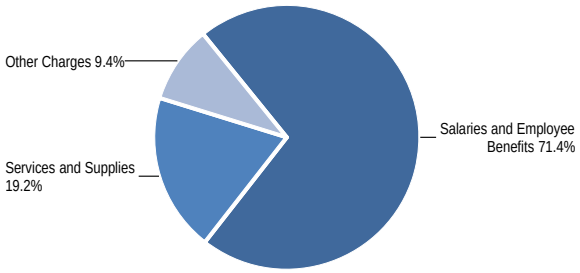
Building Services

(Unit 8170— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,483,403	5,362,180	4,899,259	6,345,162	5,758,789	396,609
Services and Supplies	1,435,903	2,522,970	1,854,781	1,552,423	1,552,423	(970,547)
Other Charges	0	315,778	917,141	756,891	756,891	441,113
Other Financing Uses	75,847	0	0	0	0	0
Subtotal	$3,995,152	$8,200,928	$7,671,181	$8,654,476	$8,068,103	(132,825)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	5,598,485	6,332,899	5,522,156	6,327,957	6,357,523	24,624
Charges for Services	438,599	445,780	445,076	444,313	444,313	(1,467)
Miscellaneous Revenues	26,326	23,669	25,805	25,932	25,932	2,263
Other Financing Sources	0	358,727	358,727	358,727	358,727	0
Subtotal	$6,063,410	$7,161,075	$6,351,764	$7,156,929	$7,186,495	25,420
General Fund Contributions	($2,068,258)	$1,039,853	$1,319,417	$1,497,547	$881,608	(158,245)
Total Source of Funds	$3,995,152	$8,200,928	$7,671,181	$8,654,476	$8,068,103	(132,825)

Unit Description

The Building Services Unit issues building construction permits, reviews and approves proposed construction drawings and performs inspections of ongoing construction to assure compliance with County and State laws related to building safety standards on private property. 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 receives permit applications, provides copies of public records and informational assistance, and issues building permits.

Building Services Plan Check engineers and technicians review plans submitted to ensure that building codes and other construction regulations are met.

Building Inspection staff visits construction sites of permitted construction work to inspect and approve for compliance with various building codes.

Code Enforcement responds to and investigates complaints of violations regarding the County's building, zoning, housing and grading ordinances.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C31	MANAGEMENT ANALYST III	1.00
14K51	RMA SERVICES MANAGER	3.00
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
41A20	CIVIL ENGINEER	1.00
41B21	BUILDING PLANS EXAMINER	4.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00

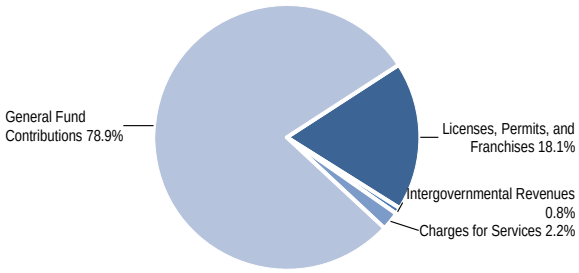
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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	2.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E01	OFFICE ASSISTANT I	2.00
80E21	OFFICE ASSISTANT II	14.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
	Total	55.00

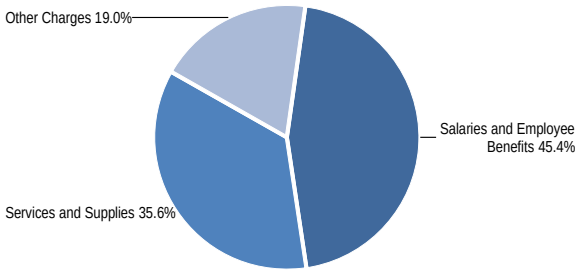
Planning

(Unit 8172— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,814,624	2,741,372	2,371,692	3,510,971	3,510,971	769,599
Services and Supplies	2,196,112	2,885,617	3,285,804	3,212,309	2,750,583	(135,034)
Other Charges	(678,834)	858,544	1,466,246	1,468,544	1,468,544	610,000
Other Financing Uses	77,929	0	0	0	0	0
Subtotal	$4,409,830	$6,485,533	$7,123,742	$8,191,824	$7,730,098	1,244,565

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,297,036	1,268,366	1,300,120	1,400,051	1,400,051	131,685
Intergovernmental Revenues	35,306	544,600	491,618	59,916	59,916	(484,684)
Charges for Services	142,238	102,209	176,825	171,751	171,751	69,542
Miscellaneous Revenues	43,059	0	3,530	0	0	0
Subtotal	$1,517,639	$1,915,175	$1,972,093	$1,631,718	$1,631,718	(283,457)
General Fund Contributions	$2,892,191	$4,570,358	$5,151,649	$6,560,106	$6,098,380	1,528,022
Total Source of Funds	$4,409,830	$6,485,533	$7,123,742	$8,191,824	$7,730,098	1,244,565

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. This includes coordinating inter-agency review of land development. In addition, Planning has the responsibility of preparing and reviewing environmental documents for development within Monterey County, processing discretionary land use permits, conducting code enforcement of land use regulations, managing records, and maintaining long-range planning documents including the General Plan, Local Coastal Program, and implementing ordinances. Planning provides staff support to the Planning Commission, Zoning Administrator, Interagency Review, Airport Land Use Commission, Land Use Advisory Committees, and coordinates responses from County land use departments on land use programs and proposals by other jurisdictions.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00
14C31	MANAGEMENT ANALYST III	1.00

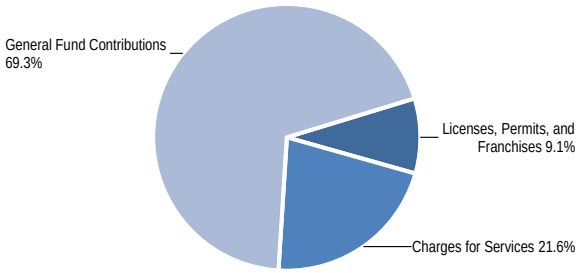
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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
65C10	PARKS MUSEUM ASSISTANT	1.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
	Total	24.00

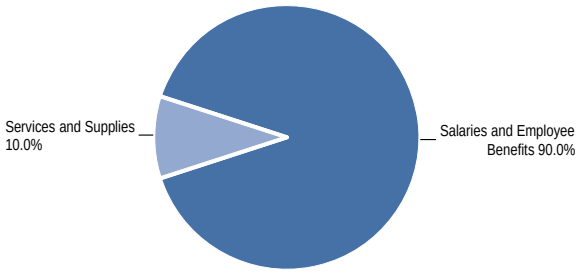
Development Services

(Unit 8196— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	668,043	1,289,903	1,256,164	1,397,166	1,397,166	107,263
Services and Supplies	370,699	138,347	146,735	155,080	155,080	16,733
Other Charges	(32,425)	(310,860)	(311,419)	(268,209)	(268,209)	42,651
Subtotal	$1,006,317	$1,117,390	$1,091,480	$1,284,037	$1,284,037	166,647

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	142,053	116,830	116,830	116,830	116,830	0
Charges for Services	324,512	277,757	328,169	277,757	277,757	0
Miscellaneous Revenues	35	18,060	18,100	100	100	(17,960)
Subtotal	$466,600	$412,647	$463,099	$394,687	$394,687	(17,960)
General Fund Contributions	$539,717	$704,743	$628,381	$889,350	$889,350	184,607
Total Source of Funds	$1,006,317	$1,117,390	$1,091,480	$1,284,037	$1,284,037	166,647

Unit Description

Development Services provides engineering review of building and development projects, including subdivisions and associated improvement plans for conformity with State and local codes. Review of the California Environmental Quality Act (CEQA) documentation is a significant element of this process. This Unit also houses the Office of the County Surveyor and the County survey crew, with the responsibility to provide mapping and land surveying support to a variety of County departments and agencies. County Surveyor staff archives survey maps and design plans, processes final maps and parcel maps in accordance with the Subdivision Map Act, the Land Surveyors Act, and local ordinances.

In addition, this Unit provides the technical review of boundary maps for the Local Agency Formation Commission (LAFCO), the road-naming and house-numbering system, and issuance of encroachment permits for work within the public right-of-way.

Revenue for this program is derived from service fees, reimbursable service agreements, fees for development application review and processing, survey map checking, and encroachment and transportation permits.

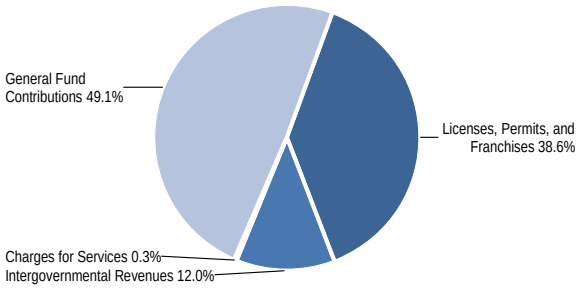
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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

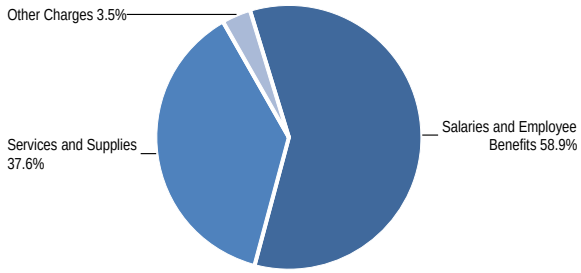
Environmental Services

(Unit 8444— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	942,973	1,021,633	975,704	908,614	908,614	(113,019)
Services and Supplies	408,029	510,017	517,877	580,356	580,356	70,339
Other Charges	(90,419)	(136,173)	(82,062)	54,111	54,111	190,284
Subtotal	$1,260,583	$1,395,477	$1,411,519	$1,543,081	$1,543,081	147,604

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	659,616	611,078	611,078	595,865	595,865	(15,213)
Intergovernmental Revenues	109,737	110,000	110,000	185,000	185,000	75,000
Charges for Services	492	0	5,000	5,000	5,000	5,000
Subtotal	$769,845	$721,078	$726,078	$785,865	$785,865	64,787
General Fund Contributions	$490,738	$674,399	$685,441	$757,216	$757,216	82,817
Total Source of Funds	$1,260,583	$1,395,477	$1,411,519	$1,543,081	$1,543,081	147,604

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 2017-18 represents Year-Five of the effective NPDES Municipal General Permit during which the following program elements are required to be developed and/or implemented:

Begin quarterly inspections of municipal hotspot facilities.

Complete an analysis of the effectiveness of the program elements and propose modifications to improve the effectiveness of the overall program.

In addition to the new Permit Year-Five NPDES Municipal General Permit requirements, the following program elements continue to be implemented on an ongoing basis:

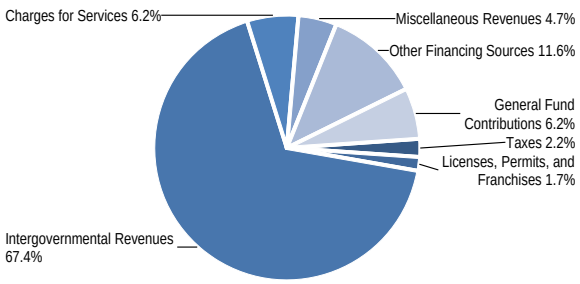
Areas of Special Biological Significance (ASBS) Program, Education and Outreach Program, Public Involvement and Participation Program, Illicit Discharge Detection and Elimination Program, Construction Site Storm Water Runoff Control Program, Pollution Prevention and Good Housekeeping for Municipal Operations Program, Post-Construction Storm Water Management Program, Total Maximum Daily Loads (TMDL) Compliance Program, and Annual Reporting.

Recommended 2017-18 Positions

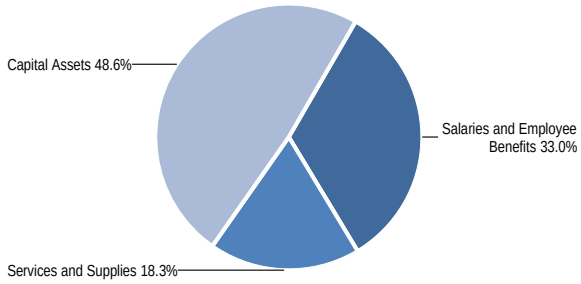
Classification Code	Classification Label	Recommended Budget 2017-2018
14G02	MANAGEMENT ANALYST I	1.00
41A20	CIVIL ENGINEER	1.00
41C02	WATER RESOURCES HYDROLOGIST	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00
43B03	WATER RESOURCES TECHNICIAN	3.00
	Total	7.00

Public Works/Facilities

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	12,233,093	12,766,122	11,586,973	17,298,773	17,298,773	4,532,651
Services and Supplies	11,564,979	11,377,243	11,675,688	31,321,976	9,602,098	(1,775,145)
Other Charges	(373,583)	(180,109)	(5,001,373)	(5,710,541)	(5,710,541)	(5,530,432)
Capital Assets	5,049,959	19,322,520	14,913,855	25,457,040	25,457,040	6,134,520
Other Financing Uses	44,298	10,797	10,797	8,257	8,257	(2,540)
Subtotal	$28,518,747	$43,296,573	$33,185,940	$68,375,505	$46,655,627	3,359,054

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	0	0	0	1,037,127	1,037,127	1,037,127
Licenses, Permits, and Franchises	253,785	52,000	230,036	789,681	789,681	737,681
Fines, Forfeitures, and Penalties	14,636	9,326	21,805	32,830	32,830	23,504
Revenue from Use of Money & Property	2,266	21,404	17,129	23,020	23,020	1,616
Intergovernmental Revenues	12,416,292	27,258,380	22,970,111	31,772,166	31,772,166	4,513,786
Charges for Services	3,806,808	3,919,405	1,521,583	2,936,749	2,936,749	(982,656)
Miscellaneous Revenues	6,930	951,523	667,804	2,192,878	2,192,878	1,241,355
Other Financing Sources	4,599,084	12,531,908	7,050,414	5,480,243	5,480,243	(7,051,665)
Subtotal	$21,099,800	$44,743,946	$32,478,882	$44,264,694	$44,264,694	(479,252)
Fund Balance	3,402,905	(258,191)	833,573	21,188,342	(531,536)	(273,345)
General Fund Contributions	$4,016,041	($1,189,182)	($126,515)	$2,922,469	$2,922,469	4,111,651
Total Source of Funds	$28,518,746	$43,296,573	$33,185,940	$68,375,505	$46,655,627	3,359,054

Division Description

Public Works 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.

In FY 2016-17 the Parks Department was integrated into the Resource Management Agency under the Public Works and Facilities Division. 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 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Architectural Services (RMA003)	0	3	148,705	1	1	(2)	001	8173

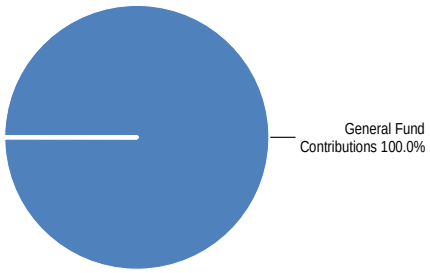
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Facilities Maintenance (RMA006)	3,366,854	3,502,977	(1,230,734)	150,098	150,098	(3,352,879)	001	8176
Grounds (RMA006)	485,274	608,828	585,523	669,452	669,452	60,624	001	8181
Litter Control (RMA002)	330,839	544,045	537,141	492,411	492,411	(51,634)	001	8194
Road & Bridge Engineering (RMA012)	12,159,940	25,656,166	21,411,319	47,507,291	28,357,291	2,701,125	002	8195
Roads & Bridges- Maintenance (RMA012)	12,175,840	12,984,554	11,733,986	16,752,259	14,182,381	1,197,827	002	8443
Park Operations (RMA006)	0	0	0	2,803,993	2,803,993	2,803,993	001	8475
Subtotal	$28,518,747	$43,296,573	$33,185,940	$68,375,505	$46,655,627	3,359,054		

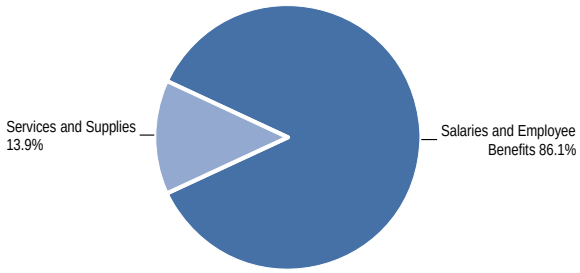
Architectural Services

(Unit 8173— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	918,344	829,248	1,092,276	1,092,276	173,932
Services and Supplies	0	204,318	202,197	175,767	175,767	(28,551)
Other Charges	0	(1,125,199)	(885,280)	(1,268,042)	(1,268,042)	(142,843)
Other Financing Uses	0	2,540	2,540	0	0	(2,540)
Subtotal	$0	$3	$148,705	$1	$1	(2)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Sources	0	477,776	0	0	0	(477,776)
Subtotal	$0	$477,776	$0	$0	$0	(477,776)
General Fund Contributions	$0	($477,773)	$148,705	$1	$1	477,774
Total Source of Funds	$0	$3	$148,705	$1	$1	(2)

Unit Description

The Architectural Services unit provides project management for new construction, major renovation projects and facility maintenance & repair funded by the Capital Projects Fund 402 (Unit 8468), the Facilities Master Plan Implementation Fund 404 (Unit 8174), and the Facilities Maintenance Projects 401 (Unit 8184).

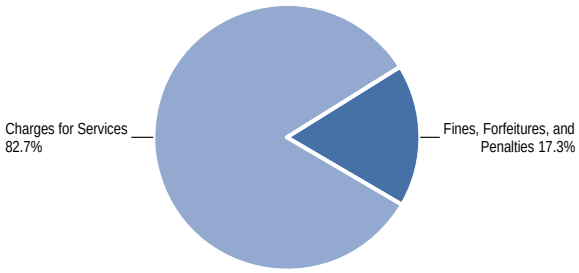
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14A11	PROJECT MANAGER II	2.00
14A12	PROJECT MANAGER III	1.00
14C30	MANAGEMENT ANALYST II	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	1.00
	Total	6.00

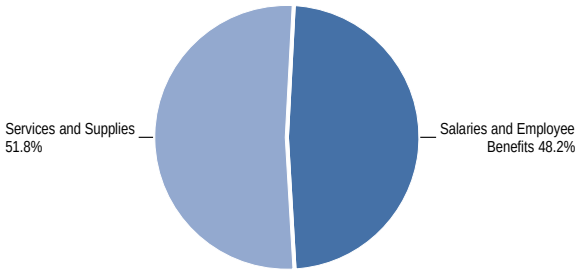
Facilities Maintenance

(Unit 8176— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,892,867	2,393,125	2,071,411	2,350,511	2,350,511	(42,614)
Services and Supplies	1,653,110	1,526,180	1,555,347	2,521,875	2,521,875	995,695
Other Charges	(212,623)	(416,328)	(4,857,492)	(4,722,288)	(4,722,288)	(4,305,960)
Other Financing Uses	33,501	0	0	0	0	0
Subtotal	$3,366,854	$3,502,977	($1,230,734)	$150,098	$150,098	(3,352,879)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	14,636	9,326	21,805	30,227	30,227	20,901
Charges for Services	143,115	144,164	144,164	144,164	144,164	0
Miscellaneous Revenues	1,870	0	0	0	0	0
Other Financing Sources	2,200	5,213,769	0	0	0	(5,213,769)
Subtotal	$161,821	$5,367,259	$165,969	$174,391	$174,391	(5,192,868)
General Fund Contributions	$3,205,033	($1,864,282)	($1,396,703)	($24,293)	($24,293)	1,839,989
Total Source of Funds	$3,366,854	$3,502,977	($1,230,734)	$150,098	$150,098	(3,352,879)

Unit Description

Facilities Maintenance 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., maintenance, repair, grounds maintenance, and landscaping on County-owned and leased facilities. This includes responsibility for oversight of utility usage, conservation and control functions. The unit provides for maintenance and repair projects as well as administration of ongoing programs that affect building and occupancy conditions. Programs include administration of security, parking, code compliance related to building occupancy and environmental codes, and the Americans with Disabilities Act (ADA) Transition Plan. Quarterly County Facility Payments (CFP) for maintenance associated with the Monterey Courthouse, King City Courthouse and the North Wing of the Salinas Courthouse are under the purview of the County Administrative Office (CAO). Separate from the CFPs, the County provides maintenance services to the common areas within the Monterey and King City Courthouses. The County is reimbursed for these expenditures based on percentages agreed to in the Joint Occupancy Agreements for the Monterey and King City Courthouses. RMA prepares a quarterly invoice of actual expenditures for reimbursement to the Judicial Council of the Courts.

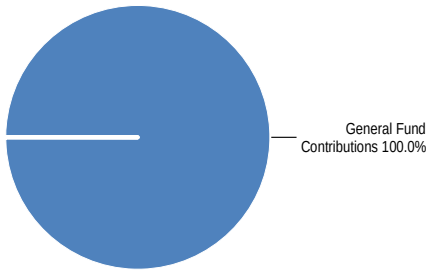
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C31	MANAGEMENT ANALYST III	1.00
70N01	OFFICE MAINTENANCE WORKER	2.00
72A23	BUILDING MAINTENANCE WORKER	11.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00
74D85	MAINTENANCE MANAGER	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
	Total	22.00

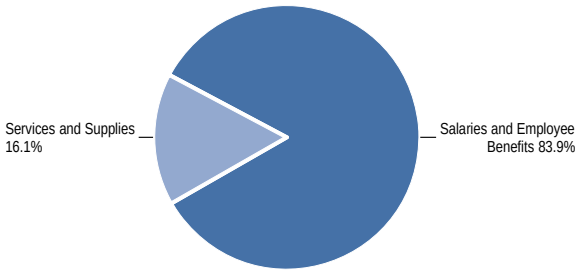
Grounds

(Unit 8181— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	413,235	538,514	513,489	561,961	561,961	23,447
Services and Supplies	63,418	70,314	72,034	107,491	107,491	37,177
Capital Assets	8,621	0	0	0	0	0
Subtotal	$485,274	$608,828	$585,523	$669,452	$669,452	60,624

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Sources	1,631	0	0	0	0	0
Subtotal	$1,631	$0	$0	$0	$0	0
General Fund Contributions	$483,643	$608,828	$585,523	$669,452	$669,452	60,624
Total Source of Funds	$485,274	$608,828	$585,523	$669,452	$669,452	60,624

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.

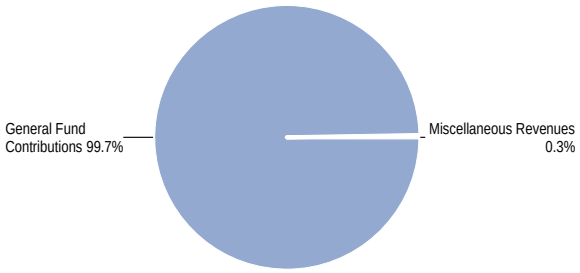
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
70C20	SENIOR GROUNDSKEEPER	1.00
70C21	GROUNDSKEEPER	4.00
70C80	GROUNDS SUPERVISOR	1.00
	Total	6.00

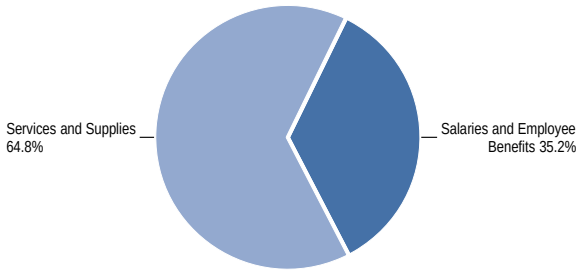
Litter Control

(Unit 8194— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	228,776	172,201	169,585	184,149	184,149	11,948
Services and Supplies	190,581	371,844	367,664	339,262	339,262	(32,582)
Other Charges	(88,519)	0	(108)	(31,000)	(31,000)	(31,000)
Subtotal	$330,839	$544,045	$537,141	$492,411	$492,411	(51,634)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Miscellaneous Revenues	3,473	0	1,181	1,434	1,434	1,434
Subtotal	$3,473	$0	$1,181	$1,434	$1,434	1,434
General Fund Contributions	$327,365	$544,045	$535,960	$490,977	$490,977	(53,068)
Total Source of Funds	$330,839	$544,045	$537,141	$492,411	$492,411	(51,634)

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 knows 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.

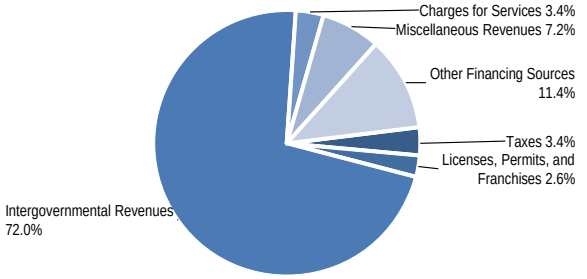
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
34X21	GUARD	2.00
	Total	2.00

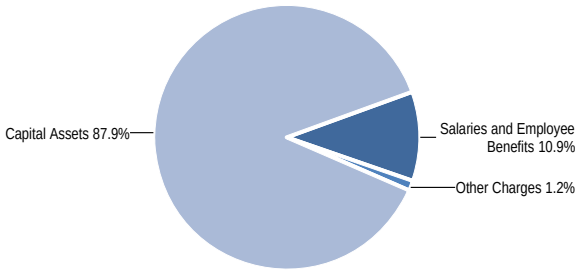
Road & Bridge Engineering

(Unit 8195— Fund 002)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	4,045,554	2,539,102	2,178,437	3,143,377	3,143,377	604,275
Services and Supplies	3,622,441	2,905,528	3,988,326	18,552,554	(597,446)	(3,502,974)
Other Charges	(551,933)	889,016	330,701	354,320	354,320	(534,696)
Capital Assets	5,041,338	19,322,520	14,913,855	25,457,040	25,457,040	6,134,520
Other Financing Uses	2,540	0	0	0	0	0
Subtotal	$12,159,940	$25,656,166	$21,411,319	$47,507,291	$28,357,291	2,701,125

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	0	0	0	1,037,127	1,037,127	1,037,127
Licenses, Permits, and Franchises	253,785	52,000	230,036	789,681	789,681	737,681
Revenue from Use of Money & Property	10,075	21,404	17,827	0	0	(21,404)
Intergovernmental Revenues	2,751,603	18,301,313	13,684,200	21,917,719	21,917,719	3,616,406
Charges for Services	2,979,325	2,853,098	1,120,059	1,024,800	1,024,800	(1,828,298)
Miscellaneous Revenues	726	951,180	661,029	2,185,301	2,185,301	1,234,121
Other Financing Sources	2,490,637	4,640,363	4,850,414	3,480,243	3,480,243	(1,160,120)
Subtotal	$8,486,151	$26,819,358	$20,563,565	$30,434,871	$30,434,871	3,615,513
Fund Balance	3,673,789	(1,163,192)	847,754	17,072,420	(2,077,580)	(914,388)
Total Source of Funds	$12,159,940	$25,656,166	$21,411,319	$47,507,291	$28,357,291	2,701,125

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 (TOT), and a portion of the allocation that the County receives from the State Highway Users Tax (HUTA). Also, beginning April 1, 2017, is the new Measure X (3/8%) sales tax measure that will augment funding for road maintenance and safety projects.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	1.00
14A11	PROJECT MANAGER II	1.00
14A12	PROJECT MANAGER III	1.00
14C30	MANAGEMENT ANALYST II	1.00

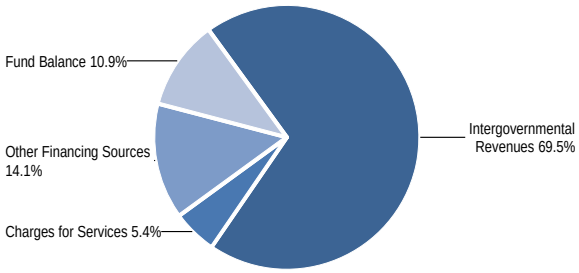
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	1.00
41A10	ASSISTANT ENGINEER	5.00
41A22	SENIOR CIVIL ENGINEER	2.00
41A85	TRAFFIC ENGINEER	1.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	2.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	2.00
80A33	ADMINISTRATIVE SECRETARY	1.00
	Total	20.00

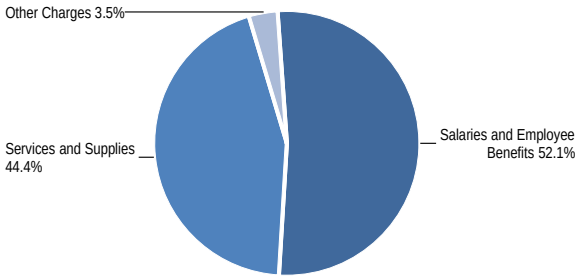
Roads & Bridges- Maintenance

(Unit 8443— Fund 002)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,652,661	6,204,836	5,824,803	7,379,917	7,379,917	1,175,081
Services and Supplies	6,035,430	6,299,059	5,490,120	8,866,228	6,296,350	(2,709)
Other Charges	479,492	472,402	410,806	497,857	497,857	25,455
Other Financing Uses	8,257	8,257	8,257	8,257	8,257	0
Subtotal	$12,175,840	$12,984,554	$11,733,986	$16,752,259	$14,182,381	1,197,827

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	(7,809)	0	(698)	7,735	7,735	7,735
Intergovernmental Revenues	9,664,689	8,957,067	9,285,911	9,854,447	9,854,447	897,380
Charges for Services	684,368	922,143	257,360	768,512	768,512	(153,631)
Miscellaneous Revenues	860	343	5,594	5,643	5,643	5,300
Other Financing Sources	2,104,616	2,200,000	2,200,000	2,000,000	2,000,000	(200,000)
Subtotal	$12,446,723	$12,079,553	$11,748,167	$12,636,337	$12,636,337	556,784
Fund Balance	(270,884)	905,001	(14,181)	4,115,922	1,546,044	641,043
Total Source of Funds	$12,175,839	$12,984,554	$11,733,986	$16,752,259	$14,182,381	1,197,827

Unit Description

This Unit includes road and bridge maintenance performed by the Roads & Bridges Maintenance Division of RMA-Public Works and Human Resources, Contracts/Grants Management and Safety. Activities include the maintenance of 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 (HUTA), $2.0 million from the County's Transient Occupancy Tax for the Seal Coat Program, and a Regional Surface Transportation Program allocation.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14A10	PROJECT MANAGER I	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14C30	MANAGEMENT ANALYST II	1.00
14G02	MANAGEMENT ANALYST I	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	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

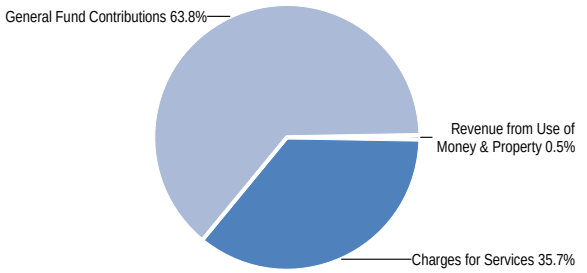
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00
74E81	BRIDGE SUPERINTENDENT	1.00
74G21	TREE TRIMMER	2.00
74G22	SENIOR TREE TRIMMER	1.00
74H24	SANITATION WORKER	1.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80E90	MAINTENANCE YARD CLERK	4.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00
	Total	66.00

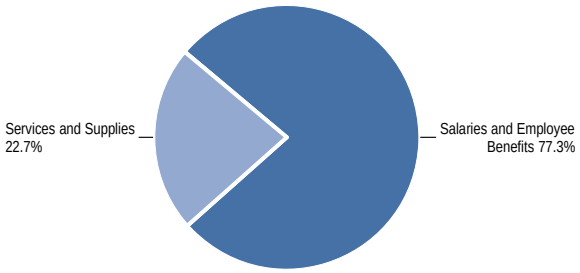
Park Operations

(Unit 8475— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	2,586,582	2,586,582	2,586,582
Services and Supplies	0	0	0	758,799	758,799	758,799
Other Charges	0	0	0	(541,388)	(541,388)	(541,388)
Subtotal	$0	$0	$0	$2,803,993	$2,803,993	2,803,993

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	0	0	2,603	2,603	2,603
Revenue from Use of Money & Property	0	0	0	15,285	15,285	15,285
Charges for Services	0	0	0	999,273	999,273	999,273
Miscellaneous Revenues	0	0	0	500	500	500
Subtotal	$0	$0	$0	$1,017,661	$1,017,661	1,017,661
General Fund Contributions	$0	$0	$0	$1,786,332	$1,786,332	1,786,332
Total Source of Funds	$0	$0	$0	$2,803,993	$2,803,993	2,803,993

Unit Description

The Monterey County parks system benefits the community by providing a vast assortment of outdoor recreational activities. The diversity and breadth of Monterey County's parks offers something for everyone. Park sites throughout the County serve residents and visitors by promoting health and wellness. They provide outdoor space to play, exercise and access facilities for self-directed or organized recreation.

County parks are a key resource for building community image and a sense of place. Parks provide safe and secure venues for family gatherings and events. Additionally, parks provide positive alternatives for youth and families through environmental education and cultural interaction. These activities facilitate social connections and lifelong experiences for future generations.

County Parks includes Royal Oaks, Jacks Peak, San Lorenzo, Toro and Manzanita. In addition to recreation and outdoor space, the County parks system offers special events, interpretive programs, youth camping and organized youth sports facilities. Laguna Seca Rifle and Pistol Range offers a safe shooting environment year round. The range includes 15 rifle stalls and 20 pistol stalls with various target frames.

Recommended 2017-18 Positions

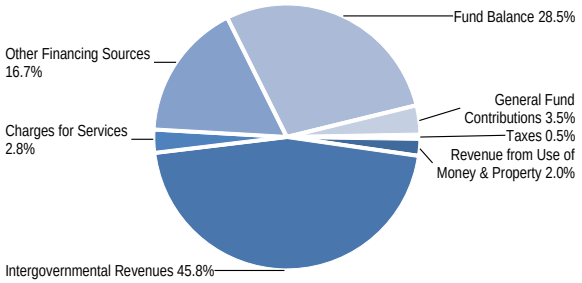
Classification Code	Classification Label	Recommended Budget 2017-2018
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00

Recommended 2017-18 Positions

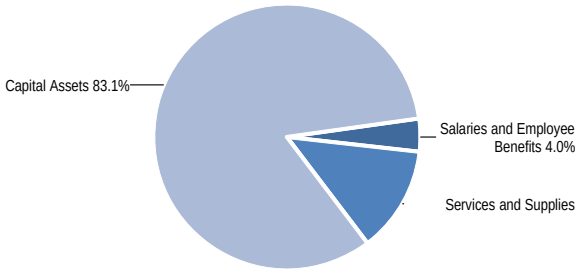
Classification Code	Classification Label	Recommended Budget 2017-2018
68A30	RANGE MASTER	1.00
68A41	COUNTY PARK RANGER II	4.00
68A42	COUNTY PARK RANGER III	1.00
68C02	RANGE AIDE	1.00
68E01	COUNTY PARK RANGER MANAGER	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	7.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	2.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
	Total	21.00

Administration/General Services

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	6,470,410	5,481,537	5,247,119	5,462,110	5,366,618	(114,919)
Services and Supplies	11,886,104	17,501,892	14,911,662	17,534,763	17,294,763	(207,129)
Other Charges	(6,288,959)	(3,296,398)	(5,531,880)	(5,233,645)	(5,773,868)	(2,477,470)
Capital Assets	18,486,331	84,934,782	39,906,724	111,919,544	111,489,333	26,554,551
Other Financing Uses	1,334,992	546,085	144,830	90,177	90,177	(455,908)
Extraordinary Items	5,908	0	0	0	0	0
Subtotal	$31,894,786	$105,167,898	$54,678,455	$129,772,949	$128,467,023	23,299,125

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	724,466	603,631	621,948	642,081	642,081	38,450
Licenses, Permits, and Franchises	0	0	1,600	0	0	0
Fines, Forfeitures, and Penalties	0	0	0	13,683	13,683	13,683
Revenue from Use of Money & Property	505,650	279,333	514,403	2,626,240	2,626,240	2,346,907
Intergovernmental Revenues	95,211	63,455,305	7,536,187	58,802,717	58,802,717	(4,652,588)
Charges for Services	1,732,631	1,822,122	2,102,763	3,612,894	3,612,894	1,790,772
Miscellaneous Revenues	269,099	687,566	1,053,068	122,485	122,485	(565,081)
Other Financing Sources	69,766,776	15,771,186	11,377,990	23,587,275	21,487,372	5,716,186
Subtotal	$73,093,833	$82,619,143	$23,207,959	$89,407,375	$87,307,472	4,688,329
Fund Balance	(47,797,756)	17,748,311	26,317,799	35,861,690	36,621,593	18,873,282
General Fund Contributions	$6,595,499	$4,800,444	$5,152,697	$4,603,884	$4,537,958	(262,486)
Total Source of Funds	$31,891,576	$105,167,898	$54,678,455	$129,872,949	$128,467,023	23,299,125

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, and County Service Areas. The Division is responsible for functional activities within the RMA that provide support to the other two divisions, as well as other functions performed under RMA's purview that provide support services across the County. New in FY 2017-18 (previously included in the Park's Department) is the Fish and Game Commission consisting of fifteen members, three from each supervisorial district, who serve a three-year term. Each April the Commission meets to consider funding requests from organizations that promote projects to enhance fish and game conservation. The Lakes Resorts offer a spectrum of recreational opportunities for visitors including camping, day-use, fishing, furnished lodging, boat launch ramps and boating, water sport rentals, full-service marinas, general stores, 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.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Facility Master Plan Projects (RMA014)	2,786,545	0	0	0	0	0	402	8174
Facility Master Plan Projects (RMA015)	14,033,242	83,152,501	33,231,868	105,182,024	104,142,024	20,989,523	404	8174
County Disposal Sites (RMA039)	176,347	176,347	233,382	221,895	221,895	45,548	001	8175
Courier (RMA005)	959	1,422	1,422	1,422	1,422	0	001	8177
Mail (RMA005)	67	642	642	642	642	0	001	8178
Utilities (RMA098)	2,374,380	2,405,228	2,707,318	3,577,188	3,577,188	1,171,960	001	8182
Real Property (RMA006)	420,266	607,453	543,816	0	0	(607,453)	001	8183
Facilities Maintenance Projects (RMA004)	5,034,245	7,859,342	6,596,748	6,006,998	6,006,998	(1,852,344)	401	8184
Shuttle Operations (RMA007)	0	244,470	191,692	0	0	(244,470)	001	8188
County Sanitation District (RMA040)	1,199,227	880,435	920,933	918,412	918,412	37,977	151	8197
County Sanitation District (RMA043)	0	15,854	12,354	12,354	12,354	(3,500)	154	8197
County Sanitation District (RMA045)	32,771	146,633	146,892	148,877	148,877	2,244	156	8197
County Sanitation District (RMA046)	106,865	77,306	79,820	79,871	79,871	2,565	157	8197
County Sanitation District (RMA050)	152	0	0	0	0	0	152	8197
County Sanitation District (RMA091)	37,850	38,700	38,700	38,450	38,450	(250)	306	8197
County Sanitation District (RMA092)	5,756	0	0	0	0	0	309	8197
County Sanitation District (RMA093)	35,600	35,200	35,200	34,750	34,750	(450)	310	8197
County Service Areas (RMA047)	32,006	103,182	67,503	72,443	72,443	(30,739)	051	8198
County Service Areas (RMA048)	37,466	67,671	67,671	66,619	66,619	(1,052)	052	8198
County Service Areas (RMA049)	500	5,500	5,500	5,750	5,750	250	053	8198
County Service Areas (RMA052)	167,267	186,152	172,698	192,152	192,152	6,000	056	8198
County Service Areas (RMA053)	21,769	11,873	11,873	15,000	15,000	3,127	057	8198
County Service Areas (RMA054)	31	5,000	5,000	5,000	5,000	0	058	8198
County Service Areas (RMA055)	5,039	13,774	13,774	15,958	15,958	2,184	059	8198
County Service Areas (RMA056)	15,694	135,240	135,240	67,050	67,050	(68,190)	060	8198
County Service Areas (RMA057)	263	10,000	10,000	31,000	31,000	21,000	061	8198
County Service Areas (RMA058)	211,908	31,906	31,906	31,902	31,902	(4)	062	8198
County Service Areas (RMA059)	2,541	11,651	11,651	12,717	12,717	1,066	063	8198
County Service Areas (RMA060)	6,749	13,000	13,000	14,000	14,000	1,000	064	8198
County Service Areas (RMA061)	4	10,000	10,000	11,000	11,000	1,000	065	8198
County Service Areas (RMA062)	6,161	14,509	14,509	16,394	16,394	1,885	066	8198
County Service Areas (RMA063)	1,523	10,000	10,000	11,000	11,000	1,000	067	8198
County Service Areas (RMA064)	11,160	10,000	10,000	9,250	9,250	(750)	068	8198
County Service Areas (RMA065)	7,554	15,916	15,916	20,137	20,137	4,221	069	8198
County Service Areas (RMA066)	0	10,000	10,000	11,000	11,000	1,000	070	8198
County Service Areas (RMA067)	10	10,000	10,000	11,000	11,000	1,000	071	8198
County Service Areas (RMA068)	17,597	21,221	21,220	36,793	36,793	15,572	072	8198
County Service Areas (RMA069)	3,522	12,040	12,040	13,622	13,622	1,582	073	8198
County Service Areas (RMA070)	50,140	57,607	57,607	38,035	38,035	(19,572)	074	8198
County Service Areas (RMA071)	18,849	62,378	62,379	57,200	57,200	(5,178)	075	8198
County Service Areas (RMA072)	38,464	168,313	168,313	25,798	25,798	(142,515)	076	8198
County Service Areas (RMA073)	173,776	208,597	484,196	397,610	397,610	189,013	077	8198
County Service Areas (RMA074)	6,824	17,597	17,502	31,737	31,737	14,140	078	8198
County Service Areas (RMA075)	41	10,000	10,000	16,000	16,000	6,000	079	8198
County Service Areas (RMA076)	2,292	16,000	16,000	41,000	41,000	25,000	080	8198

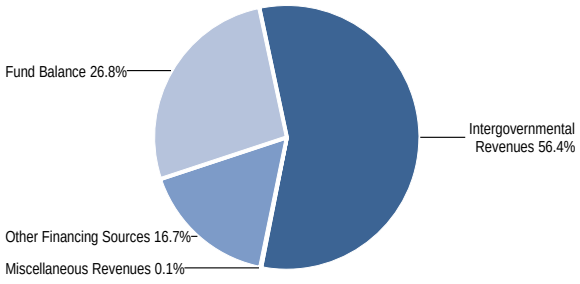
Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
County Service Areas (RMA077)	11	10,000	10,000	10,000	10,000	0	081	8198
County Service Areas (RMA078)	85	10,000	10,000	11,000	11,000	1,000	082	8198
County Service Areas (RMA079)	252	10,000	10,000	16,000	16,000	6,000	083	8198
County Service Areas (RMA080)	18	10,000	10,000	10,000	10,000	0	084	8198
County Service Areas (RMA081)	1,601	10,000	10,000	12,461	12,461	2,461	085	8198
County Service Areas (RMA082)	9,105	40,000	40,000	26,000	26,000	(14,000)	086	8198
County Service Areas (RMA083)	21,342	25,689	25,689	23,802	23,802	(1,887)	087	8198
County Service Areas (RMA084)	41,143	166,070	166,070	162,317	162,317	(3,753)	088	8198
County Service Areas (RMA085)	0	10,000	10,000	11,000	11,000	1,000	089	8198
County Service Areas (RMA086)	0	0	0	1,368	1,368	1,368	090	8198
County Service Areas (RMA087)	160,194	58,286	58,286	33,000	33,000	(25,286)	091	8198
County Service Areas (RMA088)	177,614	124,173	117,425	94,725	94,725	(29,448)	093	8198
County Service Areas (RMA090)	15,907	16,311	16,311	16,642	16,642	331	312	8198
RMA Administration (RMA013)	4,384,092	3,139,636	2,516,980	1,374,664	1,279,172	(1,860,464)	001	8222
Capital Projects (RMA014)	0	4,647,073	5,461,410	5,323,406	5,123,406	476,333	402	8468
Special District Administration (RMA100)	0	0	(1)	(29,566)	0	0	001	8469
Fish & Game Propagation (RMA101)	0	0	0	32,125	32,125	32,125	006	8476
Lake Operations (RMA102)	0	0	0	4,598,787	4,598,787	4,598,787	452	8477
Property Management (RMA103)	0	0	0	545,168	545,168	545,168	001	8481
Subtotal	$31,894,786	$105,167,898	$54,678,455	$129,772,949	$128,467,023	23,299,125		

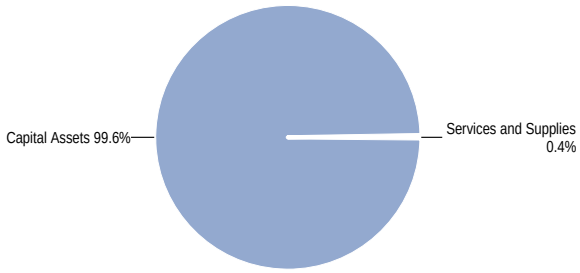
Facility Master Plan Projects

(Unit 8174— Fund 404)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	2,628,830	1,514,382	1,321,098	486,134	446,134	(1,068,248)
Other Charges	(1,681,243)	0	0	0	0	0
Capital Assets	14,648,029	81,638,119	31,910,770	104,695,890	103,695,890	22,057,771
Other Financing Uses	1,224,171	0	0	0	0	0
Subtotal	$16,819,787	$83,152,501	$33,231,868	$105,182,024	$104,142,024	20,989,523

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	157,354	100,000	100,000	100,000	100,000	0
Intergovernmental Revenues	0	63,050,027	7,124,163	58,715,739	58,715,739	(4,334,288)
Miscellaneous Revenues	205,455	0	336,270	122,029	122,029	122,029
Other Financing Sources	63,119,684	7,169,290	4,518,620	17,372,504	17,372,504	10,203,214
Subtotal	$63,482,493	$70,319,317	$12,079,053	$76,310,272	$76,310,272	5,990,955
Fund Balance	(48,393,666)	12,833,184	21,152,815	28,971,752	27,831,752	14,998,568
Total Source of Funds	$15,088,827	$83,152,501	$33,231,868	$105,282,024	$104,142,024	20,989,523

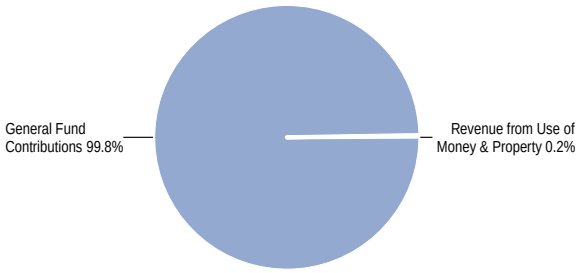
Unit Description

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.

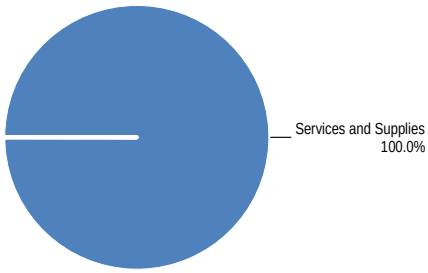
County Disposal Sites

(Unit 8175— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	176,301	176,301	233,336	221,848	221,848	45,547
Other Charges	46	46	46	47	47	1
Subtotal	$176,347	$176,347	$233,382	$221,895	$221,895	45,548

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	750	375	425	425	425	50
Charges for Services	(375)	0	0	0	0	0
Subtotal	$375	$375	$425	$425	$425	50
General Fund Contributions	$175,972	$175,972	$232,957	$221,470	$221,470	45,498
Total Source of Funds	$176,347	$176,347	$233,382	$221,895	$221,895	45,548

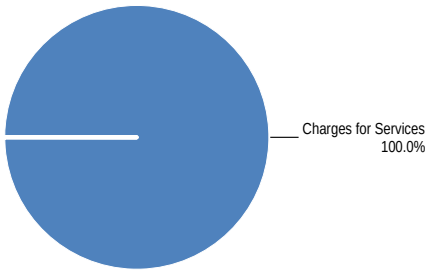
Unit Description

The County Disposal Sites (CDS) Program provides for the administration, permitting and monitoring of two transfer stations and ten closed landfill disposal sites. Three of the ten landfills, Bradley, North Shore Lake San Antonio, and San Ardo also require Federal and State mandated reporting, inspections and storm water/groundwater testing for landfill contamination. This unit provides for consulting and engineering contracts to provide technical expertise to ensure compliance with these requirements.

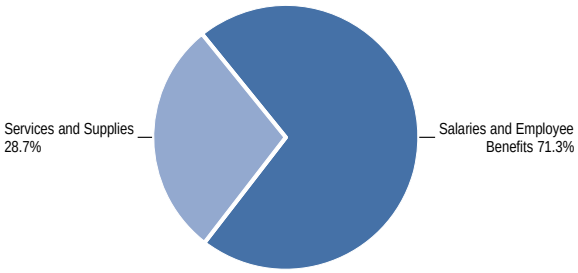
Courier

(Unit 8177— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	282,804	290,155	284,122	382,661	382,661	92,506
Services and Supplies	93,461	93,661	95,384	154,154	154,154	60,493
Other Charges	(375,307)	(382,394)	(378,084)	(535,393)	(535,393)	(152,999)
Subtotal	$959	$1,422	$1,422	$1,422	$1,422	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change 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	($463)	$0	$0	$0	$0	0
Total Source of Funds	$959	$1,422	$1,422	$1,422	$1,422	0

Unit Description

The Courier Service is responsible for delivering all interdepartmental business mail and packages. Operating costs for the Courier unit are covered entirely through charges for services.

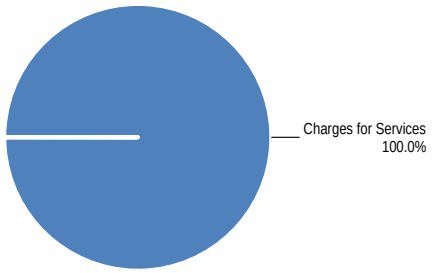
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
70F21	COURIER	4.00
80023	SENIOR MAILROOM CLERK	1.00
	Total	5.00

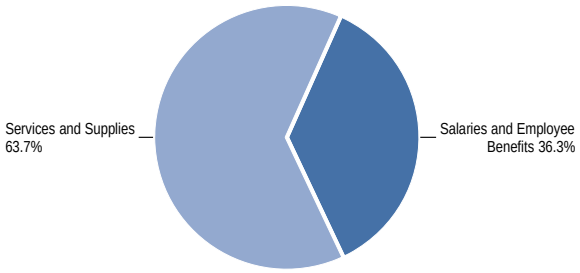
Mail

(Unit 8178— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	87,144	80,395	81,296	84,996	84,996	4,601
Services and Supplies	123,985	137,438	138,990	149,101	149,101	11,663
Other Charges	(211,062)	(217,191)	(219,644)	(233,455)	(233,455)	(16,264)
Subtotal	$67	$642	$642	$642	$642	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	556	642	642	642	642	0
Other Financing Sources	500	0	0	0	0	0
Subtotal	$1,056	$642	$642	$642	$642	0
General Fund Contributions	($989)	$0	$0	$0	$0	0
Total Source of Funds	$67	$642	$642	$642	$642	0

Unit Description

Mail Services is responsible for collection, distribution, pre-sorting, and automated postage for outbound United State Postal Service (USPS) mail as well as United Parcel Service (UPS) shipments. Costs for this unit are entirely covered through charges for services.

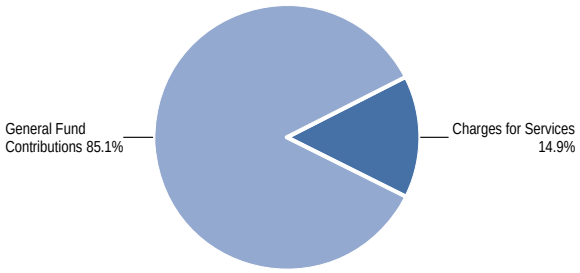
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
80022	MAILROOM CLERK	1.50
	Total	1.50

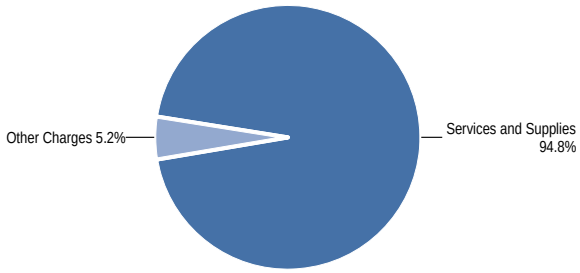
Utilities

(Unit 8182— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	2,299,927	2,327,337	2,562,951	3,391,895	3,391,895	1,064,558
Other Charges	74,453	77,891	144,367	185,293	185,293	107,402
Subtotal	$2,374,380	$2,405,228	$2,707,318	$3,577,188	$3,577,188	1,171,960

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	472,689	478,129	479,957	532,105	532,105	53,976
Subtotal	$472,689	$478,129	$479,957	$532,105	$532,105	53,976
General Fund Contributions	$1,901,691	$1,927,099	$2,227,361	$3,045,083	$3,045,083	1,117,984
Total Source of Funds	$2,374,380	$2,405,228	$2,707,318	$3,577,188	$3,577,188	1,171,960

Unit Description

The Utilities Unit accumulates costs associated with water, garbage, sewer, alarm lines, fire protection, and gas and electric for all shared County facilities. Beginning in FY 2011-12, the negotiated quarterly County Facility Payments (CFPs) for the utilities associated with the Monterey Courthouse, King City Courthouse, and the North Wing of the Salinas Courthouse have been moved to the Trial Courts budget (Unit 8031) under the purview of the County Administrative Office. Separate from the CFPs, the County provides utilities for the common areas within the Monterey and King City Courthouses and until separate metering is installed the County incurs 100% of the electricity, natural gas, water, and sewer for the North Wing of the Salinas Courthouse. The County is reimbursed for these expenditures based on percentages agreed to in the Joint Occupancy Agreements for the Monterey and King City Courthouses. As there was not a Joint Occupancy Agreement established for the North Wing of Salinas, total occupied square footage for each structure within the Government Center is the basis of allocating the utility costs to the North Wing of the Salinas Courthouse for reimbursement by the Judicial Council of the Courts. On a quarterly basis, RMA prepares an invoice for reimbursement of utility costs for the above-mentioned courthouses based on the prior quarter actual utility expenditures.

Real Property

(Unit 8183— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	333,863	454,499	342,291	0	0	(454,499)
Services and Supplies	75,646	152,954	180,013	0	0	(152,954)
Other Charges	10,756	0	21,512	0	0	0
Subtotal	$420,266	$607,453	$543,816	$0	$0	(607,453)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	256,388	145,158	246,130	0	0	(145,158)
Miscellaneous Revenues	14,600	0	0	0	0	0
Other Financing Sources	0	467,057	254,662	0	0	(467,057)
Subtotal	$270,989	$612,215	$500,792	$0	$0	(612,215)
General Fund Contributions	$149,277	($4,762)	$43,024	$0	$0	4,762
Total Source of Funds	$420,266	$607,453	$543,816	$0	$0	(607,453)

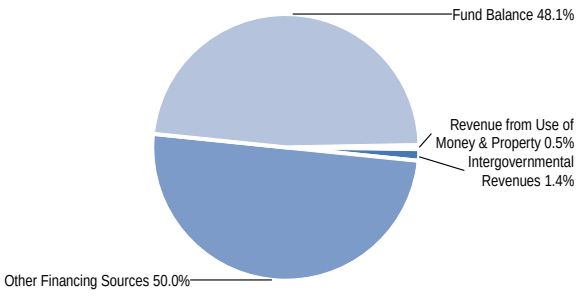
Unit Description

Effective FY 2017-18, Real Property Unit 8183 is reported under Property Management Unit 8481.

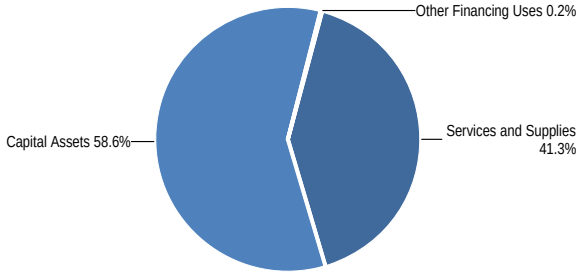
Facilities Maintenance Projects

(Unit 8184— Fund 401)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	3,008,644	7,439,443	3,942,451	3,589,996	3,589,996	(3,849,447)
Other Charges	(1,781,149)	0	(2,333,973)	(2,125,316)	(2,695,105)	(2,695,105)
Capital Assets	3,792,522	0	4,969,626	4,525,341	5,095,130	5,095,130
Other Financing Uses	14,228	419,899	18,644	16,977	16,977	(402,922)
Subtotal	$5,034,245	$7,859,342	$6,596,748	$6,006,998	$6,006,998	(1,852,344)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	31,257	1,762	76,775	30,142	30,142	28,380
Intergovernmental Revenues	92,099	314,745	321,453	83,829	83,829	(230,916)
Charges for Services	12,724	0	121,446	0	0	0
Miscellaneous Revenues	48,765	685,616	686,072	0	0	(685,616)
Other Financing Sources	6,303,914	3,627,367	2,737,548	3,003,479	3,003,479	(623,888)
Subtotal	$6,488,758	$4,629,490	$3,943,294	$3,117,450	$3,117,450	(1,512,040)
Fund Balance	(1,454,514)	3,229,852	2,653,454	2,889,548	2,889,548	(340,304)
Total Source of Funds	$5,034,244	$7,859,342	$6,596,748	$6,006,998	$6,006,998	(1,852,344)

Unit Description

The Facilities Maintenance Projects Fund functions as a cost center for budgeting County facility maintenance and repair, building equipment, and control system projects. The source of funding for projects is primarily based on discretionary revenues from the Building Use Allowance.

No positions are budgeted in this fund. The staff responsible for managing projects performed out of this unit is budgeted under Facilities Unit 8176 or Architectural Services Unit 8173. Staff charges to specific work order numbers enables their costs to be applied to the projects they are supporting which in turn reimburses the units the staff are budgeted under.

Shuttle Operations

(Unit 8188— Fund 001)

Source of Funds

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Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	154,367	101,168	0	0	(154,367)
Services and Supplies	0	90,103	90,524	0	0	(90,103)
Subtotal	$0	$244,470	$191,692	$0	$0	(244,470)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	0	50,000	50,000	0	0	(50,000)
Subtotal	$0	$50,000	$50,000	$0	$0	(50,000)
General Fund Contributions	$0	$194,470	$141,692	$0	$0	(194,470)
Total Source of Funds	$0	$244,470	$191,692	$0	$0	(244,470)

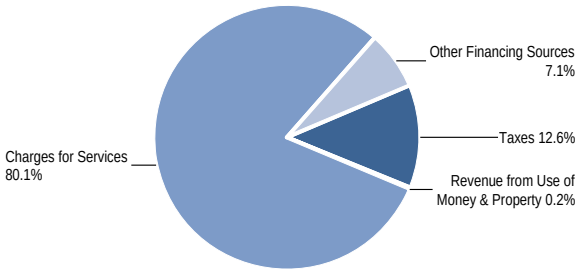
Unit Description

Beginning FY 2017-18, Shuttle Operations have been transferred to the County Administration Office.

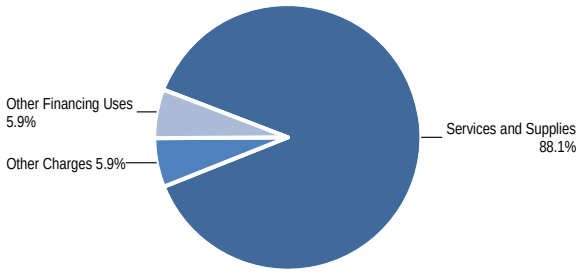
County Sanitation District

(Unit 8197— All Funds)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	186,348	0	0	0	0	0
Services and Supplies	1,414,077	1,046,293	1,086,064	1,086,279	1,086,279	39,986
Other Charges	(271,809)	73,935	73,935	73,235	73,235	(700)
Capital Assets	10,248	0	0	0	0	0
Other Financing Uses	73,450	73,900	73,900	73,200	73,200	(700)
Extraordinary Items	5,908	0	0	0	0	0
Subtotal	$1,418,222	$1,194,128	$1,233,899	$1,232,714	$1,232,714	38,586

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	264,366	152,498	152,543	156,796	156,796	4,298
Licenses, Permits, and Franchises	0	0	1,600	0	0	0
Revenue from Use of Money & Property	3,462	2,719	2,779	2,081	2,081	(638)
Intergovernmental Revenues	731	88,117	88,117	733	733	(87,384)
Charges for Services	791,277	859,090	909,443	1,001,008	1,001,008	141,918
Miscellaneous Revenues	280	1,950	0	0	0	(1,950)
Other Financing Sources	87,678	89,754	73,900	89,054	89,054	(700)
Subtotal	$1,147,795	$1,194,128	$1,228,382	$1,249,672	$1,249,672	55,544
Fund Balance	270,427	0	5,517	(16,958)	(16,958)	(16,958)
Total Source of Funds	$1,418,222	$1,194,128	$1,233,899	$1,232,714	$1,232,714	38,586

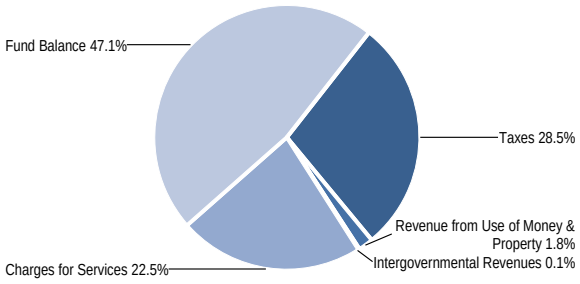
Unit Description

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 (BCSD) includes the San Jerardo Water System (Zone 2), which provides potable water to the San Jerardo Coop.

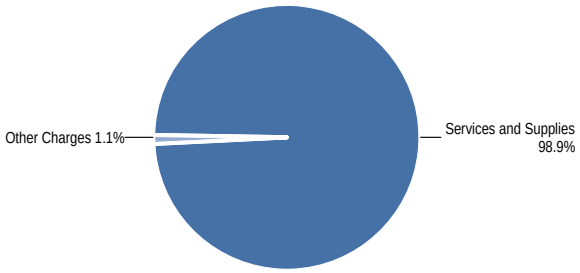
County Service Areas

(Unit 8198— All Funds)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	1,213,336	1,660,352	1,737,397	1,687,173	1,687,173	26,821
Other Charges	17,555	19,962	19,596	18,309	18,309	(1,653)
Capital Assets	35,532	7,056	150,000	0	0	(7,056)
Other Financing Uses	0	52,286	52,286	0	0	(52,286)
Subtotal	$1,266,422	$1,739,656	$1,959,279	$1,705,482	$1,705,482	(34,174)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	460,100	451,133	469,405	485,285	485,285	34,152
Revenue from Use of Money & Property	59,648	27,546	33,778	31,219	31,219	3,673
Intergovernmental Revenues	2,381	2,416	2,454	2,416	2,416	0
Charges for Services	440,256	425,326	439,551	383,833	383,833	(41,493)
Other Financing Sources	255,000	0	0	0	0	0
Subtotal	$1,217,385	$906,421	$945,188	$902,753	$902,753	(3,668)
Fund Balance	49,037	833,235	1,014,091	802,729	802,729	(30,506)
Total Source of Funds	$1,266,422	$1,739,656	$1,959,279	$1,705,482	$1,705,482	(34,174)

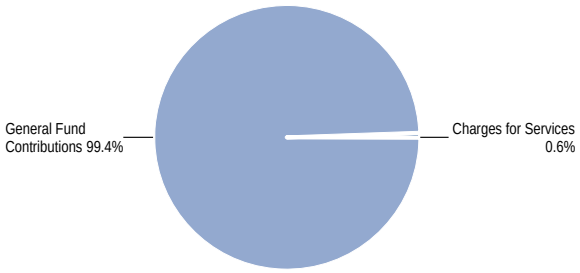
Unit Description

The County has 40 individual County Service Areas (CSAs) of which all but two are active. The CSAs provide a variety of urban services to unincorporated areas of the County. These services include park maintenance, street lighting, street and sidewalk maintenance, storm drain maintenance, surface water disposal, sewage collection and disposal, and levee maintenance and repair. The Board of Supervisors acts as the governing body on behalf of the CSAs, and Special Districts Unit 8469 administers the maintenance and operation of the CSAs.

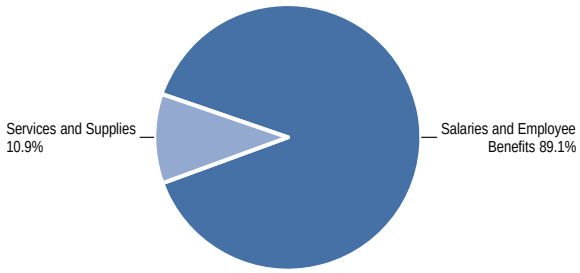
RMA Administration

(Unit 8222— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,580,251	4,228,928	4,221,371	3,887,906	3,792,414	(436,514)
Services and Supplies	851,897	718,389	898,935	462,781	462,781	(255,608)
Other Charges	(2,071,199)	(1,807,681)	(2,603,326)	(2,976,023)	(2,976,023)	(1,168,342)
Other Financing Uses	23,143	0	0	0	0	0
Subtotal	$4,384,092	$3,139,636	$2,516,980	$1,374,664	$1,279,172	(1,860,464)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	14,081	7,513	9,316	7,766	7,766	253
Other Financing Sources	0	624,458	0	0	0	(624,458)
Subtotal	$14,081	$631,971	$9,316	$7,766	$7,766	(624,205)
General Fund Contributions	$4,370,011	$2,507,665	$2,507,664	$1,366,898	$1,271,406	(1,236,259)
Total Source of Funds	$4,384,092	$3,139,636	$2,516,980	$1,374,664	$1,279,172	(1,860,464)

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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS 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

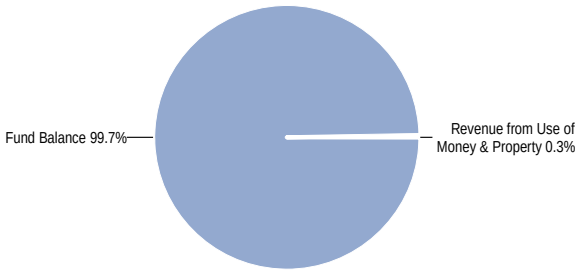
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	5.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	31.00

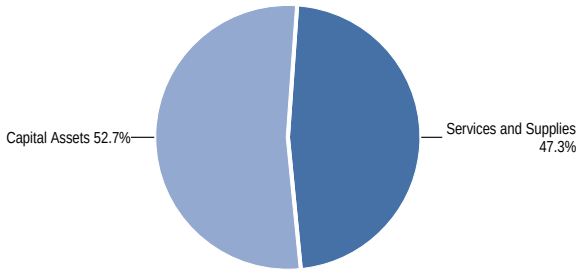
Capital Projects

(Unit 8468— Fund 402)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	0	2,106,664	2,585,082	2,625,093	2,425,093	318,429
Other Charges	0	(749,198)	0	0	0	749,198
Capital Assets	0	3,289,607	2,876,328	2,698,313	2,698,313	(591,294)
Subtotal	$0	$4,647,073	$5,461,410	$5,323,406	$5,123,406	476,333

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	0	1,773	54,516	15,738	15,738	13,965
Charges for Services	0	0	90,986	0	0	0
Miscellaneous Revenues	0	0	30,726	0	0	0
Other Financing Sources	0	3,793,260	3,793,260	2,099,903	0	(3,793,260)
Subtotal	$0	$3,795,033	$3,969,488	$2,115,641	$15,738	(3,779,295)
Fund Balance	0	852,040	1,491,922	3,207,765	5,107,668	4,255,628
Total Source of Funds	$0	$4,647,073	$5,461,410	$5,323,406	$5,123,406	476,333

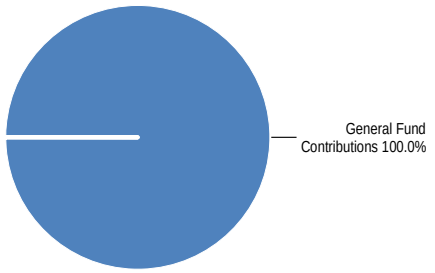
Unit Description

Fund 402 was established to track funding for the capital projects that are financed with County General Funds, and other department funds such as the Ag Commissioner.

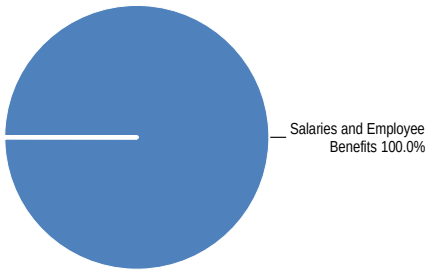
Special District Administration

(Unit 8469— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	273,193	216,871	265,595	265,595	(7,598)
Services and Supplies	0	38,575	39,437	53,120	53,120	14,545
Other Charges	0	(311,768)	(256,309)	(348,281)	(318,715)	(6,947)
Subtotal	$0	$0	($1)	($29,566)	$0	0

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$0	($1)	($29,566)	$0	0
Total Source of Funds	$0	$0	($1)	($29,566)	$0	0

Unit Description

Special Districts Administration is responsible for the management and oversight of the County's services districts, sanitation districts and closed landfills.

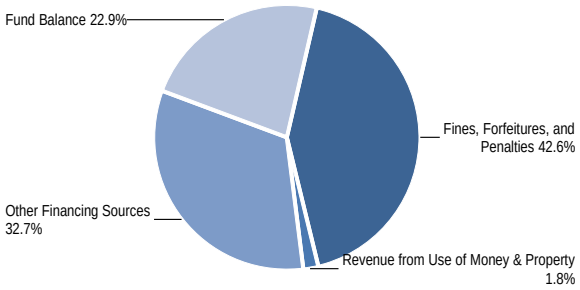
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
	Total	2.00

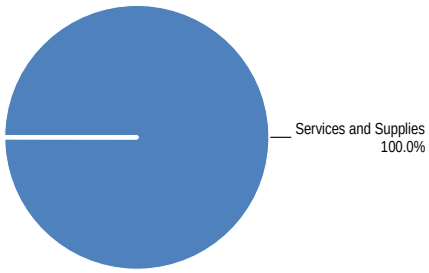
Fish & Game Propagation

(Unit 8476— Fund 006)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	0	0	0	32,125	32,125	32,125
Subtotal	$0	$0	$0	$32,125	$32,125	32,125

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	0	0	13,683	13,683	13,683
Revenue from Use of Money & Property	0	0	0	581	581	581
Other Financing Sources	0	0	0	10,500	10,500	10,500
Subtotal	$0	$0	$0	$24,764	$24,764	24,764
Fund Balance	0	0	0	7,361	7,361	7,361
Total Source of Funds	$0	$0	$0	$32,125	$32,125	32,125

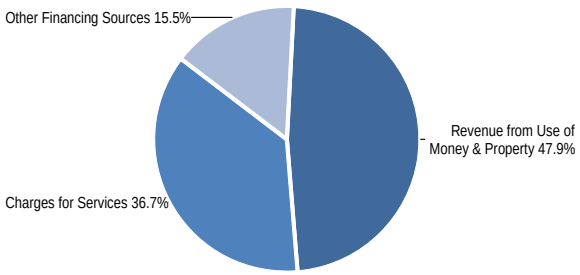
Unit Description

Monterey County Parks personnel act as support staff to the County's Fish and Game Commission. The Commission oversees the allocation of Fish and Game Propagation Funds generated from fines and recommends grant awards to the Board of Supervisors to qualified organizations and agencies undertaking fish and wildlife preservation, protection and educational projects or programs. The Commission awards five to eight grants annually ranging from $1,000 to $8,000.

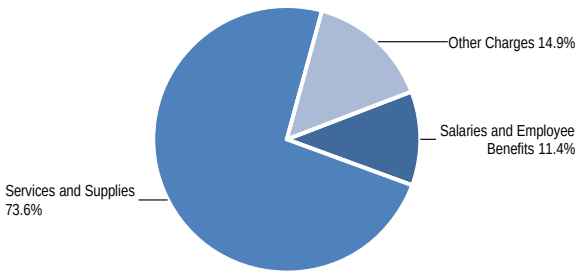
Lake Operations

(Unit 8477— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	526,206	526,206	526,206
Services and Supplies	0	0	0	3,386,154	3,386,154	3,386,154
Other Charges	0	0	0	686,427	686,427	686,427
Subtotal	$0	$0	$0	$4,598,787	$4,598,787	4,598,787

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	2,201,480	2,201,480	2,201,480
Charges for Services	0	0	0	1,686,118	1,686,118	1,686,118
Miscellaneous Revenues	0	0	0	456	456	456
Other Financing Sources	0	0	0	711,240	711,240	711,240
Subtotal	$0	$0	$0	$4,599,294	$4,599,294	4,599,294
Fund Balance	0	0	0	(507)	(507)	(507)
Total Source of Funds	$0	$0	$0	$4,598,787	$4,598,787	4,598,787

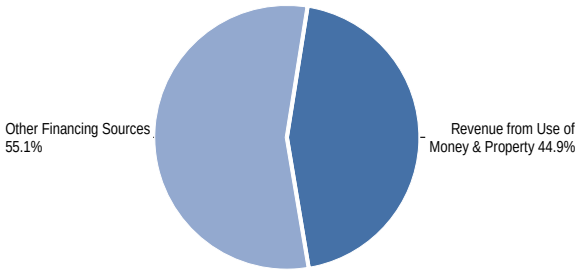
Unit Description

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.

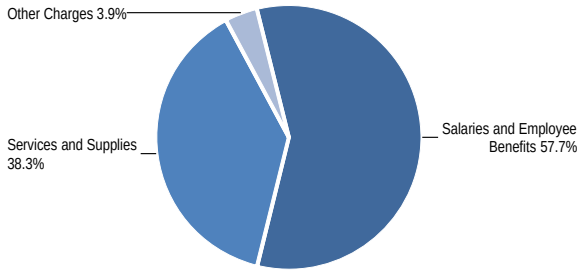
Property Management

(Unit 8481— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	314,746	314,746	314,746
Services and Supplies	0	0	0	208,910	208,910	208,910
Other Charges	0	0	0	21,512	21,512	21,512
Subtotal	$0	$0	$0	$545,168	$545,168	545,168

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	244,574	244,574	244,574
Other Financing Sources	0	0	0	300,595	300,595	300,595
Subtotal	$0	$0	$0	$545,169	$545,169	545,169
General Fund Contributions	$0	$0	$0	($1)	($1)	(1)
Total Source of Funds	$0	$0	$0	$545,168	$545,168	545,168

Unit Description

The Real Property Unit is responsible for management of real property related to 74 owned facilities, 70 leased facilities, 33 facilities the County owns and leases to others, and 446 owned parcels. This includes management of acquisition, sale, leases, and records affecting properties.

Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C74	REAL PROPERTY SPECIALIST	2.00
	Total	2.00

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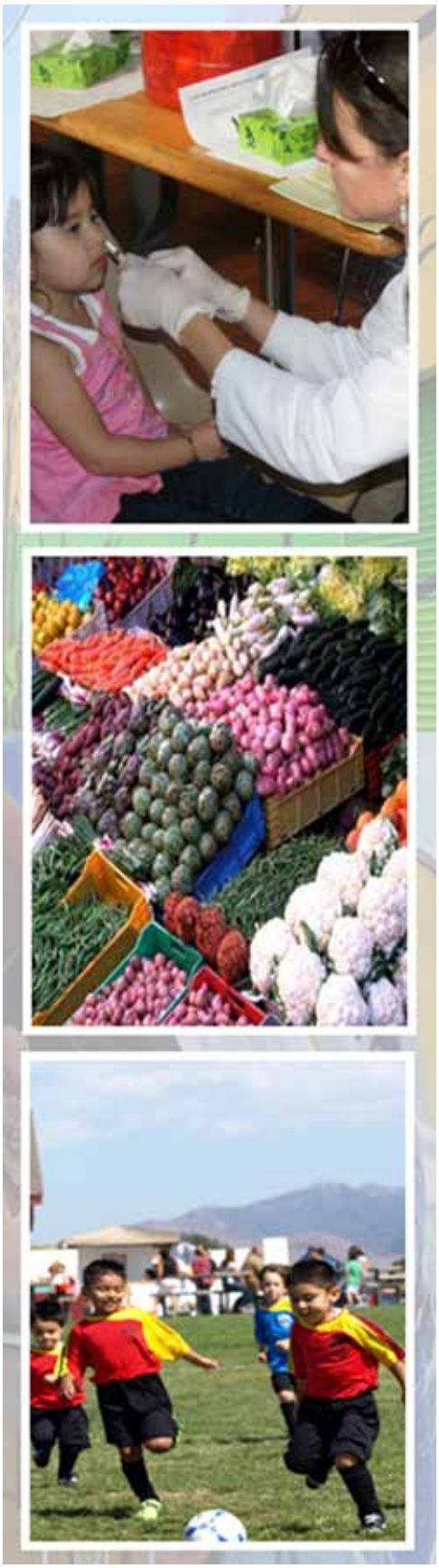
Health



Departmental Overview:

Monterey County's 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 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 residences. 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 Public Administrator, Probate Conservator, Public Guardian Conservator, and Public Guardian.

Department's Contributions to Monterey County's Strategic Initiatives:

ECONOMIC DEVELOPMENT

Encouraging municipalities to consider 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

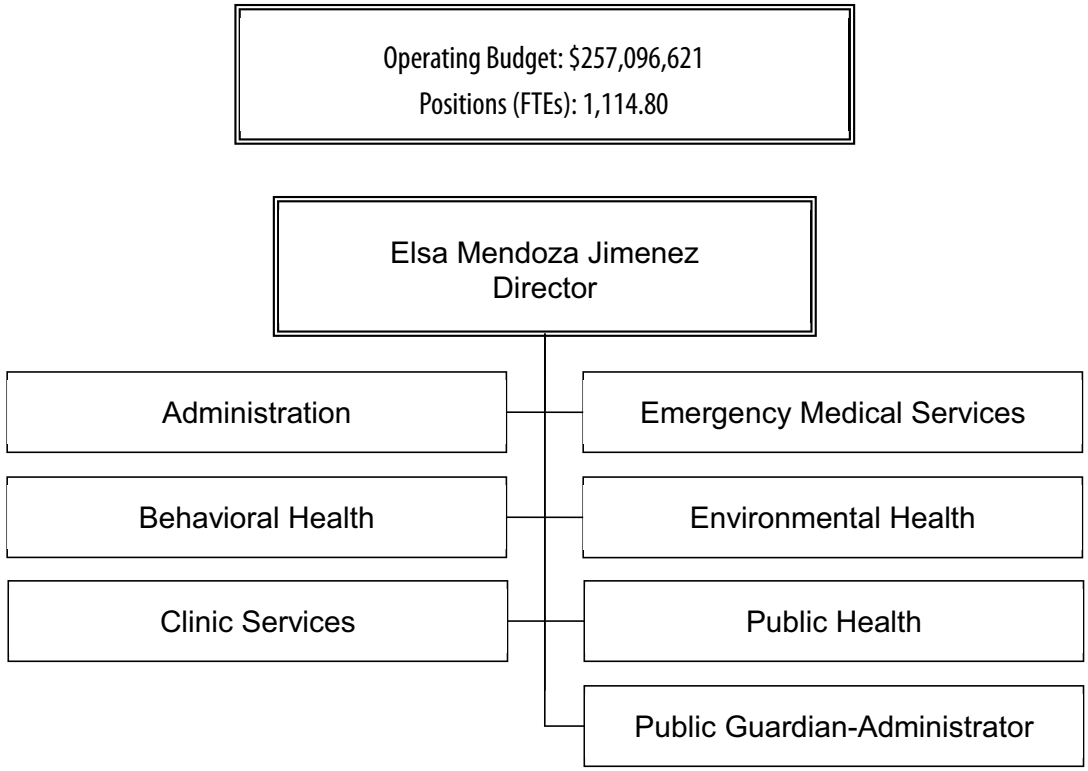
Ensuring equitable access to physical and emotional health services and working with community partners to address the root causes of health disparities.

INFRASTRUCTURE

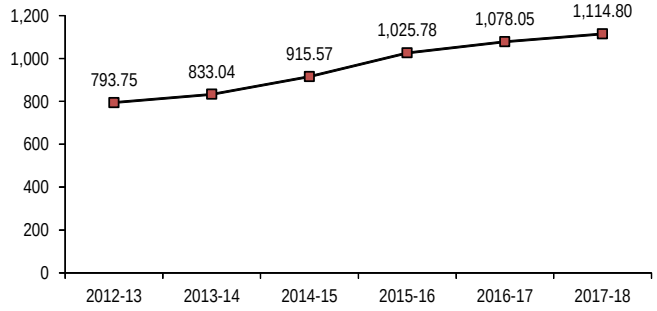
Assuring well water, stream, and beach water quality is maintained through ongoing testing and public information announcements.

PUBLIC SAFETY

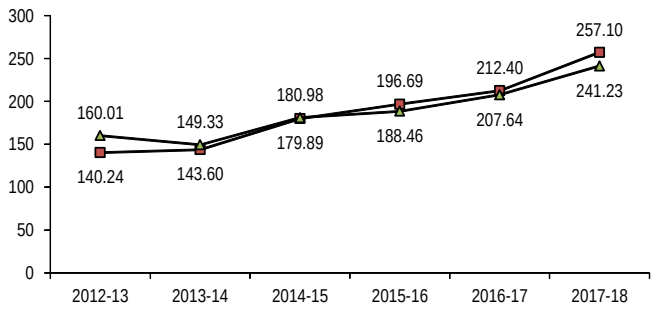
Promoting protective factors against violence, advocating for the use of safety equipment and safe routes to school, assuring timely and appropriate pre-hospital transportation, and responding to disasters.



Staffing Trends



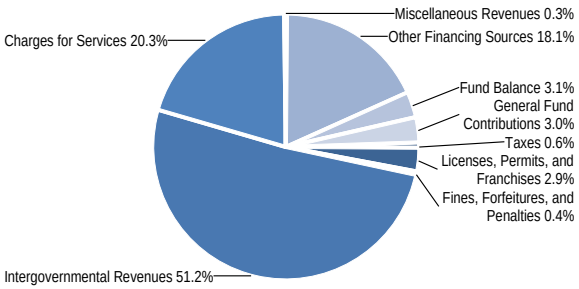
Expenditure/Revenue History (in millions)



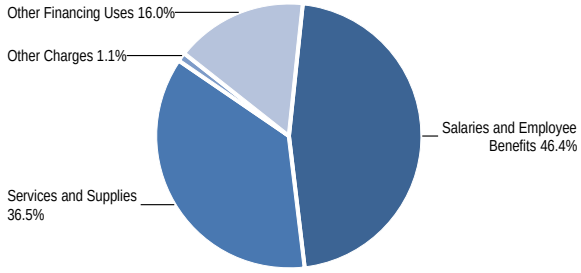
Monterey County Health Department is responsible for protecting the health of the entire community by offering primary and specialty health care, health education, collaborating with partners to improve health equity, and enforcing laws and regulations to protect health.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
WIC mothers doing any breastfeeding at 12 months (Target ≥ 36.5%)	41.5%	39.2%	40.4%
WIC children age 2-5 who are overweight (Target ≤ 17%)	15.3%	14.3%	15.5%
Screening patients age 18+ for Body Mass Index (Target ≥ 80%)	55.9%	61.5%	56.5%
Clinic Services patients with controlled diabetes (Target ≥ 71%)	67.3%	64.3%	60.0%
Clinic Services patients age 18-85 with controlled hypertension (Target ≥ 64%)	69.5%	65.2%	62.5%
Food facility inspections (Target ≥ 3,082)	2,151	2,444	919

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	95,377,488	116,123,551	96,931,236	120,744,186	119,335,211	3,211,660
Services and Supplies	76,200,339	96,021,559	83,295,822	95,517,243	93,702,043	(2,319,516)
Other Charges	(5,990,046)	(5,289,299)	(4,773,923)	2,776,003	2,776,003	8,065,302
Capital Assets	924,819	225,086	110,000	100,000	100,000	(125,086)
Other Financing Uses	30,176,605	33,167,834	36,832,113	41,338,243	41,183,364	8,015,530
Subtotal	$196,689,205	$240,248,731	$212,395,248	$260,475,675	$257,096,621	16,847,890

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	1,646,143	1,635,000	1,645,000	1,650,000	1,650,000	15,000
Licenses, Permits, and Franchises	6,350,925	7,221,667	6,754,336	7,522,279	7,352,412	130,745
Fines, Forfeitures, and Penalties	1,770,893	1,072,933	1,083,250	1,058,404	1,058,404	(14,529)
Revenue from Use of Money & Property	349,914	129,951	132,882	154,951	154,951	25,000
Intergovernmental Revenues	105,442,827	115,848,726	120,866,034	131,434,668	131,434,668	15,585,942
Charges for Services	38,619,020	48,659,874	41,609,340	52,146,205	52,146,205	3,486,331
Miscellaneous Revenues	1,209,593	1,765,469	473,691	965,930	865,930	(899,539)
Other Financing Sources	33,068,720	46,024,778	35,076,697	46,727,006	46,572,137	547,359
Subtotal	$188,458,034	$222,358,398	$207,641,230	$241,659,443	$241,234,707	18,876,309
Fund Balance	4,844,715	12,185,647	(1,741,596)	7,908,817	8,049,986	(4,135,661)
General Fund Contributions	$3,386,456	$5,704,686	$6,495,614	$10,907,415	$7,811,928	2,107,242
Total Source of Funds	$196,689,205	$240,248,731	$212,395,248	$260,475,675	$257,096,621	16,847,890

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget includes appropriations of $257.1 million, an increase of $16.8 million from the FY 2016-17 Adopted Budget. The increase primarily reflects the implementation of the Whole Person Care (WPC) pilot program, the expansion of services due to the Affordable Care Act (ACA), and the cost of vaccinations and medicine. New programs in Public Health such as the Nurse Family Partnership also contributed to the increase, as do increased cost for employee health insurance, County contributions to the Public Employees' Retirement System (PERS) for employee pensions and cost plan charges.

The FY 2017-18 Recommended Budget includes augmentations of General Fund Contributions (GFC) totaling $1.2 million. These augmentations included funding to restore nine filled positions in the Public Guardian Bureau, one filled position in Animal Services and to continue funding of the pilot program for uninsured individuals in its existing form using projected unspent monies remaining from the original funding authorization. The Recommended Budget also includes 22 new positions needed to meet the community's needs. These positions are fully funded by outside funding sources as follows: Health Administration (3.0 Full-Time Equivalents (FTEs)) for coordination of WPC and to support Human Resources functions; Public Health (6.0 FTEs) to assist with the Tobacco Control Program, WPC and to perform environmental and clinical laboratory tests; Clinic Services (13.0 FTEs) for expanded primary care services.

The FY 2017-18 Recommended Budget is financed by $241.2 million in revenues, $8.0 million in fund balance and $7.8 million in GFC of which $0.7 million is restricted fund balance. The increase of revenue of approximately $18.9 million is due to the implementation of the WPC pilot program and revenue growth in 2011 Realignment monies.

Budget Impacts

ANIMAL SERVICES: Animal Services submitted augmentations for seven positions both to restore and add new positions at a cost of $747,862. The positions requested for restoration were a filled Animal Services Operation Manager, vacant Registered Veterinary Technician, and vacant Animal Services Supervisor. The new positions requested included an Office Assistant II, Veterinarian, and four .05 FTE Animal Care Technician II positions. The Recommended Budget provides funding to restore the one filled position but does not provide funding for the remaining requested vacancy restorations or new positions leaving the Department with scarce staffing levels to perform all animal services functions, specifically in the areas of sheltering and animal care.

ENVIRONMENTAL HEALTH. The Recommended Budget funds existing operations. However, due to the passage of the new medical cannabis ordinance, five new positions were requested to meet the new demand for inspection of facilities with a total cost of $396,873. The Recommended Budget does not provide funding for the five new positions. These positions will be considered for funding during the first quarter of FY 2017-18 once official cannabis revenue estimates are available.

PRIMARY CARE SERVICES: The implementation of the ACA in January 2014 has resulted in approximately 40% of Monterey County residents being eligible for Medi-cal, of which approximately 130,000 are enrolled in Medi-Cal Managed Care. This, coupled with the newly insured through Covered California, has created a huge demand for access to primary care services in the primary care clinics. In addition, in May 2016 all remaining uninsured up to 18 years of age (approximately 6,000 to 8,000 youth) were eligible for full scope Medi-Cal, further impacting the demand for primary and specialty care services.

Accordingly, construction of new facilities has been critical in the last fiscal year to meet the increased demand for services. An example of this is the new clinic construction and expansion underway in the city of Seaside. Under a lease agreement with Community Hospital Properties, construction for a new 18,500 square foot clinic in Seaside is scheduled for completion in June 2017, ahead of the original plan of December of 2017. Similarly, staff will continue to explore options for expanding and/or improving services in the Alisal and East Salinas community pending the future of the ACA.

The Department will continue to work with other safety net providers to provide additional primary care capacity for these newly insured patients or adjust service levels should ACA be repealed.

Department Operational Accomplishments

Began implementation of two new programs, WPC Pilot and Nurse Family Partnership (NFP). The WPC Pilot Program will help improve individual and population health outcomes through care coordination, case management, and data integration and sharing among health, social, public safety, and non-profit partners. The NFP Program supports vulnerable first time parents to have a healthy pregnancy, become knowledgeable and responsible parents, and provide their babies with the best possible start in life. This type of program is known to yield quantifiable social benefits and return on the community's investment by creating positive social outcomes for communities such as reducing youth violence and increasing graduation rates.

Began process to develop 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.

Increased primary care facility capacity at the Laurel Pediatrics Clinic by expanding to the adjacent suite, adding 15 exam rooms.

Completed remodeling of the Laurel Internal Medicine Clinic and added four exam rooms and four group rooms.

Completed construction of the new Seaside Clinic with visits scheduled to start in July of 2017.

Implemented a new care delivery model of team care, in preparation for Alternative Payment Reform. The Quality Improvement Team has been establishing and implementing standards for team huddle and chart scrubbing, as well as developing and conducting training programs.

Implemented the Health Information Exchange (HIE) to provide demographic, diagnostic and care planning data of shared patients with health care partners including all the hospitals and safety net clinics in Monterey County and direct messaging with Natividad Medical Center.

Developed a Health Department Workforce Development Plan to implement a plan to 'grow your own' in partnership with local educational institutions.

Integrated the bilingual Health Department website with the new countywide website to ensure immediate access to current information by the public.

Continued implementation of the Health Department's quality improvement plan and maintained ongoing quality improvement processes across the Department and within each Bureau.

Department Operational Goals

Complete 90% of employee annual performance appraisals on or before their anniversary dates.

Conduct quarterly or semi-annual “Plan, Do, Study, Act” exercises on five vulnerable population health indicators.

Submit five or more federal or State grant proposals valued at $300,000 or more per fiscal year.

Assure that 65% of Behavioral Health clients seeking services are seen by a clinician within ten 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 3 days of receipt.

Conduct annual inspection of 100% of current permitted high-risk food facilities.

Increase commercial diversion of recyclables to reduce solid waste disposal to landfills by conducting 100 commercial audits per year.

Ensure that 100% of urgent Public Guardian client safety needs are addressed within five days of court appointment.

Encourage more than 35% of Women Infant and Children (WIC) infant beneficiaries to receive exclusive or any breastfeeding up to 12 months of age.

Work with WIC beneficiaries ages 2 to 5 years to strive for less than 18% be considered as overweight or at risk of becoming overweight.

Demonstrate proficiency in lab testing at least 80% of the time.

Aid at least 85% of teen girls enrolled in the Postpone peer education training program to complete the course.

Respond to infectious disease reports within the Centers for Disease Control and Prevention, and the California Department of Public Health recommended timeframes more than 80% of the time.

Facilitate provision of HIV tests to more than 75% of individuals with new early syphilis infections within 30 days of their syphilis diagnosis.

Develop strategies with local stakeholders to address homelessness in Monterey County.

Pending Issues

Medi-Cal expansion is at risk due to the potential repeal of the ACA, meaning the loss of undetermined revenue for the Department. Repeal of the ACA was unsuccessful in early Spring 2017, but new efforts to repeal it are underway.

MEDICAL 2020 WAIVER: California's Medi-Cal 2020 Waiver creates opportunities for counties to implement locally based initiatives to improve population health outcomes and leverage federal financial participation for implementation of pilot projects.

The WPC is a five-year program to test locally based initiatives that will coordinate physical health, behavioral health, and social services for vulnerable Medi-Cal beneficiaries who are high users of the multiple systems and continue to have, or are at risk of poor health outcomes. The Health Department, acting as the County lead, was successful in obtaining $13.4 million in new federal funding during the first round of applications for this program. An application for a second round of funding was submitted in early Spring 2017. If funding is approved, an additional $3.6 million of federal funding would be received.

The Drug Medi-cal Organized Delivery System is a pilot program to test a new paradigm for the organized delivery of health care services for Medi-Cal eligible individuals with substance use disorder (SUD) to increase access, improve care coordination, assure implementation of evidence based practices in SUD treatment, and assure greater administrative oversight to help individuals achieve sustainable recovery. Unavailability of sufficient local matching dollars has created challenges for full expansion of this program. The Department expects to increase its delivery of services by about $2.5 million per year.

The California Children's Services (CCS) demonstration project aims to test two models of health care delivery for the CCS population that results in achieving desired outcomes related to timely access to care, improved coordination of care, promotion of community based services, and improved health outcomes and great cost effectiveness. Components of CCS will be under the responsibility of Monterey's Managed Care Plan with implementation expected sometime in 2018.

NO PLACE LIKE HOME: In 2016, 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. As of now, the implementation timeline and actual fiscal impacts are unclear; however, in anticipation of decreased Medical Health Services ACT (MHSA) funding, the Bureau has made spending adjustments in accordance with the estimated reduction.

ENVIRONMENTAL HEALTH: The legalization of medical and recreational use of marijuana will impact current health permitting and service operations. New marijuana-related business will add to the existing inventory of health permitted facilities, creating more demand for services including but not limited to health inspections and permit processing. The Department will also have responsibilities in addressing complaints and reports of illegal marijuana-related activities ranging from illegal grows, odor complaints, exposure to underage population and distribution of unlicensed products. Response to unlicensed and illegal marijuana activities will have a direct impact to the Department's budget as there is no source of non-General Fund revenue dedicated to these actions.

Stricter State regulations per AB 885 for Onsite Wastewater Treatment Systems (OWTS) have mandated significant changes to our current OWTS program as a State mandated Local Area Management Plan (LAMP) is being developed for submittal to the Water Board, as well as to certain Drinking Water Protection Services program procedures. The impact of implementing the County General Plan (GPU) 2010 continues to involve significant staff time in development of ordinances and implementation of GPU policies.

The State Water Resources Control Board adopted standards for hexavalent chromium which have affected several water systems as they have not met the new standard. Efforts to assist water system operators in addressing nitrate and arsenic contamination are ongoing and may be supplemented through Local Primary Agency funding. The Environmental Health Division is working with environmental justice groups and County departments to find solutions to long term safe drinking water.

New recycling regulations under Cal Recycle will require implementation of Organics Recycling programs in the County through outreach and education.

BEHAVIORAL HEALTH: The Health Department is attempting to address the dramatic shortage of behavioral health providers in the County, particularly in the South County region, through expansion of County staff and increased funding levels for contracted providers.

Policy Considerations

ENVIRONMENTAL HEALTH: The Department is considering establishing periodic reviews of costs and expenditures to provide information for proposing incremental, yearly adjustments to permit and service fees. This may be presented to the Board for consideration during the budget year.

County and local municipality ordinances regulating the sale, manufacturing and distribution of medical marijuana will continue to have significant impacts on workloads and require collaboration with law enforcement for enforcement of illegal operations throughout the entire County. The Department will need a new dedicated funding source to comply with local and State requirements for medical use and commercial, adult use of cannabis.

PILOT PROJECT FOR REMAINING UNINSURED: The County continues to have a high percentage of its population ineligible for healthcare coverage due to their documentation status. Accordingly, the Board of Supervisors provided direction to develop a plan for providing services to 2,500 uninsured individuals at a cost not to exceed $1.8 million per year to be funded from the General Fund. Responding to this direction the Department requested an augmentation in the amount of $1.8 million to enhance services based on the pilot project initially approved in August 2015 to provide medically necessary pharmacy, radiology, and laboratory services to reduce preventable emergency department visits, inpatient hospitalization, and other higher cost medical interventions for the uninsured. The Recommended Budget includes only $200,000 for this purpose. Community residents eligible for this program will be able to more appropriately comply with their physician's orders and have better health outcomes reducing avoidable high cost emergency department visits and inpatient hospital stays.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Clinic Services Administration (HEA007)	3,811,251	5,568,923	5,139,993	9,427,041	7,627,041	2,058,118	001	8096
Alisal Health Center (HEA007)	6,132,587	7,237,657	6,288,849	7,378,718	7,378,718	141,061	001	8097
FQHC Billing (HEA007)	926,076	1,172,958	1,021,580	0	0	(1,172,958)	001	8098
Laurel Family Practice (HEA007)	4,747,620	7,160,924	5,412,089	8,442,938	8,442,938	1,282,014	001	8099
Laurel Internal Medicine (HEA007)	2,588,168	3,715,091	2,695,579	4,028,713	4,028,713	313,622	001	8100
Laurel Pediatrics (HEA007)	4,338,025	7,063,268	5,357,608	7,954,825	7,954,825	891,557	001	8101
Laurel Women's Health Clinic (HEA007)	1,353,091	1,435,053	1,557,052	0	0	(1,435,053)	001	8102
Marina Health Center (HEA007)	1,051,700	1,463,204	1,213,250	1,515,282	1,515,282	52,078	001	8103
Public Health (HEA007)	8,037	0	0	0	0	0	001	8104
Seaside Family Health Center (HEA007)	6,841,051	9,132,403	8,940,681	11,415,721	11,415,721	2,283,318	001	8105
Laurel Administration (HEA007)	629,685	0	0	0	0	0	001	8107
Ambulance Service (HEA010)	1,638,518	2,335,721	2,017,677	2,416,301	2,416,301	80,580	092	8108
EMS Operating (HEA006)	2,629	0	99,751	125,000	125,000	125,000	001	8109
Uncompensated Care (HEA009)	452,510	876,928	725,000	825,000	825,000	(51,928)	016	8111
Consumer Health Protection Services (HEA005)	1,996,751	2,446,554	2,305,694	2,948,987	2,382,247	(64,307)	001	8112
Recycling and Resource Recovery Services (HEA005)	426,372	702,318	595,231	707,189	707,189	4,871	001	8113
Solid Waste Management Services (HEA005)	447,380	584,145	398,806	725,158	725,158	141,013	001	8114
Environmental Health Review Services (HEA005)	707,868	767,643	626,081	935,304	935,304	167,661	001	8115
Hazardous Materials Management Services (HEA005)	1,379,160	1,515,176	1,476,104	1,436,112	1,436,112	(79,064)	001	8116
Environmental Health Fiscal and Administration (HEA005)	2,002,553	1,637,575	1,822,292	2,142,693	2,142,693	505,118	001	8117
Public Guardian/Administrator/ Conservator (HEA008)	875,630	1,477,674	2,177,556	2,419,937	2,309,474	831,800	001	8118

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Public Administrator (HEA008)	111,656	0	0	0	0	0	001	8119
Public Guardian (HEA008)	231,988	0	0	0	0	0	001	8120
Children's Medical Services (HEA004)	7,541,912	8,055,094	6,641,837	6,915,751	6,915,751	(1,139,343)	001	8121
Public Health (HEA003)	15,563,111	15,393,091	15,683,812	18,979,684	18,528,767	3,135,676	001	8124
Drinking Water Protection Service (HEA005)	1,032,344	1,300,440	1,162,518	1,489,549	1,489,549	189,109	001	8272
Behavioral Health (HEA012)	92,131,196	116,858,100	94,327,826	107,761,314	107,761,314	(9,096,786)	023	8410
Behavioral Health (HEA015)	8,999,997	9,500,000	13,900,000	15,802,000	15,802,000	6,302,000	022	8410
Behavioral Health (HEA016)	10,454,609	11,000,000	10,800,000	12,369,000	12,369,000	1,369,000	025	8410
Health Realignment (HEA013)	10,173,590	12,132,113	12,132,113	12,132,113	12,273,282	141,169	025	8424
Health Dept.Administration (HEA014)	2,204,357	2,945,513	2,525,290	3,249,525	3,249,525	304,012	001	8438
Animal Services (HEA001)	1,842,095	1,904,935	2,034,927	2,748,519	2,156,416	251,481	001	8442
Bienestar Salinas (HEA007)	193,440	136,975	219,718	305,655	305,655	168,680	001	8446
Marina Integrative Clinic (HEA007)	29,861	264,679	88,111	215,721	215,721	(48,958)	001	8447
Laurel Vista (HEA007)	1,011,010	2,605,214	958,317	2,227,041	2,227,041	(378,173)	001	8448
Clinic Services Quality Improvement (HEA007)	1,957,354	772,749	829,604	2,161,769	2,161,769	1,389,020	001	8449
Customer Service Center (HEA007)	854,024	1,086,613	1,220,302	1,222,726	1,222,726	136,113	001	8450
Whole Person Care (HEA017)	0	0	0	8,050,389	8,050,389	8,050,389	023	8473
Subtotal	$196,689,205	$240,248,731	$212,395,248	$260,475,675	$257,096,621	16,847,890		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Behavioral Health Administration	0	0	0	0	0	0
Clinic Services Administration	3,811,251	5,568,923	5,139,993	9,427,041	7,627,041	2,058,118
Alisal Health Center	6,132,587	7,237,657	6,288,849	7,378,718	7,378,718	141,061
FQHC Billing	926,076	1,172,958	1,021,580	0	0	(1,172,958)
Laurel Family Practice	4,747,620	7,160,924	5,412,089	8,442,938	8,442,938	1,282,014
Laurel Internal Medicine	2,588,168	3,715,091	2,695,579	4,028,713	4,028,713	313,622
Laurel Pediatrics	4,338,025	7,063,268	5,357,608	7,954,825	7,954,825	891,557
Laurel Women's Health Clinic	1,353,091	1,435,053	1,557,052	0	0	(1,435,053)
Marina Health Center	1,051,700	1,463,204	1,213,250	1,515,282	1,515,282	52,078
Public Health	8,037	0	0	0	0	0
Seaside Family Health Center	6,841,051	9,132,403	8,940,681	11,415,721	11,415,721	2,283,318
Ambulance Service	1,638,518	2,335,721	2,017,677	2,416,301	2,416,301	80,580
EMS Operating	2,629	0	99,751	125,000	125,000	125,000
Uncompensated Care	452,510	876,928	725,000	825,000	825,000	(51,928)
Public Guardian/Administrator/ Conservator	875,630	1,477,674	2,177,556	2,419,937	2,309,474	831,800
Public Administrator	111,656	0	0	0	0	0
Public Guardian	231,988	0	0	0	0	0
Health Administration	0	0	0	0	0	0
Laurel Administration	629,685	0	0	0	0	0
Consumer Health Protection Services	1,996,751	2,446,554	2,305,694	2,948,987	2,382,247	(64,307)
Recycling and Resource Recovery Services	426,372	702,318	595,231	707,189	707,189	4,871

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Solid Waste Management Services	447,380	584,145	398,806	725,158	725,158	141,013
Environmental Health Review Services	707,868	767,643	626,081	935,304	935,304	167,661
Hazardous Materials Management Services	1,379,160	1,515,176	1,476,104	1,436,112	1,436,112	(79,064)
Environmental Health Fiscal and Administration	2,002,553	1,637,575	1,822,292	2,142,693	2,142,693	505,118
Drinking Water Protection Service	1,032,344	1,300,440	1,162,518	1,489,549	1,489,549	189,109
Children's Medical Services	7,541,912	8,055,094	6,641,837	6,915,751	6,915,751	(1,139,343)
Public Health	15,563,111	15,393,091	15,683,812	18,979,684	18,528,767	3,135,676
Behavioral Health	111,585,803	137,358,100	119,027,826	135,932,314	135,932,314	(1,425,786)
Health Realignment	10,173,590	12,132,113	12,132,113	12,132,113	12,273,282	141,169
Clinic Services Quality Improvement	1,957,354	772,749	829,604	2,161,769	2,161,769	1,389,020
Customer Service Center	854,024	1,086,613	1,220,302	1,222,726	1,222,726	136,113
Bienestar Salinas	193,440	136,975	219,718	305,655	305,655	168,680
Marina Integrative Clinic	29,861	264,679	88,111	215,721	215,721	(48,958)
Laurel Vista	1,011,010	2,605,214	958,317	2,227,041	2,227,041	(378,173)
Animal Services	1,842,095	1,904,935	2,034,927	2,748,519	2,156,416	251,481
Health Dept.Administration	2,204,357	2,945,513	2,525,290	3,249,525	3,249,525	304,012
Whole Person Care	0	0	0	8,050,389	8,050,389	8,050,389
Subtotal	$196,689,205	$240,248,731	$212,395,248	$260,475,675	$257,096,621	16,847,890

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12E04	BUREAU CHIEF	6.00	6.00	6.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	4.00	2.00
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	10.00	12.00	2.00
14C31	MANAGEMENT ANALYST III	12.00	12.00	13.00	1.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	4.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	1.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	5.75	8.00	7.00	-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	12.00	0.00
14K44	ASSISTANT BUREAU CHIEF	1.00	1.00	1.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.00	1.00	1.00	0.00
14N06	OPERATIONS MANAGER	3.00	3.00	3.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	2.00	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	4.00	3.00	-1.00
16C88	BUSINESS TECHNOLOGY ANLYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANLYST 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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
20B11	ACCOUNTANT II	7.00	7.00	7.00	0.00
20B12	ACCOUNTANT III	4.00	5.00	4.00	-1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.00	7.00	7.00	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.00	1.00	1.00	0.00
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	21.00	20.00	21.00	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	13.00	12.00	12.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	7.00	7.00	7.00	0.00
34C01	ANIMAL CONTROL OFFICER	3.00	3.00	3.00	0.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00	1.00	1.00	0.00
34C11	ANIMAL SERVICES SUPERVISOR	1.00	1.00	0.00	-1.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II	5.00	5.00	4.00	-1.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	10.00	10.00	10.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	6.00	6.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	2.00	2.00	4.00	2.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00	2.00	2.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
50E21	LABORATORY HELPER	1.00	1.00	1.00	0.00
50E23	LABORATORY ASSISTANT	1.00	1.00	2.00	1.00
50F20	OCCUPATIONAL THERAPIST	1.00	1.00	1.00	0.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	4.00	4.00	4.00	0.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.00	5.00	5.00	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.00	2.00	2.00	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00	28.00	28.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	16.00	16.00	14.00	-2.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	10.50	10.50	14.00	3.50
50K18	HEALTH PROGRAM COORDINATOR	6.00	5.00	5.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	6.00	5.00	-1.00
50K22	HEALTH EDUCATOR	0.00	0.00	1.00	1.00
50K23	SENIOR HEALTH EDUCATOR	3.00	3.00	2.00	-1.00
50L22	PUBLIC HEALTH NUTRITIONIST II	5.50	5.50	4.50	-1.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.00	4.00	4.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.75	0.75	0.00	-0.75
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	2.00	2.00	4.00	2.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00	0.00	0.00	0.00
50U16	BEHAVIORAL HEALTH AIDE	20.05	20.05	21.05	1.00
50U42	MEDICAL ASSISTANT	134.00	164.00	180.00	16.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
52A21	CLINIC NURSE	2.00	4.00	4.00	0.00
52A22	SENIOR CLINIC NURSE	10.00	10.00	10.00	0.00
52A97	NURSE PRACTITIONER II	7.00	9.00	10.00	1.00
52A98	NURSE PRACTITIONER III	4.00	5.00	7.00	2.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	12.00	11.00	11.00	0.00
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	0.00	0.00	1.00	1.00
52E22	PUBLIC HEALTH NURSE II	24.00	21.00	23.00	2.00
52E23	PUBLIC HEALTH NURSE III	3.00	5.00	5.00	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.00	7.00	8.00	1.00
54B04	GENERAL INTERNIST	3.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	50.03	52.05	52.05	0.00
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B90	CLINIC PHYSICIAN II	6.00	6.00	5.00	-1.00
54C02	PHYSICIAN ASSISTANT II	10.50	10.50	11.50	1.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	189.30	199.30	199.30	0.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	25.00	25.00	28.00	3.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	13.00	15.00	17.00	2.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	4.00	4.00	0.00
60C22	SOCIAL WORKER III	32.40	32.40	32.40	0.00
60C24	SOCIAL WORKER V	1.00	1.00	1.00	0.00
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	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	2.00	2.00	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.50	0.00
70B03	ANIMAL CARE TECHNICIAN II	3.00	3.00	3.00	0.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A30	SECRETARIAL ASSISTANT	1.00	0.00	0.00	0.00
80A31	SECRETARY	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	3.00	3.00	3.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E01	OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	16.00	8.00	5.00	-3.00
80E22	OFFICE ASSISTANT III	17.00	23.00	28.00	5.00
80E80	PRINCIPAL OFFICE ASSISTANT	7.00	7.00	7.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	6.00	6.00	7.00	1.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	4.00	4.00	4.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	4.00	6.00	6.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	48.00	52.00	53.00	1.00
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

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
80M02	PATIENT ACCOUNT REPRESENTATIVE II	20.00	20.00	19.00	-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	1,025.78	1,078.05	1,114.80	36.75

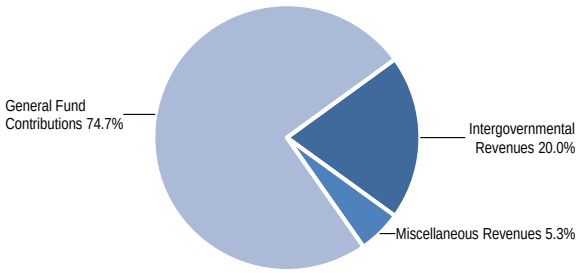
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
4000	4000-8096-001-AUG1	AUG CS Admin Office Assistant III	Not Mandated-New Program/Svc	68,175	1.00	0	1.00
4000	4000-8096-001-AUG2	AUG CS PILOT Program	Not Mandated-New Program/Svc	1,800,000	0.00	200,000	0.00
4000	4000-8097-001-AUG1	AUG CS Alisal Medical Assistant	Not Mandated-New Program/Svc	(1,116)	1.00	0	1.00
4000	4000-8105-001-AUG1	AUG CS Seaside Medical Assistant	Not Mandated-New Program/Svc	(66,429)	11.00	0	11.00
4000	4000-8112-001-AUG1	AUG1-EHS II	Base Level Maintenance	85,458	1.00	0	0.00
4000	4000-8112-001-AUG2	AUG2-EHSII	Base Level Maintenance	85,458	1.00	0	0.00
4000	4000-8112-001-AUG3	AUG3-EHS IV-Supervisor	Base Level Maintenance	100,723	1.00	0	0.00
4000	4000-8112-001-AUG4	AUG4-OAII	Base Level Maintenance	35,646	1.00	0	0.00
4000	4000-8112-001-AUG5	AUG-EHSIII	Base Level Maintenance	89,588	1.00	0	0.00
4000	4000-8118-001-AUG1	AUG1-DEPUTY PA/G/C II	Base Level Maintenance	117,423	1.00	117,423	1.00
4000	4000-8118-001-AUG10	AUG10-DEPUTY PA/G/C II	Base Level Maintenance	10,463	1.00	0	0.00
4000	4000-8118-001-AUG2	AUG2-DEPUTY PA/G/C II	Base Level Maintenance	114,876	1.00	114,876	1.00
4000	4000-8118-001-AUG3	AUG3-DEPUTY PA/G/C II	Base Level Maintenance	109,581	1.00	109,581	1.00
4000	4000-8118-001-AUG4	AUG4-DEPUTY PA/G/C II	Base Level Maintenance	114,876	1.00	114,876	1.00
4000	4000-8118-001-AUG5	AUG5-ACCOUNTANT II	Base Level Maintenance	108,142	1.00	108,142	1.00
4000	4000-8118-001-AUG6	AUG6-PRINCIPAL OA	Base Level Maintenance	71,195	1.00	71,195	1.00
4000	4000-8118-001-AUG7	AUG7-OFFICE ASSISTANT II	Base Level Maintenance	60,625	1.00	60,625	1.00
4000	4000-8118-001-AUG8	AUG8-SENIOR ACCOUNT CLERK	Base Level Maintenance	71,736	1.00	71,736	1.00
4000	4000-8118-001-AUG9	AUG9-MED SERVICES	Base Level Maintenance	90,000	0.00	90,000	1.00
4000	4000-8124-001-AUG1	Aug1 PH TOBCTRL	New Prog/Svc w/ Outside funding	0	2.00	0	2.00
4000	4000-8124-001-AUG2	Aug2 PH WPC	New Prog/Svc w/ Outside funding	0	2.00	0	2.00
4000	4000-8124-001-AUG3	Aug3 PH LAB	New Prog/Svc w/ Outside funding	0	2.00	0	2.00
4000	4000-8124-001-AUG4	Aug4 PH CD	New Prog/Svc w/ Outside funding	0	1.00	0	0.00
4000	4000-8438-001-AUG1	AUG1-MANAGEMENT ANALYST III	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	4000-8438-001-AUG2	AUG2-ASSOCIATE PERSONNEL ANALYST	Base Level Maintenance	0	1.00	0	1.00
4000	4000-8438-001-AUG3	AUG3-ASSOCIATE PERSONNEL ANALYST	Base Level Maintenance	0	1.00	0	1.00
4000	4000-8442-001-AUG1	AUG1- AS OAII	Base Level Maintenance	71,542	1.00	0	0.00
4000	4000-8442-001-AUG2	AUG1- AS Operations Manager	Base Level Maintenance	155,759	1.00	155,759	1.00
4000	4000-8442-001-AUG3	AUG3-Registered Veterinary Technician	Base Level Maintenance	81,108	1.00	0	0.00
4000	4000-8442-001-AUG4	AUG4-Animal Care Tech II	Base Level Maintenance	83,508	1.00	0	0.00
4000	4000-8442-001-AUG5	AUG-Veterinarian	Base Level Maintenance	170,553	1.00	0	0.00
4000	4000-8442-001-AUG6	AUG6-Animal Care Tech II	Base Level Maintenance	83,508	1.00	0	0.00
4000	4000-8442-001-AUG7	ANML SVCS SUPV	Base Level Maintenance	101,884	1.00	0	0.00
4000	4000-8424-025-AUG1	Aug1 Realignment WPC	New Prog/Svc w/ Outside funding	73,736	0.00	0	0.00
4000	4000-8424-025-AUG2	Aug2 Realignment LAB	New Prog/Svc w/ Outside funding	67,443	0.00	0	0.00
4000	4000-8424-025-AUG3	Aug3 Realignment CD	New Prog/Svc w/ Outside funding	154,869	0.00	0	0.00
			Grand Total	**$4,110,330**	**44.00**	**$1,214,213**	**32.00**

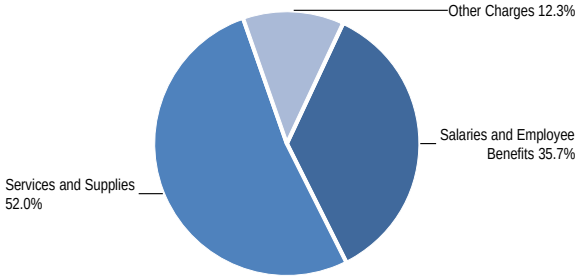
Clinic Services Administration

(Unit 8096— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,428,892	1,646,586	1,356,768	2,721,348	2,721,348	1,074,762
Services and Supplies	2,382,222	3,084,055	2,855,658	5,768,070	3,968,070	884,015
Other Charges	137	838,282	927,567	937,623	937,623	99,341
Subtotal	$3,811,251	$5,568,923	$5,139,993	$9,427,041	$7,627,041	2,058,118

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	0	855,687	819,423	1,524,438	1,524,438	668,751
Charges for Services	510,722	(431,256)	432,859	0	0	431,256
Miscellaneous Revenues	172,602	432,360	0	403,048	403,048	(29,312)
Subtotal	$683,324	$856,791	$1,252,282	$1,927,486	$1,927,486	1,070,695
General Fund Contributions	$3,127,927	$4,712,132	$3,887,711	$7,499,555	$5,699,555	987,423
Total Source of Funds	$3,811,251	$5,568,923	$5,139,993	$9,427,041	$7,627,041	2,058,118

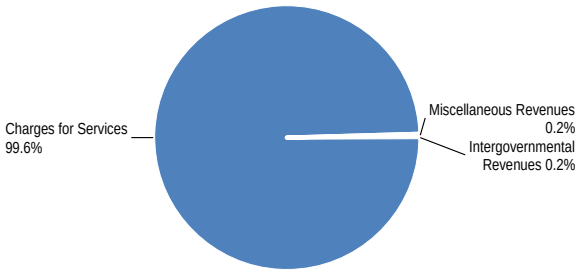
Unit Description

The Clinic Services Administration unit provides administrative support, fiscal reporting and oversight, service delivery and strategic planning, contracting and provider credentialing as well as providing licensure renewal services and change of scope applications to maintain Federally Qualified Health Center Look-Alike (FQHC-LA) status. The unit also performs all medical payors and patient billing. In compliance with FQHC regulations of offering sliding scale fee discounts to those at or below 200% poverty, this office also accepts and processes applications for the sliding scale fee discount program.

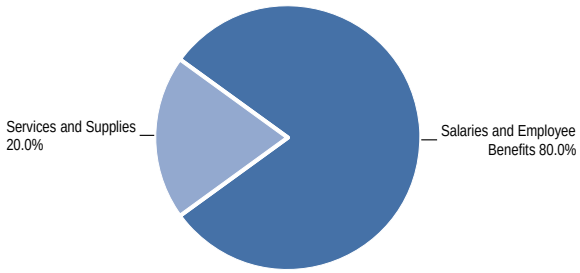
Alisal Health Center

(Unit 8097— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	4,856,516	5,573,232	4,909,762	5,903,267	5,903,267	330,035
Services and Supplies	1,276,071	1,625,775	1,379,087	1,475,451	1,475,451	(150,324)
Capital Assets	0	38,650	0	0	0	(38,650)
Subtotal	$6,132,587	$7,237,657	$6,288,849	$7,378,718	$7,378,718	141,061

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	881,741	0	0	20,000	20,000	20,000
Charges for Services	7,901,448	8,446,047	8,058,251	8,557,743	8,557,743	111,696
Miscellaneous Revenues	59,500	36,000	0	17,000	17,000	(19,000)
Other Financing Sources	43,980	450,000	112,000	0	0	(450,000)
Subtotal	$8,886,668	$8,932,047	$8,170,251	$8,594,743	$8,594,743	(337,304)
General Fund Contributions	($2,754,081)	($1,694,390)	($1,881,402)	($1,216,025)	($1,216,025)	478,365
Total Source of Funds	$6,132,587	$7,237,657	$6,288,849	$7,378,718	$7,378,718	141,061

Unit Description

Alisal Health Center is a community based clinic serving the East Salinas area. It has a large pediatric and perinatal services patient mix and provides perinatal and postpartum education for mothers. In addition to core services in primary care, the clinic offers walk-in immunizations, sexually transmitted disease testing and treatment, and latent tuberculosis testing and treatment.

FQHC Billing

(Unit 8098— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	914,933	1,160,704	1,012,662	0	0	(1,160,704)
Services and Supplies	11,143	12,254	8,918	0	0	(12,254)
Subtotal	$926,076	$1,172,958	$1,021,580	$0	$0	(1,172,958)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	55,260	0	101,301	0	0	0
Miscellaneous Revenues	10,000	0	0	0	0	0
Subtotal	$65,260	$0	$101,301	$0	$0	0
General Fund Contributions	$860,816	$1,172,958	$920,279	$0	$0	(1,172,958)
Total Source of Funds	$926,076	$1,172,958	$1,021,580	$0	$0	(1,172,958)

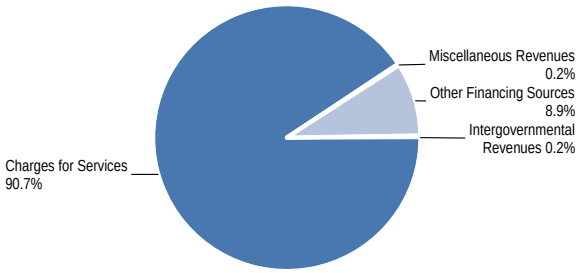
Unit Description

Beginning FY 2017-18 this unit has been merged with Clinic Services Administration unit 8096.

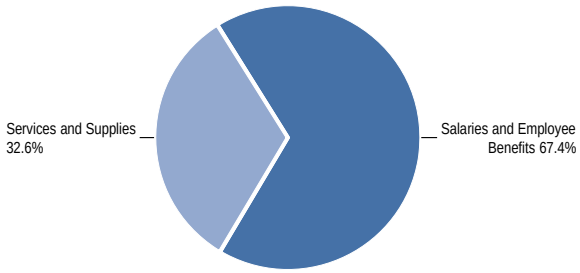
Laurel Family Practice

(Unit 8099— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	2,192,745	4,424,355	2,791,592	5,692,602	5,692,602	1,268,247
Services and Supplies	2,650,608	2,720,339	2,620,497	2,750,336	2,750,336	29,997
Other Charges	(95,733)	0	0	0	0	0
Capital Assets	0	16,230	0	0	0	(16,230)
Subtotal	$4,747,620	$7,160,924	$5,412,089	$8,442,938	$8,442,938	1,282,014

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	20,000	20,000	20,000
Charges for Services	7,216,557	9,114,403	8,623,475	7,683,767	7,683,767	(1,430,636)
Miscellaneous Revenues	13,099	770,885	0	17,000	17,000	(753,885)
Other Financing Sources	500,000	0	8,500	750,000	750,000	750,000
Subtotal	$7,729,656	$9,885,288	$8,631,975	$8,470,767	$8,470,767	(1,414,521)
General Fund Contributions	($2,982,036)	($2,724,364)	($3,219,886)	($27,829)	($27,829)	2,696,535
Total Source of Funds	$4,747,620	$7,160,924	$5,412,089	$8,442,938	$8,442,938	1,282,014

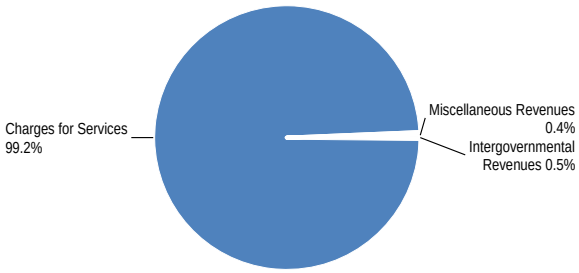
Unit Description

Laurel Family Practice is a primary care clinic located in the Natividad Medical Center campus and serves as a collaborative training site for 30 Natividad Medical Center Family Practice residents. The clinic provides general family medicine practice and procedures.

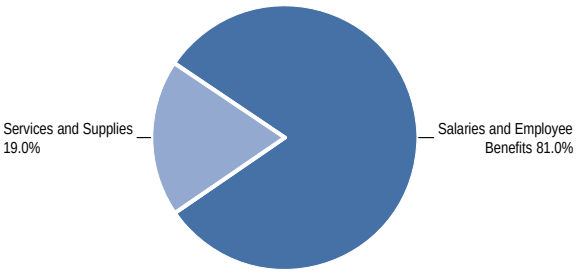
Laurel Internal Medicine

(Unit 8100— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,736,744	2,762,066	1,956,541	3,262,388	3,262,388	500,322
Services and Supplies	542,486	939,025	739,038	766,325	766,325	(172,700)
Capital Assets	308,938	14,000	0	0	0	(14,000)
Subtotal	$2,588,168	$3,715,091	$2,695,579	$4,028,713	$4,028,713	313,622

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	12,222	0	0	0	0	0
Intergovernmental Revenues	0	0	0	20,000	20,000	20,000
Charges for Services	2,482,292	4,176,255	2,895,910	4,395,337	4,395,337	219,082
Miscellaneous Revenues	0	29,184	21,250	17,000	17,000	(12,184)
Other Financing Sources	0	210,000	0	0	0	(210,000)
Subtotal	$2,494,514	$4,415,439	$2,917,160	$4,432,337	$4,432,337	16,898
General Fund Contributions	$93,654	($700,348)	($221,581)	($403,624)	($403,624)	296,724
Total Source of Funds	$2,588,168	$3,715,091	$2,695,579	$4,028,713	$4,028,713	313,622

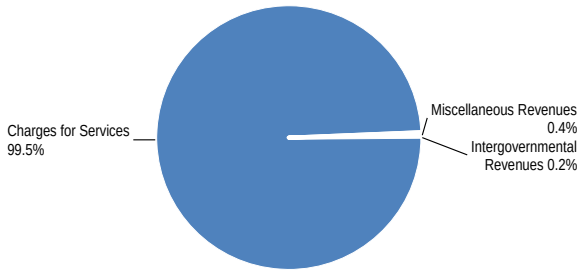
Unit Description

Laurel Internal Medicine Clinic is a Level III Patient Center Medical Home clinic certified by the National Committee for Quality Assurance (NCQA), providing primary care services. The clinic accepts referrals from all safety net providers for complex internal medicine care.

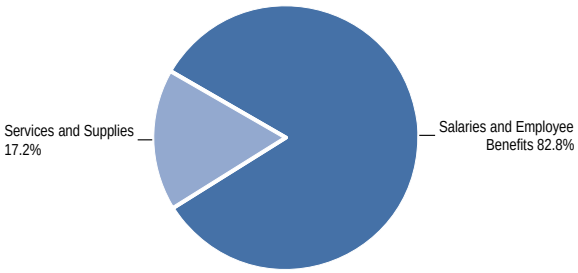
Laurel Pediatrics

(Unit 8101— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	3,313,796	5,985,945	3,743,741	6,596,993	6,596,993	611,048
Services and Supplies	1,000,868	1,063,617	1,618,867	1,372,832	1,372,832	309,215
Other Charges	(62,222)	0	(5,000)	(15,000)	(15,000)	(15,000)
Capital Assets	85,582	13,706	0	0	0	(13,706)
Subtotal	$4,338,025	$7,063,268	$5,357,608	$7,954,825	$7,954,825	891,557

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	194,001	0	0	0	0	0
Intergovernmental Revenues	5,235	0	0	20,000	20,000	20,000
Charges for Services	5,225,923	8,234,905	5,985,447	11,369,381	11,369,381	3,134,476
Miscellaneous Revenues	8,500	80,334	0	42,500	42,500	(37,834)
Subtotal	$5,433,659	$8,315,239	$5,985,447	$11,431,881	$11,431,881	3,116,642
General Fund Contributions	($1,095,634)	($1,251,971)	($627,839)	($3,477,056)	($3,477,056)	(2,225,085)
Total Source of Funds	$4,338,025	$7,063,268	$5,357,608	$7,954,825	$7,954,825	891,557

Unit Description

Laurel Pediatric Clinic provides full scope pediatric care through board certified pediatricians. The clinic serves as a referral clinic for all safety net providers for acute pediatric cases. The clinic also offers access to specialists from the University of California San Francisco and Stanford.

Laurel Women's Health Clinic

(Unit 8102— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,341,550	1,362,223	1,541,009	0	0	(1,362,223)
Services and Supplies	11,541	72,830	16,043	0	0	(72,830)
Subtotal	$1,353,091	$1,435,053	$1,557,052	$0	$0	(1,435,053)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	9,652	0	0	0	0	0
Subtotal	$9,652	$0	$0	$0	$0	0
General Fund Contributions	$1,343,439	$1,435,053	$1,557,052	$0	$0	(1,435,053)
Total Source of Funds	$1,353,091	$1,435,053	$1,557,052	$0	$0	(1,435,053)

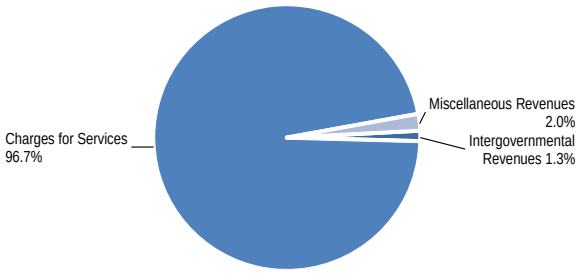
Unit Description

Beginning FY 2017-18 this unit has been merged with Laurel Family Practice unit 8099.

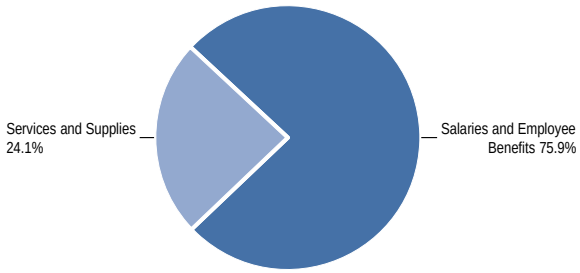
Marina Health Center

(Unit 8103— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	668,288	989,067	804,304	1,165,455	1,165,455	176,388
Services and Supplies	403,083	474,137	408,946	369,494	369,494	(104,643)
Other Charges	(19,670)	0	0	(19,667)	(19,667)	(19,667)
Subtotal	$1,051,700	$1,463,204	$1,213,250	$1,515,282	$1,515,282	52,078

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	1,448	0	0	20,000	20,000	20,000
Charges for Services	2,297,356	1,758,703	2,096,456	1,539,791	1,539,791	(218,912)
Miscellaneous Revenues	15,000	34,000	15,000	32,000	32,000	(2,000)
Subtotal	$2,313,804	$1,792,703	$2,111,456	$1,591,791	$1,591,791	(200,912)
General Fund Contributions	($1,262,104)	($329,499)	($898,206)	($76,509)	($76,509)	252,990
Total Source of Funds	$1,051,700	$1,463,204	$1,213,250	$1,515,282	$1,515,282	52,078

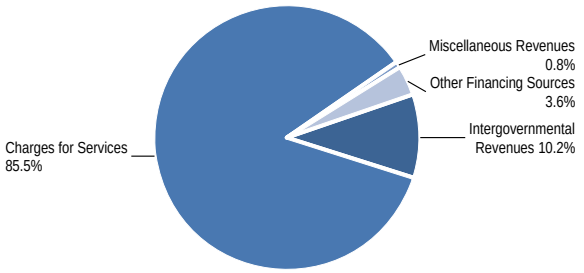
Unit Description

The Marina Health Center is a small family practice clinic serving the Marina area. In addition to primary care, the clinic offers specialized services such as obstetrics and gynecology care, internal medicine, and comprehensive perinatal and postpartum education.

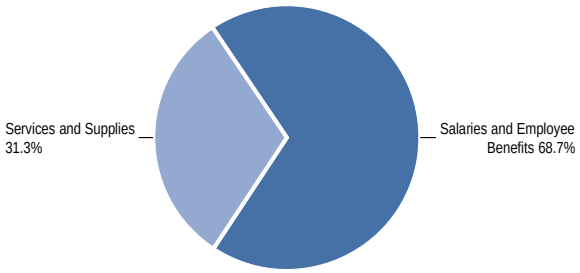
Seaside Family Health Center

(Unit 8105— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,099,924	6,980,329	5,259,340	7,845,883	7,845,883	865,554
Services and Supplies	1,735,804	2,109,574	3,681,341	3,569,838	3,569,838	1,460,264
Capital Assets	5,323	42,500	0	0	0	(42,500)
Subtotal	$6,841,051	$9,132,403	$8,940,681	$11,415,721	$11,415,721	2,283,318

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	4,542	0	1,125,000	1,270,000	1,270,000	1,270,000
Charges for Services	7,389,243	9,864,284	8,437,546	10,665,890	10,665,890	801,606
Miscellaneous Revenues	149,250	180,184	77,000	94,000	94,000	(86,184)
Other Financing Sources	0	210,000	0	450,000	450,000	240,000
Subtotal	$7,543,036	$10,254,468	$9,639,546	$12,479,890	$12,479,890	2,225,422
General Fund Contributions	($701,985)	($1,122,065)	($698,865)	($1,064,169)	($1,064,169)	57,896
Total Source of Funds	$6,841,051	$9,132,403	$8,940,681	$11,415,721	$11,415,721	2,283,318

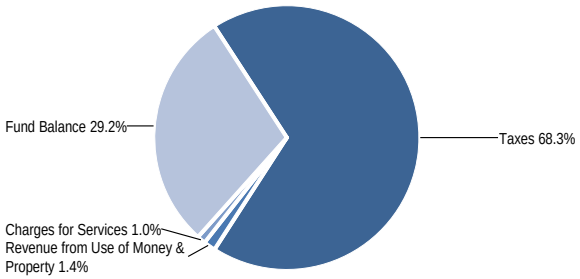
Unit Description

The Seaside Family Health Center is a large family practice clinic serving the Monterey Peninsula. Specialized services offered in the clinic include obstetrics and gynecology care, pediatrics, behavioral health, internal medicine and comprehensive perinatal and postpartum education.

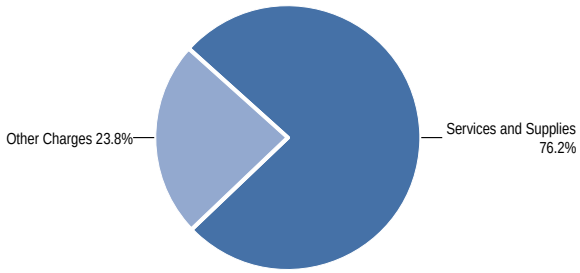
Ambulance Service

(Unit 8108— Fund 092)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	1,069,929	1,760,721	1,442,677	1,841,301	1,841,301	80,580
Other Charges	568,589	575,000	575,000	575,000	575,000	0
Subtotal	$1,638,518	$2,335,721	$2,017,677	$2,416,301	$2,416,301	80,580

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	1,646,143	1,635,000	1,645,000	1,650,000	1,650,000	15,000
Revenue from Use of Money & Property	30,214	10,000	30,000	35,000	35,000	25,000
Charges for Services	153,295	159,000	28,000	25,000	25,000	(134,000)
Subtotal	$1,829,652	$1,804,000	$1,703,000	$1,710,000	$1,710,000	(94,000)
Fund Balance	(191,134)	531,721	314,677	706,301	706,301	174,580
Total Source of Funds	$1,638,518	$2,335,721	$2,017,677	$2,416,301	$2,416,301	80,580

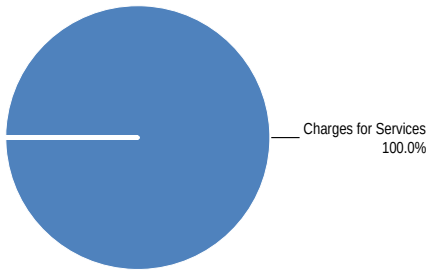
Unit Description

The Director of Health administers County Service Area (CSA) 74 (Emergency Medical Services System). This CSA was created to finance a countywide paramedic emergency medical services (EMS) program. On March 7, 2000, Monterey County voters approved 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. This fund is administered by the Director of Health, but is accounted for in County Service Area 74.

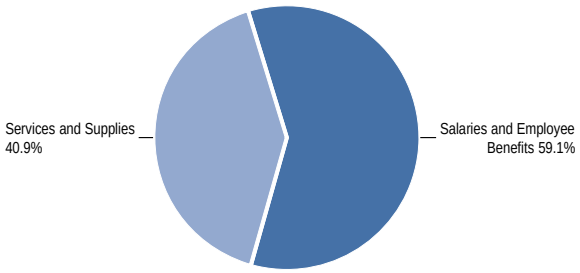
EMS Operating

(Unit 8109— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	644,556	929,560	898,802	1,255,808	1,255,808	326,248
Services and Supplies	549,322	939,511	788,118	869,485	869,485	(70,026)
Other Charges	(1,275,350)	(1,888,701)	(1,587,169)	(2,000,293)	(2,000,293)	(111,592)
Capital Assets	33,851	0	0	0	0	0
Other Financing Uses	50,249	19,630	0	0	0	(19,630)
Subtotal	$2,629	$0	$99,751	$125,000	$125,000	125,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	15,236	0	125,000	125,000	125,000	125,000
Miscellaneous Revenues	27,870	0	25,000	0	0	0
Subtotal	$43,106	$0	$150,000	$125,000	$125,000	125,000
General Fund Contributions	($40,477)	$0	($50,249)	$0	$0	0
Total Source of Funds	$2,629	$0	$99,751	$125,000	$125,000	125,000

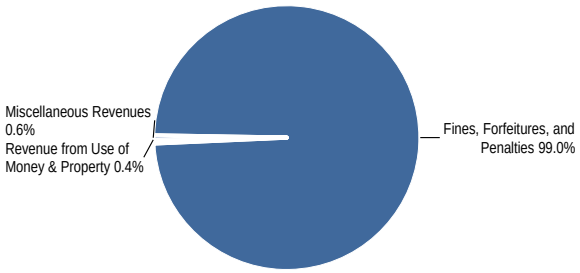
Unit Description

The Emergency Medical Services (EMS) Operating unit plans, coordinates and evaluates the countywide EMS System. This includes maintaining countywide advanced life support services, contracting for ambulance and pre-hospital care services, monitoring training, planning for disaster medical response, and coordinating public information and education. In addition, staff administers funds received through the Community Service Area (CSA) 74 Fund 092 and the Uncompensated Care Fund 016.

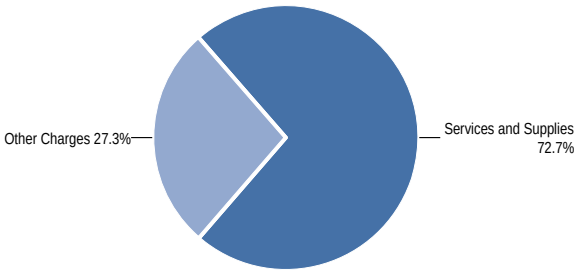
Uncompensated Care

(Unit 8111— Fund 016)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	452,510	630,000	500,000	600,000	600,000	(30,000)
Other Charges	0	246,928	225,000	225,000	225,000	(21,928)
Subtotal	$452,510	$876,928	$725,000	$825,000	$825,000	(51,928)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	710,477	850,000	850,000	850,000	850,000	0
Revenue from Use of Money & Property	8,272	3,500	3,522	3,500	3,500	0
Miscellaneous Revenues	11,312	25,000	5,000	5,000	5,000	(20,000)
Subtotal	$730,060	$878,500	$858,522	$858,500	$858,500	(20,000)
Fund Balance	(277,550)	(1,572)	(133,522)	(33,500)	(33,500)	(31,928)
Total Source of Funds	$452,510	$876,928	$725,000	$825,000	$825,000	(51,928)

Unit Description

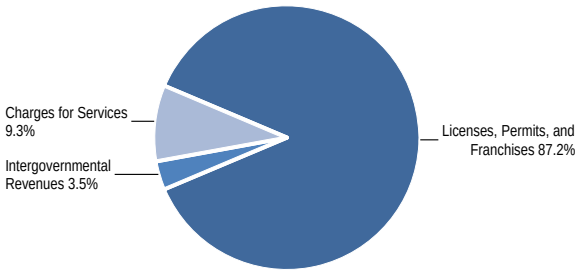
Uncompensated Care Fund 016 was established in 1989 to provide for collection and distribution of fine proceeds authorized by the California State Legislature through Senate Bill (SB)612 and SB 1773. These laws allow counties to levy an assessment of $4.00 per $10.00 of fines for specified traffic violations. Pursuant to State Law, the money in the fund is disbursed and utilized in the following manner:

Up to 10% of the proceeds are available to fund the program's administration. The remaining 90% is distributed to physicians and hospitals for patients who do not make payments for emergency medical services and for other emergency medical services as follows: 58% 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 Emergency Medical Services Agency activities. The distributions from the fund to hospitals and the Health Department are made during the fiscal year. Distributions of the physician reimbursement are made on a quarterly basis. The balance of the revenue is retained in the fund at year-end for payment in the subsequent fiscal year in accordance with Health and Safety Code Div. 2.5.

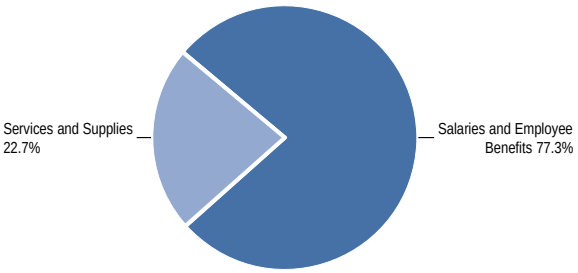
Consumer Health Protection Services

(Unit 8112— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,728,044	1,896,152	1,771,755	2,408,363	1,841,623	(54,529)
Services and Supplies	240,968	517,952	535,986	540,624	540,624	22,672
Other Charges	(58,082)	(2,047)	(2,047)	0	0	2,047
Capital Assets	51,738	0	0	0	0	0
Other Financing Uses	34,083	34,497	0	0	0	(34,497)
Subtotal	$1,996,751	$2,446,554	$2,305,694	$2,948,987	$2,382,247	(64,307)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	2,078,642	2,332,181	2,219,755	2,548,689	2,378,822	46,641
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	98,994	95,469	74,134	95,500	95,500	31
Charges for Services	264,553	168,000	194,200	252,303	252,303	84,303
Miscellaneous Revenues	0	2	1,202	3	3	1
Other Financing Sources	0	0	0	1	1	1
Subtotal	$2,442,188	$2,595,652	$2,489,291	$2,896,497	$2,726,630	130,978
General Fund Contributions	($445,437)	($149,098)	($183,597)	$52,490	($344,383)	(195,285)
Total Source of Funds	$1,996,751	$2,446,554	$2,305,694	$2,948,987	$2,382,247	(64,307)

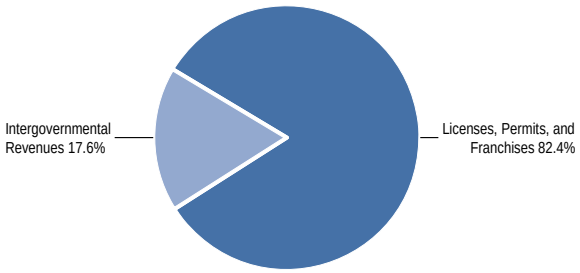
Unit Description

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, and other general health protection activities.

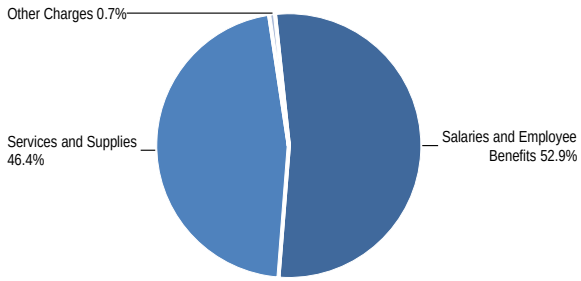
Recycling and Resource Recovery Services

(Unit 8113— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	233,706	383,275	326,678	374,231	374,231	(9,044)
Services and Supplies	184,078	317,264	270,405	327,958	327,958	10,694
Other Charges	5,000	(1,852)	(1,852)	5,000	5,000	6,852
Other Financing Uses	3,588	3,631	0	0	0	(3,631)
Subtotal	$426,372	$702,318	$595,231	$707,189	$707,189	4,871

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	537,539	677,248	587,739	677,325	677,325	77
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	165,123	145,000	131,052	145,000	145,000	0
Charges for Services	757	3	3	3	3	0
Miscellaneous Revenues	0	2	2	3	3	1
Other Financing Sources	0	0	0	1	1	1
Subtotal	$703,419	$822,253	$718,796	$822,333	$822,333	80
General Fund Contributions	($277,047)	($119,935)	($123,565)	($115,144)	($115,144)	4,791
Total Source of Funds	$426,372	$702,318	$595,231	$707,189	$707,189	4,871

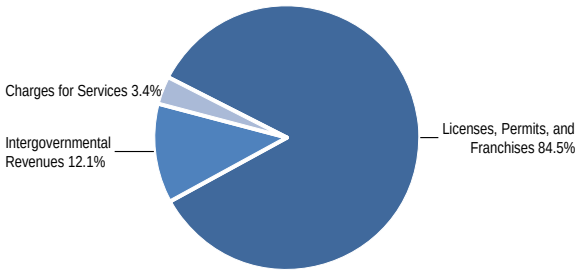
Unit Description

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.

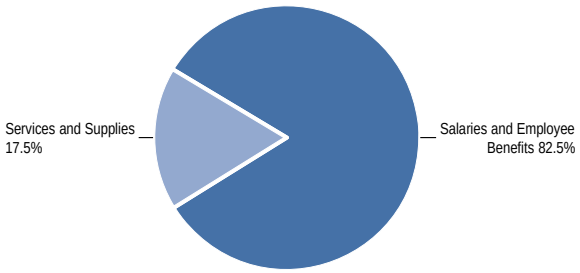
Solid Waste Management Services

(Unit 8114— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	384,717	412,336	257,516	598,571	598,571	186,235
Services and Supplies	56,340	173,659	143,141	126,587	126,587	(47,072)
Other Charges	(2,647)	(1,851)	(1,851)	0	0	1,851
Other Financing Uses	8,969	1	0	0	0	(1)
Subtotal	$447,380	$584,145	$398,806	$725,158	$725,158	141,013

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	611,450	643,951	422,278	656,827	656,827	12,876
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	109,022	92,293	128,628	94,000	94,000	1,707
Charges for Services	63	2	2	26,275	26,275	26,273
Miscellaneous Revenues	0	2	2	3	3	1
Other Financing Sources	0	0	0	1	1	1
Subtotal	$720,534	$736,248	$550,910	$777,107	$777,107	40,859
General Fund Contributions	($273,155)	($152,103)	($152,104)	($51,949)	($51,949)	100,154
Total Source of Funds	$447,380	$584,145	$398,806	$725,158	$725,158	141,013

Unit Description

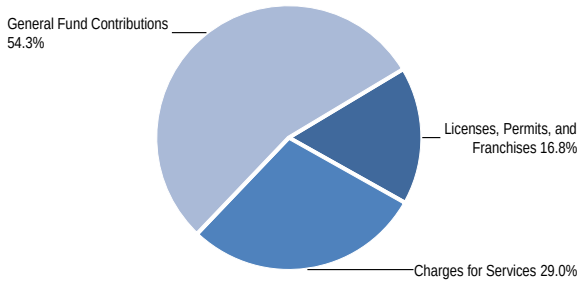
Solid Waste Management Services (SWMS) is designated as CalRecycle's Local Enforcement Agency (LEA) for Monterey County and is responsible for permitting, ensuring compliance with regulations, and inspecting facilities that handle solid waste, such as landfills, transfer stations, and compost facilities. In addition, SWMS implements and conducts inspections for the body art, medical waste, waste tire enforcement, solid waste vehicle, liquid waste vehicle, and vegetable cull feeder programs, collectively known as the Local Enforcement Programs.

SWMS 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. SWMS also administers State-funded grants that support program activities.

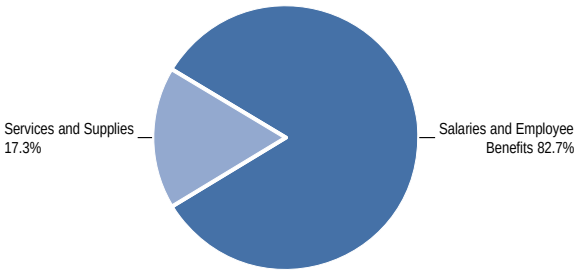
Environmental Health Review Services

(Unit 8115— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	643,748	611,342	494,716	773,688	773,688	162,346
Services and Supplies	54,916	156,297	131,362	161,616	161,616	5,319
Other Charges	(1,560)	3	3	0	0	(3)
Other Financing Uses	10,763	1	0	0	0	(1)
Subtotal	$707,868	$767,643	$626,081	$935,304	$935,304	167,661

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	171,960	153,624	140,007	156,694	156,694	3,070
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	0	1	1	1	1	0
Charges for Services	267,546	265,035	137,091	270,892	270,892	5,857
Miscellaneous Revenues	459	2	2	3	3	1
Other Financing Sources	0	0	0	1	1	1
Subtotal	$439,964	$418,662	$277,101	$427,592	$427,592	8,930
General Fund Contributions	$267,903	$348,981	$348,980	$507,712	$507,712	158,731
Total Source of Funds	$707,868	$767,643	$626,081	$935,304	$935,304	167,661

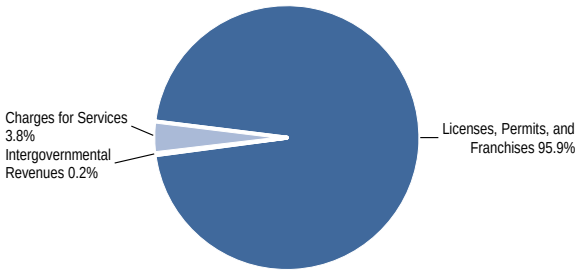
Unit Description

Environmental Health Review Services (EHRS) serves as the liaison between the Environmental Health Bureau (Bureau) and the Resource Management Agency (RMA) and is responsible for review of land use projects and building permits to ensure conformance with regulations where the Bureau is the oversight agency. Additionally, this program reviews, inspects, and approves Supply and Onsite Wastewater Treatment Systems (OWTS) and provides annual inspections of sewage treatment and wastewater reclamation facilities.

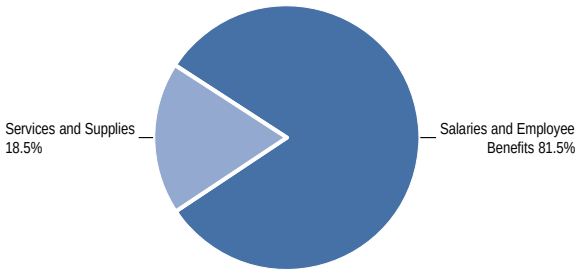
Hazardous Materials Management Services

(Unit 8116— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,232,486	1,077,149	1,113,616	1,170,273	1,170,273	93,124
Services and Supplies	127,387	428,976	406,595	265,839	265,839	(163,137)
Other Charges	(48,597)	(44,107)	(44,107)	0	0	44,107
Capital Assets	51,738	0	0	0	0	0
Other Financing Uses	16,145	53,158	0	0	0	(53,158)
Subtotal	$1,379,160	$1,515,176	$1,476,104	$1,436,112	$1,436,112	(79,064)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,552,271	2,129,873	2,119,406	2,172,468	2,172,468	42,595
Fines, Forfeitures, and Penalties	849,072	0	25,420	1	1	1
Revenue from Use of Money & Property	1,992	0	0	0	0	0
Intergovernmental Revenues	(2,360)	5,000	5,000	5,000	5,000	0
Charges for Services	13,384	3	3	86,902	86,902	86,899
Miscellaneous Revenues	3,833	1	1	2	2	1
Other Financing Sources	0	136,602	135,736	0	0	(136,602)
Subtotal	$2,418,192	$2,271,479	$2,285,566	$2,264,373	$2,264,373	(7,106)
General Fund Contributions	($1,039,032)	($756,303)	($809,462)	($828,261)	($828,261)	(71,958)
Total Source of Funds	$1,379,160	$1,515,176	$1,476,104	$1,436,112	$1,436,112	(79,064)

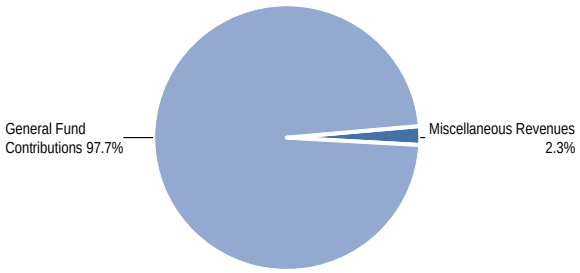
Unit Description

Hazardous Materials Management Services (HMMS) is designated as the local Certified Unified Program Agency (CUPA) in Monterey County and is responsible for inspecting facilities in the County to verify proper storage, handling and disposal of hazardous materials and hazardous wastes. As the CUPA, HMMS is responsible for permitting and conducting inspections of underground storage tanks and aboveground petroleum storage tanks. Additionally, HMMS provides emergency response 24 hours each day, seven days per week, to oversee hazardous material spill site cleanup activities and to operate the pesticide exposure reporting program.

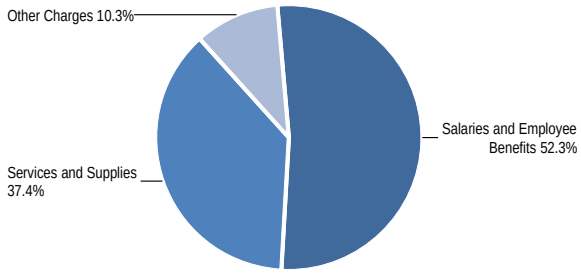
Environmental Health Fiscal and Administration

(Unit 8117— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,025,793	1,058,046	1,108,886	1,120,337	1,120,337	62,291
Services and Supplies	958,674	400,696	447,054	802,202	802,202	401,506
Other Charges	147	162,491	266,352	220,154	220,154	57,663
Other Financing Uses	17,939	16,342	0	0	0	(16,342)
Subtotal	$2,002,553	$1,637,575	$1,822,292	$2,142,693	$2,142,693	505,118

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	170,630	3	59,921	0	0	(3)
Intergovernmental Revenues	0	0	0	1	1	1
Charges for Services	2,885	(13,615)	(134)	3	3	13,618
Miscellaneous Revenues	48,488	31,862	55,662	48,902	48,902	17,040
Subtotal	$222,003	$18,250	$115,449	$48,906	$48,906	30,656
General Fund Contributions	$1,780,550	$1,619,325	$1,706,843	$2,093,787	$2,093,787	474,462
Total Source of Funds	$2,002,553	$1,637,575	$1,822,292	$2,142,693	$2,142,693	505,118

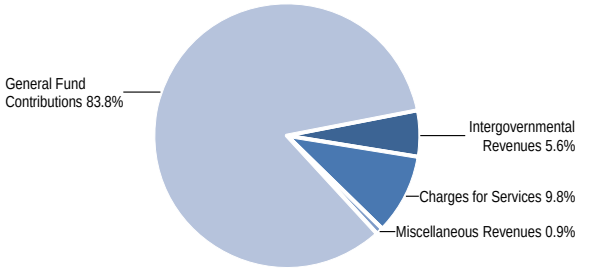
Unit Description

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 shelter. Services include budget preparation and oversight, billing and collection, procurement and accounts payable, contract and grant management, and information management systems support.

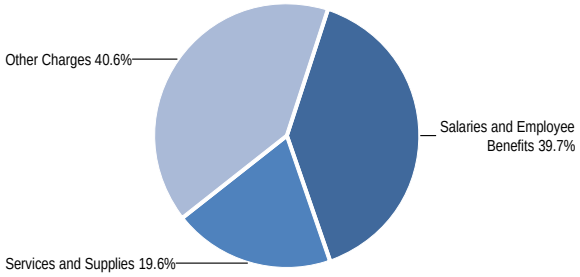
Public Guardian/Administrator/Conservator

(Unit 8118— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	546,385	872,240	844,338	1,028,023	917,560	45,320
Services and Supplies	329,233	416,241	384,774	453,470	453,470	37,229
Other Charges	12	181,190	938,444	938,444	938,444	757,254
Capital Assets	0	0	10,000	0	0	0
Other Financing Uses	0	8,003	0	0	0	(8,003)
Subtotal	$875,630	$1,477,674	$2,177,556	$2,419,937	$2,309,474	831,800

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	41,935	109,525	101,484	129,537	129,537	20,012
Charges for Services	163,166	284,870	259,543	225,569	225,569	(59,301)
Miscellaneous Revenues	23,957	24,000	8,000	120,000	20,000	(4,000)
Subtotal	$229,058	$418,395	$369,027	$475,106	$375,106	(43,289)
General Fund Contributions	$646,572	$1,059,279	$1,808,529	$1,944,831	$1,934,368	875,089
Total Source of Funds	$875,630	$1,477,674	$2,177,556	$2,419,937	$2,309,474	831,800

Unit Description

The Public Guardian/Administrator/Conservator Bureau provides services in four major functional areas:

The Public Administrator is mandated by law to take charge of property and probate decedent estates ranging in value from $2,000 to over $2,000,000 of persons who have died when no executor or estate administrator exists or is willing or able to act.

The Public Guardian acts as court appointed Lanterman Petris Short (LPS) Conservator of any individual found to be gravely disabled due to mental disorder who is unable or unwilling to accept treatment voluntarily pursuant to Welfare and Institutions Code 5000 et seq.

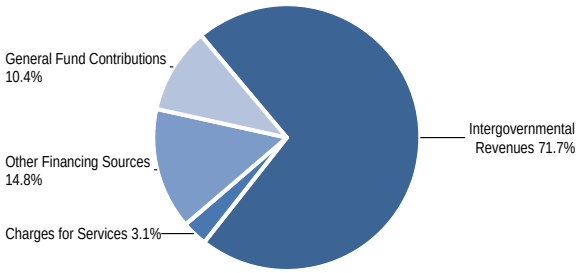
The Public Guardian acts as court appointed Probate Conservator for frail, elderly, and cognitively impaired individuals substantially unable to manage personal or financial affairs or resist fraud or undue influence when there is no family or a qualified third party to act pursuant to Probate Code sections 1800 et seq.

The Public Guardian serves as Public Representative Payee pursuant to Board Resolution 82-43 for Monterey County residents. The Public Representative Payee manages and/or applies for any public entitlement benefits for disabled Monterey County residents, with no available family or third party assistance, who are unable to manage or apply for benefits on their own behalf and assures access to any health care and social services available.

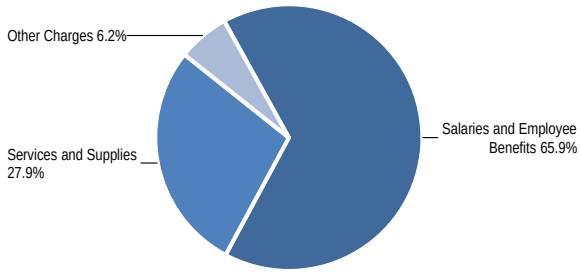
Children's Medical Services

(Unit 8121— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,196,104	5,341,958	4,612,977	4,558,597	4,558,597	(783,361)
Services and Supplies	1,741,772	1,678,282	1,639,472	1,926,407	1,926,407	248,125
Other Charges	604,036	1,034,854	389,388	430,747	430,747	(604,107)
Subtotal	$7,541,912	$8,055,094	$6,641,837	$6,915,751	$6,915,751	(1,139,343)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	5,673,480	5,227,379	5,149,533	4,960,636	4,960,636	(266,743)
Charges for Services	246,067	240,466	209,224	213,435	213,435	(27,031)
Other Financing Sources	1,095,005	1,862,136	693,432	1,020,362	1,020,362	(841,774)
Subtotal	$7,014,553	$7,329,981	$6,052,189	$6,194,433	$6,194,433	(1,135,548)
General Fund Contributions	$527,359	$725,113	$589,648	$721,318	$721,318	(3,795)
Total Source of Funds	$7,541,912	$8,055,094	$6,641,837	$6,915,751	$6,915,751	(1,139,343)

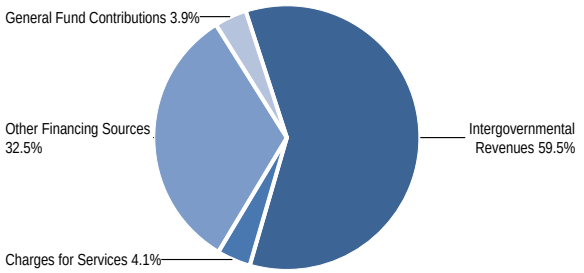
Unit Description

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 is scheduled to transfer case management and health care service authorization to the Central California Alliance for Health in July 2018 as part of California's current Section 1115 waiver agreement with the U.S. Centers for Medicare and Medicaid Services. CHDP provides no-cost health assessments and dental screenings for Medi-Cal eligible children up to age 21 and children under 200% of the poverty level up to age 19. CHDP provides training and technical assistance to enrolled providers, and assures children receive follow-up treatment services. CHDP Foster Care nurses work with the Child and Family Services Division of the Department of Social Services and the Probation Department to assure children in foster care have access to appropriate health care services. The Childhood Lead Poisoning Prevention Program (CLPPP) educates medical providers in detecting and preventing lead poisoning in children, improves lead poisoning detection by assuring all at-risk children receive blood lead screening tests, case manages lead-poisoned children to assure screening follow-up, and maintains a system to collect, analyze and disseminate childhood lead poisoning data that is used for program planning, evaluation and epidemiology.

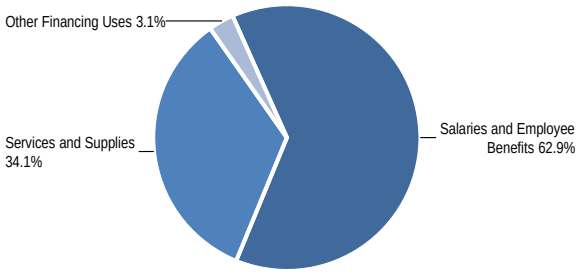
Public Health

(Unit 8124— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	12,421,523	11,795,666	12,629,716	13,264,473	13,109,604	1,313,938
Services and Supplies	5,817,964	6,363,882	6,213,963	7,104,835	7,104,835	740,953
Other Charges	(2,958,732)	(2,990,259)	(3,159,867)	(2,321,985)	(2,321,985)	668,274
Capital Assets	69,622	0	0	0	0	0
Other Financing Uses	212,733	223,802	0	932,361	636,313	412,511
Subtotal	$15,563,111	$15,393,091	$15,683,812	$18,979,684	$18,528,767	3,135,676

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	12,284	13,781	15,817	17,629	17,629	3,848
Fines, Forfeitures, and Penalties	9,331	7,933	7,830	8,398	8,398	465
Intergovernmental Revenues	9,281,817	7,961,730	8,101,576	11,006,860	11,006,860	3,045,130
Charges for Services	865,576	1,050,829	922,174	756,870	756,870	(293,959)
Miscellaneous Revenues	7,623	0	(10)	(10)	(10)	(10)
Other Financing Sources	5,226,809	5,836,709	6,342,950	6,172,716	6,017,847	181,138
Subtotal	$15,403,440	$14,870,982	$15,390,337	$17,962,463	$17,807,594	2,936,612
General Fund Contributions	$159,671	$522,109	$293,475	$1,017,221	$721,173	199,064
Total Source of Funds	$15,563,111	$15,393,091	$15,683,812	$18,979,684	$18,528,767	3,135,676

Unit Description

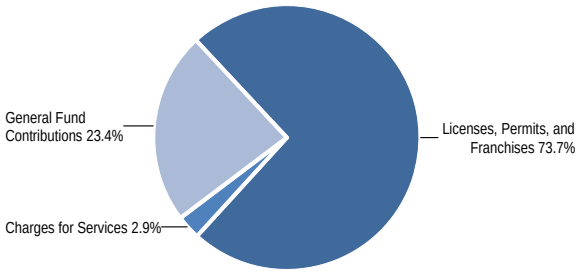
Public health is credited with adding 25 years to the life expectancy of people in the United States. In the last 100 years, major public health accomplishments that have improved and prolonged life include vaccinations, motor vehicle safety, safe workplaces, control of infectious disease, food safety, 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, the supplemental Nutrition Program for Women, Infants, and Children (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. 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. The 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. Public Health also identifies health disparities and works collaboratively with other agencies to achieve health equity for all County residents.

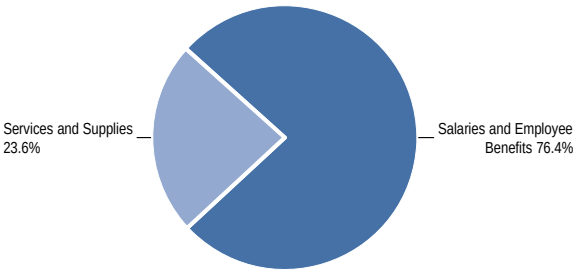
Drinking Water Protection Service

(Unit 8272— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	857,226	1,033,557	851,064	1,138,566	1,138,566	105,009
Services and Supplies	163,255	275,139	319,711	350,983	350,983	75,844
Other Charges	(4,282)	(8,257)	(8,257)	0	0	8,257
Other Financing Uses	16,145	1	0	0	0	(1)
Subtotal	$1,032,344	$1,300,440	$1,162,518	$1,489,549	$1,489,549	189,109

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,029,530	1,076,127	1,001,126	1,097,647	1,097,647	21,520
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	0	20	20	1	1	(19)
Charges for Services	15,311	3	3	43,909	43,909	43,906
Miscellaneous Revenues	8,075	1	1	2	2	1
Other Financing Sources	0	62,920	0	0	0	(62,920)
Subtotal	$1,052,916	$1,139,071	$1,001,150	$1,141,560	$1,141,560	2,489
General Fund Contributions	($20,572)	$161,369	$161,368	$347,989	$347,989	186,620
Total Source of Funds	$1,032,344	$1,300,440	$1,162,518	$1,489,549	$1,489,549	189,109

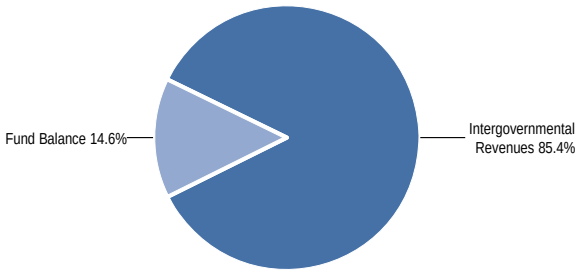
Unit Description

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; and permitting desalination treatment facilities.

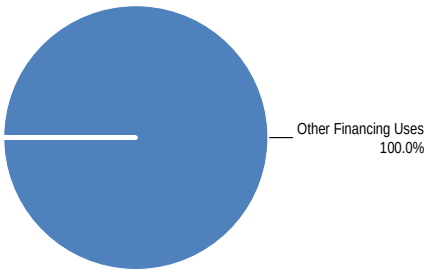
Behavioral Health

(Unit 8410— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	8,999,997	9,500,000	13,900,000	15,802,000	15,802,000	6,302,000
Subtotal	$8,999,997	$9,500,000	$13,900,000	$15,802,000	$15,802,000	6,302,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	11,302,732	9,500,000	13,900,000	13,500,000	13,500,000	4,000,000
Subtotal	$11,302,732	$9,500,000	$13,900,000	$13,500,000	$13,500,000	4,000,000
Fund Balance	(2,302,735)	0	0	2,302,000	2,302,000	2,302,000
Total Source of Funds	$8,999,997	$9,500,000	$13,900,000	$15,802,000	$15,802,000	6,302,000

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 (SED) definition under the newly created Education-Related Mental Health Services (ERMHS) program. The passage of AB 100 realignment and the restructuring of the State Departments of Mental Health and Alcohol and Drugs have resulted in a significant transition of Behavioral Health Services from the State to counties. The implementation of the Affordable Care Act and other demands on behavioral health services has resulted in the Bureau developing a strategic plan to meet these new responsibilities.

Behavioral Health Administration provides administrative support to both Mental Health and Alcohol and Drug Programs. This unit includes: quality management for Medi-Cal and non-Medi-Cal clinical services; budget preparation, management, and monitoring; accounts receivable/payable; Medi-Cal billing; Electronic Health Records (EHR) maintenance; Information Technology support; grants management; contract management; housing projects administration; capital projects development and coordination; workforce education and training coordination; human resources services; purchasing; and executive management.

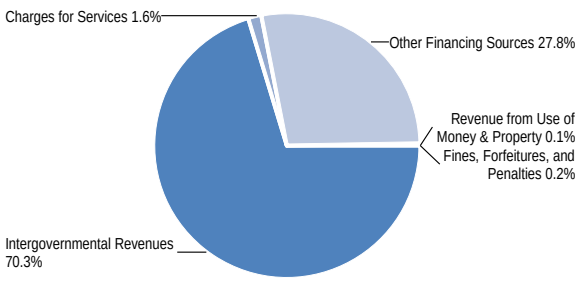
The Local Revenue Fund, Fund 022, was established in FY 2011-12 pursuant to AB 118, to recognize and track non-health and social services sales tax revenue and vehicle license fee realignment funds. For consistency in the treatment of 2011 revenue, effective in March of 2015, the recognition and tracking of Behavioral Health Sub-account revenue receipts was transferred to Fund 022. The Recommended Budget for FY 2017-18, in the amount of $15,802,000, represents the estimated funding available during the budget year.

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 2017-18, in the amount of $12,369,000, represents the estimated funding available during the budget year.

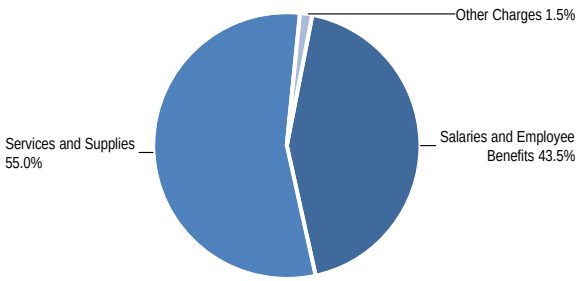
Behavioral Health

(Unit 8410— Fund 023)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	39,490,050	47,760,345	39,359,094	46,815,400	46,815,400	(944,945)
Services and Supplies	50,269,596	66,902,755	53,417,149	59,245,914	59,245,914	(7,656,841)
Other Charges	2,053,525	2,095,000	1,451,583	1,600,000	1,600,000	(495,000)
Capital Assets	318,026	100,000	100,000	100,000	100,000	0
Subtotal	$92,131,196	$116,858,100	$94,327,826	$107,761,314	$107,761,314	(9,096,786)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	202,014	215,000	200,000	200,000	200,000	(15,000)
Revenue from Use of Money & Property	102,948	116,451	99,096	116,451	116,451	0
Intergovernmental Revenues	56,831,847	79,726,710	65,373,007	75,765,300	75,765,300	(3,961,410)
Charges for Services	1,864,130	1,525,000	1,880,647	1,725,000	1,725,000	200,000
Miscellaneous Revenues	511,427	0	243,275	0	0	0
Other Financing Sources	21,561,363	23,344,685	23,000,000	29,954,563	29,954,563	6,609,878
Subtotal	$81,073,728	$104,927,846	$90,796,025	$107,761,314	$107,761,314	2,833,468
Fund Balance	11,057,468	11,930,254	3,531,801	0	0	(11,930,254)
Total Source of Funds	$92,131,196	$116,858,100	$94,327,826	$107,761,314	$107,761,314	(9,096,786)

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 (SED) definition under the newly created Education-Related Mental Health Services (ERMHS) program. The passage of AB 100 realignment and the restructuring of the State Departments of Mental Health and Alcohol and Drugs have resulted in a significant transition of Behavioral Health Services from the State to counties. The implementation of the Affordable Care Act and other demands on behavioral health services has resulted in the Bureau developing a strategic plan to meet these new responsibilities.

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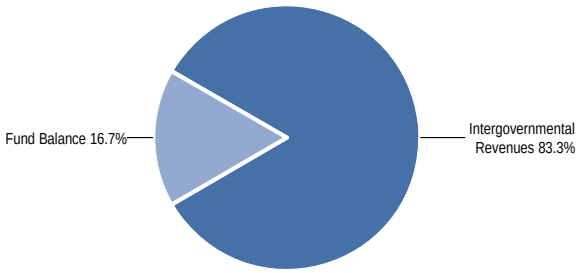
March of 2015, the recognition and tracking of Behavioral Health Sub-account revenue receipts was transferred to Fund 022. The Recommended Budget for FY 2017-18, in the amount of $15,802,000, represents the estimated funding available during the budget year.

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 2017-18, in the amount of $12,369,000, represents the estimated funding available during the budget year.

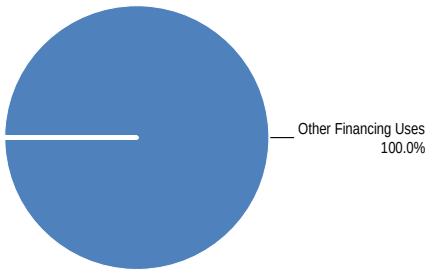
Behavioral Health

(Unit 8410— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	10,454,609	11,000,000	10,800,000	12,369,000	12,369,000	1,369,000
Subtotal	$10,454,609	$11,000,000	$10,800,000	$12,369,000	$12,369,000	1,369,000

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	11,808,270	11,000,000	10,800,000	10,300,000	10,300,000	(700,000)
Subtotal	$11,808,270	$11,000,000	$10,800,000	$10,300,000	$10,300,000	(700,000)
Fund Balance	(1,353,661)	0	0	2,069,000	2,069,000	2,069,000
Total Source of Funds	$10,454,609	$11,000,000	$10,800,000	$12,369,000	$12,369,000	1,369,000

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 (SED) definition under the newly created Education-Related Mental Health Services (ERMHS) program. The passage of AB 100 realignment and the restructuring of the State Departments of Mental Health and Alcohol and Drugs have resulted in a significant transition of Behavioral Health Services from the State to counties. The implementation of the Affordable Care Act and other demands on behavioral health services has resulted in the Bureau developing a strategic plan to meet these new responsibilities.

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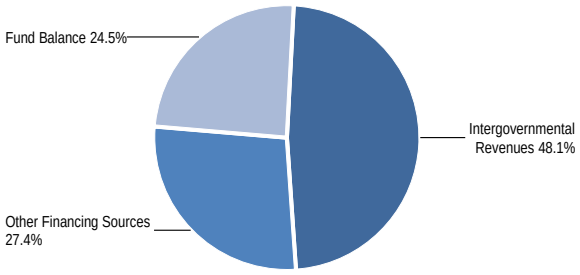
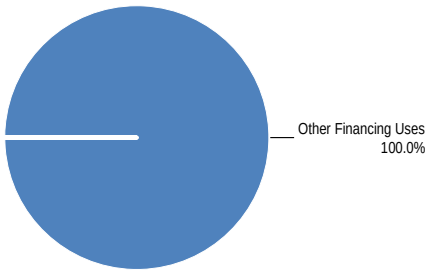
Health Realignment

(Unit 8424— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	10,173,590	12,132,113	12,132,113	12,132,113	12,273,282	141,169
Subtotal	$10,173,590	$12,132,113	$12,132,113	$12,132,113	$12,273,282	141,169

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	8,752,913	527,412	14,218,695	5,899,127	5,899,127	5,371,715
Other Financing Sources	3,508,350	11,879,457	3,367,970	3,367,970	3,367,970	(8,511,487)
Subtotal	$12,261,263	$12,406,869	$17,586,665	$9,267,097	$9,267,097	(3,139,772)
Fund Balance	(2,087,673)	(274,756)	(5,454,552)	2,865,016	3,006,185	3,280,941
Total Source of Funds	$10,173,590	$12,132,113	$12,132,113	$12,132,113	$12,273,282	141,169

Unit Description

The Health & Welfare Realignment Fund 025 was established in FY 2012-13 to comply with new 1991 realignment accounting and funding methodologies adopted by the State. Fund 025 will serve as the repository and appropriation unit for realignment funds.

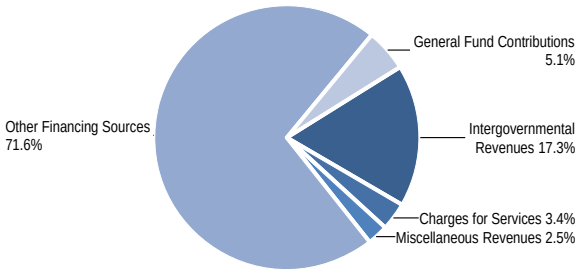
Total expenditures are $12,273,282 categorized as follows: $3,573,175 for Sheriff's Office inmate medical care; $500,000 for debt service for the Health Building; $450,000 for Clinics' public health programs; $190,928 for Sexual Assault Response Team (SART); $1,601,058 for Policy Evaluation and Planning Unit (PEP); $180,283 for Medi-Cal Coordination (MAA/TCM); $60,000 for indigent medical services to rural clinics; and $5,717,838 for Public Health programs and services.

The fund balance includes a committed fund of $6.8 million solely for the purpose identified in Article 5, Termination by County of the Lease Agreement with Community Hospital Properties in assurance of repayment of premise improvement amount.

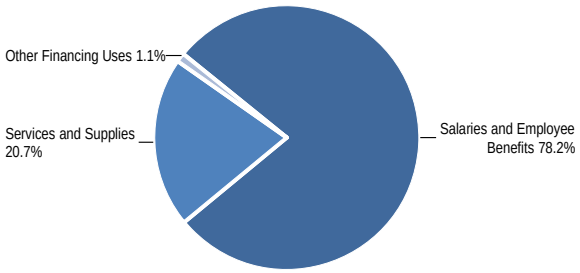
Health Dept.Administration

(Unit 8438— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,284,589	6,716,435	5,659,801	7,311,963	7,311,963	595,528
Services and Supplies	1,515,135	1,672,817	1,817,636	1,938,738	1,938,738	265,921
Other Charges	(4,687,143)	(5,546,508)	(4,952,147)	(6,103,945)	(6,103,945)	(557,437)
Other Financing Uses	91,777	102,769	0	102,769	102,769	0
Subtotal	$2,204,357	$2,945,513	$2,525,290	$3,249,525	$3,249,525	304,012

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	448,931	602,500	878,431	562,341	562,341	(40,159)
Charges for Services	124,175	90,000	165,735	110,000	110,000	20,000
Miscellaneous Revenues	0	51,000	0	82,474	82,474	31,474
Other Financing Sources	1,095,645	2,032,269	1,416,109	2,327,928	2,327,928	295,659
Subtotal	$1,668,751	$2,775,769	$2,460,275	$3,082,743	$3,082,743	306,974
General Fund Contributions	$535,607	$169,744	$65,015	$166,782	$166,782	(2,962)
Total Source of Funds	$2,204,357	$2,945,513	$2,525,290	$3,249,525	$3,249,525	304,012

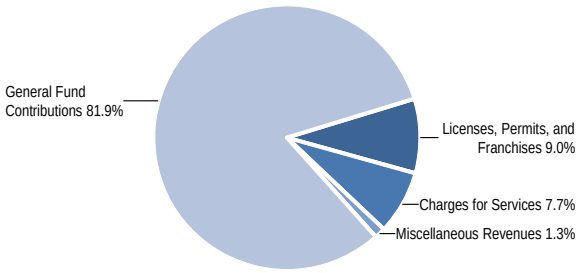
Unit Description

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. Bureaus and budget units served include: Animal Services, Behavioral Health, Children Medical Services, Clinic Services, Emergency Medical Services, Environmental Health, Public Guardian/Administrator/Conservator, and Public Health.

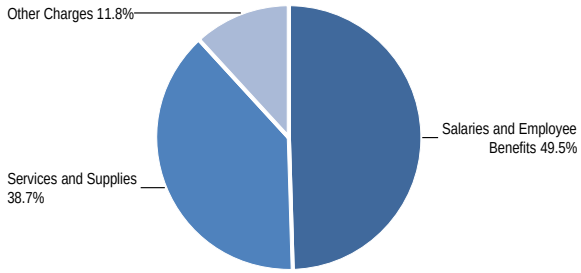
Animal Services

(Unit 8442— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,135,637	1,054,413	1,118,418	1,645,092	1,068,189	13,776
Services and Supplies	628,434	716,101	681,283	848,891	833,691	117,590
Other Charges	10	60,535	235,226	254,536	254,536	194,001
Other Financing Uses	78,014	73,886	0	0	0	(73,886)
Subtotal	$1,842,095	$1,904,935	$2,034,927	$2,748,519	$2,156,416	251,481

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	186,620	194,879	188,287	195,000	195,000	121
Revenue from Use of Money & Property	264	0	264	0	0	0
Intergovernmental Revenues	0	0	60,050	0	0	0
Charges for Services	148,635	131,633	113,293	167,000	167,000	35,367
Miscellaneous Revenues	136,476	28,500	22,304	28,500	28,500	0
Other Financing Sources	2,205	0	0	0	0	0
Subtotal	$474,200	$355,012	$384,198	$390,500	$390,500	35,488
General Fund Contributions	$1,367,895	$1,549,923	$1,650,729	$2,358,019	$1,765,916	215,993
Total Source of Funds	$1,842,095	$1,904,935	$2,034,927	$2,748,519	$2,156,416	251,481

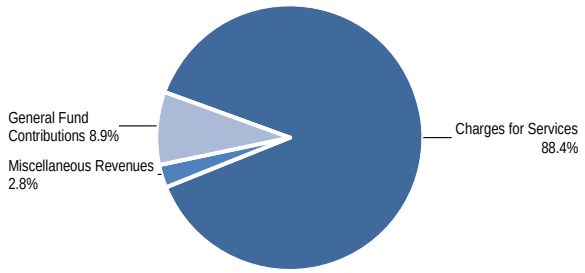
Unit Description

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.

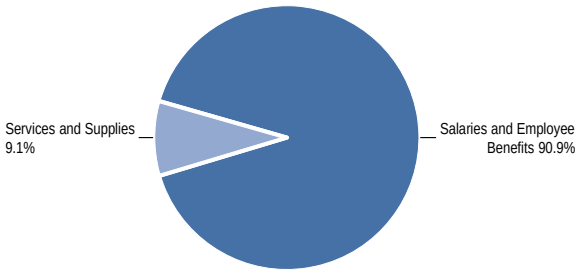
Bienestar Salinas

(Unit 8446— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	179,402	121,154	176,237	277,884	277,884	156,730
Services and Supplies	14,038	15,821	43,481	27,771	27,771	11,950
Subtotal	$193,440	$136,975	$219,718	$305,655	$305,655	168,680

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	96,892	357,145	66,645	270,100	270,100	(87,045)
Miscellaneous Revenues	0	0	0	8,500	8,500	8,500
Subtotal	$96,892	$357,145	$66,645	$278,600	$278,600	(78,545)
General Fund Contributions	$96,548	($220,170)	$153,073	$27,055	$27,055	247,225
Total Source of Funds	$193,440	$136,975	$219,718	$305,655	$305,655	168,680

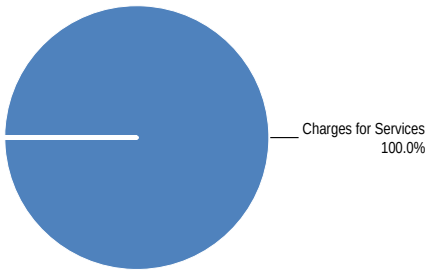
Unit Description

Bienestar Salinas provides primary care services to Seriously Mentally Ill (SMI) patients. The clinic is located in Building 400, 2nd Floor of the Natividad Medical Center campus and is funded by a Substance Abuse and Mental Health Services Administration (SAMHSA) Grant.

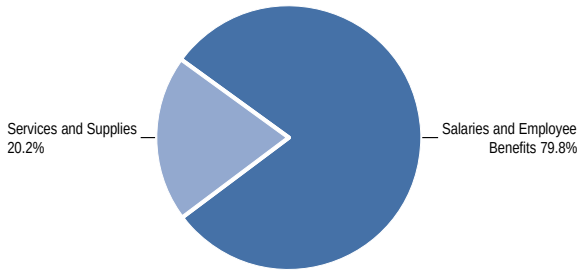
Marina Integrative Clinic

(Unit 8447— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	15,503	249,460	53,189	172,052	172,052	(77,408)
Services and Supplies	14,358	15,219	55,111	43,669	43,669	28,450
Other Charges	0	0	(20,189)	0	0	0
Subtotal	$29,861	$264,679	$88,111	$215,721	$215,721	(48,958)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	52,252	357,763	116,729	267,073	267,073	(90,690)
Subtotal	$52,252	$357,763	$116,729	$267,073	$267,073	(90,690)
General Fund Contributions	($22,391)	($93,084)	($28,618)	($51,352)	($51,352)	41,732
Total Source of Funds	$29,861	$264,679	$88,111	$215,721	$215,721	(48,958)

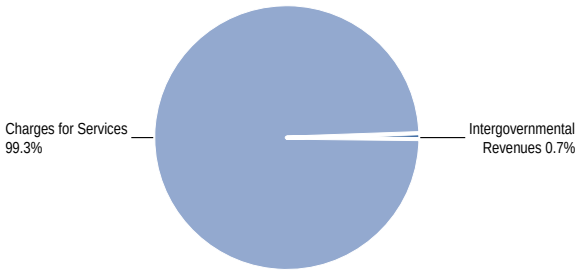
Unit Description

The Marina Integrated Care Primary Care Clinic is a small family practice clinic co-located with a Behavioral Health clinic in Marina. The clinic provides comprehensive primary care services to Seriously Mentally Ill (SMI) patients and serves as an overflow clinic of the Seaside and Marina Clinics.

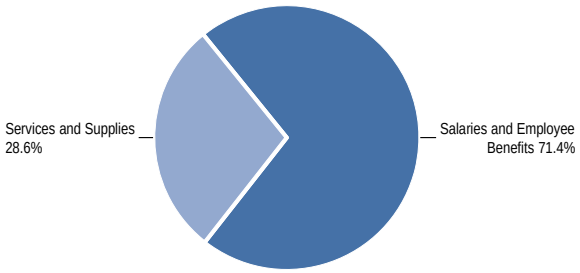
Laurel Vista

(Unit 8448— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	514,051	2,195,790	344,097	1,590,246	1,590,246	(605,544)
Services and Supplies	496,959	409,424	614,220	636,795	636,795	227,371
Subtotal	$1,011,010	$2,605,214	$958,317	$2,227,041	$2,227,041	(378,173)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	20,000	20,000	20,000
Charges for Services	1,042,148	2,880,396	759,937	2,707,780	2,707,780	(172,616)
Miscellaneous Revenues	0	42,150	0	0	0	(42,150)
Subtotal	$1,042,148	$2,922,546	$759,937	$2,727,780	$2,727,780	(194,766)
General Fund Contributions	($31,137)	($317,332)	$198,380	($500,739)	($500,739)	(183,407)
Total Source of Funds	$1,011,010	$2,605,214	$958,317	$2,227,041	$2,227,041	(378,173)

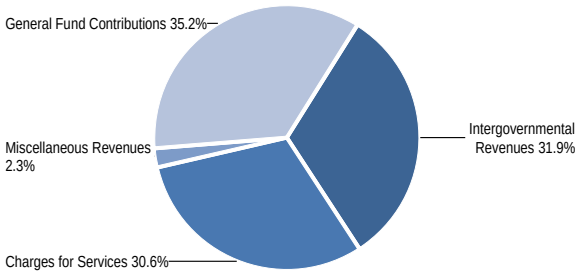
Unit Description

Laurel Vista Clinic is a primary care clinic located in Building 400, 3rd Floor of the Natividad Medical Center campus expansion clinic, adjacent to Laurel Family Practice. The Clinic offers comprehensive gynecological and obstetric care to Medi-Cal eligible individuals and patients referred from other safety net providers.

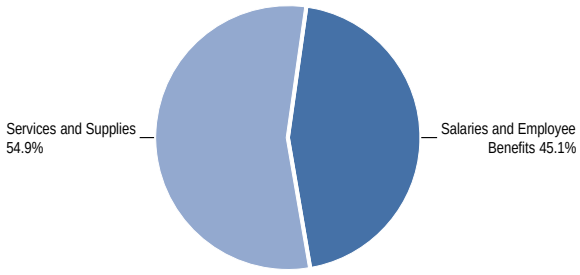
Clinic Services Quality Improvement

(Unit 8449— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	611,848	696,372	720,718	974,751	974,751	278,379
Services and Supplies	1,345,506	76,377	108,886	1,187,018	1,187,018	1,110,641
Subtotal	$1,957,354	$772,749	$829,604	$2,161,769	$2,161,769	1,389,020

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	690,000	690,000	690,000
Charges for Services	29,300	0	0	661,182	661,182	661,182
Miscellaneous Revenues	0	0	0	50,000	50,000	50,000
Other Financing Sources	35,363	0	0	0	0	0
Subtotal	$64,663	$0	$0	$1,401,182	$1,401,182	1,401,182
General Fund Contributions	$1,892,691	$772,749	$829,604	$760,587	$760,587	(12,162)
Total Source of Funds	$1,957,354	$772,749	$829,604	$2,161,769	$2,161,769	1,389,020

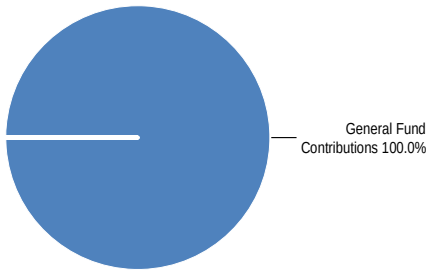
Unit Description

Quality Improvement (QI) Team is responsible for quality improvement efforts in the Clinic Services Bureau by conducting quality monitoring, medical record requests, and implementing policies and procedures and staff training. The unit develops and implements standards for workflows and medical record documentations into the Electronic Medical Record system. It also provides Information Technology support/maintenance of the electronic medical record and database functions.

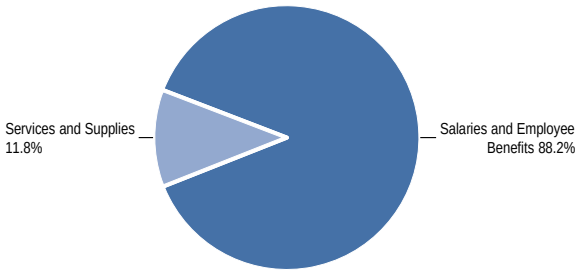
Customer Service Center

(Unit 8450— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	843,772	1,033,794	1,213,899	1,077,932	1,077,932	44,138
Services and Supplies	10,252	52,819	6,403	144,794	144,794	91,975
Subtotal	$854,024	$1,086,613	$1,220,302	$1,222,726	$1,222,726	136,113

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$854,024	$1,086,613	$1,220,302	$1,222,726	$1,222,726	136,113
Total Source of Funds	$854,024	$1,086,613	$1,220,302	$1,222,726	$1,222,726	136,113

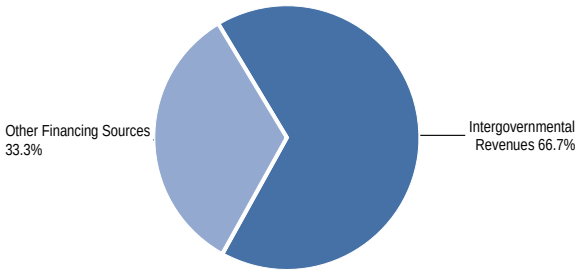
Unit Description

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.

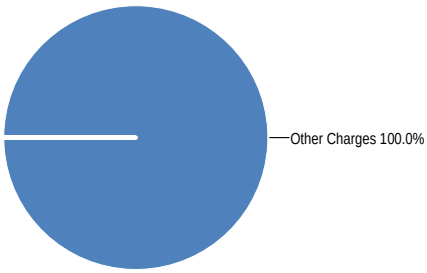
Whole Person Care

(Unit 8473— Fund 023)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Charges	0	0	0	8,050,389	8,050,389	8,050,389
Subtotal	$0	$0	$0	$8,050,389	$8,050,389	8,050,389

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	5,366,926	5,366,926	5,366,926
Other Financing Sources	0	0	0	2,683,463	2,683,463	2,683,463
Subtotal	$0	$0	$0	$8,050,389	$8,050,389	8,050,389
Total Source of Funds	$0	$0	$0	$8,050,389	$8,050,389	8,050,389

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.

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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, and CalWORKs through cash aid to families with children.

FAMILY AND CHILDREN SERVICES provides child abuse and neglect prevention, assesses and investigates referrals of child abuse and neglect, supports adoptions and other permanency resources when reunification is not possible, and provides independent living skills services for older youth who are in care or emancipating to independence.

AGING AND CALWORKS EMPLOYMENT SERVICES administers the Adult Protective Services Program to address abuse and dependent adult exploitation, an In-Home Supportive Services (IHSS) program to provide home care services as an alternative to out of home residential or institutional care, and a Welfare-to-Work Employment program providing 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.

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.

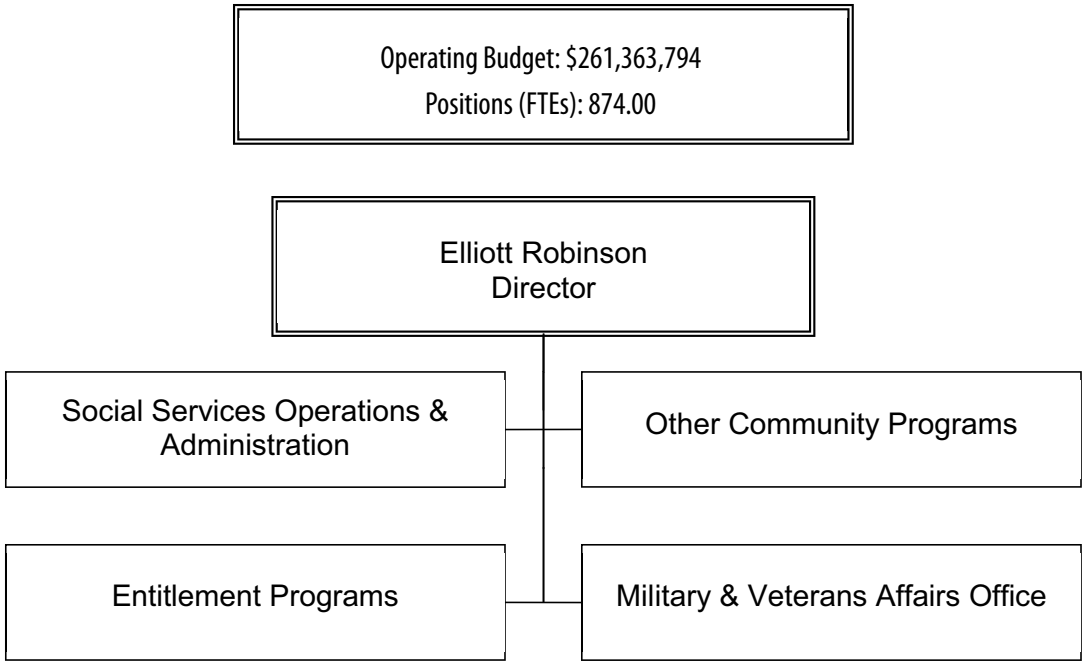
Department's Contribution to Monterey County's Strategic Initiatives:

HEALTH AND HUMAN SERVICES:

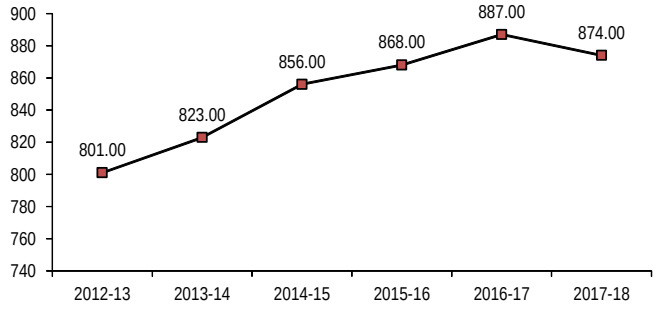
Improve health and quality of life through promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities. Sustaining a strong network to support Medi-Cal outreach and enrollment participation, promote CalFresh and CalWORKs outreach, and maintaining a strong partnership among CalWORKs Employment, Child Welfare, Behavioral Health and Community organizations.

ECONOMIC DEVELOPMENT INITIATIVE:

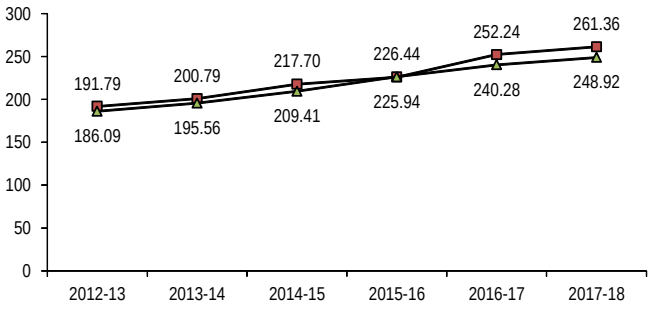
Strengthen economic development to ensure a diversified and healthy economy through the CalWORKs wage subsidy program that assists families in accessing long-term employment by underwriting wages while job skills are developed and delivery of CalFresh nutrition assistance, which allows families to spend approximately $85 million in federal funds for food sold at local groceries and stores.



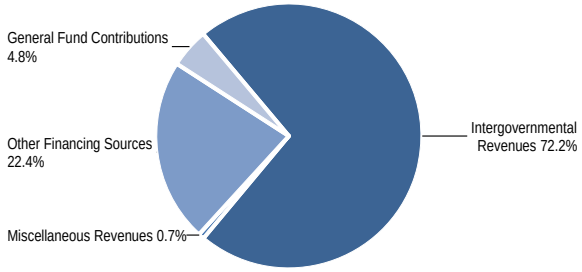
Staffing Trends



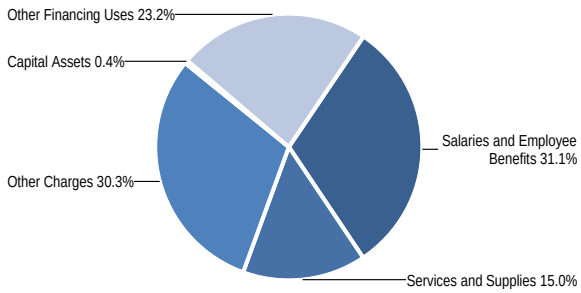
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	72,766,936	80,486,906	78,158,390	83,653,728	81,406,799	919,893
Services and Supplies	29,932,996	35,503,647	37,896,383	39,254,689	39,129,689	3,626,042
Other Charges	70,770,226	80,588,854	77,846,281	79,933,285	79,157,142	(1,431,712)
Capital Assets	274,502	1,300,000	870,182	1,000,000	1,000,000	(300,000)
Other Financing Uses	52,198,877	58,494,257	57,469,985	60,670,164	60,670,164	2,175,907
Subtotal	$225,943,538	$256,373,664	$252,241,221	$264,511,866	$261,363,794	4,990,130

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	1,088	0	452	0	0	0
Intergovernmental Revenues	176,581,771	187,318,016	182,810,739	190,302,329	188,526,482	1,208,466
Charges for Services	113,764	467,980	459,553	134,427	134,427	(333,553)
Miscellaneous Revenues	145,112	1,997,000	2,226,496	1,839,008	1,839,008	(157,992)
Other Financing Sources	49,595,788	55,472,114	54,777,762	58,418,518	58,418,518	2,946,404
Subtotal	$226,437,523	$245,255,110	$240,275,002	$250,694,282	$248,918,435	3,663,325
Fund Balance	(9,004,012)	0	0	0	0	0
General Fund Contributions	$8,510,026	$11,118,554	$11,966,219	$13,817,584	$12,445,359	1,326,805
Total Source of Funds	$225,943,537	$256,373,664	$252,241,221	$264,511,866	$261,363,794	4,990,130

Summary of Recommendation

The Recommended Budget for DSS totals $261.4 million in appropriations, financed by $248.9 million in program revenue, and $12.5 million in General Fund Contributions (GFC). This represents an increased appropriation of $5.0 million, increased estimated revenues of $3.7 million, and an increase of General Fund Contributions of $1.3 million from the Fiscal Year (FY) 2016-17 Adopted Budget. The Recommended Budget includes 874 full time employees (FTE), which is a decrease of 13 positions from the FY 2016-17 Adopted Budget. The FY 2017-18 recommendations include increases in programs and administration costs with supporting revenues to offset the increases. The estimated costs of each division are as follows:

SOCIAL SERVICES OPERATIONS & ADMINISTRATION: This component, budgeted in units 8262, 8425 and 8464, includes Community Benefits, Family & Children Services, Aging & Adult Services, CalWORKs Employment Services, Human Resources, and Administrative Services. The recommendation includes appropriations of $135.5 million, revenues of $133.1 million and General Fund Contributions of $2.4 million which is an increase of $5.9 million in appropriations, an increase of $5.0 million in revenues and an increase in General Fund Contributions of $0.9 million from the FY 2016-17 Adopted Budget. Significant changes to this unit are due to negotiated Cost of Living Adjustments (COLAs). Additional cost drivers include increased costs for the Enterprise Resource Planning upgrade, Information Technology Department infrastructure and an increase in cost plan charges.

ENTITLEMENT PROGRAMS: Entitlement Programs, budgeted in units 8252, 8253, 8254, 8255, 8425 and 8464, include CalWORKs, General Assistance, In-Home Supportive Services (IHSS) and Out-of-Home Care. The Recommended Budget includes appropriations of $118.6 million, revenues of $110.1 million and General Fund Contributions of $8.5 million. This is a decrease of $2.2 million in appropriations, a decrease of $2.5 million in revenues and an increase of $0.3 million in General Fund Contributions from the FY 2016-17 Adopted Budget. The significant change in appropriations, revenues and General Fund Contributions is due to a 3.5% statutory increase for In-Home Supportive Services Maintenance of Effort (MOE), as well as the County share of the negotiated increased wages, and a 2.76% COLA on all Foster Care and Adoption Assistance payments. These increases are offset by a

decrease in CalWORKs and General Assistance aid payments due to an overall decrease in caseload.

OTHER COMMUNITY PROGRAMS: This Division includes Community Action Partnership (8257), IHSS Public Authority (8259), Area Agency on Aging (8268) and Other Community Programs (8258). The Recommended Budget includes appropriations of $5.9 million, revenues of $4.8 million and General Fund Contributions of $1.1 million, which is an increase of $1.2 million in appropriations, and increase of $1.1 million in revenues and an increase of $0.1 million in General Fund Contributions from the FY 2016-17 Adopted Budget. There are two significant changes in appropriations and revenues:

1)Transferred one FTE to the IHSS Public Authority Unit 8259 from Social Services Unit 8262 to better align the administrative support for growing the current capacity of the Public Authority's Registry to meet the increased demands of consumers; 2) four approved augmentations were approved to maintain baseline services for the homeless programs for the Coordinated Assessment and Referral System, Franciscan Workers Day Center, Salinas Winter warming shelter, and a year-round homeless youth program in Monterey that increased from partial to year-round support. This resulted in an increase in appropriations, revenues, and General Fund Contributions.

MILITARY AND VETERANS' AFFAIRS OFFICE: The Recommended Budget includes appropriations of $1.2 million, revenues of $0.8 million and General Fund Contributions of $0.4 million, which is an increase of $0.1 million in appropriations from the FY 2016-17 Adopted Budget. There are no significant changes to the Military and Veterans' Affairs budget.

Budget Impacts

The Department requested 25 augmentations that are not included in the Recommended Budget. These augmentations include: nine positions in Family and Children's Services to support the workload associated with increased numbers of child abuse referrals and expansion of investigations performed pursuant to the corrective action plan developed in partnership with the State Department of Social Services; two positions in Adult Protective Services to respond to the growing population of dependent adults and seniors; one position in the Military and Veterans' Affairs Office to respond to growth in the number of veterans served and in anticipation of additional clients resulting from the opening of the Major General William H. Gourley VA-Department of Defense (DOD) Outpatient Clinic; eight positions in Community Benefits to address ongoing workload challenges and mandates; and three administrative positions to support contract management, public information and human resources; resources to implement a Safe Parking program; and resources for necessary modifications to the General Assistance program. At the time the General Assistance resolution is modified, the Department will return with a request for additional funds, estimated to be $0.8 million, that are necessary for this County funded program mandated under Section 17000 of the Welfare and Institutions Code. With the Safe Parking program, the Department will work with the selected provider, local jurisdictions (including the County) and philanthropy to identify resources when a partner and program model is identified. Staffing for Family and Children, and Adult Protective Services is critical. Efforts to identify funding through the State budget process and realignment funds will continue.

Additionally, due to the $25 million reduction to the CalFresh Program and $198 million reduction to the CalWORKs program that the Governor proposed in the January budget, the Department reduced 14 vacant positions in CalWORKs Employment and Community Benefits and reduced contracted services to support CalWORKs Welfare-to-Work participants by $1.0 million. Contract reductions include: $0.8 million in subsidized employment resources with Goodwill Industries, Hartnell College and Monterey Peninsula College; $99,152 for a therapeutic playgroup in the One Stop Career Center; $69,544 in community-based outreach to non-participating participants with the ACTION Council; $26,854 in funding for unpaid volunteer services support with United Way of Monterey County; and $10,309 in support for workshops through Motivating Individual Leadership for Public Advancement (MILPA).

Department Operational Accomplishments

DEPARTMENT OF SOCIAL SERVICES (DSS) actively participates with the Monterey County Gang Violence Prevention Initiative, specifically as partner and Board member 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. DSS continues to work closely 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. During the past year, DSS has 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.

AGING AND ADULT SERVICES continues to form, meet, and discuss potential enhancements to our delivery system with the Monterey Bay Aging and Disability Resource Connection (ADRC). DSS will continue to support the ADRC, but will not prioritize it as a major goal in FY 2017-18. In the In-Home Supportive Services (IHSS) Public Authority, a new social worker position was added for a second Registry Coordinator which greatly enhanced the Registry's ability to provide timely provider referrals to IHSS recipients. Additionally, an eight-session training program was implemented for the IHSS providers.

CALWORKS EMPLOYMENT SERVICES increased their Federal Work Participation Rate (WPR) to approximately 50.3% compared to 47% from last year. This effort along with the State's Work Incentive Nutritional Supplement (WINS) program resulted in the Department significantly exceeding the federally mandated 50% work participation requirement for CalWORKs families. Continued expansion of the Family Stabilization Program providing CalWORKs customers who have serious barriers to self-sufficiency with a holistic family focused array of services to help overcome challenges. For the period December 2014 to December 2016, there were 208 families served through this program and housing was arranged for 56 homeless families. Additionally, the Extended Employment Subsidized (ESE) Program also continued to expand. In FY 2015-16, there were 226 ESE participants, and it is anticipated that 25% more ESE participants will be served by the end of FY 2016-17.

COMMUNITY BENEFITS Monterey County Children Health Outreach for Insurance, Care and Enrollment (MC CHOICE) continues as one of the Department's highlights providing

countywide leadership in promoting access to public assistance programs and bringing skilled outreach workers to community centers and events throughout the County. This service offers residents an in-person opportunity to apply for assistance or get answers about their cases without having to come into district offices. Additionally, Senate Bill (SB) 75 made full scope Medi-Cal coverage available to more than 2,800 children who had limited health coverage due to immigration status.

FAMILY AND CHILDREN'S SERVICES (FCS) has worked diligently over the past year implementing recommendations developed in partnership between FCS and the California Department of Social Services (CDSS). A comprehensive training program, including individual and group coaching was developed and implemented in Intake and Emergency Response. A draft warrant process policy has been developed in collaboration with the Superior Court and is in the final stages of review prior to training and implementation. Monterey County continues to have strong performance in numerous outcome measures, including having a lower entry incidence rate at 1.8 per 1,000 children compared to that of the State at 3.4. Monterey County has a low level of recurrence of Maltreatment at 7.9%. This is well under the National Standard of 9.1%. In an effort to better monitor and systematize data reviews at the unit level, the Department implemented the Safe Measures tool.

The FCS has been actively engaged in the implementation efforts for Continuum of Care Reform (CCR). The Department has fully implemented the Resource Family Approval Process, which reformed the approval/licensing process for all family based caregivers, including relatives. Monterey County was an early implementing county that helped shape this process. FCS implemented the Therapeutic Visitation Center, CHERISH Too, which had an initial open house on Feb. 3, 2017. CHERISH Too is expected to be a vital resource to increase and support family reunification. It provides family friendly visitation rooms, a family friendly kitchen and dining environment, Parent-Child Interactive Therapy (PCIT), an indoor play area, observation areas, secured waiting rooms and occupational therapy play equipment.

MILITARY & VETERANS AFFAIRS (MVA) MVA Accredited Representatives met regularly with returning combat veterans and their dependents in each of the five service offices, providing monthly presentations at local military reservations to personnel anticipating separation from the military. Outreach services have expanded in South Monterey County and are available in King City, Greenfield and Ft. Hunter Liggett. The Monterey County Homeless Veterans Stand Down is a sponsorship partnership between the MVA and the Veterans' Transition Center that supports homeless veterans regionally. Referrals to local agencies and non-profits with available grant money have been successful in housing homeless and at-risk veterans and their families.

COMMUNITY PROGRAMS: The Community Action Commission assessed the needs of low-income people throughout the year by receiving testimony about service needs. Community Action Partnership (CAP) continues to support the Volunteer Income Tax Assistance Program. The Homeless Census planning and procurement was initiated in 2016 and the Single Homeless Women Study was finalized. Accomplishments in FY 2016-17 included support for the Health Department's Whole Person Care Medi-Cal waiver, which is allowing the Department to contract with Dorothy's Place for a year-round shelter and case management program and expanding the Coalition of Homeless Services Providers utilization of the Coordinated Assessment and Referral System. Other accomplishments include assuring a Winter Warming Shelter and supporting the restructure of the Lead Me Home Governance Charter in partnership with the Coalition of Homeless Services Providers.

Department Operational Goals

AGING AND ADULT SERVICES in coordination with the Area Agency on Aging Advisory Council will continue to increase community-wide awareness of senior well-being and justice issues that began with the successful Elder Justice Summit in June 2016. Specifically, the Aging and Adult Services has convened a coalition of community stakeholders to build strategies for addressing senior homelessness and housing instability and will be sponsoring another Summit in September 2017 with the goals of expanding community engagement and fostering strategy development to address the housing needs of seniors and people with disabilities.

Additionally, with the growing population of IHSS consumers and implementation of restrictions on provider overtime, the role of the IHSS Public Authority Provider Registry has become more critical. The Branch recently added an additional staff to support the Registry and over the course of the next year is targeting a 20 percent increase in the number of successful matches between providers and consumers requesting support from the Registry.

CALWORKS EMPLOYMENT SERVICES will be working through challenges resulting from reduced State funding levels with a priority being placed on sustaining existing service levels to support placement of CalWORKs recipients in subsidized and unsubsidized jobs, and to help families overcome barriers to self-sufficiency. As a goal, CalWORKs Employment Services is striving to increase the percent of Welfare-to-Work eligible CalWORKs families who are participating in the opportunities offered by the program and increase the number of households who secure sanctions for non-participation.

COMMUNITY BENEFITS continually promotes customer access, program outreach and program integrity. Goals for the coming year are focused on promoting program stability in two main areas: Immigration and Medi-Cal. With regard to Medi-Cal, the Department will work with the Legislative Committee and associations in Sacramento and Washington to advise on the policy implications of any changes to Medi-Cal eligibility. With regard to immigration, the Department will work to inform our local immigrant community if rules around the impact of public assistance on immigration change.

FAMILY AND CHILDREN'S SERVICES primary focus during the budget year will be to continue making progress in implementing the Continuum of Care Reform with its goals of supporting permanent life-long family relationships for children who come to the attention of child welfare. To achieve this goal, the Department is working towards strengthening Child and Family Teaming, expanding family finding activities and building on the successful implementation of the Resource Family Approval process to attract more caregivers.

MILITARY & VETERANS' AFFAIRS: With the opening of the Major General William H. Gourley Department of Defense/ Veterans Administration outpatient clinic this year, there will be an expanded opportunity for the Military & Veterans' Affairs Office to interact with transitioning military personnel to begin the process of filing claims for veterans' benefits and counseling service members and veterans through the process of establishing service

connected disability. The Military and Veterans' Affairs Office will also continue to support the Veterans' Treatment Court by supporting court participants in accessing and securing veterans' benefits to which they are entitled.

COMMUNITY ACTION PARTNERSHIP will continue its work supporting the development of county wide homeless services. In the upcoming year, this work will include new emphasis on locating, funding and developing operational agreements for year-round shelter programs and Safe Parking programs.

Pending Issues

IN-HOME SUPPORTIVE SERVICES MAINTENANCE OF EFFORT: The Governor has eliminated the Maintenance of Effort (MOE) which results in approximately $4 million of additional County costs. This action changes the funding relationship between the State and counties for IHSS from a fixed cost, with 3.5% per year inflator, to a share of cost that is 35% of non-Federal IHSS wages and benefits, and 30% of IHSS assessment and case management costs. The California State Association of Counties(CSAC) is leading an effort to negotiate with the Governor to reduce the impact of this change, with the Governor expressing openness to considering proposals to mitigate the impact. Additionally, the Assembly has adopted budget language to restore the MOE at a higher rate and offset the increased costs using growth in 1991 Sales Tax Realignment revenues. The impact of the change in IHSS funding is not included in the recommended budget pending outcomes of the CSAC negotiations and legislative budget deliberations.

GENERAL ASSISTANCE(GA): Proposed budget augmentations provide for grant increases to address litigation in the General Assistance program. Welfare and Institutions Code Section 17000.5 sets the GA grant at 62% of the 1991 Federal poverty line ($340 per month) and specifies that counties may annually adjust that amount consistent with any adjustment provided in the maximum grant levels for CalWORKs. The current General Assistance grant of $302 per month was established consistent with reductions to the CalWORKs grant that occurred between 1992 and 1997 and there have not been increases to the maximum General Assistance grant since that time. Additionally, case law requires that there be no reduction in the grant level for housing costs not incurred by homeless recipients. As the initiated litigation is resolved the Department will return with a revised General Assistance resolution and a supplemental appropriation that will need to be funded.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
CalWORKS / TANF (SOC001)	34,432,400	36,793,777	36,282,655	33,651,422	33,651,422	(3,142,355)	001	8252
General Assistance (SOC002)	958,690	950,747	798,412	1,551,632	775,489	(175,258)	001	8253
IHSS Wages / Benefits (SOC001)	11,559,411	13,299,029	12,720,993	13,423,848	13,423,848	124,819	001	8254
Out of Home Care (SOC001)	24,805,444	26,999,276	26,238,974	27,736,904	27,736,904	737,628	001	8255
Community Action Partnership (SOC007)	519,822	648,984	617,145	568,563	568,563	(80,421)	008	8257
Community Programs (SOC004)	816,633	1,002,538	1,202,538	2,276,759	2,151,759	1,149,221	001	8258
IHSS Public Authority (SOC008)	489,065	910,278	787,831	1,017,201	1,017,201	106,923	005	8259
Military & Veterans Services (SOC003)	960,278	1,129,411	1,095,068	1,339,530	1,238,364	108,953	001	8260
Social Services (SOC005)	97,109,017	114,021,772	112,871,358	120,076,582	117,930,819	3,909,047	001	8262
Area Agency on Aging (SOC010)	2,127,367	2,173,826	2,206,493	2,199,858	2,199,858	26,032	001	8268
Social Services Realignment (SOC012)	36,051,304	39,733,605	39,559,099	42,230,203	42,230,203	2,496,598	025	8425
Protective Services (SOC011)	16,114,107	18,710,421	17,860,655	18,439,364	18,439,364	(271,057)	022	8464
Subtotal	$225,943,537	$256,373,664	$252,241,221	$264,511,866	$261,363,794	4,990,130		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
CalWORKS / TANF	34,432,400	36,793,777	36,282,655	33,651,422	33,651,422	(3,142,355)
General Assistance	958,690	950,747	798,412	1,551,632	775,489	(175,258)
IHSS Wages / Benefits	11,559,411	13,299,029	12,720,993	13,423,848	13,423,848	124,819
Out of Home Care	24,805,444	26,999,276	26,238,974	27,736,904	27,736,904	737,628
Community Programs	816,633	1,002,538	1,202,538	2,276,759	2,151,759	1,149,221
Military & Veterans Services	960,278	1,129,411	1,095,068	1,339,530	1,238,364	108,953
Social Services	97,109,017	114,021,772	112,871,358	120,076,582	117,930,819	3,909,047

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Area Agency on Aging	2,127,367	2,173,826	2,206,493	2,199,858	2,199,858	26,032
IHSS Public Authority	489,065	910,278	787,831	1,017,201	1,017,201	106,923
Community Action Partnership	519,822	648,984	617,145	568,563	568,563	(80,421)
Social Services Realignment	36,051,304	39,733,605	39,559,099	42,230,203	42,230,203	2,496,598
Protective Services	16,114,107	18,710,421	17,860,655	18,439,364	18,439,364	(271,057)
Subtotal	$225,943,538	$256,373,664	$252,241,221	$264,511,866	$261,363,794	4,990,130

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	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	16.00	17.00	17.00	0.00
14C31	MANAGEMENT ANALYST III	14.00	14.00	14.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	9.00	8.00	8.00	0.00
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	0.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	3.00	3.00	0.00
16C88	BUSINESS TECHNOLOGY ANLYST III	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	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	3.00	4.00	4.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY WORKER II	181.00	180.00	170.00	-10.00
25E22	ELIGIBILITY WORKER III	107.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	39.00	39.00	39.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	5.00	4.00	4.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	7.00	7.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
52E22	PUBLIC HEALTH NURSE II	2.00	2.00	2.00	0.00
60C22	SOCIAL WORKER III	27.00	30.00	31.00	1.00
60C24	SOCIAL WORKER V	74.00	82.00	82.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	21.00	24.00	24.00	0.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	62.00	66.00	65.00	-1.00
60H11	EMPLOYMENT & TRAINING WORKER II	7.00	7.00	6.00	-1.00
60H21	EMPLOYMENT & TRAINING WORKER III	38.00	38.00	35.00	-3.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	8.00	8.00	8.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00	4.00	4.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	1.00	1.00	1.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00	1.00	1.00	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00	4.00	4.00	0.00
60X01	COMMUNITY AFFILIATION MANAGER	1.00	1.00	1.00	0.00
70A21	CUSTODIAN	1.00	1.00	1.00	0.00
70F21	COURIER	0.00	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	3.00	2.00	-1.00
80A31	SECRETARY	11.00	11.00	11.00	0.00
80A32	SENIOR SECRETARY	4.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	89.00	87.00	88.00	1.00
80E22	OFFICE ASSISTANT III	32.00	33.00	33.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	16.00	16.00	17.00	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00	17.00	17.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00	3.00	3.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	3.00	3.00	0.00
	Total	868.00	887.00	874.00	-13.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
5010	5010-8253-001-AUG2	AUG-GA Lawsuit Impacts	Mandated	776,143	0.00	0	0.00
5010	5010-8258-001-AUG1	AUG-CHSP CARS System	Base Level Maintenance	185,500	0.00	185,000	0.00
5010	5010-8258-001-AUG3	AUG-Winter Warming Shelter	Base Level Maintenance	200,000	0.00	80,000	0.00
5010	5010-8258-001-AUG4	AUG-Year Around Homeless Services	Base Level Maintenance	300,000	0.00	300,000	0.00
5010	5010-8258-001-AUG5	AUG-Youth Homeless Services	Base Level Maintenance	30,000	0.00	30,000	0.00
5010	5010-8258-001-AUG6	AUG-Safe Parking Program	Not Mandated-New Program/Svc	125,000	0.00	0	0.00
5010	5010-8262-001-AUG10	AUG-Social Work Supervisor II	Mandated	19,705	1.00	0	0.00
5010	5010-8262-001-AUG11	AUG-Office Assistant III	Mandated	11,449	1.00	0	0.00
5010	5010-8262-001-AUG12	AUG-Office Assistant III	Mandated	11,449	1.00	0	0.00
5010	5010-8262-001-AUG13	AUG-Office Assistant III	Mandated	11,449	1.00	0	0.00
5010	5010-8262-001-AUG14	AUG-Social Worker V	Mandated	59,340	1.00	0	0.00
5010	5010-8262-001-AUG15	AUG-Social Worker V	Mandated	59,340	1.00	0	0.00
5010	5010-8262-001-AUG16	AUG-Principal Office Assistant	Base Level Maintenance	12,297	1.00	0	0.00
5010	5010-8262-001-AUG17	AUG-Military & Veterans Representative III	Mandated	50,583	1.00	0	0.00
5010	5010-8262-001-AUG18	AUG-Mgmt Analyst II for Contracts	Base Level Maintenance	20,668	1.00	0	0.00
5010	5010-8262-001-AUG19	AUG-Social Services Aide II	Mandated	0	1.00	0	0.00
5010	5010-8262-001-AUG20	AUG-Social Services Aide II	Mandated	0	1.00	0	0.00
5010	5010-8262-001-AUG21	AUG-Social Services Aide II	Mandated	0	1.00	0	0.00
5010	5010-8262-001-AUG22	AUG-Social Services Aide II	Mandated	0	1.00	0	0.00
5010	5010-8262-001-AUG23	AUG-Social Services Aide II	Mandated	0	1.00	0	0.00
5010	5010-8262-001-AUG24	AUG-Social Services Aide II	Mandated	0	1.00	0	0.00
5010	5010-8262-001-AUG25	AUG-Eligibility Supervisor II	Mandated	0	1.00	0	0.00

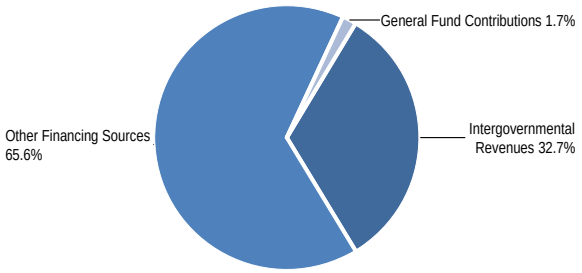
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
5010	5010-8262-001-AUG26	AUG-Office Assistant III	Mandated	0	1.00	0	0.00
5010	5010-8262-001-AUG27	AUG-Management Analyst III	Base Level Maintenance	22,006	1.00	0	0.00
5010	5010-8262-001-AUG28	AUG-Office Assistant III	Mandated	53,432	1.00	0	0.00
5010	5010-8262-001-AUG29	AUG-Administrative Services Assistant	Mandated	85,958	1.00	0	0.00
5010	5010-8262-001-AUG7	AUG-Social Worker V	Mandated	17,802	1.00	0	0.00
5010	5010-8262-001-AUG8	AUG-Social Worker V	Mandated	17,802	1.00	0	0.00
5010	5010-8262-001-AUG9	AUG-Social Worker V	Mandated	17,802	1.00	0	0.00
			Grand Total	**$2,087,725**	**23.00**	**$595,000**	**0.00**

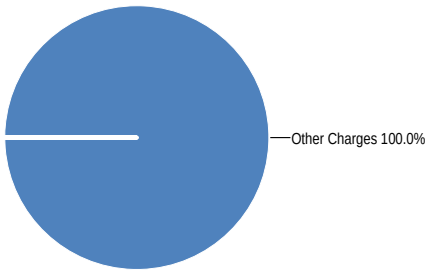
CalWORKS / TANF

(Unit 8252— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Charges	34,432,400	36,793,777	36,282,655	33,651,422	33,651,422	(3,142,355)
Subtotal	$34,432,400	$36,793,777	$36,282,655	$33,651,422	$33,651,422	(3,142,355)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	16,544,988	15,402,704	14,624,277	11,009,740	11,009,740	(4,392,964)
Other Financing Sources	17,135,040	20,574,515	20,841,820	22,070,924	22,070,924	1,496,409
Subtotal	$33,680,028	$35,977,219	$35,466,097	$33,080,664	$33,080,664	(2,896,555)
General Fund Contributions	$752,372	$816,558	$816,558	$570,758	$570,758	(245,800)
Total Source of Funds	$34,432,400	$36,793,777	$36,282,655	$33,651,422	$33,651,422	(3,142,355)

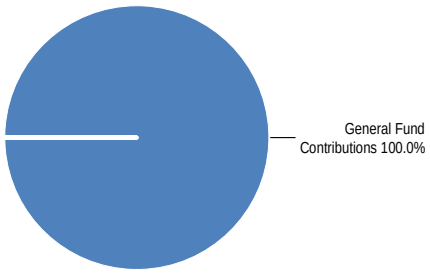
Unit Description

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.

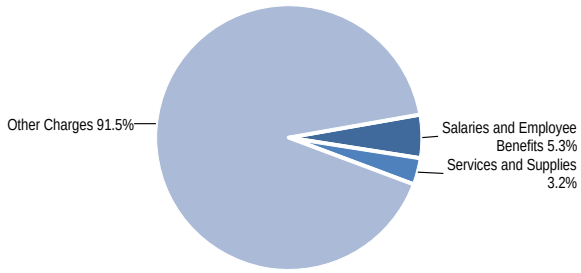
General Assistance

(Unit 8253— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	88,057	43,409	43,409	40,786	40,786	(2,623)
Services and Supplies	10,725	33,000	20,778	25,000	25,000	(8,000)
Other Charges	859,908	874,338	734,225	1,485,846	709,703	(164,635)
Subtotal	$958,690	$950,747	$798,412	$1,551,632	$775,489	(175,258)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$958,690	$950,747	$798,412	$1,551,632	$775,489	(175,258)
Total Source of Funds	$958,690	$950,747	$798,412	$1,551,632	$775,489	(175,258)

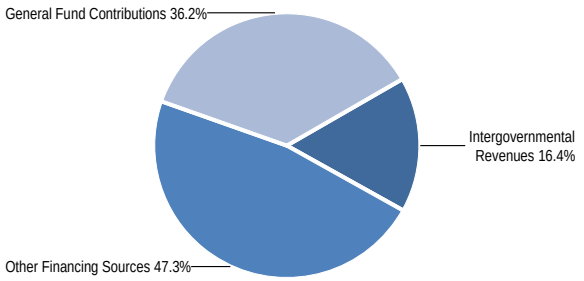
Unit Description

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.

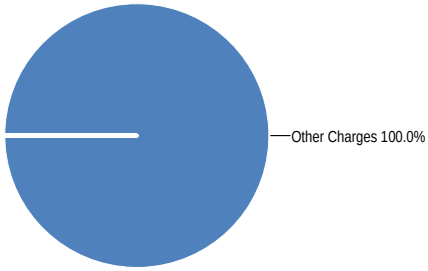
IHSS Wages / Benefits

(Unit 8254— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Charges	11,559,411	13,299,029	12,720,993	13,423,848	13,423,848	124,819
Subtotal	$11,559,411	$13,299,029	$12,720,993	$13,423,848	$13,423,848	124,819

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	1,650,562	2,009,558	2,021,508	2,207,638	2,207,638	198,080
Miscellaneous Revenues	58,625	0	0	0	0	0
Other Financing Sources	5,834,110	6,880,546	6,290,560	6,350,797	6,350,797	(529,749)
Subtotal	$7,543,297	$8,890,104	$8,312,068	$8,558,435	$8,558,435	(331,669)
General Fund Contributions	$4,016,114	$4,408,925	$4,408,925	$4,865,413	$4,865,413	456,488
Total Source of Funds	$11,559,411	$13,299,029	$12,720,993	$13,423,848	$13,423,848	124,819

Unit Description

In-Home Supportive Services (IHSS) provides for the cost of home care services to support the independence of aged, blind, and disabled persons and to help them live safely in their own homes and community. Services range from personal care, meal preparation, and housekeeping. Individuals can receive IHSS if they are eligible for Supplemental Security Income/State Supplementary Program (SSI/SSP) and/or Medi-Cal and live independently.

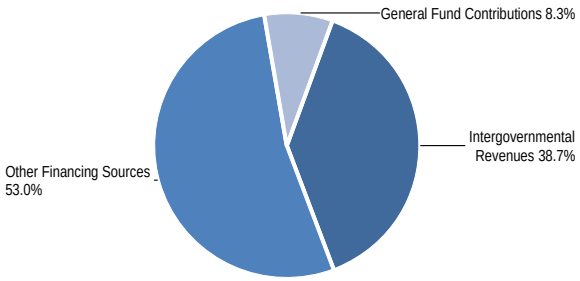
The appropriations are for the IHSS MOE (Maintenance of Effort) and the total costs of health benefits. The IHSS MOE represents the County's share of cost for the following: service provider wages, IHSS administrative costs, health benefits for caregivers, and the administration of the IHSS Public Authority. It should be noted that the Governor has discontinued the Coordinated Care Initiative, that established the IHSS MOE. Through the California State Association of Counties (CSAC), counties are negotiating with the Administration of the Governor and the Legislature to establish a fiscal relationship that defines the State and local cost sharing in FY 2017-18 and beyond. At this point, the extent of local costs are still pending process resolution.

Under the current labor agreement wages will increase from $12.25 per hour to $12.50 per hour effective July 1, 2017 The State and Federal shares of the provider wages are appropriated at the State-level and are not included in the Unit's appropriations.

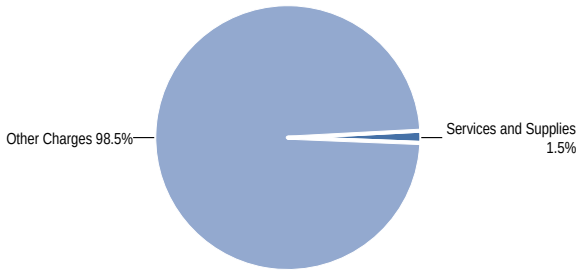
Out of Home Care

(Unit 8255— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	301,374	324,000	324,000	410,701	410,701	86,701
Other Charges	24,504,070	26,675,276	25,914,974	27,326,203	27,326,203	650,927
Subtotal	$24,805,444	$26,999,276	$26,238,974	$27,736,904	$27,736,904	737,628

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	8,279,444	9,587,904	8,971,367	10,735,076	10,735,076	1,147,172
Miscellaneous Revenues	38	0	0	0	0	0
Other Financing Sources	14,512,363	15,377,661	15,233,896	14,702,242	14,702,242	(675,419)
Subtotal	$22,791,844	$24,965,565	$24,205,263	$25,437,318	$25,437,318	471,753
General Fund Contributions	$2,013,600	$2,033,711	$2,033,711	$2,299,586	$2,299,586	265,875
Total Source of Funds	$24,805,444	$26,999,276	$26,238,974	$27,736,904	$27,736,904	737,628

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 COLA on July 1st of each year based on the California Necessities Index. Specific Out of Home Care programs are discussed below:

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. DSS social workers and probation officers provide case management. Aid payments and related administrative costs in DSS and Probation are funded with federal, sales tax realignment and County funds.

2) The Adoption Assistance Program (AAP) supports the cost of care for families adopting children with special needs. Aid payments, as well as the related administrative costs, are funded with federal, sales tax realignment and County funds.

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. This aid is funded with County General Fund Contributions.

4) Emergency Placements provides for the cost of care for children placed in emergency short-term foster homes while court jurisdiction is established. Financial support is provided by federal, sales tax realignment, and County funds.

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. Financial support is provided by sales tax realignment and County funds.

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).

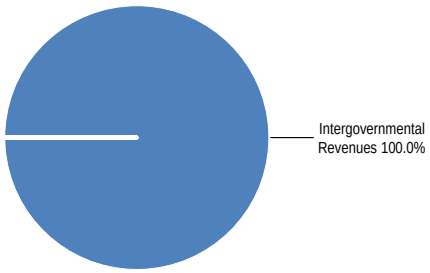
Participants may live alone, with departmental approval, or with roommates in apartments and single-family dwellings with regular support and supervision provided by THPP agency staff, ILP Coordinators, and County Social Workers/Probation Officers. Support services include regular visits to participants' residences, educational guidance, employment counseling, and assistance in reaching emancipation goals outlined in participants' transitional independent living plans and the emancipation readiness portion of a youth's case plan. Financial support is provided by federal, sales tax realignment, and County funds.

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. The goal of the program is to provide a safe living environment with services and support that assist the youth in learning life skills and achieving self-sufficiency. Financial support is provided by sales tax realignment and County funds.

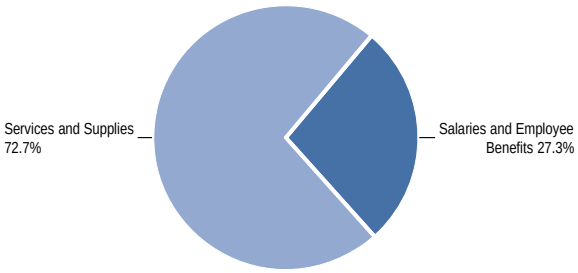
Community Action Partnership

(Unit 8257— Fund 008)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	163,669	158,295	159,217	157,021	157,021	(1,274)
Services and Supplies	373,363	511,855	473,040	418,808	418,808	(93,047)
Other Charges	(17,210)	(21,166)	(15,112)	(7,266)	(7,266)	13,900
Subtotal	$519,822	$648,984	$617,145	$568,563	$568,563	(80,421)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	508	0	0	0	0	0
Intergovernmental Revenues	533,311	648,831	616,994	568,414	568,414	(80,417)
Miscellaneous Revenues	127	0	0	0	0	0
Other Financing Sources	158	153	151	149	149	(4)
Subtotal	$534,104	$648,984	$617,145	$568,563	$568,563	(80,421)
Fund Balance	(14,282)	0	0	0	0	0
Total Source of Funds	$519,822	$648,984	$617,145	$568,563	$568,563	(80,421)

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.

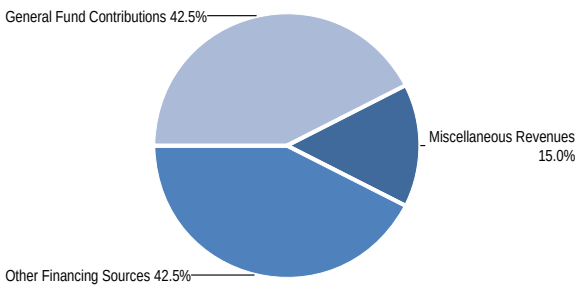
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
60X01	COMMUNITY AFFILIATION MANAGER	1.00
	Total	1.00

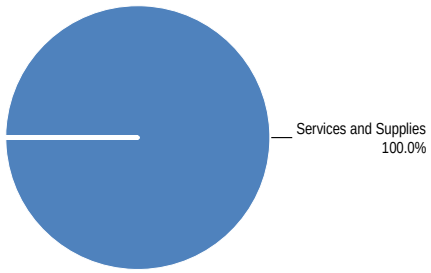
Community Programs

(Unit 8258— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	806,874	996,762	1,189,080	2,276,162	2,151,162	1,154,400
Other Charges	78	0	0	0	0	0
Capital Assets	9,286	0	7,682	0	0	0
Other Financing Uses	396	5,776	5,776	597	597	(5,179)
Subtotal	$816,633	$1,002,538	$1,202,538	$2,276,759	$2,151,759	1,149,221

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Miscellaneous Revenues	57,097	172,000	292,000	322,308	322,308	150,308
Other Financing Sources	0	0	0	915,000	915,000	915,000
Subtotal	$57,097	$172,000	$292,000	$1,237,308	$1,237,308	1,065,308
General Fund Contributions	$759,536	$830,538	$910,538	$1,039,451	$914,451	83,913
Total Source of Funds	$816,633	$1,002,538	$1,202,538	$2,276,759	$2,151,759	1,149,221

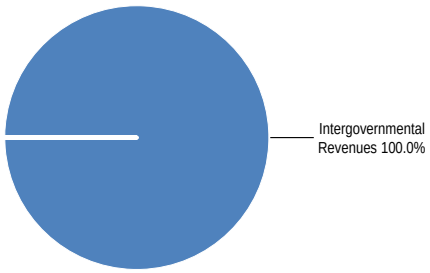
Unit Description

This unit primarily consists of contracts with private non-profit community-based organizations for the provision of child care, 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.

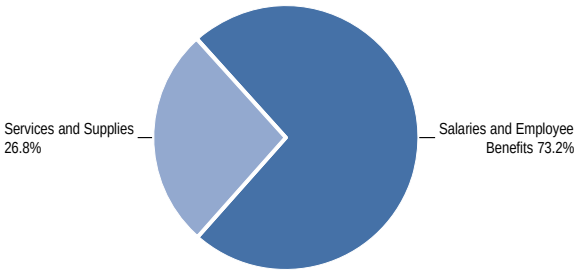
IHSS Public Authority

(Unit 8259— Fund 005)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	376,822	704,813	622,065	766,312	766,312	61,499
Services and Supplies	178,681	275,858	243,995	280,496	280,496	4,638
Other Charges	(66,438)	(70,393)	(78,229)	(29,607)	(29,607)	40,786
Subtotal	$489,065	$910,278	$787,831	$1,017,201	$1,017,201	106,923

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	580	0	452	0	0	0
Intergovernmental Revenues	563,757	909,896	786,997	1,016,753	1,016,753	106,857
Other Financing Sources	237	382	382	448	448	66
Subtotal	$564,575	$910,278	$787,831	$1,017,201	$1,017,201	106,923
Fund Balance	(75,510)	0	0	0	0	0
Total Source of Funds	$489,065	$910,278	$787,831	$1,017,201	$1,017,201	106,923

Unit Description

The In-Home Supportive Services (IHSS) Public Authority (PA) manages a home care registry that supports IHSS recipients and social workers with provider referrals. In addition to operating the registry, the PA plans, arranges and delivers training for IHSS providers. The PA is the administrator of the provider health insurance plan and serves as employer of record for the purpose of labor negotiations. The PA operates in coordination with the IHSS Program, but is an independent authority.

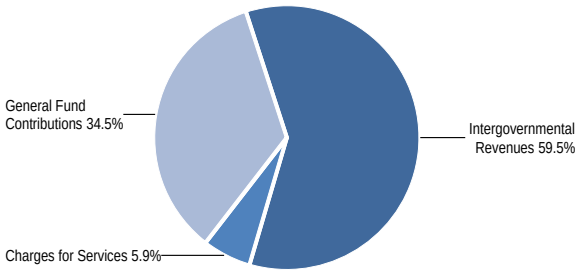
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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

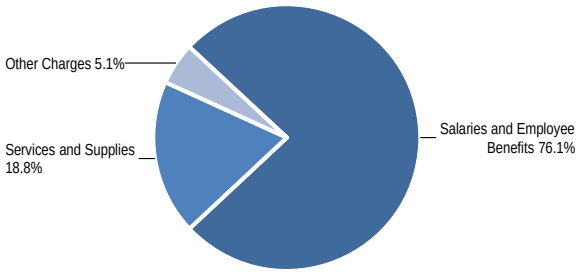
Military & Veterans Services

(Unit 8260— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	776,971	832,335	791,808	1,043,320	942,154	109,819
Services and Supplies	202,228	245,199	218,123	232,776	232,776	(12,423)
Other Charges	(20,000)	50,798	44,058	63,434	63,434	12,636
Capital Assets	0	0	40,000	0	0	0
Other Financing Uses	1,079	1,079	1,079	0	0	(1,079)
Subtotal	$960,278	$1,129,411	$1,095,068	$1,339,530	$1,238,364	108,953

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	512,333	627,768	602,852	787,865	737,282	109,514
Charges for Services	63,106	73,427	64,000	73,427	73,427	0
Miscellaneous Revenues	200	0	0	0	0	0
Subtotal	$575,639	$701,195	$666,852	$861,292	$810,709	109,514
General Fund Contributions	$384,639	$428,216	$428,216	$478,238	$427,655	(561)
Total Source of Funds	$960,278	$1,129,411	$1,095,068	$1,339,530	$1,238,364	108,953

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.

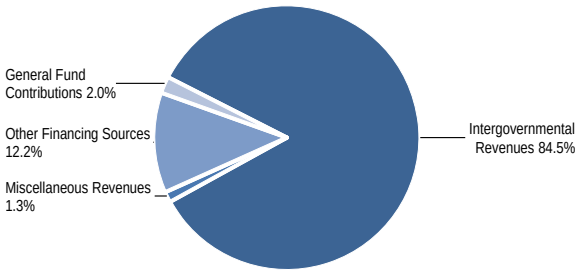
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
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
80E21	OFFICE ASSISTANT II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
	Total	9.00

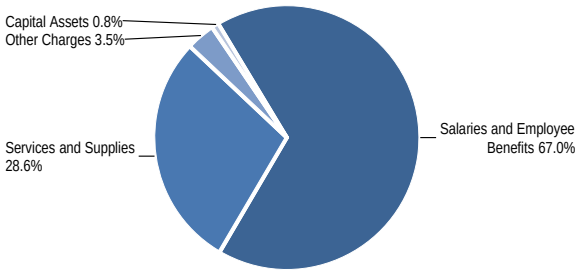
Social Services

(Unit 8262— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	70,948,330	78,333,462	76,114,393	81,218,250	79,072,487	739,025
Services and Supplies	26,137,338	31,192,674	33,490,247	33,714,646	33,714,646	2,521,972
Other Charges	(273,858)	3,152,260	2,400,842	4,143,686	4,143,686	991,426
Capital Assets	265,216	1,300,000	822,500	1,000,000	1,000,000	(300,000)
Other Financing Uses	31,991	43,376	43,376	0	0	(43,376)
Subtotal	$97,109,017	$114,021,772	$112,871,358	$120,076,582	$117,930,819	3,909,047

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	85,374,704	98,303,060	96,350,054	101,312,385	99,587,121	1,284,061
Charges for Services	50,658	394,553	395,553	61,000	61,000	(333,553)
Miscellaneous Revenues	29,026	1,825,000	1,934,496	1,516,700	1,516,700	(308,300)
Other Financing Sources	12,113,879	12,054,499	11,826,595	14,378,958	14,378,958	2,324,459
Subtotal	$97,568,267	$112,577,112	$110,506,698	$117,269,043	$115,543,779	2,966,667
General Fund Contributions	($459,251)	$1,444,660	$2,364,660	$2,807,539	$2,387,040	942,380
Total Source of Funds	$97,109,017	$114,021,772	$112,871,358	$120,076,582	$117,930,819	3,909,047

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 (SSI) and Adult Protective Services.

These programs are primarily funded by the California Department of Social Services, and the California Department of Health Services. State and federal allocations and sales tax realignment contribute to the funding of most of these programs under sharing formulas, which vary from program to program. Generally, the State cost reimbursements are capped while most federal funding, with the exception of CalWORKs, is open-ended. The operation of the various programs is subject to State and federal mandates, which may impose fiscal or other sanctions for non-compliance.

Social Services Operations and Administration consists of the following main areas:

COMMUNITY BENEFITS: CalFresh, Medi-Cal, CalWORKs Eligibility, Foster Care Eligibility, Quality Control, and Fraud Prevention;

FAMILY AND CHILDREN'S SERVICES: Child Protective Services, the Child Abuse and Neglect Hotline, Child Abuse Prevention programs, Family Maintenance, Family Reunification, Permanancy 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 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
11A12	DIRECTOR SOCIAL SERVICES	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00
14C30	MANAGEMENT ANALYST II	16.00
14C31	MANAGEMENT ANALYST III	12.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14H70	STAFF TRAINER II	12.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00
16C88	BUSINESS TECHNOLOGY ANLYST III	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B10	ACCOUNTANT I	2.00
20B11	ACCOUNTANT II	3.00

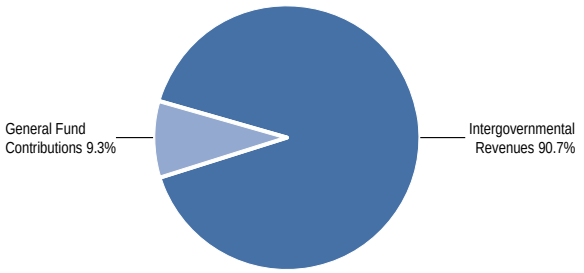
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
20B93	FINANCE MANAGER II	2.00
25E21	ELIGIBILITY WORKER II	170.00
25E22	ELIGIBILITY WORKER III	107.00
25E80	ELIGIBILITY SUPERVISOR	39.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00
52E22	PUBLIC HEALTH NURSE II	2.00
60C22	SOCIAL WORKER III	30.00
60C24	SOCIAL WORKER V	81.00
60C81	SOCIAL WORK SUPERVISOR II	23.00
60D10	SOCIAL SERVICES AIDE I	2.00
60D11	SOCIAL SERVICES AIDE II	64.00
60H11	EMPLOYMENT & TRAINING WORKER II	6.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	8.00
60H32	SUPERVISING STAFF TRAINER	1.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00
60I02	PROGRAM MANAGER II	12.00
70A21	CUSTODIAN	1.00
70F21	COURIER	1.00
70F79	WAREHOUSE WORKER	2.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00
70N01	OFFICE MAINTENANCE WORKER	2.00
80A31	SECRETARY	11.00
80A32	SENIOR SECRETARY	4.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	87.00
80E22	OFFICE ASSISTANT III	33.00
80E80	PRINCIPAL OFFICE ASSISTANT	14.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	854.00

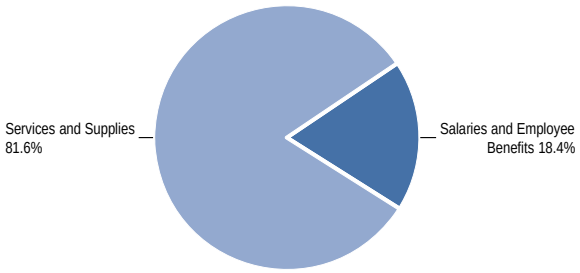
Area Agency on Aging

(Unit 8268— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	413,088	414,592	427,498	428,039	428,039	13,447
Services and Supplies	1,922,413	1,924,299	1,937,120	1,896,100	1,896,100	(28,199)
Other Charges	(208,133)	(165,065)	(158,125)	(124,281)	(124,281)	40,784
Subtotal	$2,127,367	$2,173,826	$2,206,493	$2,199,858	$2,199,858	26,032

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	2,043,041	1,968,627	2,001,294	1,994,891	1,994,891	26,264
Subtotal	$2,043,041	$1,968,627	$2,001,294	$1,994,891	$1,994,891	26,264
General Fund Contributions	$84,326	$205,199	$205,199	$204,967	$204,967	(232)
Total Source of Funds	$2,127,367	$2,173,826	$2,206,493	$2,199,858	$2,199,858	26,032

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.

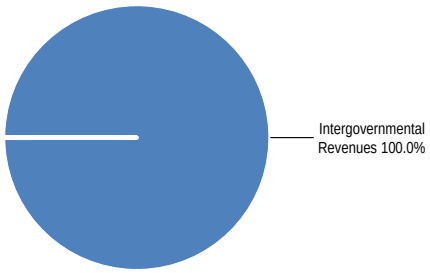
Recommended 2017-18 Positions

Classification Code	Classification Label		Recommended Budget 2017-2018
14C31	MANAGEMENT ANALYST III		1.00
20B11	ACCOUNTANT II		1.00
60I02	PROGRAM MANAGER II		1.00
		Total	3.00

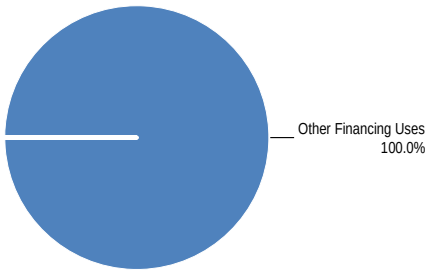
Social Services Realignment

(Unit 8425— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	36,051,304	39,733,605	39,559,099	42,230,203	42,230,203	2,496,598
Subtotal	$36,051,304	$39,733,605	$39,559,099	$42,230,203	$42,230,203	2,496,598

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	43,119,816	39,149,247	38,974,741	42,230,203	42,230,203	3,080,956
Other Financing Sources	0	584,358	584,358	0	0	(584,358)
Subtotal	$43,119,816	$39,733,605	$39,559,099	$42,230,203	$42,230,203	2,496,598
Fund Balance	(7,068,513)	0	0	0	0	0
Total Source of Funds	$36,051,303	$39,733,605	$39,559,099	$42,230,203	$42,230,203	2,496,598

Unit Description

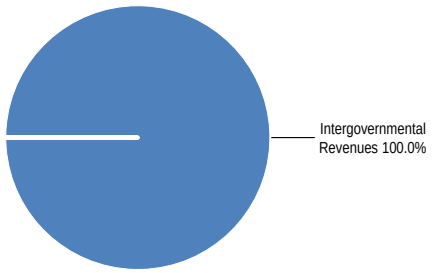
The 1991 Realignment (Realignment) legislation refers to a fiscal arrangement between the State and counties which dedicates portions of Sales Tax and Vehicle License Fee (VLF) revenues to County health, mental health and social services programs. The Realignment was designed to promote greater County 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 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.

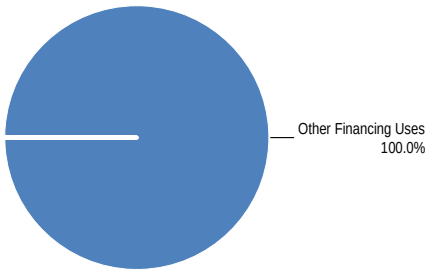
Protective Services

(Unit 8464— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	16,114,107	18,710,421	17,860,655	18,439,364	18,439,364	(271,057)
Subtotal	$16,114,107	$18,710,421	$17,860,655	$18,439,364	$18,439,364	(271,057)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	17,959,814	18,710,421	17,860,655	18,439,364	18,439,364	(271,057)
Subtotal	$17,959,814	$18,710,421	$17,860,655	$18,439,364	$18,439,364	(271,057)
Fund Balance	(1,845,707)	0	0	0	0	0
Total Source of Funds	$16,114,107	$18,710,421	$17,860,655	$18,439,364	$18,439,364	(271,057)

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.

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 by the Monterey County Board of Supervisors on August 5, 1912, under the authority of the County Library Law of 1911. It is a special taxing authority and, as such, its operations are funded primarily through its own share of property taxes.

Programs and Functions:

The MCFL offers a network of 17 branches (one is 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 subscription databases; STEM (Science, Technology, English, Math) and early literacy classes taken to preschools; opportunities for learning through play in the branches and through borrowing toys; meeting rooms for public use; archived historical material available at the libraries and online; and support for other County programs and services available to the public. Services are provided in English and Spanish.

Support Services provide and coordinate MCFL activities behind the scenes, including: the ordering, receiving, cataloging, physical preparation, and distribution of library materials; database management; borrowing and lending of materials between library systems; interbranch deliveries; and maintenance and management of the automated library system and public access computers.

Administrative Services functions includes: planning; policy formulation and implementation; budget, grant writing and fundraising; personnel and organizational management; staff development and training; public information, community relations and outreach; facilities and infrastructure management; and participation in the local library consortium and representing MCFL in County, State and other interagency activities.

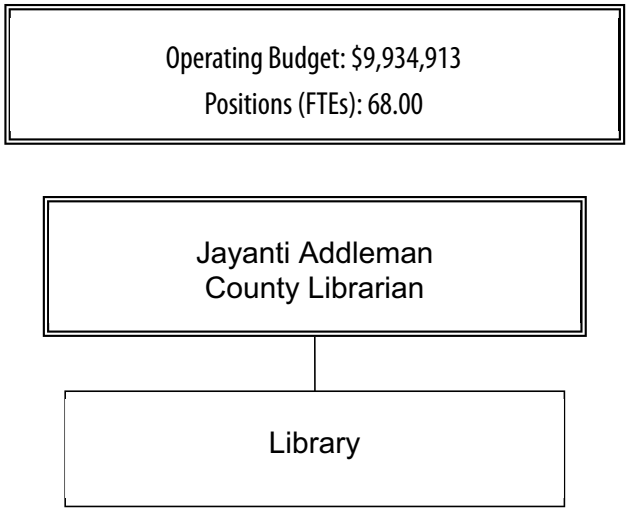
Department's Contributions to Monterey County's Strategic Initiatives:

HEALTH AND HUMAN SERVICES

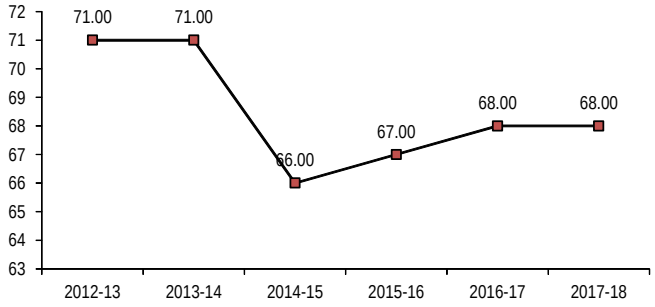
Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

ECONOMIC DEVELOPMENT

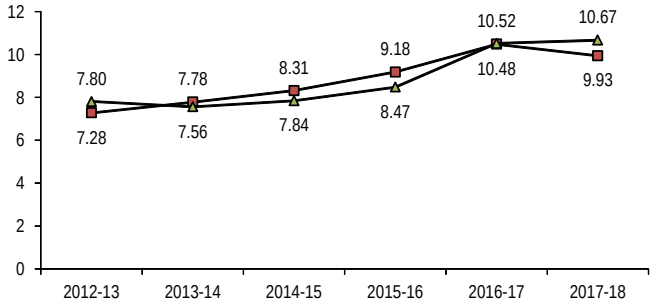
MCFL's vision is that of Monterey County as a community where everyone has the opportunity to achieve their potential and pursue happiness. MCFL works to achieve this vision and fulfill its mission by offering a variety of services and programs to the public. Details of these services and programs are available at www.MontereyCountyFreeLibraries.org.



Staffing Trends



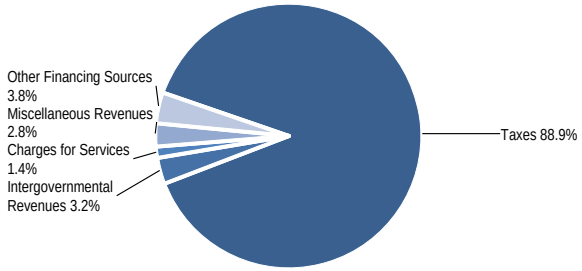
Expenditure/Revenue History (in millions)



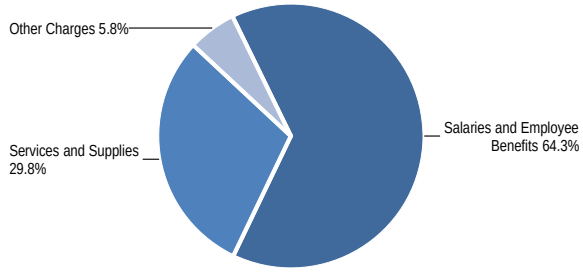
The Library envisions the County as a community where everyone has the opportunity to achieve their potential and pursue happiness. Our mission is to bring ideas, inspiration, information and enjoyment to our community through various delivery methods such as 17 branches, a website, 3 bookmobiles, and library-by-mail.

Key Performance Measures	2014-15 Actual	2015-16 Actual	2016-17 To Date
Registered library users/active library card holders	145,725	150,806	154,612
Program attendance (all ages).	49,896	59,484	25,622
Computer usage (number of uses regardless of length of time) of public access computers in the library.	170,287	158,466	54,666

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	5,359,975	6,183,868	6,058,512	6,686,244	6,391,861	207,993
Services and Supplies	2,599,221	3,035,398	3,021,973	3,389,052	2,964,052	(71,346)
Other Charges	945,681	900,000	1,400,000	579,000	579,000	(321,000)
Capital Assets	16,400	0	0	0	0	0
Other Financing Uses	258,000	0	0	0	0	0
Subtotal	$9,179,278	$10,119,266	$10,480,485	$10,654,296	$9,934,913	(184,353)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Taxes	7,545,149	8,592,324	9,339,002	9,478,953	9,478,953	886,629
Revenue from Use of Money & Property	9,929	3,075	3,075	3,150	3,150	75
Intergovernmental Revenues	84,844	519,413	335,000	340,025	340,025	(179,388)
Charges for Services	155,328	153,750	153,750	145,000	145,000	(8,750)
Miscellaneous Revenues	499,704	300,000	386,000	300,000	300,000	0
Other Financing Sources	179,622	386,000	300,000	400,000	400,000	14,000
Subtotal	$8,474,577	$9,954,562	$10,516,827	$10,667,128	$10,667,128	712,566
Fund Balance	704,701	164,704	(36,342)	(12,832)	(732,215)	(896,919)
Total Source of Funds	$9,179,278	$10,119,266	$10,480,485	$10,654,296	$9,934,913	(184,353)

Summary of Recommendation

The Fiscal Year (FY) 2017-18 Recommended Budget for the Library is $9.9 million, reflecting a slight decrease of $184,353 in appropriations as compared to the FY 2016-17 Adopted Budget. Estimated revenues of $10.7 million increased by $712,566, from the FY 2016-17 Adopted Budget, mostly due to higher property tax revenue. Additional property taxes, including supplemental, unsecured and other property tax categories are all experiencing a slight increase.

The Recommended Budget reflects an overall decrease of 2% in expenses, mostly due to cost plan charges. Meanwhile, cost related to recent bargaining agreements, higher employee benefits costs, janitorial services, building maintenance, and general insurance liability costs continue to rise. Rents and leases for buildings, and equipment also increased.

Several building and repair projects were continued from FY 2016-17. The Big Sur Library underwent urgent, intensive repairs but expansion and complete refurbishing is still needed.

The Library anticipates ending the FY 2017-18 with a positive balance. However, the gap between MCFL's resources and community needs continues to grow, and MCFL continues to actively seek alternatives and diversified sources of funding in order to supplement its budget and fill the ongoing gap. During FY 2016-17 MCFL, moved forward with Children's Internet Protection Act Compliance (CIPA) in order to take further advantage of E-Rate funding opportunities.

Budget Impacts

The Recommended Budget provides for maintaining library services at current levels for FY 2017-18.

MCFL continually assesses and tries to respond to the technology needs of the community and a sizable portion of MCFL's budget is devoted to technology-related expenses. Administrative efforts continue to focus on securing federal and State discounts like E-Rate, and grants to support technological innovation. Library materials, including books and non-print materials are another significant line item among the appropriations, but are inadequate

to meet community needs. MCFL continues to seek grants and other sources of funding in order to pay for Library programs.

Although staffing levels are unchanged, costs have risen significantly mostly because of negotiated Memorandum of Understanding (MOU), increase in benefits costs, and step increases. The Library has requested a budget augmentation for five positions at the Library Assistant level.

Deferred maintenance of Library facilities continues to cause serious concern regarding the structural conditions of several additional Library facilities. The Library has requested a budget augmentation of $325,000 for the Parkfield and Bradley Library buildings, including books and furniture.

Department Operational Accomplishments

During FY 2016-17 MCFL completed or started several projects that further its mission:

Continued implementation of the three-year (2013-2016) Strategic Plan and began the writing of a new strategic plan.

Completed the building and opening of the new San Lucas Library which includes a Sheriff's field office.

Continued to work with the Parkfield community and the Shandon School District on getting a new Parkfield Library. An old building on school property is in the process of remodeling for use as a library.

Completed the second phase of repairs of the Greenfield Library.

Improved broadband infrastructure by connecting to the CENIC network to provide 1Gb/sec connectivity rates and provide a back-up for the broader County's internet connection.

Launched the STREAM van which takes Science, Technology, Reading, Engineering, Agriculture, and Math concepts to preschoolers at their Head Start or Preschool locations.

Continued to actively grow the volunteer program, and partnered with AmeriCorps to get a full-time AmeriCorps fellow for a period of 1 year.

Department Operational Goals

During FY 2017-18, MCFL will address the Board of Supervisors Strategic Initiatives and fulfill its mission as follows:

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 fiscal year.

Work on the following high priority facilities issues:

Continue to provide input to the Parkfield community to expedite completion of the new Library location, completion due early in 2018 and provide Library materials and staffing to resume Library services to the community

Partner with the Bradley School district and other community agencies to seek long term options for a new facility for the Bradley library.

Support the City of Gonzales in their efforts to build a new library.

Move forward with following technology changes and improvements: implement CIPA compliance; investigate self-check options for all large and mid-sized libraries; offer expanded e-commerce options; and expand and improve high speed broadband and Wi-Fi access.

Explore leasing and replacement options for up to 100 Library computers and four fleet vehicles by February 2018 in an effort to reduce costs and improve reliability.

Reevaluate MCFL's alternative service delivery options including bookmobiles, Library-by-Mail, branchlets, and the virtual branch, for efficiency, cost effectiveness and sustainability by April 2018.

Set goals and implement regular childhood and youth programs at all 16 open branches with a specific focus on birth through 3rd grade achievement, and pre-K through High School December 2017.

Expand language and digital literacy programs with a focus on South County, including seeking innovative and non-traditional ways of reaching learners by offering at least 3 tutor training sessions in South County and creating 2 Conversations English groups that meet regularly.

Support other County departments in their outreach and educational goals as needed.

Pending Issues

The Parkfield Community is collaborating with the Shandon School District to provide a new facility for Library services. MCFL has request GFC funds to purchase materials and furniture to start serving the community as soon as the building is ready for occupancy. MCFL is also seeking a new location for the Bradley Library. It is critical that MCFL and the County support these facilities and these remote communities that have very limited alternatives for libraries or other services.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

		Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Library (LIB001)		9,179,278	10,119,266	10,480,485	10,654,296	9,934,913	(184,353)	003	8141
	Subtotal	$9,179,278	$10,119,266	$10,480,485	$10,654,296	$9,934,913	(184,353)		

Units

		Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Library		9,179,278	10,119,266	10,480,485	10,654,296	9,934,913	(184,353)
	Subtotal	$9,179,278	$10,119,266	$10,480,485	$10,654,296	$9,934,913	(184,353)

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label		Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	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		1.00	2.00	2.00	0.00
80C01	LIBRARY ASSISTANT I		11.00	11.00	11.00	0.00
80C21	LIBRARY ASSISTANT II		22.00	22.00	22.00	0.00
80C22	LIBRARY ASSISTANT III		11.00	11.00	11.00	0.00
80J21	ACCOUNT CLERK		1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK		1.00	1.00	1.00	0.00
		Total	67.00	68.00	68.00	0.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
6110	6110-8141-003-AUG1	Augment - Building Parkfield	Base Level Maintenance	100,000	0.00	0	0.00
6110	6110-8141-003-AUG2	Augment - Building Bradley	Base Level Maintenance	225,000	0.00	0	0.00
6110	6110-8141-003-AUG3	Augment - Building Gonzales	Base Level Maintenance	100,000	0.00	0	0.00
6110	6110-8141-003-AUG4	Augment - Homework Center staff	Base Level Maintenance	294,383	5.00	0	0.00
			Grand Total	**$719,383**	**5.00**	**$0**	**0.00**

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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 the 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 (U.C. paid academics) who were selected because of their expertise, in addition to their abilities to teach and work with people. Their mission is to conduct frequent needs assessments and to provide local actionable research and education that is geared to protecting and promoting Monterey County's farm-based economy. The Agricultural Program has six Farm Advisors and three cross-county advisors with programs in Entomology, Irrigation, Water Quality and Water Policy, Plant Pathology and Food Safety, Viticulture, Weed Science and Vegetable Crops, Strawberries, Ornamental Horticulture, Agricultural Economics and Farm Management, Waste Management, and Rangeland Management. Research and educational programs encompass several target areas such as sustainable, safe, nutritious food production and delivery, economic success in a global economy, and a sustainable, healthy, productive environment focusing on two of the USDA and UC strategic initiatives: Water Quality, Quantity and Security and Sustainable Food Systems.

4-H YOUTH PROGRAM: The mission of the 4-H Youth Development Program is to instill leadership, citizenship and life skills in our youth through hands-on learning and community service. In Monterey County there are 14 4-H clubs serving young people ages five through 19. The content of 4-H programs focus on science, engineering and technology, healthy living, and citizenship. These subject areas clearly describe program priorities and provide a framework to organize and focus program development, management, and implementation strategies. High quality 4-H activities engage youth in subject area topics (content) in an environment (context) where youth feel safe and free to share, learn, and grow. Focusing on both content and context is a critical piece in helping youth thrive.

NATURAL RESOURCES PROGRAM: Three cross-county advisors add to the in-County expertise, and UC campus specialists are contacted to collaborate and bring additional knowledge to bear on specific County issues as they arise. 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.

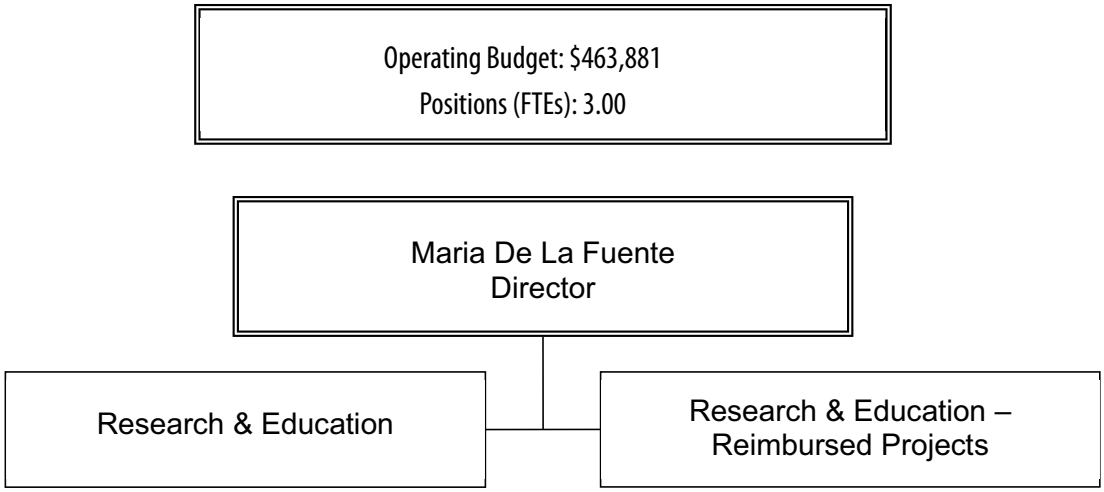
Department's Contribution to Monterey County's Strategic Initiatives:

ECONOMIC DEVELOPMENT

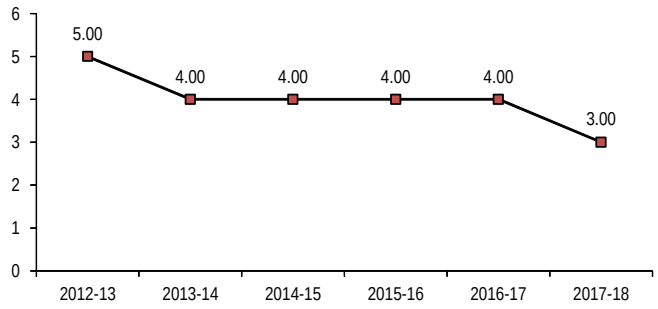
Active engagement in appropriate economic development and promotion of economic viability of the agricultural industry.

HEALTH AND HUMAN SERVICES

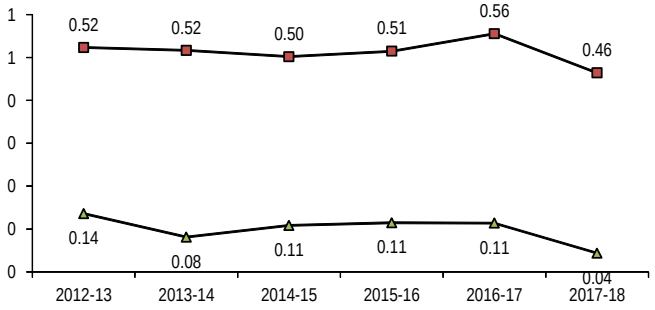
Promote the use of alternative energy sources and related best practices that benefit the environment and create approaches aimed at increasing the overall well-being and quality of life for Monterey County residents.



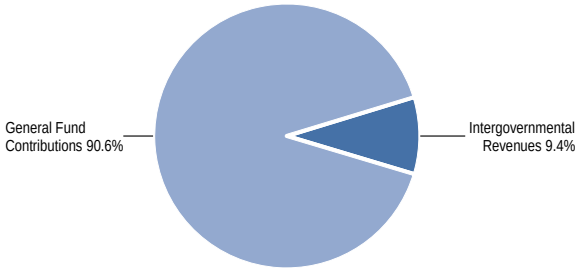
Staffing Trends



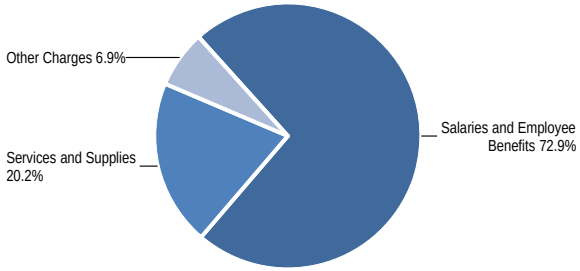
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	377,929	407,461	393,558	338,312	338,312	(69,149)
Services and Supplies	120,311	130,191	129,927	93,484	93,484	(36,707)
Other Charges	0	25,537	32,085	32,085	32,085	6,548
Other Financing Uses	16,335	16,335	0	0	0	(16,335)
Subtotal	$514,574	$579,524	$555,570	$463,881	$463,881	(115,643)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	114,352	124,219	113,566	43,403	43,403	(80,816)
Subtotal	$114,352	$124,219	$113,566	$43,403	$43,403	(80,816)
General Fund Contributions	$400,222	$455,305	$442,004	$420,478	$420,478	(34,827)
Total Source of Funds	$514,574	$579,524	$555,570	$463,881	$463,881	(115,643)

Summary of Recommendation

The Recommended Budget for the Department totals $463,881 in appropriations, financed by $43,403 in program revenue and $420,478 in General Fund Contributions (GFC). Recommended appropriations decrease from the prior year adopted level by $115,643 due to the removal of a vacant position resulting from retirement, discontinuation of Department charges for IT and the Wellness program, and lower cost plan charges. Revenues reflect a decrease of $80,816. 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 $5,734,435 in available non-restricted research funds and 76 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 1,900 diagnostic tests/identifications to the agricultural industry, pest management industry and homeowners.

ENTOMOLOGY RESEARCH PROGRAM: The Entomology research and extension program was targeted on 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. Whereas 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 of California. The Monterey County-based 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 more 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 especially focused on soilborne diseases that affect this crop. In 2016, the Department processed over 1,800 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 that the combination of vegetated ditches and activated carbon socks can reduce the concentration of the pesticide chlorpyrifos to non-toxic levels in irrigation run-off.

The Department also finished three years of field trials that demonstrated that background levels of nitrate in ground water has fertilizer for the production of vegetable crops. In addition to these and other research trials, the Department has a strong outreach program to assist the agricultural industry in adapting practices that will reduce the impact 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 3 percent. The online app also assists growers in conserving water by recommending an appropriate amount of water based on the crop and weather data from the six California Irrigation Management Information System (CIMIS) stations located in Monterey County. CropManage provided users with approximately 1,000 water and fertilizer recommendations per month during the summer of 2016.

The Department also provided or participated in more than 20 trainings to help growers and irrigators improve the efficiency of their irrigation systems. The efforts of the Department's research and extension program should assist the agricultural industry in weathering the drought and addressing new water quality concerns and regulations.

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 evaluated grape clonal selections and rootstocks for their field performance under local conditions have been established and evaluation of these sites has continued. Studies of planting and training cultural practices are being evaluated for their potential to promote earlier vine development and productivity for newly developed vineyards. 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: Research on biology and management of cabbage maggot, thrips, garden symphylan, springtails and bagrada bug will continue. Continue research on organic controls of bagrada bug in Brassica crops.

PLANT PATHOLOGY RESEARCH PROGRAM: Continue to investigate and study the two soilborne strawberry diseases that are now in Monterey County. Continue surveying, detecting, and identifying the races of spinach downy mildew. Continue to provide diagnostic services to all components of the agricultural industry.

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 of agriculture in Monterey County. 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 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Cooperative Extension (EXT001)	398,310	455,305	442,004	420,478	420,478	(34,827)	001	8021
Cooperative Ext -Reimbursed Projects (EXT001)	116,265	124,219	113,566	43,403	43,403	(80,816)	001	8022
Subtotal	$514,574	$579,524	$555,570	$463,881	$463,881	(115,643)		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Cooperative Extension	398,310	455,305	442,004	420,478	420,478	(34,827)
Cooperative Ext -Reimbursed Projects	116,265	124,219	113,566	43,403	43,403	(80,816)
Subtotal	$514,574	$579,524	$555,570	$463,881	$463,881	(115,643)

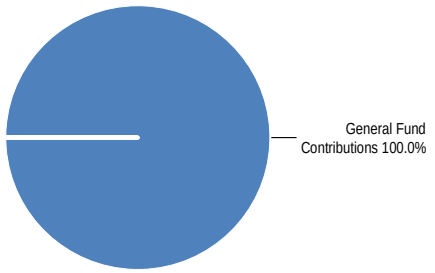
Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43T23	AGRICULTURAL EXTENSION TECHNICIAN	1.00	0.00	0.00	0.00
30N02	LABORATORY RESEARCH ASSOCIATE	0.00	1.00	0.00	-1.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total	4.00	4.00	3.00	-1.00

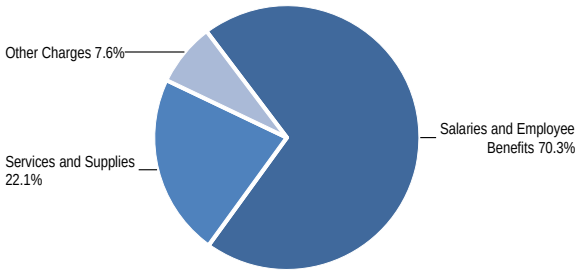
Cooperative Extension

(Unit 8021— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	263,019	284,006	280,492	295,409	295,409	11,403
Services and Supplies	118,956	129,427	129,427	92,984	92,984	(36,443)
Other Charges	0	25,537	32,085	32,085	32,085	6,548
Other Financing Uses	16,335	16,335	0	0	0	(16,335)
Subtotal	$398,310	$455,305	$442,004	$420,478	$420,478	(34,827)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$398,310	$455,305	$442,004	$420,478	$420,478	(34,827)
Total Source of Funds	$398,310	$455,305	$442,004	$420,478	$420,478	(34,827)

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.

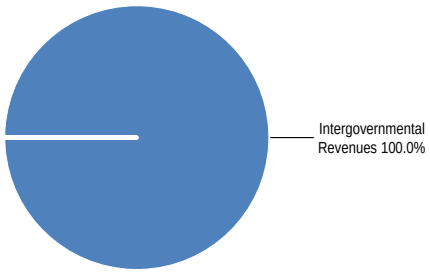
Recommended 2017-18 Positions

Classification Code	Classification Label	Recommended Budget 2017-2018
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80A31	SECRETARY	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	3.00

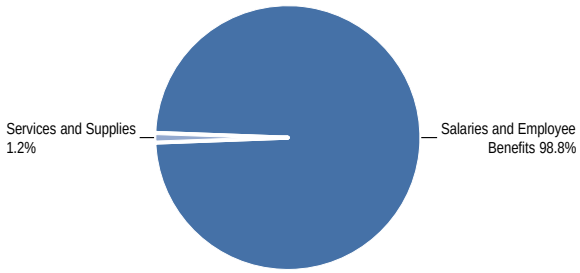
Cooperative Ext -Reimbursed Projects

(Unit 8022— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	114,910	123,455	113,066	42,903	42,903	(80,552)
Services and Supplies	1,355	764	500	500	500	(264)
Subtotal	$116,265	$124,219	$113,566	$43,403	$43,403	(80,816)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Intergovernmental Revenues	114,352	124,219	113,566	43,403	43,403	(80,816)
Subtotal	$114,352	$124,219	$113,566	$43,403	$43,403	(80,816)
General Fund Contributions	$1,912	$0	$0	$0	$0	0
Total Source of Funds	$116,265	$124,219	$113,566	$43,403	$43,403	(80,816)

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.

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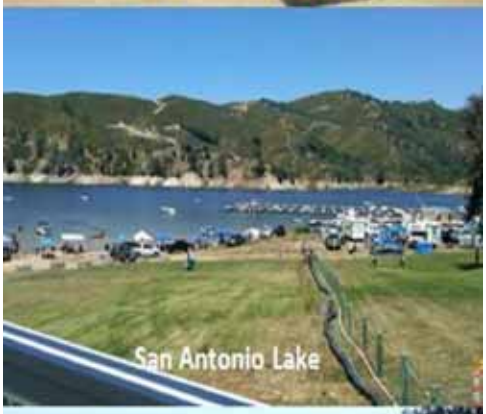
Parks

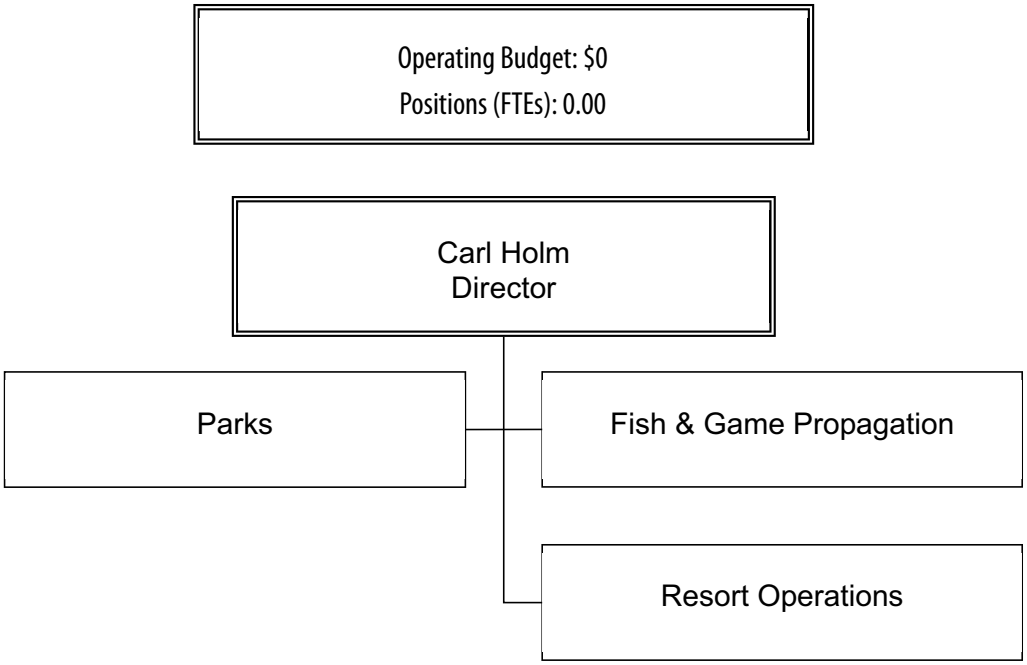
On December 13, 2016 the Board of Supervisors approved and authorized the integration of the Parks Department into the Resource Management Agency (RMA).

San Lorenzo Park

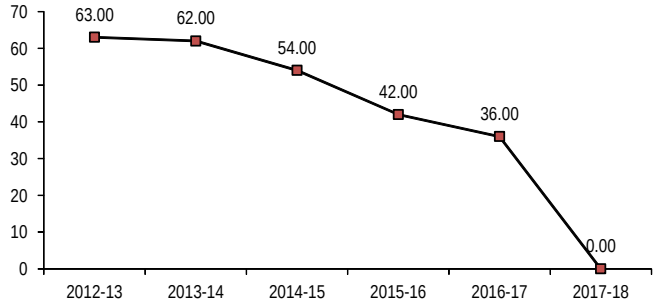

San Antonio Lake

Royal Oaks Park

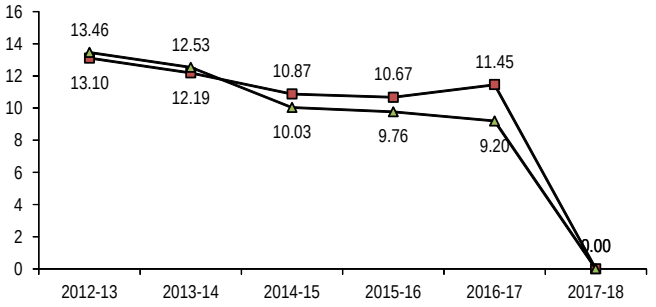
Nacimiento Lake
(During Chimney Fire)



Staffing Trends



Expenditure/Revenue History (in millions)



Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	4,387,782	4,066,942	4,392,866	0	0	(4,066,942)
Services and Supplies	5,815,619	5,956,057	5,939,560	0	0	(5,956,057)
Other Charges	171,435	640,589	1,132,421	0	0	(640,589)
Capital Assets	207,040	0	(12,188)	0	0	0
Other Financing Uses	90,090	59,815	0	0	0	(59,815)
Subtotal	$10,671,966	$10,723,403	$11,452,659	$0	$0	(10,723,403)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	359	0	0	0	0	0
Fines, Forfeitures, and Penalties	83,271	14,813	109,488	0	0	(14,813)
Revenue from Use of Money & Property	4,115,076	4,844,963	4,563,661	0	0	(4,844,963)
Intergovernmental Revenues	1,857	0	0	0	0	0
Charges for Services	3,218,307	1,777,062	2,773,988	0	0	(1,777,062)
Miscellaneous Revenues	502,480	2,160	187	0	0	(2,160)
Other Financing Sources	1,841,656	1,736,240	1,749,553	0	0	(1,736,240)
Subtotal	$9,763,006	$8,375,238	$9,196,877	$0	$0	(8,375,238)
Fund Balance	(1,018,653)	300,000	78,313	0	0	(300,000)
General Fund Contributions	$1,927,612	$2,048,165	$2,177,469	$0	$0	(2,048,165)
Total Source of Funds	$10,671,965	$10,723,403	$11,452,659	$0	$0	(10,723,403)

Department Description

On December 13, 2016 the Board of Supervisors approved and authorized the integration of the Parks Department into the Resource Management Agency.

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Jacks Peak (PAR001)	7,976	35,957	36,647	0	0	(35,957)	001	8143
Laguna Seca Park (PAR001)	689,927	638,993	811,999	0	0	(638,993)	001	8144
Laguna Seca Rifle Range (PAR001)	182,336	184,372	142,491	0	0	(184,372)	001	8145
Laguna Seca Track (PAR001)	1,359,207	1,458,224	1,153,916	0	0	(1,458,224)	001	8146
Manzanita Park (PAR001)	41,347	46,654	52,283	0	0	(46,654)	001	8147
Royal Oaks (PAR001)	416,445	564,833	584,242	0	0	(564,833)	001	8148
San Lorenzo County Park (PAR001)	502,959	495,595	586,810	0	0	(495,595)	001	8149

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Special Events (PAR001)	113,657	100,902	133,446	0	0	(100,902)	001	8150
Toro Park (PAR001)	627,266	694,872	623,714	0	0	(694,872)	001	8151
Historian (PAR001)	240,344	227,982	151,332	0	0	(227,982)	001	8152
Park Administration (PAR001)	1,402,006	1,753,212	1,650,399	0	0	(1,753,212)	001	8154
North County Admin. (PAR001)	372,168	544,571	744,209	0	0	(544,571)	001	8278
Resort at Nacimiento Lake (PAR004)	3,174,626	2,863,359	3,591,415	0	0	(2,863,359)	452	8385
Resort at San Antonio Lake (PAR004)	515,699	76,990	211,307	0	0	(76,990)	452	8386
Lakes Events (PAR004)	27,268	45,845	45,845	0	0	(45,845)	452	8390
Lakes Administration (PAR004)	1,002,270	977,604	919,166	0	0	(977,604)	452	8391
Subtotal	$10,675,501	$10,709,965	$11,439,221	$0	$0	(10,709,965)		

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A11	DIRECTOR OF PARKS AND RECREATION	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	0.00	1.00	0.00	-1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	1.00	0.00	-1.00
20B10	ACCOUNTANT I	1.00	1.00	0.00	-1.00
20B95	FINANCE MANAGER I	1.00	1.00	0.00	-1.00
41F85	PARKS PLANNING MANAGER	1.00	1.00	0.00	-1.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	0.00	-1.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00	1.00	0.00	-1.00
68A30	RANGE MASTER	1.00	1.00	0.00	-1.00
68A41	COUNTY PARK RANGER II	7.00	4.00	0.00	-4.00
68A42	COUNTY PARK RANGER III	2.00	2.00	0.00	-2.00
68A43	COUNTY PARK RANGER SUPERVISOR	3.00	1.00	0.00	-1.00
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	0.00	-1.00
68C02	RANGE AIDE	1.00	1.00	0.00	-1.00
68E01	COUNTY PARK RANGER MANAGER	2.00	1.00	0.00	-1.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.00	0.00	0.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	10.00	7.00	0.00	-7.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	2.00	0.00	-2.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00	2.00	0.00	-2.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	0.00	-1.00
80A31	SECRETARY	1.00	1.00	0.00	-1.00
80E21	OFFICE ASSISTANT II	1.00	2.00	0.00	-2.00
80E22	OFFICE ASSISTANT III	1.00	1.00	0.00	-1.00
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	1.00	0.00	0.00	0.00
	Total	42.00	36.00	0.00	-36.00

Parks (General Fund)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	3,061,447	3,367,579	3,566,933	0	0	(3,367,579)
Services and Supplies	2,863,889	3,296,997	3,191,167	0	0	(3,296,997)
Other Charges	(238,274)	35,214	(60,986)	0	0	(35,214)
Capital Assets	207,040	0	(12,188)	0	0	0
Other Financing Uses	90,090	59,815	0	0	0	(59,815)
Subtotal	$5,984,193	$6,759,605	$6,684,926	$0	$0	(6,759,605)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	359	0	0	0	0	0
Fines, Forfeitures, and Penalties	83,271	14,813	109,488	0	0	(14,813)
Revenue from Use of Money & Property	2,413,421	2,738,405	2,626,297	0	0	(2,738,405)
Charges for Services	1,529,914	1,506,062	1,322,361	0	0	(1,506,062)
Miscellaneous Revenues	63,013	2,160	998	0	0	(2,160)
Other Financing Sources	13,678	450,000	463,313	0	0	(450,000)
Subtotal	$4,103,655	$4,711,440	$4,522,457	$0	$0	(4,711,440)
General Fund Contributions	$1,927,612	$2,048,165	$2,177,469	$0	$0	(2,048,165)
Total Source of Funds	$6,031,268	$6,759,605	$6,699,926	$0	$0	(6,759,605)

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Jacks Peak (PAR001)	7,976	35,957	36,647	0	0	(35,957)	001	8143
Laguna Seca Park (PAR001)	689,927	638,993	811,999	0	0	(638,993)	001	8144
Laguna Seca Rifle Range (PAR001)	182,336	184,372	142,491	0	0	(184,372)	001	8145
Laguna Seca Track (PAR001)	1,359,207	1,458,224	1,153,916	0	0	(1,458,224)	001	8146
Manzanita Park (PAR001)	41,347	46,654	52,283	0	0	(46,654)	001	8147
Royal Oaks (PAR001)	416,445	564,833	584,242	0	0	(564,833)	001	8148
San Lorenzo County Park (PAR001)	502,959	495,595	586,810	0	0	(495,595)	001	8149
Special Events (PAR001)	113,657	100,902	133,446	0	0	(100,902)	001	8150
Toro Park (PAR001)	627,266	694,872	623,714	0	0	(694,872)	001	8151
Historian (PAR001)	240,344	227,982	151,332	0	0	(227,982)	001	8152
Park Administration (PAR001)	1,402,006	1,753,212	1,650,399	0	0	(1,753,212)	001	8154
North County Ad,min (PAR001)	372,168	544,571	744,209	0	0	(544,571)	001	8278
Subtotal	$5,955,638	$6,746,167	$6,671,488	$0	$0	(6,746,167)		

Jacks Peak

(Unit 8143— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	7,976	35,957	36,647	0	0	(35,957)
Subtotal	$7,976	$35,957	$36,647	$0	$0	(35,957)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	30,355	27,461	38,877	0	0	(27,461)
Miscellaneous Revenues	2,587	0	0	0	0	0
Subtotal	$32,942	$27,461	$38,877	$0	$0	(27,461)
General Fund Contributions	($24,967)	$8,496	($2,230)	$0	$0	(8,496)
Total Source of Funds	$7,976	$35,957	$36,647	$0	$0	(35,957)

Laguna Seca Park

(Unit 8144— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	274,886	238,721	257,161	0	0	(238,721)
Services and Supplies	414,209	399,117	553,579	0	0	(399,117)
Other Charges	831	1,155	1,259	0	0	(1,155)
Subtotal	$689,927	$638,993	$811,999	$0	$0	(638,993)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	66,112	0	93,978	0	0	0
Revenue from Use of Money & Property	36,900	519,000	519,000	0	0	(519,000)
Charges for Services	520,801	406,192	462,341	0	0	(406,192)
Miscellaneous Revenues	538	0	(224)	0	0	0
Other Financing Sources	2,923	50,000	50,000	0	0	(50,000)
Subtotal	$627,274	$975,192	$1,125,095	$0	$0	(975,192)
General Fund Contributions	$62,652	($336,199)	($313,096)	$0	$0	336,199
Total Source of Funds	$689,927	$638,993	$811,999	$0	$0	(638,993)

Laguna Seca Rifle Range

(Unit 8145— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	159,802	161,493	113,763	0	0	(161,493)
Services and Supplies	22,534	22,879	28,728	0	0	(22,879)
Subtotal	$182,336	$184,372	$142,491	$0	$0	(184,372)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	199,700	178,524	157,178	0	0	(178,524)
Miscellaneous Revenues	349	0	79	0	0	0
Subtotal	$200,049	$178,524	$157,257	$0	$0	(178,524)
General Fund Contributions	($17,713)	$5,848	($14,766)	$0	$0	(5,848)
Total Source of Funds	$182,336	$184,372	$142,491	$0	$0	(184,372)

Laguna Seca Track

(Unit 8146— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	52,486	120,980	103,765	0	0	(120,980)
Services and Supplies	1,168,993	1,337,244	1,050,151	0	0	(1,337,244)
Capital Assets	137,728	0	0	0	0	0
Subtotal	$1,359,207	$1,458,224	$1,153,916	$0	$0	(1,458,224)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	2,356,655	2,200,000	2,083,064	0	0	(2,200,000)
Other Financing Sources	0	400,000	400,000	0	0	(400,000)
Subtotal	$2,356,655	$2,600,000	$2,483,064	$0	$0	(2,600,000)
General Fund Contributions	($997,448)	($1,141,776)	($1,329,148)	$0	$0	1,141,776
Total Source of Funds	$1,359,207	$1,458,224	$1,153,916	$0	$0	(1,458,224)

Manzanita Park

(Unit 8147— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	37,266	42,454	48,156	0	0	(42,454)
Other Charges	4,081	4,200	4,127	0	0	(4,200)
Subtotal	$41,347	$46,654	$52,283	$0	$0	(46,654)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	10	0	0	0	0	0
Subtotal	$10	$0	$0	$0	$0	0
General Fund Contributions	$41,337	$46,654	$52,283	$0	$0	(46,654)
Total Source of Funds	$41,347	$46,654	$52,283	$0	$0	(46,654)

Royal Oaks

(Unit 8148— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	299,106	318,407	338,904	0	0	(318,407)
Services and Supplies	71,994	245,726	244,962	0	0	(245,726)
Other Charges	232	700	376	0	0	(700)
Capital Assets	45,114	0	0	0	0	0
Subtotal	$416,445	$564,833	$584,242	$0	$0	(564,833)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	65,812	60,792	87,733	0	0	(60,792)
Miscellaneous Revenues	(53)	0	(43)	0	0	0
Subtotal	$65,759	$60,792	$87,690	$0	$0	(60,792)
General Fund Contributions	$350,686	$504,041	$496,552	$0	$0	(504,041)
Total Source of Funds	$416,445	$564,833	$584,242	$0	$0	(564,833)

San Lorenzo County Park

(Unit 8149— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	363,236	327,257	418,534	0	0	(327,257)
Services and Supplies	138,715	167,305	167,279	0	0	(167,305)
Other Charges	1,008	1,033	997	0	0	(1,033)
Subtotal	$502,959	$495,595	$586,810	$0	$0	(495,595)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	8,000	8,000	8,001	0	0	(8,000)
Charges for Services	216,795	218,607	179,362	0	0	(218,607)
Miscellaneous Revenues	3,200	0	(1,082)	0	0	0
Subtotal	$227,995	$226,607	$186,281	$0	$0	(226,607)
General Fund Contributions	$274,963	$268,988	$400,529	$0	$0	(268,988)
Total Source of Funds	$502,959	$495,595	$586,810	$0	$0	(495,595)

Special Events

(Unit 8150— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	137,169	130,520	139,198	0	0	(130,520)
Services and Supplies	1,528	22,072	22,088	0	0	(22,072)
Other Charges	(25,040)	(51,690)	(27,840)	0	0	51,690
Subtotal	$113,657	$100,902	$133,446	$0	$0	(100,902)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	93,142	192,000	192,000	0	0	(192,000)
Subtotal	$93,142	$192,000	$192,000	$0	$0	(192,000)
General Fund Contributions	$20,515	($91,098)	($58,554)	$0	$0	91,098
Total Source of Funds	$113,657	$100,902	$133,446	$0	$0	(100,902)

Toro Park

(Unit 8151— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	227,455	240,152	175,852	0	0	(240,152)
Services and Supplies	361,526	428,445	421,281	0	0	(428,445)
Other Charges	26,275	26,275	26,581	0	0	(26,275)
Capital Assets	12,011	0	0	0	0	0
Subtotal	$627,266	$694,872	$623,714	$0	$0	(694,872)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	11,280	11,280	15,040	0	0	(11,280)
Charges for Services	384,927	345,000	199,477	0	0	(345,000)
Miscellaneous Revenues	4,269	0	108	0	0	0
Other Financing Sources	255	0	0	0	0	0
Subtotal	$400,731	$356,280	$214,625	$0	$0	(356,280)
General Fund Contributions	$226,535	$338,592	$409,089	$0	$0	(338,592)
Total Source of Funds	$627,266	$694,872	$623,714	$0	$0	(694,872)

Historian

(Unit 8152— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	222,451	219,999	211,689	0	0	(219,999)
Services and Supplies	17,873	7,963	9,109	0	0	(7,963)
Other Charges	20	20	(69,466)	0	0	(20)
Subtotal	$240,344	$227,982	$151,332	$0	$0	(227,982)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Licenses, Permits, and Franchises	359	0	0	0	0	0
Charges for Services	0	69,486	0	0	0	(69,486)
Subtotal	$359	$69,486	$0	$0	$0	(69,486)
General Fund Contributions	$239,985	$158,496	$151,332	$0	$0	(158,496)
Total Source of Funds	$240,344	$227,982	$151,332	$0	$0	(227,982)

Park Administration

(Unit 8154— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	940,001	1,079,618	1,079,970	0	0	(1,079,618)
Services and Supplies	559,049	560,264	565,725	0	0	(560,264)
Other Charges	(187,134)	53,515	4,704	0	0	(53,515)
Other Financing Uses	90,090	59,815	0	0	0	(59,815)
Subtotal	$1,402,006	$1,753,212	$1,650,399	$0	$0	(1,753,212)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,603	1,500	1,547	0	0	(1,500)
Revenue from Use of Money & Property	0	0	30	0	0	0
Charges for Services	18,382	8,000	5,393	0	0	(8,000)
Miscellaneous Revenues	2,123	2,160	2,160	0	0	(2,160)
Subtotal	$23,108	$11,660	$9,130	$0	$0	(11,660)
General Fund Contributions	$1,378,898	$1,741,552	$1,641,269	$0	$0	(1,741,552)
Total Source of Funds	$1,402,006	$1,753,212	$1,650,399	$0	$0	(1,753,212)

North County Administration

(Unit 8278— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	384,856	530,432	728,097	0	0	(530,432)
Services and Supplies	33,672	14,133	30,024	0	0	(14,133)
Other Charges	(58,547)	6	(1,724)	0	0	(6)
Capital Assets	12,188	0	(12,188)	0	0	0
Subtotal	$372,168	$544,571	$744,209	$0	$0	(544,571)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$372,168	$544,571	$744,209	$0	$0	(544,571)
Total Source of Funds	$372,168	$544,571	$744,209	$0	$0	(544,571)

Parks (Fish and Game)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	28,556	13,438	13,438	0	0	(13,438)
Subtotal	$28,556	$13,438	$13,438	$0	$0	(13,438)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	14,555	13,313	13,963	0	0	(13,313)
Revenue from Use of Money & Property	575	125	1,162	0	0	(125)
Miscellaneous Revenues	50,000	0	0	0	0	0
Other Financing Sources	10,500	0	13,313	0	0	0
Subtotal	$75,630	$13,438	$28,438	$0	$0	(13,438)
Fund Balance	(47,075)	0	(15,000)	0	0	0
General Fund Contributions	$0	$0	$0	$0	$0	0
Total Source of Funds	$28,555	$13,438	$13,438	$0	$0	(13,438)

Parks Resorts

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	1,326,335	699,363	825,933	0	0	(699,363)
Services and Supplies	2,951,729	2,659,060	2,748,393	0	0	(2,659,060)
Other Charges	409,708	605,375	1,193,407	0	0	(605,375)
Subtotal	$4,687,773	$3,963,798	$4,767,733	$0	$0	(3,963,798)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	1,701,656	2,106,558	1,937,364	0	0	(2,106,558)
Intergovernmental Revenues	1,857	0	0	0	0	0
Charges for Services	1,688,393	271,000	1,451,627	0	0	(271,000)
Miscellaneous Revenues	439,467	0	(811)	0	0	0
Other Financing Sources	1,827,978	1,286,240	1,286,240	0	0	(1,286,240)
Subtotal	$5,659,350	$3,663,798	$4,674,420	$0	$0	(3,663,798)
Fund Balance	(971,578)	300,000	93,313	0	0	(300,000)
Total Source of Funds	$4,687,772	$3,963,798	$4,767,733	$0	$0	(3,963,798)

Appropriation Expenditure Detail

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Resort at Nacimiento Lake (PAR004)	3,174,626	2,863,359	3,591,415	0	0	(2,863,359)	452	8385
Resort at San Antonio Lake (PAR004)	515,699	76,990	211,307	0	0	(76,990)	452	8386
Lakes Events (PAR004)	27,268	45,845	45,845	0	0	(45,845)	452	8390
Lakes Administration (PAR004)	1,002,270	977,604	919,166	0	0	(977,604)	452	8391
Subtotal	$4,719,863	$3,963,798	$4,767,733	$0	$0	(3,963,798)		

Resort at Nacimiento Lake

(Unit 8385— Fund 452)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	940,953	362,677	432,214	0	0	(362,677)
Services and Supplies	2,150,895	2,205,420	2,221,059	0	0	(2,205,420)
Other Charges	82,779	295,262	938,142	0	0	(295,262)
Subtotal	$3,174,626	$2,863,359	$3,591,415	$0	$0	(2,863,359)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	1,647,998	2,106,558	1,927,095	0	0	(2,106,558)
Intergovernmental Revenues	1,857	0	0	0	0	0
Charges for Services	1,407,202	96,000	1,273,840	0	0	(96,000)
Miscellaneous Revenues	343,469	0	(812)	0	0	0
Other Financing Sources	500,000	550,000	550,000	0	0	(550,000)
Subtotal	$3,900,527	$2,752,558	$3,750,123	$0	$0	(2,752,558)
Fund Balance	(725,901)	110,801	(158,708)	0	0	(110,801)
Total Source of Funds	$3,174,626	$2,863,359	$3,591,415	$0	$0	(2,863,359)

Resort at San Antonio Lake

(Unit 8386— Fund 452)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	78,774	62,429	68,457	0	0	(62,429)
Services and Supplies	436,887	14,561	93,644	0	0	(14,561)
Other Charges	39	0	49,206	0	0	0
Subtotal	$515,699	$76,990	$211,307	$0	$0	(76,990)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	40,371	0	2,238	0	0	0
Charges for Services	12,511	0	2,787	0	0	0
Miscellaneous Revenues	95,998	0	1	0	0	0
Other Financing Sources	0	25,000	25,000	0	0	(25,000)
Subtotal	$148,880	$25,000	$30,026	$0	$0	(25,000)
Fund Balance	333,769	51,990	181,281	0	0	(51,990)
Total Source of Funds	$482,649	$76,990	$211,307	$0	$0	(76,990)

Lakes Events

(Unit 8390— Fund 452)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Services and Supplies	27,268	45,845	45,845	0	0	(45,845)
Subtotal	$27,268	$45,845	$45,845	$0	$0	(45,845)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Charges for Services	268,679	175,000	175,000	0	0	(175,000)
Subtotal	$268,679	$175,000	$175,000	$0	$0	(175,000)
Fund Balance	(241,412)	(129,155)	(129,155)	0	0	129,155
Total Source of Funds	$27,267	$45,845	$45,845	$0	$0	(45,845)

Lakes Administration

(Unit 8391— Fund 452)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	333,723	274,257	325,262	0	0	(274,257)
Services and Supplies	341,656	393,234	387,845	0	0	(393,234)
Other Charges	326,891	310,113	206,059	0	0	(310,113)
Subtotal	$1,002,270	$977,604	$919,166	$0	$0	(977,604)

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Revenue from Use of Money & Property	13,286	0	8,031	0	0	0
Other Financing Sources	1,327,018	711,240	711,240	0	0	(711,240)
Subtotal	$1,340,304	$711,240	$719,271	$0	$0	(711,240)
Fund Balance	(338,034)	266,364	199,895	0	0	(266,364)
Total Source of Funds	$1,002,270	$977,604	$919,166	$0	$0	(977,604)

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Natividad Medical Center

Departmental Overview:

Natividad Medical Center (NMC) is a 172-bed acute care designated public safety-net hospital owned and operated by Monterey County, which has provided healthcare to Monterey County residents for over 132 years regardless of their ability to pay. NMC is fully accredited by the Joint Commission, has an appointed Board of Trustees, and is under the governance of the Monterey County Board of Supervisors.

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.

Department's Contributions to Monterey County's Strategic Initiatives:

HEALTH AND HUMAN SERVICES

Improve the health and quality of life for County of Monterey residents, especially the most vulnerable, through promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with other providers to offer accessible, high quality and high value healthcare services.

ADMINISTRATION

Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.

INFRASTRUCTURE

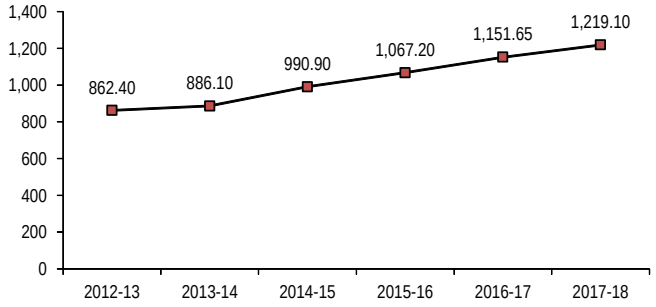
Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development results.

Operating Budget: $299,043,554
Positions (FTEs): 1,219.10

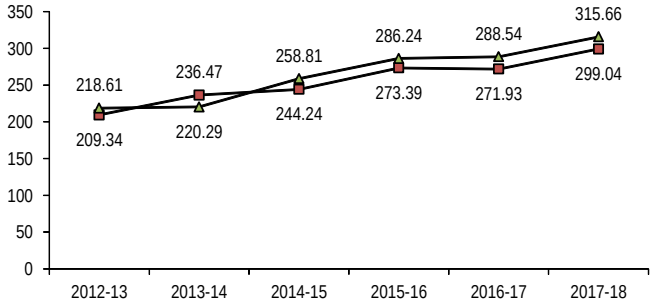
Gary Gray
Chief Executive Officer

Natividad Medical Center

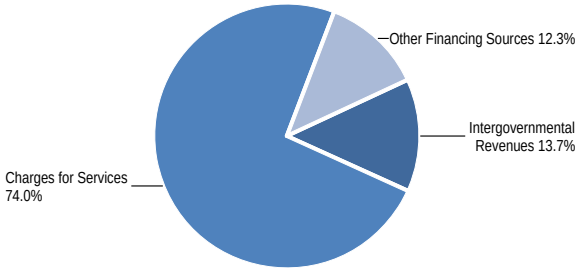
Staffing Trends



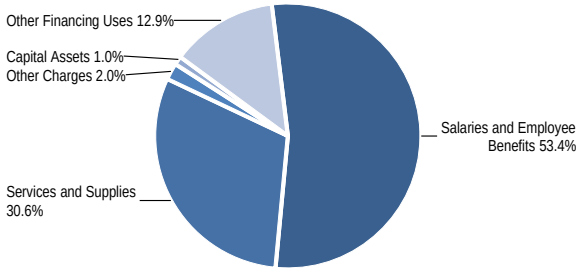
Expenditure/Revenue History (in millions)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	137,601,168	145,154,390	148,388,286	159,786,733	159,786,733	14,632,343
Services and Supplies	90,678,234	81,744,613	89,922,433	91,358,808	91,358,808	9,614,195
Other Charges	33,905,407	6,041,146	5,953,147	6,045,468	6,045,468	4,322
Capital Assets	7,102,285	18,727,413	27,664,157	35,978,209	3,128,222	(15,599,191)
Other Financing Uses	4,100,000	0	0	52,080,899	38,724,323	38,724,323
Subtotal	$273,387,094	$251,667,562	$271,928,023	$345,250,117	$299,043,554	47,375,992

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	161,316	0	0	0	0	0
Revenue from Use of Money & Property	1,988,520	0	0	0	0	0
Intergovernmental Revenues	52,702,331	38,364,800	41,695,000	43,313,628	43,313,628	4,948,828
Charges for Services	227,379,791	206,752,612	222,479,295	233,618,688	233,618,688	26,866,076
Miscellaneous Revenues	4,008,363	0	0	0	0	0
Other Financing Sources	700	17,050,514	24,369,075	38,724,323	38,724,323	21,673,809
Subtotal	$286,241,021	$262,167,926	$288,543,370	$315,656,639	$315,656,639	53,488,713
Fund Balance	(12,853,927)	(10,500,364)	(16,615,347)	29,593,478	(16,613,085)	(6,112,721)
Total Source of Funds	$273,387,094	$251,667,562	$271,928,023	$345,250,117	$299,043,554	47,375,992

Summary of Recommendation

Fiscal Year (FY) 2017-18 expenses are budgeted based on FY 2016-17 activities through December 2016, annualized for the twelve-month fiscal year. To appropriately reflect expected future expenditures, annualized amounts are normalized by excluding one-time events and adjusting for anticipated expenses.

The Recommended Budget for NMC totals $299.0 million in expenditures, financed by $315.7 million in estimated revenue, and generating a Fund Balance (FB) increase of $16.6 million. The fiscal performance represents an increase in expenditures of $47.4 million and an increase in estimated revenues of $53.5 million.

Salaries and Employee Benefits are budgeted at $159.8 million, an increase of $14.6 million (10.1%) from the FY 2016-17 Adopted Budget. The increase includes an addition of 66.7 full time employees (FTE) where the growth is primarily in the Nursing and volume-driven departments, such as Radiology and Laboratory, Patient Accounts, Housekeeping and Dietary. Employee step advances, higher employee benefit costs, and pay raises also contribute to the increase.

Other areas of increased expenditure include costs for medical supplies and equipment associated with the increased patient volumes under the Affordable Care Act and expansion of the Family Practice Residency Program. In addition, there is increased spending for capital projects. These capital projects are detailed in the Capital Budget Summary section in the Recommended Budget.

FY 2017-18 total available revenue is budgeted at $315.7 million, a $53.5 million increase over the FY 2016-17 Adopted Budget. The increase is driven by the Medicaid expansion through Covered California, new enrollees in MediCal Managed Care, and revenue from trauma services.

Budget Impacts

The California 1115 Waiver through 2020 (Medi-Cal 2020) was approved by the Centers for Medicare and Medicaid Services on December 30, 2015 and became effective as of January 1, 2016 through December 31, 2020. Medi-Cal 2020 includes three main concepts: (1) Public Hospital Redesign and Incentives (PRIME), which provides incentive payments; 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 specified benchmarks across various metrics. PRIME also requires the achievement of set targets for moving toward alternative payment methodologies for Designated Public Hospitals over the course of the Waiver. The Waiver may impact revenue streams.

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 source of funding is from NMC fund balance.

Department Operational Accomplishments

Joined the BETA HEART (Healing, Empathy, Accountability, Resolution, Trust) Initiative. Partnering with BETA Healthcare Group, NMC's insurance carrier, this multi-year program focuses on the implementation of a reliable and sustainable culture of patient safety grounded in the philosophy of HEART. The overall goals of the program include: developing an empathic and clinically appropriate process that supports healing of both the patient and clinician after an adverse event; ensuring accountability for the development of reliable systems that support the provision of safe care; providing a mechanism for early and ethical resolution when harm occurs due to medical error or inappropriate care; and instilling trust in all clinicians and patients.

Completed second round of Pascal Metrics Employee Satisfaction and Culture of Safety Survey with survey results shared with all staff and management and deployment of action plans for improvement.

Maintained high performance exceeding benchmarks on national reported clinical quality of care measures.

Received recognition and designation by The Leapfrog Group as a 2016 Top Hospital with a top rating of 'A' in their Hospital Safety Score, which showcases a commitment to patient safety and quality.

Received from the BETA Healthcare Group Award of Excellence for the 8th year for High Quality Obstetrical (OB) Practices by achieving 100% compliance. BETA is a provider of professional liability and risk management services. The Award also results in premium credits. The goal of the OB initiative is to promote best practice in care delivery to moms and babies in the Quest for zero preventable birth injuries.

Completed Tier 1 of the BETA Healthcare Group Quest for Zero: Emergency Department (ED) public safety initiative to improve reliability and reduce risk exposure of high-risk disease categories. This effort focused on staff education providing individual participants with insight into their personal knowledge and judgment for heart failure patients seen in the ED.

Expanded Transfer Center operations to improve patient flow through the Emergency Department.

Received the Performance Excellence Award in preventing injury falls and hospital acquired pressure ulcers by CALNOC (Collaborative Alliance for Nursing Outcomes), the leading provider of actionable information and research on nursing-sensitive quality measures.

The Sam Karas Acute Rehabilitation Center received top scores for clinical excellence, which led to receiving a #1 National Rating out of 107 Kindred Healthcare Rehabilitation Units.

Completed the Vocera Experience Innovation Network assessment and development of a road map for patient experience based on assessment findings.

Received the Public Hospital Redesign & Incentives in Medi-Cal (PRIME) federal funding. The funding in recognition of program plan implementation as part of the first year of Medi-Cal 2020. Medi-Cal 2020 focuses on models of integrated patient care that are high value, high quality, patient-centered, and efficient and equitable, and demonstrate the ability to improve health care and the health status of populations.

Enhanced compliance audit functions; such as evaluating coding improvement opportunities, updating the NMC Business Associate Agreement (BAA) for the protection of patient health information, and Emergency Medical Treatment and Labor Act (EMTALA) audit activities on inter facility patient transfers.

Completed build out of Building 400 for Cardiology Clinic and Diagnostic Imaging Services for Women.

Completed the second phase of the Sam Karas Acute Rehabilitation Center & Medical Surgical II Unit refresh (renovation) operating 24 acute rehabilitation beds and 20 medical surgical beds.

Completed the Central Plant Upgrades project with new energy efficient cooling tower, boilers, and water softener system.

Completed the rebranding process by Neimand Collaborative, which included primary market research, tagline and message recommendations with a visual identity and core collateral materials for rollout of a refreshed brand.

Executed the participation agreement and actively engaged in the formation of a regional Health Information Exchange (HIE) Central Coast Health Connect (CCHC). In addition to NMC, Monterey County (MC) Health Department Clinics, Behavioral Health, and community hospitals and clinics completed affiliation agreements with CCHC to efficiently share health information to improve healthcare delivery for patients and providers.

As part of the PRIME implementation, developed a data warehouse (using population health software), to integrate among NMC Emergency Department (ED), Inpatient & Outpatient services and MC Health Department Clinics and Behavioral Health patient-level data for use in a registry and dashboards for the provision of seamless care coordination.

Implemented outbound direct messaging capabilities with Clinica de Salud del Valle de Salinas (CSVS) and the MC Health Department Clinics to improve care coordination through electronic communications.

Developed policies & standards for Enterprise Master Patient Index (EMPI) for Monterey County departments and issued an EMPI services Request for Proposal (RFP).

Went live on Co-located Datacenter to recover NMC data in the event of disaster and engaged in business continuity of operations planning.

Expanded employee wellness activities with the addition of a one-mile Wellness Walk and communication of Monterey County Health Promotion Partnership classes.

Trained 50%+ hospital management on 7 Habits of Highly Effective People (Covey) course with the intent of standard training for new management personnel.

Promote morale and employee recognition, expanded the Employee of the Quarter recognition from 2 to 4 awardees per period.

Enhanced Language Access Services by increasing the number of interpreter encounters facilitated by qualified interpreters from 3,340 in FY 2015-16 to 3,400 in FY 2016-17.

Department Operational Goals

Realize average daily census of 105 for FY 2017-18.

Secure status as a Verified Level II Trauma Center by the American College of Surgeons.

Complete a successful unannounced survey by the Joint Commission receiving a three-year full accreditation.

In FY 2017-18 maintain a Hospital-Acquired Conditions (HAC) Reduction Program Total Score at or better than the national benchmark as publicly 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 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted	Fund Code	Org Code
Natividad Medical Center (NMC001)	273,387,094	251,667,562	271,928,023	329,147,427	282,940,864	31,273,302	451	8142
Natividad Medical Center (NMC002)	0	0	0	16,102,690	16,102,690	16,102,690	404	8142
Subtotal	$273,387,094	$251,667,562	$271,928,023	$345,250,117	$299,043,554	47,375,992		

Units

	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Natividad Medical Center	273,387,094	251,667,562	271,928,023	345,250,117	299,043,554	47,375,992
Subtotal	$273,387,094	$251,667,562	$271,928,023	$345,250,117	$299,043,554	47,375,992

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
11A25	NMC 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	NMC ASSISTANT ADMINISTRATOR	3.00	3.00	4.00	1.00
14A10	PROJECT MANAGER I	0.00	1.00	1.00	0.00
14A12	PROJECT MANAGER III	0.00	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	2.00	4.00	2.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	4.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	6.00	7.00	1.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.00	2.00	2.00	0.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	2.00	2.00	0.00
14E01	BUYER I	1.00	1.00	1.00	0.00
14E20	BUYER II	3.00	3.00	4.00	1.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	5.00	5.00	5.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	5.00	4.00	-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	0.00	1.00	1.00	0.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.00	1.00	1.00	0.00
14K35	NMC HUMAN RESOURCES ADMINISTRATOR	1.00	1.00	1.00	0.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.00	1.00	1.00	0.00
14K67	HOSPITAL PURCHSING & MATERIALS SUPPORT DIRECTOR	1.00	0.00	0.00	0.00
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	0.00	0.00	1.00	1.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14M33	HOSPITAL MEDICAL INTERPRETATION COORDINATOR	1.00	1.00	0.00	-1.00
14N10	OUTPATIENT SERVICES MANAGER I	1.00	1.00	0.00	-1.00
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	3.00	4.00	4.00	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	6.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	3.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	3.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.00	1.00	2.00	1.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	0.00	0.00	1.00	1.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	5.00	4.00	4.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	0.00	3.00	3.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	0.80	0.80
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	11.20	11.20	11.20	0.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.00	1.00	1.00	0.00
50D11	MEDICAL LABORATORY TECHNICIAN	0.00	0.00	1.00	1.00
50D12	CLINICAL LABORATORY ASSISTANT	15.30	15.30	16.70	1.40
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	13.20	13.20	15.00	1.80
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	8.00	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	1.00	0.00
50F20	OCCUPATIONAL THERAPIST	7.80	8.80	8.80	0.00
50G11	PHYSICAL THERAPIST	9.00	12.00	11.00	-1.00
50G41	SPEECH PATHOLOGIST	0.00	6.00	6.00	0.00
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	14.30	17.30	17.30	0.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	2.00	2.00	0.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNICIAN	21.60	24.60	26.30	1.70
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.00	4.00	4.00	0.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.00	1.00	2.00	1.00
50R31	SONOGRAPHER	6.60	7.60	8.60	1.00
50R32	SENIOR SONOGRAPHER	1.00	1.00	1.00	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.00	1.00	1.00	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	5.00	5.00	5.00	0.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	1.00	4.00	4.00	0.00
50U18	PHARMACY TECHNICIAN	9.80	9.80	9.80	0.00
50U19	PHYSICAL THERAPIST HELPER	1.00	1.00	1.00	0.00
50U20	NURSING ASSISTANT	81.10	87.00	87.30	0.30
50U22	HEALTH CARE TECHNICIAN	2.60	3.10	4.70	1.60
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	1.00	0.90	0.90	0.00
50U27	SURGICAL TECHNICIAN	10.50	12.60	12.60	0.00
50U28	SENIOR PHARMACY TECHNICIAN	1.00	2.00	2.00	0.00
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U42	MEDICAL ASSISTANT	1.00	0.00	0.00	0.00
50U43	CENTRAL STERILE TECHNICIAN	4.80	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	4.50	0.00
50Y21	DIETITIAN	5.80	4.80	5.80	1.00
50Y31	SUPERVISING DIETITIAN	0.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	8.20	4.20	7.30	3.10
52A16	SUPERVISING NURSE I	13.10	12.50	13.50	1.00
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	267.40	308.45	313.55	5.10
52A20	STAFF NURSE III	28.30	28.80	28.80	0.00
52A21	CLINIC NURSE	3.00	5.00	4.00	-1.00
52A22	SENIOR CLINIC NURSE	1.00	2.00	6.60	4.60
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	12.00	12.00	13.00	1.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	1.00	0.00
52A40	HOSPITAL NURSE AUDITOR	1.00	1.00	2.00	1.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	5.90	5.90	7.90	2.00
52A60	CLINICAL NURSE SPECIALIST	4.00	4.00	4.00	0.00
52A83	SUPERVISING CLINIC NURSE	1.00	1.00	1.90	0.90
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	0.00	1.00	3.00	2.00
52A98	NURSE PRACTITIONER III	9.60	10.00	11.00	1.00

Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
54A03	RESIDENT PHYSICIAN III	32.00	33.00	33.00	0.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	36.00	40.00	40.00	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	1.00	0.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	1.00	1.00	0.00
54B84	DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C02	PHYSICIAN ASSISTANT II	0.80	0.80	0.00	-0.80
54C03	PHYSICIAN ASSISTANT	0.00	0.00	0.80	0.80
60B01	PSYCHIATRIC SOCIAL WORKER I	0.00	0.00	0.50	0.50
60C24	SOCIAL WORKER V	5.00	5.00	5.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	0.00	1.00	1.00	0.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	52.00	52.00	57.80	5.80
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	1.00	1.00	3.00	2.00
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	8.00	0.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	16.00	15.00	17.00	2.00
70K23	COOK	3.00	3.50	3.50	0.00
70K25	SENIOR COOK	2.00	2.00	2.00	0.00
70K80	HEAD COOK	1.00	1.00	2.00	1.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00	1.00	1.00	0.00
70M02	PATIENT TRANSPORTER	0.00	0.00	5.00	5.00
70N01	OFFICE MAINTENANCE WORKER	2.00	1.00	1.00	0.00
72A24	MAINTENANCE PAINTER	2.00	2.00	2.00	0.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.00	1.00	1.00	0.00
72A87	PHYSICAL PLANT MANAGER	2.00	1.00	1.00	0.00
72C19	HOSPITAL MAINTENANCE MECHANIC	10.00	9.00	9.00	0.00
80A32	SENIOR SECRETARY	8.00	5.00	5.00	0.00
80A33	ADMINISTRATIVE SECRETARY	0.00	3.00	3.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	12.30	12.30	11.80	-0.50
80E22	OFFICE ASSISTANT III	14.50	13.50	15.55	2.05
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	7.00	9.00	2.00
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	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	0.00	1.50	1.50	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	1.00	1.00	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00	0.00	0.00	0.00
80J22	SENIOR ACCOUNT CLERK	5.00	4.00	4.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	22.90	22.80	23.30	0.50
80K23	MEDICAL INTERPRETER	3.50	3.50	3.50	0.00

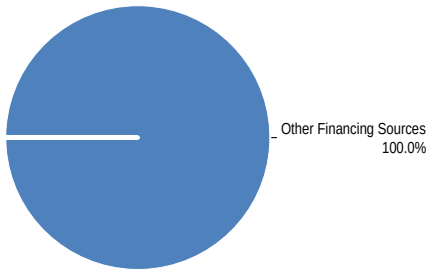
Adopted FY 2016-17 to Recommended FY 2017-18 Positions

Classification Code	Classification Label	Adopted Budget 2015-2016	Adopted Budget 2016-2017	Recommended Budget 2017-2018	Change
80K25	CLINIC OPERATIONS SUPERVISOR	0.00	0.00	1.00	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	39.20	40.00	43.00	3.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	2.00	2.00	3.00	1.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	28.50	26.50	30.50	4.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.00	6.00	6.80	0.80
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.00	1.00	1.00	0.00
BRDCM	BOARD/COMMISSION MEMBER	0.00	0.00	1.00	1.00
	Total	1,067.20	1,151.65	1,219.10	67.45

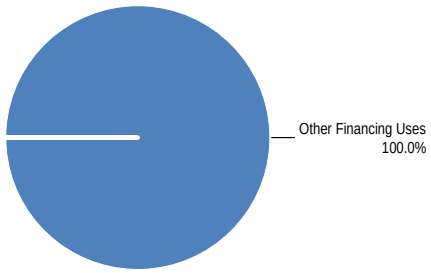
Natividad Medical Center

(Unit 8142— Fund 404)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Uses	0	0	0	16,102,690	16,102,690	16,102,690
Subtotal	$0	$0	$0	$16,102,690	$16,102,690	16,102,690

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Other Financing Sources	0	0	0	22,621,633	22,621,633	22,621,633
Subtotal	$0	$0	$0	$22,621,633	$22,621,633	22,621,633
Total Source of Funds	$0	$0	$0	$22,621,633	$22,621,633	22,621,633

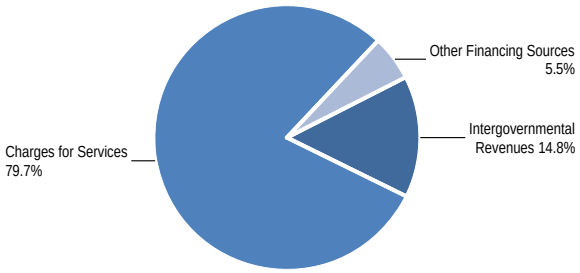
Unit Description

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 are available to complete projects.

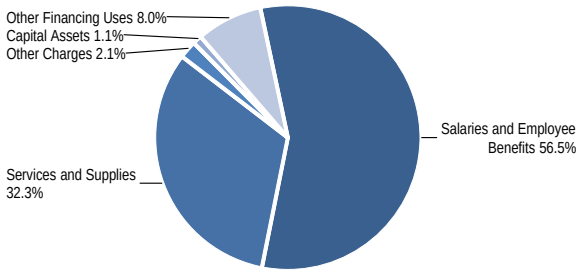
Natividad Medical Center

(Unit 8142— Fund 451)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Salaries and Employee Benefits	137,601,168	145,154,390	148,388,286	159,786,733	159,786,733	14,632,343
Services and Supplies	90,678,234	81,744,613	89,922,433	91,358,808	91,358,808	9,614,195
Other Charges	33,905,407	6,041,146	5,953,147	6,045,468	6,045,468	4,322
Capital Assets	7,102,285	18,727,413	27,664,157	35,978,209	3,128,222	(15,599,191)
Other Financing Uses	4,100,000	0	0	35,978,209	22,621,633	22,621,633
Subtotal	$273,387,094	$251,667,562	$271,928,023	$329,147,427	$282,940,864	31,273,302

Source of Funds

Revenues	Prior Year 2015-2016	Adopted Budget 2016-2017	CY Estimate 2016-2017	Requested Budget 2017-2018	Recommended Budget 2017-2018	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	161,316	0	0	0	0	0
Revenue from Use of Money & Property	1,988,520	0	0	0	0	0
Intergovernmental Revenues	52,702,331	38,364,800	41,695,000	43,313,628	43,313,628	4,948,828
Charges for Services	227,379,791	206,752,612	222,479,295	233,618,688	233,618,688	26,866,076
Miscellaneous Revenues	4,008,363	0	0	0	0	0
Other Financing Sources	700	17,050,514	24,369,075	16,102,690	16,102,690	(947,824)
Subtotal	$286,241,021	$262,167,926	$288,543,370	$293,035,006	$293,035,006	30,867,080
Total Source of Funds	$286,241,021	$262,167,926	$288,543,370	$293,035,006	$293,035,006	30,867,080

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, Medi-Cal, and Short Doyle) realignment revenues and subsidies from the General Fund.

NMC is considered an Enterprise Fund (Proprietary Fund) where an entity is self supporting by providing goods and services to the public for a fee.

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Contributions/Obligations, Liabilities and Other

Introduction

This section of the Recommended Budget describes the various contributions, obligations, liabilities, and policies that result in commitments of the County's General Fund. The purpose of this section is to be a historical repository for policy choices that impact the availability of General Fund financing. This document is organized into three sections: 1) County contributions and obligations paid directly from the General Fund to non-County entities; 2) liabilities that have both short and long-term costs/benefits; and 3) other financial commitments 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 $36.8 million next fiscal year. Areas of increase include the Monterey County Local Agency Formation Commission (LAFCO), economic development and tourism promotion contributions, debt service, and Proposition 172 sales tax contributions to fire districts and user agencies. Liabilities total $820.4 million and are associated with pension benefits, Other Post-Employment Benefits (i.e., retiree health care), workers' compensation, general liability insurance, vacation accruals, and certificates of participation debt. 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.

Contributions/Obligations

LAFCO

The Monterey County Local Agency Formation Commission (LAFCO) is a regulatory agency with countywide jurisdiction, established by State law (Cortese-Knox-Hertzberg Act) to discourage urban sprawl and to encourage the orderly and efficient provision of services, such as water, sewer, fire protection, etc. The agency 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.

Table 1

County Contributions/Obligations/Liabilities/Other Summary Table

County Contributions/ Obligations	FY 2015-16	FY 2016-17	FY 2017-18
LAFCO	$ 269,067	$ 280,167	$ 294,175
Economic Dev. & Tourism Promotion	1,862,606	1,875,396	1,875,396
Tobacco Settlement Funds	3,618,131	3,679,414	3,506,261
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
Trial Court Funding Total	8,136,325	8,136,325	8,136,325
Debt Service	16,881,385	18,483,504	18,539,628
Proposition 172 (Fire Districts)	2,714,110	2,809,605	2,860,749
Proposition 172 (User Agencies)	1,486,369	1,559,559	1,566,675
Total Contributions/ Obligations	**$ 34,967,993**	**$ 36,823,970**	**$ 36,779,209**

Liabilities	FY 2015-16	FY 2016-17	FY 2017-18
CalPERS (Unfunded Liability)*			
Miscellaneous	258,563,755	223,109,871	297,552,456
Safety	147,227,266	148,294,459	173,183,175
CalPERS Total	$ 405,791,021	$ 371,404,330	$ 470,735,631
Other Post Employment Benefits	24,816,000	24,816,000	41,587,000
General Liability (Fund 475)**	5,925,000	2,151,000	4,612,000
Workers' Compensation Fund 476)**	(796,000)	(234,000)	1,666,000
Vacation Accruals	28,280,289	25,849,099	26,287,398
Certificates of Participation (COPs)	124,134,432	119,181,768	162,466,287
Capital Leases/Notes/ Bonds/Loans	67,071,264	64,093,964	61,238,946
Natividad Medical Center (COPs & Leases)	58,130,000	55,055,000	51,835,000
Total Liabilities	**$ 713,352,006**	**$ 662,317,161**	**$ 820,428,262**

Other	FY 2015-16	FY 2016-17	FY 2017-18
Williamson Act Contracts**	$ 1,039,048	$ 982,011	$ 1,083,627
Library	179,622	179,622	179,622
Road Fund	4,373,877	4,940,363	5,480,243
Total Other	**$ 5,592,547**	**$ 6,101,996**	**$ 6,743,492**

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 2013-14, FY 2014-15 and FY 2015-16, respectively.

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 2017-18 projected total revenue of $950,900 on which LAFCO's operational cost is based. The County's one-third share is estimated at $294,175. The increase in the County's share is approximately 5.0% higher than in the prior fiscal year.

Table 2

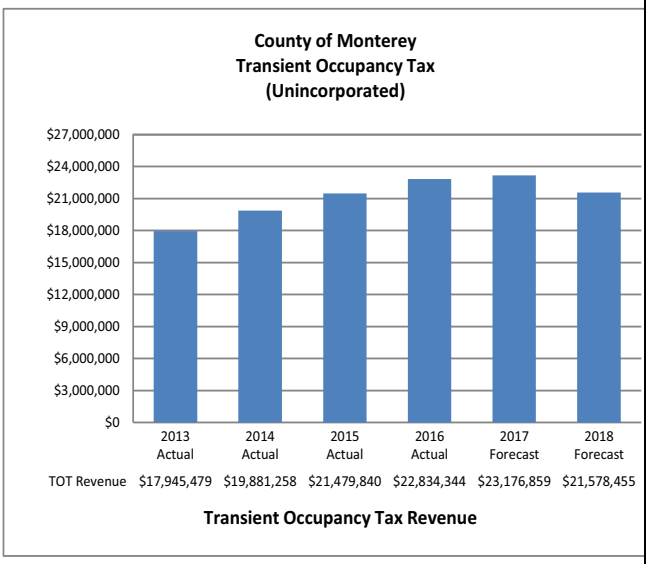
Local Agency Formation Commission (LAFCO)				
Item	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
Operational Costs	$ 683,197	$ 848,700	$ 903,000	$ 950,900
County Share	$ 249,367	$ 269,067	$ 280,167	$ 294,175
County % Share	**36.50%**	**31.70%**	**31.03%**	**30.94%**

Economic Development and Promotion of Tourism

The County contributes to economic development and promotes tourism in the County via the Development Set-Aside (DSA) Program. The DSA Program was established by the Board of Supervisors (Board) to support and promote economic development, tourism, filmmaking and cultural arts activities that strengthen and broaden the County's economic base. The County formed the Economic Development Department in FY 2010-11 (also the Successor Agency for the Redevelopment and Housing Agency) which now administers the DSA Program. One aspect 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, the County enters annual agreements with these agencies to implement the marketing plans. Additionally, the County contributes to the Monterey County Business Council, an alliance of business executives and professionals who provide collaborative leadership to assist business, government, education and the community to work together on countywide issues. Specifically, the Monterey County Business Council is committed to the environment, economic vitality, and quality of life in the County.

County contributions recognize that the efforts of these agencies can stimulate tourism which in turn may increase Transient Occupancy Tax (TOT). TOT is an assessment by the County on hotel room revenues at all short-term stay hotels and accommodation rentals in unincorporated areas. The rationale behind the levying of TOT is to offset a jurisdiction's general fund expenses for public safety, street cleaning, street maintenance, etc. that are, to a limited degree, consumed and utilized by visitors and transient occupants.

Chart 1



As indicated in Chart 1, TOT tax revenues have significantly trended upward in recent years. The drop next fiscal year reflects estimated impacts storm-damaged roads will have on tourism to the area.

During FY 2007-08 Budget Hearings, the Board determined that a formula-based approach to funding the MCCVB, the Arts Council for Monterey County, and the Monterey County Film Commission was desirable to create a synergy between the groups' travel, tourism and artistic activities and the generation of TOT. The formula utilized to calculate the County's contribution to the MCCVB, the Arts Council for Monterey County, and the Monterey County Film Commission is based on the levels of County TOT, multiplied as a percentage of the County's TOT from two prior fiscal years. Generally, the percentages for the MCCVB, the Arts Council and

the Film Commission are 6%, 1.98% and .95%, respectively. However, in years of particularly difficult economic circumstances, the County has negotiated its contributions to these organizations.

These contributions go towards implementing programs to promote Monterey County as a tourism and business travel destination and provide support for County economic development activities. Annually, the Director of the Economic Development Department requests organizations to provide work plans incorporating activities that stimulate job creation.

Table 3 summarizes DSA contributions for the three DSA entities and the Monterey County Business Council. On June 1, 2016, the Board approved setting the FY 2016-17 DSA funding at the same level as FY 2015-16, while increasing the Monterey County Business Council funding from $87,210 to $100,000. On April 12, 2017, in view of the County's fiscal constraints, the Economic Opportunity Committee recommended continuing these funding levels into FY 2017-18.

Table 3

County TOT Contributions				
Entity	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
MCCVB	$ 1,076,729	$ 1,192,875	$ 1,192,875	$ 1,192,875
Arts Council	355,320	393,649	393,649	393,649
Film Commission	170,482	188,872	188,872	188,872
TOT Total Contributions	**$ 1,602,531**	**$ 1,775,396**	**$ 1,775,396**	**$ 1,775,396**
County TOT Contributions Percentage of TOT				
Measure	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
County TOT Revenue	21,479,840	22,834,344	23,176,859	22,814,535
Contributions % of TOT	**7.5%**	**7.8%**	**7.7%**	**7.8%**
Business Council Contribution	**$ 87,210**	**$ 87,210**	**$ 100,000**	**$ 100,000**
Total Contribution of County Funds	$ 1,689,741	$ 1,862,606	$ 1,875,396	$ 1,875,396

Shaded areas are estimated

Monterey County Convention and Visitors Bureau (MCCVB)

Table 4 provides a summary of funding for the MCCVB from other local entities. The County has been the largest supporter of the agency, contributing approximately 44% of the MCCVB's total support.

Table 4

MCCVB Total Jurisdiction Contributions				
Jurisdiction	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
Monterey County*	$ 1,076,729	$ 1,192,875	$ 1,192,875	$ 1,192,875
City of Monterey	1,055,668	1,159,499	899,666	999,167
Carmel-by-the-Sea	138,780	154,718	167,656	176,857
Pacific Grove	88,832	94,698	109,156	113,571
City of Seaside	63,002	73,197	80,053	86,424
City of Salinas	51,767	55,569	72,774	78,037
City of Marina	47,622	52,934	59,920	63,718
Sand City**	2,000	2,000	2,000	2,000
Del Rey Oaks**	1,000	1,000	1,000	1,000
Total	**$ 2,525,400**	**$ 2,786,490**	**$ 2,585,100**	**$ 2,713,649**

* Cap placed on FY 2016-17 payment to FY 2015-16 payment and not based on the TOT formula.

** The Cities of Del Rey Oaks and Sand City do not have TOT

Arts Council of Monterey

The County's calculated contribution to the Arts Council of Monterey for FY 2017-18 is $393,649. This is at the same level as the current 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 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 calculated contribution to the Monterey County Film Commission for FY 2017-18 is $188,872. This is at the same level as in the current fiscal year. The Film Commission is a nonprofit organization created by the Monterey County Board of Supervisors in 1987 to boost the local economy through on-location film production. Since the inception of the Film Commission, movies such as "Turner and Hooch," "Basic Instinct," "Poetic Justice," "We Were Soldiers," "Carmel-by-the-Sea," (aka "The Forger") the 2013 film (filmed in 2011) "Big Sur" based on Jack Kerouac's novel of the same name and classics such as, "Vertigo," "One-Eyed Jacks," "Play Misty for Me," "The Sandpiper," and

"The Graduate;" all have showcased Monterey County locations on film. The Film Commission markets countywide locations to the film industry and helps facilitate productions. It markets local film crew professionals to visiting production companies, makes referrals to local businesses and services, and offers educational programs related to the film industry.

Monterey County Business Council

The Monterey County Business Council recommended contribution for FY 2017-18 is $100,000 on June 1, 2016, the Board approved increasing the Business Council's allocation from the previous allocation of $87,210 to $100,000. The Business Council provides collaborative leadership via such programs as Competitive Clusters (C^2) and the Monterey County Business Portal. C^2 is a public/private partnership between the County of Monterey and Monterey County Business Council and is designed to implement economic development initiatives as well as to provide an economic vision and strategy to guide future economic development efforts.

The Monterey County Business Portal is a public/private partnership that was launched as an initiative of the C^2 project to improve communications efficiency and accessibility of information for economic development throughout the County. The Business Portal consolidates business-related web resources; fosters entrepreneurship for job creation and economic diversification; provides access to expert advice and knowledge in relevant industries; and improves the overall image of Monterey County as a business and technology-friendly community.

Tobacco Settlement Funds

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 health care 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 as part of the FY 2000-01 Budget Hearings. The funding allotments were allocated to health services, the Sexual Assault Response Team (SART), Court Advocates for Children, the Big Sur and Mee Clinics, and Natividad Medical Center indigent healthcare funding.

On March 31, 2001, following a presentation of the Countywide Facilities Master Plan, Phase II – Salinas Courthouse Complex, the Board 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 of California to County control. Realignment provided counties 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. The Health and Social Services Realignment Fund (Fund 025), a restricted revenue fund, was created to account for Realignment funds. Of the total MSA funds received by the County, $3.3 million in Health Department, $532,000 in Behavioral Health, and $500,000 for the Health Facility Debt Service was transferred to Fund 025. The Director of Health works with the County

Administrative Office to determine the uses and allocations of those funds to ensure the allocations conform to matching requirements.

MSA funds are a fluctuating amount based on several factors, i.e. relative market share (based on 1997 figures), number of cigarettes sold in the State, volume adjustments, etc. Table 5 provides a three-year history of the MSA amounts the County has received in the past and what it anticipates it will receive next fiscal year. Since implementation, MSA funds have been declining, but have remained relatively flat over the past three fiscal years.

The FY 2012-13 MSA amounts provided to the County were transferred in three separate payments of $3,010,362, $1,997,196, and $551,841 for a total MSA payment of $5,559,399. The amounts were disbursed due to a provision in the MSA which entitled the tobacco companies to a reduction in MSA payments if they lost market share to those competing tobacco companies that did not participate in the agreement (Non-participating Manufacturers, or NPM). To receive a reduction in settlement payments, companies like RJ Reynolds and Lorillard had to prove that the various states did not adequately enforce the laws applicable to tobacco manufacturers. Those NPMs were then required to place funds in escrow accounts pending settlement of the reduced payment dispute. The FY 2012-13 payments were a combination of the regular MSA payments and payments made because of a settlement of the dispute involving NPM escrow accounts.

The amount of MSA dollars the County is estimated to receive in FY 2017-18 reflects a slight decrease of $173,153 from what was budgeted in the prior fiscal year. At the time of this publication, the year-to-date amount received for FY 2016-17 is $3,679,414.

MSA funds received by the County are transferred to Fund 025 and used for Health and Behavioral Health matches, and the Health Facility Debt Service. If MSA funds are not enough to meet those fiscal requirements, then General Fund Contributions are used to cover the deficit. If MSA funds exceed those fiscal requirements, the difference is used to offset General Fund Contributions to the Health Department.

Table 5

Tobacco Settlement Funds				
Item	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
Master Settlement Agreement	$ 3,618,131	$ 3,577,452	$ 3,679,414	$ 3,506,261

Shaded figures are estimated

Trial Court Funding

Maintenance of Effort and 50/50 Revenue Split

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the State, including sole responsibility for funding future growth in court operations costs. Additionally, it requires counties to make a capped maintenance of effort (MOE) payment to the State of California each year for operations of the courts. In return, the State allowed the counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collected amounts that exceed a set amount of revenue must be shared equally between the State and the county (50/50 Revenue Split).

The County's historical MOE contribution was made up of two components. The expenditure component of $4,520,911 represented the adjusted 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 because of enacted legislation. The statutory amount of the County's MOE payment is noticed at the beginning of the payment fiscal year by the State of California. However, the MOE payment of $7,183,910 has remained constant over the past four fiscal years.

Table 6 provides the County's MOE payment to the State from FY 2013-14 through FY 2016-17, and the estimated payment for FY 2017-18.

Table 6

Trial Court Maintenance of Effort (MOE) Payment				
FY 2013-14	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
7,183,910	7,183,910	7,183,910	7,183,910	7,183,910

Shaded figures are estimated

Table 7 provides the County's 50/50 Revenue Split payment to the State from FY 2013-14 through FY 2015-16, and the estimated payments for FY 2016-17 and FY 2017-18.

Time will determine if FY 2014-15 was an anomaly or a calculation correction will later be required, but overall, estimates indicate a reduction trend in payments from previous fiscal years.

Table 7

50/50 Revenue Split				
FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
225,240	44,579	175,366	175,366	175,366

Shaded figures are estimated

Table 7a provides the results of a recent audit by the State Controller's Office of court revenues for the period of July 1, 2006 through June 30, 2012. The audit revealed that due to the erroneous reporting of revenue dollar amounts to the County by the Superior Court, the County over-remitted the 50/50 Revenue Split by $954,386 over a six-fiscal year period (Table 7a).

Table 7a

50/50 Revenue Split Overremittance	
Fiscal Year	Amount
FY 2006-07	$ 145,455
FY 2007-08	$ 176,118
FY 2008-09	$ 190,509
FY 2009-10	$ 162,276
FY 2010-11	$ 159,056
FY 2011-12	$ 120,972
Total	**$ 954,386**

The State Controller's Office authorized and published the final audit version, where the County received credit for the over-remittance amount in FY 2014-15. The amount was used to offset the First Quarter MOE payment. The payment of $1,795,977 was reduced by $954,386 rendering a net quarterly payment of $841,591 in August 2014. Quarterly payments are $1,795,977 for an annual total of $7,183,910.

County Facilities Payments

The Trial Court Funding Act also provided for the transfer of responsibility of trial court facilities from the counties to the Administrative Office of the Courts (AOC) via transfer agreements that specify the County Facilities Payment (CFP) amount for ongoing operations and maintenance costs.

Although the Trial Court Funding Act was passed in 1997, by 2001, the AOC found that only a small percentage of California county court facilities had transferred responsibility to the State. Monterey County's Intergovernmental Affairs and Facilities Management Divisions had been working with the AOC to transfer the County's trial court facilities. By July 2008, the only facility that was marginally prepared to transfer was the Marina Courthouse.

The AOC amended the Trial Court Funding Act in 2002 and provided for the application of monetary penalties to incentivize expeditious transfers, where tiers were established based on time of transfer. If a transfer agreement(s) was executed during the respective time periods, the following applied in addition to the "standard CFP": Tier 1- December 1, 2008 to March 31, 2009, the inflationary "price" factor of 2.4% was added; Tier 2- April 1, 2009 to December 31, 2009 the State Appropriations Limit was added, which was approximately 5%; and on or after January 1, 2010, no further transfer agreement(s) could be executed.

In July 2008, the County's Budget and Analysis Division began negotiating with the AOC regarding the transfer of responsibilities for the Marina, Monterey, King City, Salinas North Wing and Juvenile trial court facilities. On December 29, 2008, the County executed a transfer agreement for the Marina Courthouse and title to the facility was transferred to the AOC. The four remaining court facilities were also transferred to the AOC, but title did not pass to the State. Rather, pursuant to the Trial Court Facilities Act, the County retained title to the four facilities due to either long-term debt on the property (Monterey and Salinas North Wing) or the County was the majority occupant and retained management responsibility for the facility. Additionally, the Salinas North Wing facility was undergoing extensive restoration and construction and would not be completed until the summer of 2010. Thus, the Monterey, King City and Juvenile Court facilities transfers were completed via a Transfer of Responsibility Agreement with a Joint Occupancy Agreement, and the Salinas North Wing Facility transferred via a Transfer of Responsibility with a Deferred Transfer of Title Agreement; transfer of title to the Salinas North Wing facility to occur at the expiration of the long-term encumbrance. All four facility transfer agreements were executed on March

29, 2009, thereby avoiding the 5% CFP penalty assessment. Although the County challenged the levying of a 2.5% penalty on the four remaining courthouses at the Court Facilities Dispute Resolution Committee, that challenge was unsuccessful and a 2.5% penalty (in accordance with the formula set forth above) is annually assessed on all facilities excluding Marina.

Table 8 provides the statutorily calculated CFP terms of the Transfer Agreement(s) the County pays to the AOC for the ongoing operations and maintenance of court facilities 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 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
Marina	$ 96,522	$ 96,522	$ 96,522	$ 96,522
Monterey	167,251	167,251	167,251	167,251
King City	48,079	48,079	48,079	48,079
Juvenile Court	3,960	3,960	3,960	3,960
Salinas North Wing	461,237	461,237	461,237	461,237
Total Annual CFP	**$ 777,049**	**$ 777,049**	**$ 777,049**	**$ 777,049**

Depending on the percentage change in the National Implicit Price Deflator used to calculate the 2.5% annually assessed penalty, the total CFP could be marginally increased, although the CFP amounts have not increased over the past three 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 "maintenance of effort" requirements to maintain public safety funding levels. Information on how Proposition 172 revenues are allocated within the County of Monterey is provided below.

Emergency Communications Users' Offset

Prior to FY 2003-04, the County shared 10% of its Proposition 172 revenues with emergency communications user agencies of 911 dispatch services, to be applied as an offset against the County's charges to user agencies. In subsequent years, and in response to ongoing fiscal constraints, the County negotiated various agreements to reduce the total Proposition 172 revenue allocated to user agencies. The last of these annual agreements held the Proposition 172 offset flat at $1,157,179 beginning in FY 2010-11.

In April 2012, the County met with user agencies' representatives to negotiate a 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, the user agencies offset increased by $73,190 in FY 2016-17 at 4.9% and will increase by $7,116 in FY 2017-18 at 0.5%.

Table 9 shows the Proposition 172 negotiated offset provided user agencies beginning in FY 2004-05.

Table 9

Proposition 172 911 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

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 1997-98 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 $624,119 since FY 2012-13. The Association's share of Proposition 172 revenues increased by $133,644 in FY 2016-17 at 4.9%, and will grow an additional $12,995 in FY 2017-18 at 0.5%, reaching a total of $2,860,749. 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 2017-18.

Table 10

Proposition 172 FY 2017-18 Fire Agencies Allocation		
Fire Agency	**Allocation**	**% of Total Allocation**
Aromas FPD	$71,546	2.50%
Big Sur VFB	83,015	2.90%
Cachagua FPD	52,552	1.84%
Carmel Highlands FPD	199,545	6.98%
Carmel Valley FPD	411,387	14.38%
Cypress FPD	255,161	8.92%
Gonzales Rural FPD	36,052	1.26%
Greenfield FPD	36,052	1.26%
Mid Coast VFC	52,552	1.84%
North County FPD	630,775	22.05%
Pebble Beach CSD	203,458	7.11%
Monterey County Regional	585,220	20.46%
San Ardo VFC	36,052	1.26%
Soledad Rural FPD	36,052	1.26%
Spreckles CSD	46,393	1.62%
So. Monterey County FP	124,936	4.37%
Total	**$2,860,749**	**100%**

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 2016-17 and FY 2017-18 revenues at the time of this publication are unknown. Estimated Proposition 172 revenues for FY 2017-18 are set forth in Table 11.

Table 11

Proposition 172 Allocation by Entity			
Entity	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
Fire District	$2,714,110	$2,847,754	$2,860,749
User Agencies of 911 Disp	1,486,369	1,559,559	1,566,675
County Public Safety*	27,133,029	28,181,110	29,682,193
Total	**$31,333,508**	**$32,588,423**	**$34,109,617**

Shaded figures are estimated

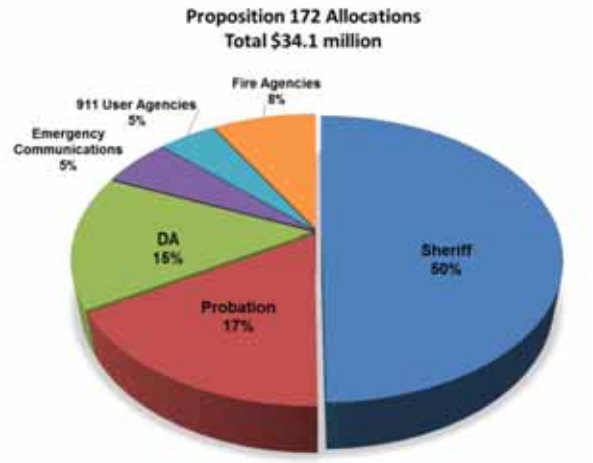
Table 12 further breaks down the negotiated estimated County Public Safety Prop 172 revenue allocation by County department.

Table 12

Proposition 172 County Public Safety Allocations			
Department	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
Sheriff - Enforcement	$6,187,686	$6,430,622	$6,757,392
Sheriff - Corrections	9,366,660	9,734,424	10,229,097
Probation	2,765,837	2,855,080	2,975,119
Probation - Juvenile Inst.	2,521,003	2,602,397	2,711,878
District Attorney	4,628,725	4,845,264	5,136,528
Emergency Comm.	1,663,119	1,713,322	1,872,179
Total	**$27,133,030**	**$28,181,109**	**$29,682,193**

Shaded figures are estimated

The following chart reflects the overall allocation of Proposition 172 revenue amongst the Fire Agencies, 911 user agencies, and County departments for FY 2017-18. The County department allocations are based on estimates of Proposition 172 revenue for FY 2017-18.



Liabilities

CalPERS

The County of Monterey contributes to the California Public Employees' Retirement System (CalPERS), which acts as a common investment and administrative agent for participating public employers within the State of California. As an agency in the California executive branch, CalPERS manages pension and health benefits for California public employees, retirees, and their families. As of June 30, 2016, CalPERS has 1,210,909 active and inactive (no longer work for a CalPERS employer with service credit on account) members and 648,645 retirees, beneficiaries and survivors receiving a monthly allowance for a total membership of 1,859,554. The CalPERS investment portfolio market value totaled $302.0 billion for FY 2015-16, and realized a net investment return of 0.6% over the same period.

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. Contributions are determined by CalPERS in annual actuarial reports; employer contributions include costs for active employees based on a percent of payroll and include a fixed amount to pay down unfunded liabilities.

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). Factors used to determine actual retirement formulas include: the employee's employer (State, school, or local public agency); occupation (miscellaneous [general office and others], safety, industrial, or peace officer/firefighter); and the specific provisions in the contract between CalPERS and the employer. Monterey County is a local public agency and utilizes the miscellaneous and safety occupation formulas (safety refers to those employees in a designated public safety function). Prior to the enactment of the Public Employees' Pension Reform Act of 2013 (PEPRA) the County utilized the miscellaneous formula; a multiplier of 2% at the age of 55 years to calculate an employee's retirement benefits. In the case of public safety, the multiplier was 3% at 50 and the minimum retirement age under either formula was 50 years of age with five years of service. When PEPRA went into effect on January 1, 2013, the miscellaneous formula for new County employees (new hires without prior membership in any California public retirement system) was designated at 2% at the age of 62, with a minimum

retirement age of 52. The new public safety formula under PEPRA was 2.7% at 57. Additional information regarding PEPRA can be found in the same-titled subsection in the following pages.

Employer and Employee Contributions to CalPERS

Prior to changes made in FY 2011-12, the County contributed the employer share and varying amounts of the employees' shares to CalPERS to fund retirement benefits for its employees. In the case of miscellaneous employees, the County paid the entire 7% of the employee contribution. For those covered by the safety formula, the County paid differing amounts of the employee's share depending upon negotiated bargaining unit agreements. Effective with the October 8, 2011 pay period, the County implemented negotiated agreements with its bargaining units wherein the employees would commence paying a portion, or an increased portion, of the CalPERS employee share. In general, most employees began paying 3.5% of the employee contribution while certain public safety bargaining units' employee contribution amount was increased by 4.5%.

Effective November 2013, most employee groups received a current year salary increase of 3.5%. This increase was negotiated in exchange for an agreement that employees pay the remaining 3.5% of base earned salary of the "employee share" of PERS retirement costs (totaling 7%) formerly covered by the County. (Public safety employees were already paying more than the full employee share with the FY 2011-12 changes.)

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.

For FY 2017-18, the total employer's contributions for Miscellaneous Plan employees has increased significantly by $4,313,929, a 10.9% increase over the prior fiscal year. This represents a $10,320,664 increase, or 30.8% within three years; an annual average increase of $3,440,221. 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 the actuarial, 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 of its miscellaneous and public safety employees.

Table 13

Miscellaneous Plan Required Contributions				
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	$21,870,569	$21,954,535	$23,803,060	$25,052,375
Unfunded Liability Contribution	11,597,579	13,780,020	15,671,823	18,736,437
Total Employer Contribution	33,468,148	35,734,555	39,474,883	43,788,812
Annual Lump Sum Prepayment Option*	32,279,548	34,465,465	38,072,958	18,071,025
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	7.70%	7.90%	8.00%	7.78%
Unfunded Rate	4.08%	4.95%	5.26%	5.82%
Total Employer Rate**	11.78%	12.85%	13.26%	13.60%
Employee Contributions				
Employee Contributions	19,417,768	18,958,457	20,188,234	21,685,450
Employee Rate	6.83%	6.82%	6.78%	6.74%

*Beginning FY 2017-18, only the unfunded liability may be prepaid

**Beginning FY 2017-18, only the normal cost is billed as a % of payroll.

Unfunded contribution was converted to % for comparison.

In December 2016, the CalPERS Board approved lowering the discount rate (discussed below) from 7.5% to 7.0%, to be phased in over three years, beginning FY 2018-19. The change will result in higher unfunded liabilities and therefore, higher payments as a fixed dollar amount to pay down unfunded liabilities. If the contribution is converted to an overall rate for comparison, the FY 2018-19 rate is projected at 15.3% to 15.8% for miscellaneous employees.

For FY 2017-18, the employer contribution for Safety Plan employees increased by $1,512,676 (8.4%) over the prior fiscal year. Within a three-year period, the contribution for the safety plan has increased $4,858,470 or 33.3%. With the effect of the lower

discount rate, CalPERS projects that the current safety plan contribution rate (converted for comparison) will increase from 35.2% to a range of 39.4% to 40.3% in FY 2018-19.

Table 13 (continued)

Safety Plan Required Contributions				
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	$8,166,583	$8,000,123	$9,391,521	$9,367,521
Unfunded Liability Contribution	6,442,915	7,400,139	8,563,771	10,100,447
Total Employer Contribution	14,609,498	15,400,262	17,955,292	19,467,968
Annual Lump Sum Prepayment Option*	14,090,651	14,853,332	17,317,621	9,741,736
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	15.71%	15.68%	17.42%	16.96%
Unfunded Rate	12.39%	14.50%	15.89%	18.29%
Total Employer Rate	28.10%	30.18%	33.31%	35.24%
Employee Contributions				
Employee Contributions	4,677,390	4,591,982	4,867,162	5,033,681
Employee Rate	9.00%	9.00%	9.03%	9.11%

*Beginning FY 2017-18, only the unfunded liability may be prepaid

**Beginning FY 2017-18, only the normal cost is billed as a % of payroll.

Unfunded contribution was converted to % for comparison.

These fluctuations in the employer contribution rates for the County are representative of recent changes in methodology CalPERS utilized for determining the rates. CalPERS has revised assumptions used to calculate contributions to reflect improved life expectancy among its membership and a maturing pension fund. This 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 employer contribution rates include new amortization and smoothing policies (discussed below) and low returns on investment.

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 because of these changes, long term contribution rates would be lower.[1]

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. 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

[1] CalPERS Circular Letter No. 200-019-13, April 26, 2013

PEPRA prepared by CalPERS can be found at the following link:

https://www.calpers.ca.gov/docs/forms-publications/pepra-cost-analysis.pdf

Unfunded Pension Liabilities

An unfunded pension liability is the difference between the pensions the County is obligated to pay to retired employees and the money currently available to pay for those pensions. CalPERS projects future pension requirements annually for the County and calculates the amount required to meet future pension payments.

On April 17, 2013, the CalPERS Board of Administration approved a recommendation to change the CalPERS amortization and rate smoothing policies. Beginning with the June 30, 2013 valuations that set the FY 2015-16 rates, CalPERS no longer uses an actuarial value of assets and has employed an amortization and smoothing policy that pays for all gains and losses over a fixed 30-year period with the increases or decreases in the rate spread directly over a five-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 $74,442,585 from June 30, 2014 to June 30, 2015; and Safety Plan unfunded liability increased by $24,888,716 for the same period. Per the actuarial report from which this data is derived, one of the determining factors in unfunded liability is the relationship of the value of the assets to the gains realized. CalPERS earned a 2.4% return on investments for the year ending 06/30/2015.

[**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	**6/30/2012**	**6/30/2013**	**6/30/2014**	**6/30/2015**
Projected Benefits	1,547,676,564	1,596,718,131	1,760,005,273	1,872,414,135
Entry Age Normal Accrued Liability	1,257,304,491	1,311,213,862	1,449,315,448	1,540,328,790
Market Value of Assets	937,182,942	1,052,650,107	1,226,205,577	1,242,776,334
Unfunded Liability	320,121,549	258,563,755	223,109,871	297,552,456
Funded Ratio	74.5%	80.3%	84.6%	80.7%
Safety Plan - Funded Status				
Funded Status	**6/30/2012**	**6/30/2013**	**6/30/2014**	**6/30/2015**
Projected Benefits	553,295,588	575,583,369	651,300,079	682,661,065
Entry Age Normal Accrued Liability	456,414,934	482,245,287	538,595,638	567,901,386
Market Value of Assets	298,949,701	335,018,021	390,301,179	394,718,211
Unfunded Liability	157,465,233	147,227,266	148,294,459	173,183,175
Funded Ratio	65.5%	69.5%	72.5%	69.5%

Other Post Employment Benefits (OPEB)

Governmental Accounting Standards Board Statement Number 45 (GASB 45) requires public agencies to account for and report the Annual Required Contribution (ARC) of Other Post-Employment Benefits (OPEB) on financial statements. OPEB are those benefits defined by the Governmental Accounting Standards Board as post-retirement medical, pharmacy, dental, vision, life, long-term disability and long-term care benefits that are not associated with a pension plan.

Prior to June 2009, the County paid OPEB benefits as they came due. The California Employer's Retiree Benefit Trust (CERBT) was established by CalPERS in March 2007 at the request of public employers to provide a low-cost, professionally managed investment vehicle for prefunding retiree health benefits and other post-employment benefits. Now, the County makes regular contributions to CERBT where the funds are professionally invested like the CalPERS retirement funds. The County can then utilize funds from the trust to pay OPEB costs, thereby substantially reducing future costs (with the caveat that the investments increase in value).

Under the CalPERS prefunding plan, the County makes regular contributions into the trust fund. To participate in the CERBT, PERS requires a funding policy. The County has agreed to obtain an actuarial valuation at least every two years and to consistently contribute an amount at least equal to 100% of the

current year cost of the Annual Required Contribution (ARC) as specified in the applicable actuarial valuation. The County's year-end contribution to the CERBT Trust for the period ending June 30, 2016 was $2,604,000. There were investment earnings realized for the same period of $222,643, with investment expenses of $6,895. The ending balance for the CERBT Trust was $22,595,891, a growth of $2,810,318. 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 2012-13**	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**
Beginning Balance	$ 8,057,240	$ 12,055,891	$ 17,237,262	$ 19,785,573
Contribution	$ 3,063,000	$ 3,057,000	$ 2,635,000	$ 2,604,000
Investment Earnings	$ 948,817	$ 2,142,239	$ (69,263)	$ 222,643
Administrative Expenses	$ (13,166)	$ (17,868)	$ (17,427)	$ (9,430)
Investment Expense	$ -	$ -	$ -	$ (6,895)
Other	$ -	$ -	$ -	$ -
Ending Balance	$ 12,055,891	$ 17,237,262	$ 19,785,573	$ 22,595,891

Table 16

OPEB Obligations and Asset Valuation				
Description	**FY 2012-13**	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**
Actuarial Accrued Liability	$ 31,719	$ 36,655	$ 36,655	$ 61,420
Actuarial Value of Assets	$ 4,434	$ 11,839	$ 11,839	$ 19,833
Unfunded Actuarial Accrued Liability	$ 27,299	$ 24,816	$ 24,816	$ 41,587

Amounts in thousands
Source Information: CAFR, Note 11

Table 16, which reflects actuarial valuations as of June 30, 2016, shows that the unfunded accrued liability for the County's OPEB obligations, asset valuation, and unfunded liability significantly grew in FY 2015-16 compared to flat growth in FY 2013-14 and FY 2014-15. For the measured period, the accrued liability increased by $24,765,000, asset valuations increased by $7,994,000 and the resulting unfunded liability increased by $16,771,000.

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. The ISFs are used to separately budget and account for services provided to County departments.

Workers' Compensation is a form of insurance the County utilizes to provide compensation and medical care for employees who are injured during 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 clear majority of states, workers' compensation is solely provided by private insurance companies. Twelve states operate a state fund. Of the 12 state funds, the largest is California's State Compensation Insurance Fund. The California Constitution, Article XIV Section 4, sets forth the intent of the people to establish a system of workers' compensation. Article XIV, Section 4 provides the Legislature with the power to create and enforce a complete system of workers' compensation and, likewise, create and enforce a liability on the part of any or all employers to compensate any or all their employees for injury or disability. This liability includes employees' dependents in the case of an employee's death during their employment, irrespective of the fault of any employee.

Since 1973, the County has been self-insured for Workers' Compensation liabilities. The County utilizes a third-party claims administrator to assist with claims management, reporting, and data management.

In July 1998, the County contracted with Helmsman Management Services, a division of Liberty Mutual, for the administration of its workers' compensation claims. In March of 2011, the County underwent a competitive proposal process to assess the services of third-party administrators. Thus, the Board of Supervisors authorized an agreement with Intercare Holdings Insurance Services, Inc. to administer the County's workers' compensation program commencing October 1, 2011 for an initial three-year term, with up to two, one-year extensions.[2]

On January 27, 2015, the contract was amended effective October 1, 2014 through September 30, 2015 with a provision for an extension of up to an additional one (1) year extension, subject to the County Risk Manager's prior written approval with a not to exceed 3% increase clause. The County Risk Manager exercised the clause for another one (1) year extension through September 30, 2016.[3]

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 number 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 Internal Service Fund (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. The actuarial consulting company Bickmore, in its review dated October 19, 2016, estimated the ultimate cost of claims and expenses for claims incurred during the FY 2016-17 and FY 2017-18 program years to be $13,405,000 and $13,615,000, 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 2016-17 and FY 2017-18 claims translate to rates of $3.71 and $3.76 per $100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be $65,977,000 and $68,301,000 as of June 30, 2016 and June 30, 2017, respectively, which includes ALAE and ULAE and discounted for anticipated investment income. As of June 30, 2016, the estimated program assets of $70,750,000 render the program funded between the expected and 70% Confidence Levels.

FY 2017-18 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, 2022, resulting in $18,734,000 in FY 2017-18 of County total contributions. This is a $1,862,000 increase over FY 2016-17 total contributions of $16,872,000, which includes $14,881,000 for claims and loss adjustment expenses, and $3,503,000 for non-claims related expenses with a credit of $350,000 to the June 30, 2017 deficit.

Table 17 indicates Bickmore's Monterey County funding recommendation to increase funding by $1,666,000 for FY 2017-18, given the program's projected funding level as of June 30, 2017. 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

[2] See August 23, 2011 Board Report
http://publicagendas.co.monterey.ca.us/
[3] See January 27, 2015 Board Report
http://publicagendas.co.monterey.ca.us/

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. Most liability judgments, settlements, and claims against the County are paid from the General Liability ISF, including claims that are not covered by the County's excess insurance policy.

Similarly, as was the case with Workers' Compensation, the County's Comprehensive Annual Financial Report (CAFR) had been used to report the General Liability Internal Service Fund (ISF) net position in prior years. Commencing with the FY 2015-16 Recommended Budget Book, the Actuarial review of the County's Self-Insured General Liability Program is used. The Bickmore March 20, 2017 review for the Combined Liability Program (recoverable and non-recoverable claims) estimated the ultimate cost of claims and expenses for claims incurred during the FY 2016-17 and FY 2017-18 program years to be $4,828,000 and $5,052,000, 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 2016-17 and FY 2017-18 claims translate to rates of $1.33 and $1.40 per $100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be $11,765,000 and $10,960,000 as of June 30, 2016 and June 30, 2017, respectively, which includes ALAE and ULA and discounted for anticipated investment income. As of June 30, 2016, the estimated program assets of $7,756,000 render the program funded below the expected 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, 2020. Under this plan, the County should fund the full 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, 2017. For example, to achieve funding at the 70% Confidence Level as of June 30, 2020, the County's FY 2017-18 contribution is $10,299,000 including $5,668,000 for claims and loss adjustment expenses, $3,058,000 for non-claims related expenses, and $1,573,000 towards the June 30, 2017 deficit.

Table 17, reflects Bickmore's FY 2016-17 conclusion regarding the County's liability for unpaid loss and loss adjustment expenses (LAE) at June 30, 2017 to meet the Marginally Acceptable 70% Confidence Level to have a deficit of $4,612,000. The County settled for a $15,500,000 Notes Payable in Fiscal Year 2007-08 from its Lakes Resort which caused the deficit in the fund. Per 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 2015	June 2016	June 2017
General Liability (Fund 475)	$ 5,925,000	$ 2,151,000	$ 4,612,000
Workers' Comp (Fund 476)	$ (796,000)	$ (234,000)	$ 1,666,000

Vacation Accruals

Employees' 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, 2016 is $26,287,398. This is a $327,196 decrease to the prior year's liability of $25,849,099. In FY 2010-11, $3,232,792 had been placed in reserve to meet obligations the County would have because of employees terminating their service with the County and requiring accumulated

PTO payouts.[4] The reserve amount for FY 2014-15 indicates a net of $5,288,573 was contributed to lower the unused balance in unfunded liability for separating employees. In FY 2015-16, the Reserve amount was reduced by $765,495.

Table 18

Vacation Accruals (Governmental Activities)				
Description	**FY 2012-13**	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**
Unfunded Liability	$ 30,682,245	$ 32,845,309	$ 35,702,692	$ 35,375,496
Reserve	$ 4,945,020	$ 4,565,020	$ 9,853,593	$ 9,088,098
Total	**$ 25,737,225**	**$ 28,280,289**	**$ 25,849,099**	**$ 26,287,398**

Debt

On February 14, 2012, the Board of Supervisors amended the County's Public Finance Policy and revised the debt issuance approval process for non-capital improvement projects (non-recurring, less than $100,000, and/or useful life of less than five years). Such projects may now be proposed to the Board of Supervisors via written report. Other rules contained in the Public Finance Policy such as: the General Obligation bond debt ceiling of 1.25% of the countywide assessed value (including Certificates of Participation); limitations and procedures for investment of debt proceeds; and terms of use of Mello-Roos financing were unchanged. Additional information regarding the County's Public Finance Policy, as amended, is published on the Auditor Controller's webpage.[5]

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, where the 2015 COP has been included; the 2015 COP wasn't included in the FY 2014-15 Comprehensive Annual Financial Report.

Table 19

County Long-term Debt Obligations (Governmental Activities)				
Description	**June 2013**	**June 2014**	**June 2015**	**June 2016**
COPs	121,395,000	117,215,000	112,840,000	156,725,000
COP NGEN	7,475,145	6,919,432	6,341,768	5,741,287
Capital Leases/Notes/ Bonds/Loans	70,681,446	67,071,264	64,093,964	61,238,946
NMC (COPs & Leases)	61,070,000	58,130,000	55,055,000	51,835,000
Liabilities	**$260,621,591**	**$249,335,696**	**$238,330,732**	**$275,540,233**

In September 2010, the County refinanced the 1998 Natividad Medical Center (NMC) Series E COPs for sustaining cash flow and realizing savings. Table 20 reflects the new repayment schedule for the County's COPs, designating the Series E refinancing as 2010 NMC Refunding; and the County financing of the Next Generation Radio Project (NGEN). NGEN is in response to a Federal Communications Commission mandate requiring wideband radio users to migrate to narrow band modes. The financing obligations are shared by multiple agencies participating in the public safety radio network project. Those agencies obligations are secured by the jurisdictions' property taxes.

Payments on the County's COPs are made bi-annually in August and February. The payment schedule on the County's COPs, found in Table 20, shows flat principal and interest obligations in FY 2017-18, with minimal change when compared to FY 2016-17.

[4] June 30, 2011 CAFR, Note 10, June 30, 2012 CAFR
[5] 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 2016-17**
NMC Portion-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 & Principal)		$ 589,542	$ 589,205	$ 592,205
2010 NMC Refunding	August	$ 334,128	$ 333,428	$ 332,303
	Principal	$ 70,000	$ 75,000	$ 75,000
	February	$ 333,428	$ 332,303	$ 331,178
Total (Interest & Principal)		$ 737,556	$ 740,731	$ 738,481
2009 NMC 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 & Principal)		$ 4,322,538	$ 4,327,038	$ 4,319,162
County Portion-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 & 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 & Principal)		$ 1,270,862	$ 2,927,794	$ 2,926,044
NGEN County Portion *		$ 346,680	$ 281,517	$ 346,641
Total County Annual Debt Service		**$ 16,881,385**	**$ 18,483,504**	**$ 18,539,628**

* 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

With the acquisition of the Schilling Property during FY 2014-15, its purchased poised the County to begin the process of optimizing usage of County facilities while incorporating plans to reuse unoccupied County facilities. Several projects were combined: (1) the 1441 Schilling Place Tenant Improvement Project with the Administration Building Tenant Improvement Project; (2) the East and West Wing Tenant Improvement Project; and (3) the Government Center Modular Removal Project all combined into one master project package plan, the Monterey County Facilities Utilization Project. The combined projects are budgeted and scheduled under the Monterey County Facilities Utilization Project, which provides oversight to enhance long term infrastructure and centralization efficiencies; while balancing facility, space needs at 1441 Schilling Place, the Administration Building, the East and West Wings, and eliminating the need for modular buildings.

In FY 2015-16, NGEN County's portion of debt was recalculated, resulting in lower obligations than previously reported.

Other Obligations

Williamson Act

Monterey County's leading industry and foundation for economic development is agricultural production and distribution. The California Land Conservation Act of 1965, otherwise known as the Williamson Act, was enacted to preserve agricultural and open space lands by discouraging conversion to urban uses.

The Williamson Act allows private land owners to contract with counties to voluntarily restrict land uses. Landowners are given property tax relief in exchange for an agreement that the land will not be developed or converted to another use, thus preserving agricultural and open space land. In addition to protecting agricultural lands, the Williamson Act provides an annual State-provided subvention to local governments, which functions as a stable and predictable revenue stream. However, revisions to the California State budget in July 2009 eliminated State support for those subventions, leaving counties to decide whether to continue contracts, using County funds or opting out of the arrangement.

The County Assessor's Office provided the data in Table 21 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 21

Williamson Act Contracts Estimated County Tax Loss				
Description	**FY 2012-13**	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**
Total Contracts	600	603	612	615
Base Value	1,863,931,679	1,991,414,103	2,141,065,187	2,255,270,907
WA-Assessed Value	1,467,467,493	1,575,947,040	598,430,666	598,430,666
WA Net Value Loss	396,464,186	742,176,808	701,436,648	774,019,075
Net Tax Loss	3,964,642	7,421,768	7,014,366	7,740,191
County Portion of Tax Loss	**$ 555,050**	**$ 1,039,048**	**$ 982,011**	**$ 1,083,627**

Shaded areas are estimated

GFC Contributions to the Library Fund (003)

The County has historically supplemented the Library Fund (Fund 003) with General Fund Contributions (GFC). While this figure has fluctuated, Table 22 provides an eleven-fiscal year history of the annual contributions made to the Library Fund.

Table 22

GFC Contribution Library	
Fiscal Year	**Amount**
FY 2006-07	$ 239,497
FY 2007-08	$ 239,497
FY 2008-09	$ 239,497
FY 2009-10	$ 179,622
FY 2010-11	$ 179,622
FY 2011-12	$ 179,622
FY 2012-13	$ 179,622
FY 2013-14	$ 179,622
FY 2014-15	$ 179,622
FY 2015-16	$ 179,622
FY 2016-17	$ 179,622
FY 2017-18	$ 179,622

The County is continuing this practice and has set the FY 2017-18 contributions to the Library at $179,622. This amount has been contributed for the last seven fiscal years.

TOT Contribution to the Road Fund (002)

Prior to FY 2013-14, the Road Fund received $2,000,000 in Transient Occupancy Tax (TOT). During Budget Hearings in June 2013, the Board recognized that well maintained roads contribute to the value and overall economic vitality of the County by adopting a revised Financial Policy. The Policy included the Road Fund (Fund 002) as a recipient of 20% of TOT for FY 2013-14. The 20% was comprised of the $2,000,000 originally included in the Recommended Budget, plus an additional $1,577,000 for a total contribution of $3,577,000; however, $3,511,000 was paid. The FY 2013-14 contributions were calculated using the FY 2012-13-year end estimated TOT.

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 24% contribution to the Road Fund is calculated on the FY 2015-16 TOT ($22,834,344) for a FY 2017-18 contribution of $5,480,243. Table 23 provides a five-year fiscal history of the TOT that has, or will be, transferred to the Road Fund.

Table 23

TOT Contribution to the Road Fund (002)					
% Applied	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
20%	3,511,000				
21%		3,768,551			
22%			4,373,877		
23%				4,940,363	
24%					5,480,243

FY 2014 was based on an estimated FY 2012-13 TOT Revenue

Healthcare Realignment

Pursuant to Welfare and Institutions Code Section 17000, California counties are required to provide medical care to indigent residents lawfully residing in the County when such persons are not supported and relieved by some other means. Historically, this population of medically indigent adults (MIAs) had been cared for by county governments that relied on local, State and Federal funding to provide the necessary services. Funding sources have changed over the course of time. Until recently, the County received funding via the "realignment" of health and social services programs that occurred in 1991 and 1992. Among other things, realignment increased California sales and vehicle license fees to earmark for counties to support the financial obligations of caring for the MIA population.

When California elected to implement a State-run Medicaid Expansion under the Affordable Care Act, the State anticipated that counties' costs and responsibilities for the medically indigent would decrease since many in this population would become eligible for coverage through Medi-Cal or the Exchange, where Californians can get brand-name health insurance with federal premium assistance. On June 27, 2013, Governor Brown signed into law Assembly Bill 85 that provided a mechanism for the State to redirect State Health Realignment funding to fund social service programs.

In consideration of the Medi-Cal expansion for MIA adults, effective January 1, 2014 Assembly Bill 85 (AB 85), as modified by Senate Bill 98, reduced California counties' Health Realignment funds by an average of 60% (including maintenance of effort payments). In the aggregate, counties were required to redirect a pro rata portion of their realignment funds up to $300 million for FY 2013-14. Beginning in FY 2014-15, a portion of California counties' realignment amounts, based upon a calculation of Fiscal Years 2009 through 2012, would be subject to redirection by the State. Table 24 provides the amount of realignment dollars the County received for the fiscal periods utilized to determine the redirected amounts.[6]

Table 24

Monterey County Realignment Dollars Received by Fiscal Year			
Fiscal Year	Sales Tax Realignment	Vehicle License Fees	Total Realignment Dollars
2008-09	$ 2,709,949	$ 8,759,851	$ 11,469,800
2009-10	$ 2,609,952	$ 8,169,943	$ 10,779,895
2010-11	$ 2,609,952	$ 8,169,943	$ 10,779,895
2011-12	$ 2,609,952	$ 7,583,086	$ 10,193,038

Public hospital counties were given a choice between two options to determine the pro rata portion of realignment funds. Because Natividad Medical 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; 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.

[6]California State Controller's Office, Health and Welfare Realignment Allocation data available at http://www.sco.ca.gov/ard_payments_realign.html

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 Budget and Analysis Division of the County Administrative Office (CAO) submitted a subsequent series of historical documentation to the State for re-evaluating the formula resulting in the reduction of County realignment funds. The second submission resulted in a re-determination by the State placing only 51.19% of Monterey County's realignment dollars at risk for redirection (approximately $5.1 million).

Table 25 shows as of April 18, 2014, the State's overall determination of funds at risk for all the Public Hospital Counties in California for redirection. Although the State continues to reserve the right to re-evaluate the formulas (Interim Redirection Calculations), this initial determination shows the County of Monterey to have the least realignment dollars at risk (51.19%) of all California Public Hospital Counties.

Table 25

State Percentage Determination Public Hospital Counties Funds at Risk	
County	Health Realignment Indigent Care %
Monterey	51.19%
San Francisco	57.36%
San Bernardino	58.54%
Kern	66.26%
Contra Costa	80.50%
Ventura	80.62%
San Mateo	80.82%
Alameda	81.68%
Riverside	84.44%
Santa Clara	85.00%
San Joaquin	96.74%

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 2017-18 Recommended Budget utilizes the funding ($12,273,282) as follows: Debt Service Health Building ($500,000); Sexual Assault Response Team ($190,928); Policy Health Programs and Services ($5,717,838); Inmate Medical Care ($3,573,175); Clinic's Public Health Programs ($450,000); Policy Evaluation and Planning ($1,601,058); Medi-Cal Coordination ($180,283); and Indigent Medical Services-Rural Clinics ($60,000).

Conclusion

The General Fund supports basic governmental functions including public safety, criminal justice, land use and environment, education, recreation, health and sanitation, public assistance, and finance and administration.

As the demands on the County's funds increase via obligations, liabilities and contributions, the ability to maintain the service levels of prior fiscal years becomes more challenging. County departments continue to exercise austere fiscal measures in day-to-day operations, but will undoubtedly face future challenges in upcoming fiscal years.

Capital Budget Summary

Capital Improvement Program (CIP) Five-Year Plan FY 2017-18 through 2021-22

The Capital Improvement Program (CIP) Five-Year Plan is a compilation of capital project requests submitted by County departments. It is intended to provide a "rolling forward" inventory of the County's most immediate capital projects to be implemented over the next five years. Development of this tool allows the County to identify, select and implement key capital investments deemed appropriate for the County's immediate infrastructure needs while also focusing on the horizon to maintain investments and prepare for ongoing needs. This focus is critical to ongoing efforts to identify and assess funding opportunities and inadequacies.

CIP projects are defined by the following factors:

- Projects are non-recurring
- Completed projects are anticipated to have a useful life of no less than five years
- Cost per project is in excess of $100,000
- Assuming availability of resources, identified projects are planned to be implemented at some point within the next five fiscal years.
- Types of projects include new construction, major maintenance, road and bridge construction or improvement, major equipment, major assessments and large software systems acquisition or enhancements.

The Board of Supervisors recognizes that 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 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.

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 of the program are intended to illustrate priorities and the magnitude of funding needed to complete each project.

Development of a Five-Year CIP is a dynamic process. Annual updates provide flexibility to effectively adjust strategy as funding opportunities allow and emergent conditions require. The Five-Year CIP development process is used to capture the key components for recommendations on setting project priorities and schedules, and identifying funding requirements and available financing sources.

Project details are reviewed by RMA staff 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. 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, 2017.

Funding for the CIP is provided through a wide variety of sources, including local, State and federal grants, gas tax revenues, Certificates of Participation (COPs), bonds, fees and Capital Funds.

The proposed capital budget for FY 2017-18 includes appropriations for all capital funds at levels sufficient to complete approved projects that are in progress and planned to continue into the next fiscal year.

FY 2017-18 General Fund Capital Budget

The CIP serves as a strategic planning and budgeting tool, and is instrumental in the development of recommendations for capital budget appropriations in each of the capital funds of the County's annual budget.

The RMA administers capital projects with an estimated value in excess of $554.7 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 76 fully funded and 17 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 102 projects with an unfunded need of $246.2 million. Capital Projects are generally categorized for budget purposes in one of three County funds: Facilities Maintenance Projects (Fund 401), Capital Projects (Fund 402), and Facilities Master Plan Projects (Fund 404). The Enterprise Resource Planning Project (Fund 478) was established to track the upgrade of the CGI Technologies Advantage System. The following discussions provide individual project details and anticipated related ongoing Operations and Maintenance (O&M) impacts, if applicable.

Fund 401: Facilities Maintenance Projects Overview

Facilities Maintenance Projects (Fund 401) provides funding for planned and unplanned County facility maintenance and repair as well as building equipment and control systems projects. No positions are budgeted in this fund. Staff costs are

included in Unit 8176 - Facilities Administration or Unit 8173 - Architectural Services. The FY 2017-18 Recommended Budget for Fund 401 includes projects listed in the table below with an appropriation total of $6,006,998. Total project costs are $6,576,788 offset with a cost plan allocation of $569,790. Recommended Facilities Maintenance Projects for FY 2017-18 are listed in the following table:

Project Title	Project Cost FY 2017-18
Scheduled Maintenance:	
Adult Detention - Replace Boiler #1	135,000
Adult Detention - Replace Boiler #2	135,000
Adult Rehabilitation - Replace Boiler 2	180,000
New Jail - Replace Boiler 2	270,000
New Jail - Replace Fire Panels	315,000
Adult Rehabilitation - Replace 2 Generators	502,500
Unscheduled Maintenance	800,000
Nuisance Abatement Revolving Fund	200,000
Cayetano Park Improvements	83,829
Facilities Security Assessments Phase III	120,276
ADA Improvements Phase III	38,080
ADA Improvements Phase IV	200,000
Energy Efficiency Measures Phase III	190,352
Energy Efficiency Measures Phase IV	1,000,000
Operating Transfer Out - Real Property	300,595
Youth Center Roof Repairs	531,060
Project Improvements TBD	1,575,096
Fund 401 Total:	$ 6,576,788

Scheduled Maintenance Projects:

Funding is budgeted for scheduled non-emergency repairs to County facilities that fall outside the scope of routine maintenance. Funding will cover all associated project costs with related staff time for work that includes, but is not limited to: Adult Detention – Replace Boiler #1 ($135,000); Adult Detention – Replace Boiler #2 ($135,000); Adult Rehabilitation – Replace Boiler 2 ($180,000); New Jail – Replace Boiler 2 ($270,000); New Jail – Replace Fire Panels ($315,000); and Adult Rehabilitation – Replace 2 Generators ($502,500).

Total FY 2017-18 Budget: $1,537,500
Est. Project Completion Date: 6/30/2018
Total Project Costs: N/A
O&M Impacts: N/A

Unscheduled Maintenance Projects:

Funding provides for unanticipated emergency and non-emergency repairs to County facilities that fall outside the scope of routine maintenance. Total funding is intended to cover all associated project costs including related staff time.

Total FY 2017-18 Budget: $800,000
Est. Project Completion Date: 6/30/2018
Total Project Costs: N/A
O&M Impacts: NONE

Nuisance Abatement Revolving Fund:

Beginning in FY 2012-13, funds were designated to defray the costs that may be incurred by the County in doing or causing to be done the necessary work to abate code violations. This funding is intended to expedite the performance of work relating to abatement of code violations.

Total FY 2017-18 Budget: $200,000
Est. Project Completion: Annual Recurring
Total Project Costs: N/A
O&M Impacts: NONE

Cayetano Park Improvements:

The project will design and install new playground improvements that meet all applicable local, State and federal regulations. The park will reopen to serve residents of the community of Pajaro.

Total FY 2017-18 Cost: $83,829
Est. Project Completion Date: 6/30/2018
Total Project Costs: $256,225
O&M Impacts: TBD Pending Design/other factors

Facilities Security Assessments – Phase III:

Conduct third phase of a comprehensive on-site security assessment of County buildings. Phase III Facilities Assessments will include selected remaining County facilities not completed during previous phases. The assessment will include comprehensive inspection and evaluation of building and facility conditions at County-owned and leased locations.

Total FY 2017-18 Cost: $120,276
Est. Project Completion Date: 6/30/2018
Total Project Costs: $120,276
O&M Impacts: NONE

ADA Improvements- Phase III:

This project is scheduled for year two of the five-year program for Americans with Disabilities Act (ADA) improvements identified in a comprehensive ADA facility master plan. Phase III's focus is on upgrades at 1200 Aguajito Rd., Monterey (Monterey Courthouse). Superior Court of California, County of Monterey, will fund 50.14% of this phase's project costs.

Total FY 2017-18 Cost: $38,080
Est. Project Completion Date: Annual Recurring
Total Project Costs: $200,000
O&M Impacts: NONE

ADA Improvements- Phase IV:

This project is scheduled for year four of the five-year program for ADA improvements identified in a comprehensive ADA facility master plan. Phase IV's focus is on multiple County-owned facilities, including but not limited to Animal Services, 160 Hitchcock Road, Salinas, the County Adult Detention Facility and completing upgrades at 1200 Aguajito Rd., Monterey (Monterey Courthouse).

Total FY 2017-18 Cost: $200,000
Est. Project Completion Date: Annual Recurring
Total Project Costs: $200,000
O&M Impacts: NONE

Energy Efficiency Measures – Phase III:

New Jail: Replace ACU-1 (10 ton capacity) and install Building Management System (BMS); Youth Center: Replace 4 packaged AC units (1 @ 6 tons, 1 @ 2 tons, and 2 @ 4 tons) and install BMS; Animal Shelter: Replace propane fired hot water heaters (3 at 100 gallons each) with condensing units.

Total FY 2017-18 Cost: $190,352
Est. Project Completion Date: Annual Recurring
Total Project Costs: $1,000,000
O&M Impacts: Positive cost avoidance

Energy Efficiency Measures – Phase IV:
This project is year four of a five year initiative 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. Phase IV's focus: Install Building Management System (BMS) at Probation Headquarters: Install HVAC Duct Work, replace AC Unit 1,3,5 & 6 and install BMS at Social Services in Seaside. If funding permits, replace 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 Building.

Total FY 2017-18 Cost: $1,000,000
Est. Project Completion Date: Annual Recurring
Total Project Costs: $1,000,000
O&M Impacts: Positive cost avoidance

Youth Center Roof Repairs:
Maintenance and repairs of existing roof: Project includes cleaning existing roof, drains and inlets, repairing, patching and sealing; visual roof tears; mechanical and plumbing penetrations; coping metal and counter flashing at joints; and roof mounted duck work at joints.

Total FY 2017-18 Cost: $531,060
Est. Project Completion Date: 6/30/2018
Total Project Costs: $566,130
O&M Impacts: NONE

Fund 402:
Capital Projects Overview

Capital Projects (Fund 402) was established to track funding for the construction of County facilities. The FY 2017-18 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 2017-18 includes the following projects with an appropriation total of $5,123,406.

Project Title	Project Cost FY 2017-18
Ag Commissioner - Facilty Development - South County	231,829
Ag Commissioner - Facility Development - North County	1,300,876
Ag Commissioner - Facility Development - Salinas Office	970,304
CIP Administration	520,493
Jail Security Improvements	2,099,904
Fund 402 Total:	$ 5,123,406

S. County Facility Development — Ag Commissioner:
Provide updated facilities and a site that may functionally support a Public Works corporate yard, Agricultural Commissioner South County Office, and other County offices currently located in the vicinity.

Total FY 2017-18 Cost: $231,829
Est. Project Completion Date: 6/30/2020
Total Project Costs: $4,403,493
O&M Impacts: NONE

N. County Facility Development – Ag Commissioner:
Planning and development of a facility to serve the Agricultural Commissioner's operational needs in North County.

Total FY 2017-18 Cost: $1,300,876
Est. Project Completion Date: 6/30/2018
Total Project Costs: $1,300,876
O&M Impacts: NONE

Salinas Office Facility Improvements – Ag Commissioner:
To meet future operational needs, remodel main office to accommodate additional work stations and offices within existing footprint.

Total FY 2017-18 Cost: $970,304
Est. Project Completion Date: 6/30/2018
Total Project Costs: $970,304
O&M Impacts: NONE

CIP Administration:
This funds investigative reviews and analysis of potential projects and special requests initiated by the County Administrative Office or Board of Supervisors, as well as funding the extensive update, project and costs validation, publication, and presentation of the County's CIP Five-Year Plan. It is anticipated that a draft Five-Year Plan for FY 2017-18 through FY 2021-22 will be presented to the CIC, BC, and the Board by
June 30, 2017.

Total FY 2017-18 Cost: $520,493
Est. Project Completion Date: Annual Recurring
Total Project Costs: N/A
O&M Impacts: NONE

Jail Security Improvements Phase IV:
The project is the last phase of Jail Security improvements that evaluated, recommended, and implemented security best practices that included suicide prevention through reduction of hanging points in existing cells and inmate common areas, design and construction of ADA improvements in selected housing units, and replacement of outdated non-operational camera surveillance system currently installed at the Monterey County Jail. Phase IV includes replacement of outdated and non-operational door locking controls system currently in use at the Jail facility.

Total FY 2017-18 Cost: $2,099,904
Est. Project Completion Date: 10/25/2017
Total Project Costs: $3,044,634
O&M Impacts: NONE

Fund 478:
Enterprise Resource Planning Project:

The Enterprise Resource Planning (ERP) Project recommended budget for FY 2017-18 is $6,161,567. In FY 2015-16, the County and CGI Technologies and Solutions Inc. (CGI) consulting staff performed a comprehensive needs assessment and determined that the Upgrade from 3.7 to 3.10 would require significant re-work of the ERP system to retain existing functionality and to migrate that functionality into the Version 3.10 Upgrade. The upgrade project was approved and initiated in March 2016. The Original CGI Technologies, Inc. SOW12

multi-year agreement totaled $8,214,893. The ERP budget includes appropriations for CGI Advantage Systems, County personnel, infrastructure and project management costs.

Total FY 2017-18 Cost: $6,161,567
Est. Project Completion Date: 12/30/2017
Total Project Costs: $18,085,546
O&M Impacts: TBD pending other factors

Fund 404:
Facilities Master Plan Projects

The Facilities Master Plan Projects (Fund 404) was established to track the proceeds of and meet the reporting requirements for the issuance of 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. FY 2017-18 costs for Carmel Lagoon SRPS/EPB and CRFREE is a partial funding from the FY 2017-18 augmentation requests and the projects will be brought back to the Board of Supervisors after the first quarter to reevaluate additional funding sources. The FY 2017-18 Recommended Budget for Fund 404 is $104,042,024, and recommended appropriations are sufficient to provide the funding necessary for work expected to be conducted on projects through the fiscal year. FY 2017-18 recommended Facilities Master Plan Implementation Projects include the following:

Project Title	Project Cost FY 2017-18
New Juvenile Hall	24,515,832
Jail Housing Addition	49,234,103
Facilities Utilization Plan	101,441
MCGC East West Wing Renovation	29,084,514
Administration Bldg - Tenant Improvements	861,441
Carmel River Floodplain Restoration (CRFREE)	244,693
Carmel Lagoon SRPS/EPB	100,000
Fund 404 Total:	$ 104,142,024

New Juvenile Hall:

The new campus-style 120-bed replacement Juvenile Hall will include new administration office space, visiting room, vehicle sally port, central control room, classrooms, kitchen & dining, laundry space, and warehouse/maintenance services. Construction began in April 2017.

Total FY 2017-18 Cost: $24,515,832
Est. Project Completion Date: 6/22/2019
Total Project Costs: $58,671,291
O&M Impacts: NONE

Jail Housing Addition:

The project consists of a new addition to the existing Monterey County Adult Jail and includes 576 new beds, dayroom, visiting room, program space, outdoor exercise area, central control room, and new administration office space. Upon receipt of bids and Board/State approvals, Notice to Proceed is scheduled to be issued in July 2017.

Total FY 2017-18 Cost: $49,234,103
Est. Project Completion Date: 07/24/2019
Total Project Costs: $88,900,000
O&M Impacts: TBD

Facilities Utilization Program:

This project includes the staffing and consultant's costs associated with master planning of improvements and assessments for the Alisal Government Center East/West Wing Building Renovation, Alisal Government Center 2nd Floor Tenant Improvements, and the removal of five modular buildings.

Total FY 2017-18 Cost: $101,441
Est. Project Completion Date: 6/30/2019
Total Project Costs: $1,012,948
O&M Impacts: NONE

East/West Wing Renovation:

The project is the complete renovation of the buildings which includes stripping the building down to the concrete frame to allow for new interior partitions, doors/windows, restrooms, roof, and all building systems to be re-built. Historic interior elements will be preserved and re-installed. The exterior will be cleaned. Site improvements to the courtyard and surrounding streetscape will be done, bringing the site into ADA compliance. Upon completion and occupancy, the modular buildings on the north lawn of the Government Center will be removed and the area returned to a park-like setting.

Total FY 2017-18 Cost: $29,084,514
Est. Project Completion Date: 6/30/2019
Total Project Costs: $38,930,843
O&M Impacts: NONE

Administration Building – Tenant Improvements:

Renovation of the second floor in the Alisal Government Center will occur to accommodate the relocation of the Public Defender and Human Resources after the Resource Management Agency relocates to 1441 Schilling Place, Salinas.

Total FY 2017-18 Cost: $861,441
Est. Project Completion Date: 6/30/2018
Total Project Costs: $943,650
O&M Impacts: NONE

Carmel River Floodplain Restoration (CRFREE):

Restoration of the former Odello farm fields south of the Carmel River and east of Highway 1, including levee removal, floodplain and habitat restoration, construction of an approximately 350` long causeway to replace a portion of the Highway 1 embankment, and transition grading into and potential expansion of the South Arm of the Carmel River Lagoon.

Total FY 2017-18 Cost: $244,693
Est. Project Completion Date: 6/30/2020
Total Project Costs: $25,894,076
O&M Impacts: NONE

Carmel Lagoon SRPS/EPB:

The Carmel Lagoon Scenic Road Protection Structure (SRPS)/Ecosystem Protective Barrier (EPB) Project is a multi-objective, multi-year, multi-organizational effort to improve natural floodplain function, and protect public infrastructure, while maintaining or improving flood risk protection to existing developed areas.

Total FY 2017-18 Cost: $100,000
Est. Project Completion Date: 12/31/2020
Total Project Costs: $17,903,092
O&M Impacts: TBD

Natividad Medical Center (NMC) Four-Year Plan FY 2017-18 through FY 2020-21

The Natividad Medical Center (NMC) Capital Improvement Program Four-Year Plan is an important tool used to ensure a systematic, organized approach to planning and implementing the County's capital projects. A key component of the process is the sound development of capital financing plans and policies. The CIP compiles the estimated costs of each project, which includes any new equipment purchases associated with the project, and the full value of anticipated expenditures. It is this information that is crucial for the development of each fiscal year's capital budget plan. Internally, capital projects are reviewed and approved by the NMC Finance Committee (acting as NMC's Capital Improvement Committee), and submitted for approval by NMC's Board of Trustees. Upon internal approval, the capital projects are presented to the CIC, (BC and Board of Supervisors for review, support and in the case of the BOS, for approval.

The operating budget complements the capital budget by identifying and incorporating the funds associated with the construction of capital infrastructure and purchase of capital equipment to capture the full fiscal impact of a capital project.

Fund 451 Capital Budget Summary

Natividad Medical Center does annual updates of its Four-Year Capital Expenditure Plan and capital projects are budgeted annually as part of their overall budget; budgeted either as Buildings and Improvements or Equipment. Equipment includes information technology projects, medical equipment and other equipment.

With the introduction of the FY 2016-17 Recommended Budget, NMC utilized Fund 404-Facilities Master Plan Implementation, a County Capital Project Fund, to hold funds for Board-approved capital projects greater than $100,000. As capital projects expenditures are incurred by NMC, the capital project funds are transferred to NMC's Fund 451. This budgetary control prevents co-mingling of operational and capital funds and ensures approved capital projects funding is available to complete the Board approved projects.

The following table lists capital projects included in the Recommended Budget for FY 2017-18:

Project Title	FY 2016-17 Budget
Radiology Modernization Project (B16-2016-059)	$ 11,915,933
Pharmacy Remodel (B16-2016-129)	860,000
Parking Lots & Roadwork-General (B16-2016-085)	770,625
Parking Lot - M2 (B17-2017-065)	112,500
Interior Design Upgrades-Building Wide (B16-2016-069)	500,000
MOB Buildout- Floor One (B16-2016-093)	993,000
Building 400-Mechanical Upgrade (B16-2016-196)	714,575
Project Cost Total	$ 15,866,633

NMC modified carryover projects fiscal performance and may modify their Capital Budget projects during FY 2017-18 as capital requirements and funding dictate. Reconciliation of fiscal performance, funds and project completion are pending.

Description of the FY 2017-18 projects:

Radiology Modernization:

The Diagnostic Imaging Department is located on the First Floor in Building 500 and requires total renovation. The renovation is a multi-phase approach, which includes replacing obsolescent medical equipment such as Computer Tomography (CT) and Magnetic Resonance Imaging (MRI).
The Security Department relocation project ($437,550), the Medical Office Building (MOB), Building 400, 1st Floor project ($2,215,752), and the Building 400 - Mechanical Upgrade project ($844,381) are all part of this project. The projects are necessary to allow the expansion. The MOB Building 400, 1st Floor project relocates Outpatient Clinical Services and the Mechanical Upgrade project supports the Outpatient Clinical Services relocation. The overall project is estimated to occur over a 24-36 month process with actual construction done in three phases to allow services to continue during the remodel. The overall project cost when equipment and relocations are considered is $23,355,733. Expenditures for this project were revised where prior year expenditures were $712,038 and FY 2016-17 expenditures are estimated at $1,300,979.

Total FY 2017-18 Cost: $11,915,933
Est. Project Completion Date: June 2018
Total Project Construction Cost: $13,928,950
Total Project Cost w/Equip and Moves: $23,355,733
O&M: TBD

Pharmacy Remodel:

The Pharmacy Department is located on the First Floor in Building 580. The current intravenous (IV) compounding facility in the Pharmacy Department does not meet new regulations for IV compounding. This project will update the facility to meet the new regulations by providing a new compounding room with a new non-hazardous anteroom and hazardous medication storage room. The facility develops IV medications that bypass the anti-infective defenses of the

stomach and skin through introduction of the medication directly into the bloodstream. Facilities must be designed to prevent contamination to meet new laws and regulations. The Pharmacy remodel project was to span two fiscal years, but has been extended a year for a span of three fiscal years. Expenditures for this project were revised where prior year expenditures remained at $340,000.

Total FY 2017-18 Cost: $860,000
Est. Project Completion Date: June 2017
Est. Project Completion Date Revised: June 2018
Total Project Cost: $1,200,000
O&M: None

Parking Lots and Roadwork:

The medical campus roadways and parking lots require resurfacing and restriping. Restriping will allow additional parking spaces and resurfacing of the main roadway to improve the sub grade and foundation for the weight of the Monterey-Salinas buses. Other improvements, such as painting designated pedestrian areas, stop signs, handicapped parking stalls, and curb paint are to be completed. The Parking Lots and Roadwork project was to span two fiscal years, but has been extended a year for a span of three years. Expenditures for this project remain unchanged at $69,375.

Total FY 2017-18 Cost: $770,625
Est. Project Completion Date: June 2017
Est. Project Completion Date Revised: June 2018
Total Project Cost: $840,000
O&M: None

Parking Lot M-2:

The Jail House Addition and new Juvenile Hall projects are located behind the NMC campus. These projects impact Parking Lot - M2 which serves as staff parking and results in the removal of the current Parking Lot - M2. The plan is to install a gravel parking lot at the corner of Constitution Blvd. and Campus Drive to accommodate displaced parking during the construction of the Jail House Addition project.

The cost to construct the temporary parking lot (370 parking spaces) is estimated at $1,610,400, which includes design, construction, permitting, and project management fees. NMC desires for this parking lot to have asphalt in the future, but recognizes that the work involved (Stormwater Management Plan, Environmental Impact Report (EIR) and Geotechnical Survey) will not be completed in time for the commencement of the Jail House Addition project. NMC in the future, plans to work with a civil engineer to construct a permanent parking lot in the footprint of the temporary lot. The gravel substrate is intended to serve as the foundation of the permanent parking lot.

Total FY 2017-18 Cost: $112,500
Est. Project Completion Date: June 2017
Est. Project Completion Date Revised: June 2018
Total Project Cost: $1,610,400
O&M: None

Interior Design Upgrades-Building Wide:

Originally this project included a comprehensive remodel of the Medical/Surgical Unit third floor. The remodel included refurbishment of all patient rooms, corridors and nurse stations. The area had not been refreshed since constructed in 1999. This project will involve several smaller projects aimed at the same goal of refurbishing specific areas, primarily focused on furniture replacement (patient, visitor and staff areas) and refresh common areas of the hospital. The project is to span three years. Expenditures through FY 2017 are estimated at $231,250.

Total FY 2017-18 Cost: $500,000
Est. Project Completion Date: June 2018
Est. Project Completion Date Revised: June 2019
Total Project Cost: $1,250,000
O&M: None

MOB Buildout – Floor One:

The MOB, Building 400, 1st Floor, consists of approximately 4,500 square feet of shell space, which was originally to be leased to a tenant. Since the terms of agreement were not agreed upon, the space provides a location for the Cardiopulmonary/Women's Diagnostic Imaging Clinic. Outpatient Clinical Services will relocate from Building 500 - Inpatient Radiology to Building 400 on the First Floor to allow space for the Radiology Modernization project. The Building 400 - Mechanical Upgrade is associated with this project but is funded separately as an independent capital project. The project costs were increased by $1,059,716 from $1,156,036 to $2,215,752. The expenditures for this project were revised where prior year expenditures through FY 2016-17 are estimated at $163,036.

Total FY 2017-18 Cost: $993,000
Est. Project Completion Date: June 2017
Est. Project Completion Date Revised: June 2019
Total Project Cost: $2,215,752
O&M: None

Building 400 - Mechanical Upgrade:

The MOB, Building 400, has mechanical equipment that needs to be replaced and boilers that need repair. This project is associated with the Building 400 - First Floor project, in allowing mechanical equipment upgrades to accommodate the Cardiopulmonary/Women's Diagnostic Imaging Clinic. The project will span three fiscal years. The project costs were increased by $44,381 from $800,000 to $844,381. The expenditures for this project were revised where prior year expenditures through FY 2017 are estimated at $85,425.

Total FY 2017-18 Cost: $714,575
Est. Project Completion Date: June 2017
Est. Project Completion Date Revised: June 2019
Total Project Cost: $844,381
Operations and Maintenance Impact: None

Operating Cost Impact

The County and NMC recognize ongoing operating and maintenance costs are an integral part of planning for a capital project. While additional operating and maintenance costs have not been a consideration in past CIP development, the County and NMC have begun to assess and include this as a key factor in all future CIP development processes. The CIP has addressed this issue by including a heading to identify operations and maintenance costs as part of a project's Capital Project Fact Sheet.

Annual Work Program for Road Fund

California Code of Regulations Section 994 - Road Construction and Maintenance Activity, and Streets and Highways Code Division 3, Chapter 1, Section 2007 require that a Road Fund Budget be submitted to the Board of Supervisors in the form and manner prescribed by the State Controller at the same time as other county departments submit their recommended budgets. In accordance with CCC Section 994, the below tables contains the Resource Management Agency - Public Works Annual Work Program for the Road Fund (Fund 002, Units 8195 & 8443) for Fiscal Year 2017-18.

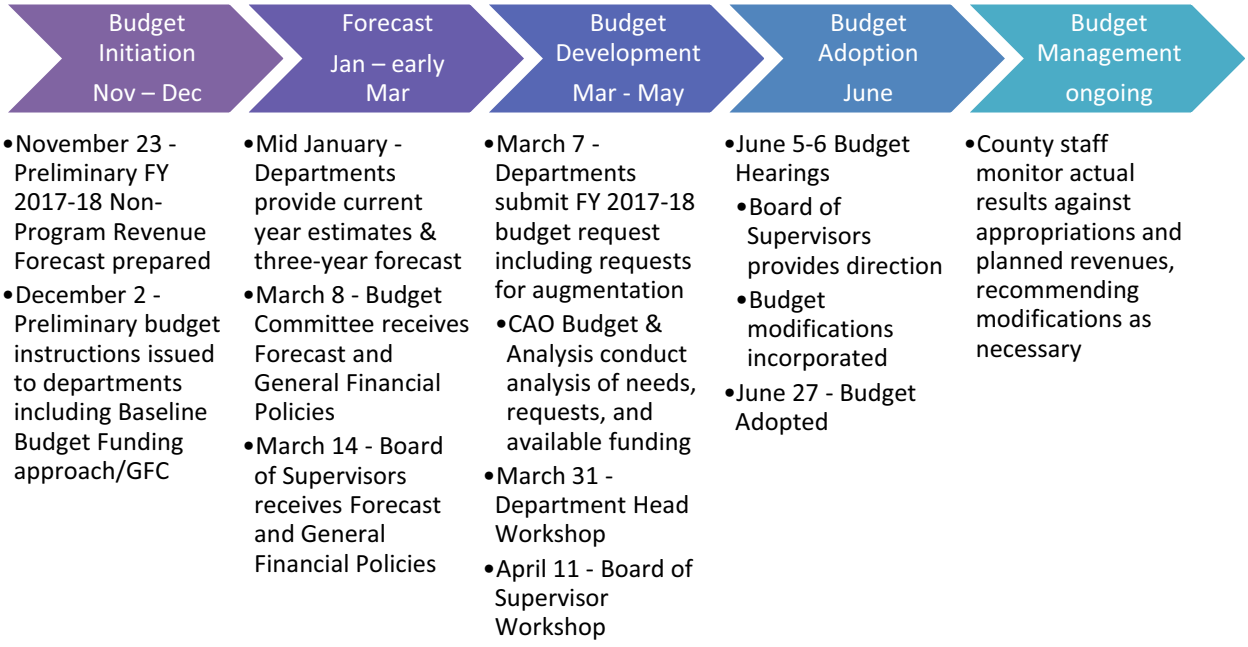
PROJECT NO.	ACTIVITY/PROJECT	Unit 8195 Construction	Unit 8443 Maintenance	FY18 Total
	ADMINISTRATION, GENERAL ENGINEERING, AND EQUIPMENT			
0400	Public Works - Maintenance Administration	132,908	1,215,152	1,348,060
0500	Public Works - Roads Administration	932,083	-	932,083
0700	General Engineering, Traffic Eng	933,668	-	933,668
	Total Administration, General Engineering and Equipment	**1,998,659**	**1,215,152**	**3,213,811**
	NON-ROAD REIMBURSABLE WORK			
7100	Carmel River Floodplain Restoration Project	40,000	-	40,000
8100	County Service Area Support	-	100,730	100,730
8300	County Sanitation District Support	-	190,000	190,000
8440	Development Services	65,261	-	65,261
8507	Public Works Admin Support - Facilities	115,000	-	115,000
8652	Litter Control	-	95,810	95,810
8655	Adopt a Roadway Program (Litter)	-	1,000	1,000
8720	Fuel Usage by Outside Departments	-	8,730	8,730
8734	Carmel Lagoon Monitoring and Sandbar Management	-	-	-
	Total Non-Road Reimbursable Work	**220,261**	**396,270**	**616,531**
	ROAD & BRIDGE MAINTENANCE			
5000	Traffic Signals	45,607	29,453	75,060
5003	Engineering related to Bridge Maintenance	28,717	-	28,717
5100	Road Maintenance District 1 - San Miguel	-	2,387,574	2,387,574
5200	Road Maintenance District 2 - Monterey	-	2,689,951	2,689,951
5300	Road Maintenance District 3 - Greenfield	-	1,604,959	1,604,959
5400	Road Maintenance District 4 - San Ardo	-	1,816,329	1,816,329
5500	Pavement Management	134,521	1,865,479	2,000,000
5600	Bridge Maintenance	-	1,546,834	1,546,834
5800	Maintenance - Traffic	-	630,381	630,381
6000	Storm Damage & Other Disaster Repair		-	-
Total	**Total Maintenance**	**208,845**	**12,570,959**	**12,779,804**
	ROAD PROJECTS			
1140	Highway 68/Corral De Tierra Intersection Improvements *Complete Right-of-way Phases of project.*	2,256,318	-	2,256,318
1141	San Jon and Boronda Road Bridges - Rail Replacement *Complete Design Phase and initiate Construction Phase.*	470,000	-	470,000
1142	Jolon Road Bridge over Pine Canyon Creek-Bridge Rail Replacement *Complete Design Phase and initiate Construction Phase.*	320,000	-	320,000
1143	Bridge Preventive Maintenance Project (Methacrylate and Polyester Overlay) *Complete Construction Phase of the project.*	2,502,061	-	2,502,061
1145	Countywide Roadway Safety Signage-Striping Audit *Complete upgrade of signage and striping to meet regulatory standards.*	2,842,300	-	2,842,300
1406	Blackie Road Safety Improvements *Continue Forest Monitoring/Mitigation Plan Phase.*	1,896	-	1,896
1422	Blackie Road Phase II Safety Improvements *Continue Forest Monitoring/Mitigation Plan Phase.*	1,895	-	1,895
1575	Gloria Road, Iverson Road & Johnson Canyon Road Rehabilitation *Project on hold until funding is identified.*	-	-	-

PROJECT NO.	ACTIVITY/PROJECT	Unit 8195 Construction	Unit 8443 Maintenance	FY18 Total
1727	Blanco Road Overlay *Deferred until FY2018-19 or until Measure X funds become available.*	-	-	-
2201	Peach Tree Road Bridge No. 412 *Project on hold until funding is identified.*	-	-	-
2202	Nacimiento Lake Drive Bridge #449 *Complete Design and Right-of-way Phases of project and initiate the Construction Phase.*	556,451	-	556,451
3600	Davis Road Bridge #208 and Four Lane Road *Continue the Design and the Right-of-way Phases.*	4,635,000	-	4,635,000
3820	Schulte Road Bridge No. 501 *Fifth Year of Plant Establishment Revegetation.*	5,600	-	5,600
3851	Robinson Canyon Road Bridge Scour Repair *Advance Environmental and Preliminary Design Phases of project.*	248,321	-	248,321
3852	Bradley Road Bridge Scour Repair *Advance Environmental and Preliminary Design Phases of project.*	488,804	-	488,804
3853	Gonzales River Road Bridge Superstructure Replacement *Finalize Environmental and Preliminary Design Phases of project.*	522,224	-	522,224
3854	Hartnell Road Bridge Replacement *Finalize Environmental and Design Phases of project.*	2,478,267	-	2,478,267
3855	Johnson Road Bridge *Advance Environmental and Preliminary Design Phases of project.*	300,949	-	300,949
8690	Highway 1 Climbing Lane between Carmel Valley Road to Rio Road *Complete the Construction Phase.*	4,169,698	-	4,169,698
	Laureles Grade Carmel Valley Rd Roundabout *Initiate the Preliminary Design Phases of project.*	600,000	-	600,000
	Rogge Road San Juan Grade Road Intersection Improvements *Initiate the Preliminary Design Phases of project.*	50,000	-	50,000
	Pedestrian Beacons *Complete Design Phase and initiate Construction Phase.*	244,500		244,500
	Guardrail Replacement *Complete Design Phase and initiate Construction Phase.*	600,000		600,000
Total	**Total Road Projects**	**23,294,284**	**-**	**23,294,284**
	NON-ROAD PROJECTS			
8622	Castroville Bicycle/Pedestrian Path and Railroad Crossing *Complete the Construction Phase.*	2,102,872	-	2,102,872
8657	Moss Landing Underground Utility District - 20A *Complete Construction Phase of project.*	39,839	-	39,839
8667	Las Lomas Drive Bike and Pedestrian *Deferred until FY2018-19.*	-	-	-
8668	Monterey Bay Sanctuary Scenic Trail *Advance Design Phase and complete Right-of-way Phase of project.*	492,531	-	492,531
1723	Las Lomas Drainage *Project on hold until funding is identified.*	-	-	-
	Total Non-Road Projects	**2,635,242**	**-**	**2,635,242**
	Total FY 2017-18 Work Program, Road Fund - Fund 002	**28,357,291**	**14,182,381**	**42,539,672**

Budget Development Process

The County's budget development process is an annual process. The budget process is the procedure through which the County weighs all requests for resources within existing fiscal constraints. The Monterey County Board of Supervisors (Board) will hold its annual budget hearings in June 2017 to ensure adoption of a balanced budget occurs by July 1, 2017. To meet this timeline, the budget development process consists of five important 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 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.). For forecasting purposes, departments assume their share of GFC will remain "status quo" for the next fiscal year. 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 14, 2017 meeting.

Following the forecast, departments submitted their budget request 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 status quo GFCs. 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 incorporates feedback from the workshops and prioritizes recommended spending in-line with the Board's priorities to create a comprehensive, rational spending plan for the coming year. This plan is presented to the Board at the annual budget hearings on June 5-6 with adoption on June 27th. Detailed budget development dates can be found in the County's Budget and Reporting Development Schedule.



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Budget Reporting and Development Schedule
FY 2016-17 and FY 2017-18

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead	Responsible
SEPT	7	Distribute FY 2016-17 and FY 2017-18 Budget Reporting and Development Schedule to all departments	CAO B&A	J.P. Lopez E. Johnson
	9	All departments notified of deadlines for organization structure change requests for FY 2017-18 budget	CAO B&A	CAO B&A, Gen'l Acctg, A/C-ERP
	16	Begin development of template for inclusion of departmental Performance Measures in FY 2017-18 Recommended Budget	CAO B&A, IG&LA	J.P. Lopez J. Iwamoto
	19	CAO-Budget & Analysis initiates review of FY 2015-16 year-end results for preparation of Budget End of Year Report (BEYR)	CAO B&A	V. Fernandez
	28	Budget Committee Meeting (1:30 pm, - Monterey Room)	CAO B&A	D. Woods
	30	Information Technology and customer departments begin discussions for FY 2017-18 technology and telecom service needs and related charges (Estimated charges must be available to departments no later than January 3, 2017 for inclusion in budget request preparations)	IT	Info Tech, All Depts
OCTOBER	4	Deadline for all departments to submit narratives for BEYR *	CAO B&A	V. Fernandez
	21	**Deadline**: Last day for departments to submit request forms for FY 2017-18 organization structure changes to CAO B&A Analysts (Forms in LDN; search "Reference Center>Documents>ERP:FIN ADV:COA Request for Changes to Organization Structure")	Requesting Depts	FMs, A/C, CAO B&A
	24	Charging departments (ERP, Fleet, Mail Svcs., Facilities, Risk, Benefits, Health, etc.) begin review of FY 2016-17 year-end and FY 2017-18 services/costs, including Indirect Costs (COWCAP).	IT, RMA, A/C-ERP, Gen'l Acctg.	IT, RMA, A/C, All Depts
	26	Budget Committee meeting	CAO B&A	V. Fernandez R. Escorcia
	28	A/C's and Budget Offices priority rank and approve FY 2017-18 organization changes	A/C	A/C & CAO
NOVEMBER	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	
	3	**Deadline:** HR to provide MOU details for approved changes (if any) that impact pay differentials, salary increases, etc.	Central HR	HR, A/C-ERP
	4	**Deadline:** Risk Mgmt. distributes FY 2016-17 (update) & FY 2017-18 cost allocations/assumptions for Gen'l Liab., Work Comp, Other Insurance (for ERP/Advantage PB programming and 3-year forecast)	Risk Mgmt	
	4	**Deadline:** HR-Benefits distributes FY 2016-17 (update) & FY 2017-18 cost allocation changes/assumptions for PERS Retirement, Med/Dental, etc. (for PB programming & Three-Year Forecast)	Central HR - Benefits	
	4	**Deadline:** Health distributes FY 2017-18 Wellness Program cost changes/assumptions to all departments	Health - Wellness	
	14	Reminder to Fund managers - year-end estimated fund balance and cancellations to obligated fund balance are due 1/13/17	Fund Mgrs, FMs	Applicable Departments
	16	Send out notice to Departments to schedule FY 2017-18 Budget Kickoff Meeting (December 2)	CAO B&A	E. Johnson
	18	Confirmation of PB security assignment by all departments.	A/C-ERP	All Depts.
	23	CAO B&A prepare preliminary FY 2017-18 Non-Program Revenues Forecast	CAO B&A	P. Lewis
	30	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	
	30	Depts to have all new & reallocated positions finalized before 1st HRM to PB Load	HR & Finance - All Depts	
DECEMBER	2	FIN to PB Load	A/C - ERP	
	2	PB goes live (PB closed to users until December 12)	A/C - ERP	
	2	FY 2017-18 Budget Development kick-off meeting at 9:00 a.m., Monterey Room - Admin. Bldg.	All Depts	
	2	Distribute CAO B&A Assumptions for development of the FY 2016-17 Three-Year Forecast	CAO B&A	J. Ayala
	2	CAO B&A issues preliminary FY 2017-18 Budget Baseline Funding Approach/General Fund Contribution (GFC)	CAO B&A	L. Sanchez
	5	Ist PB HRM to PB Load	A/C - ERP, HR	
	5-9	Mandatory PB 3.10 training for new PB functionality, Year-End Estimate, and Three-year Forecast.	A/C - ERP	
	12	Special Budget Committee Meeting - receives Budget End of Year Report (BEYR)	CAO B&A	P. Lewis
	13	Board of Supervisors Meeting - receives Budget End of Year Report (BEYR)	CAO B&A	D. Woods
	19	PB 3.10 Open for Year-End Estimates & Three-Year Forecast data entry	CAO B&A	J.P. Lopez B&A Team

* 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 2016-17 and FY 2017-18

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead	Responsible
JANUARY 2017	3	Review of HRM report, MC-HRM-POSN-0039 Authorized Position (3.7), 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	
	3	**Deadline**: Service departments issue FY 2016-17 Year-end Estimate (if applicable) and FY 2017-18 charges to customer departments (I.T., telecom, records retention, vehicle mtc, fleet mgmt, courier/mail svcs., ERP, etc.).	Info Tech, RMA, Auditor	
	3	Departments to review FY 2017-18 Proposed State Budget (usually released no later than Jan. 10); submit impact info to B&A by 1/16/17	All Depts	V. Fernandez
	2-6	PB 3.10 Year-End Estimate/Three-Year Forecast Labs	CAO B&A	J.P. Lopez B&A Team
	6	**Deadline:** Depts submit HRM PSMT (position changes) to Central HR	HR Analysts - All Depts	
	6	**Deadline:** Depts finalize Year-End Estimate and Three-Year Forecast data entry in PB	All Depts	All Depts.
	6	Depts to have all new and reallocated positions finalized before 2nd HRM to PB Load	HR & Finance - All Depts	
	6	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 1/27/17.	CAO B&A	B&A Analysts
	10	Board of Supervisors Meeting (first meeting of calendar year 2017)		
	10	2nd HRM to PB Load, PB Closed	A/C-ERP, HR	
	13	**Deadline:** Other Fund departments submit year-end estimated fund balance, cancellations & provisions to obligated fund balance	Fund Mgrs, FMs	Applicable Departments
	17	**Deadline:** Depts submit narrative to CAO B&A regarding proposed State Budget Impacts	All Depts	All Depts.
	17	CAO B&A issues memo advising departments of **"BLACKOUT"** dates and related Board Report language (black-out for new or revised position allocations begins March 1)	CAO B&A	V. Fernandez
	17	**Deadline:** Departments submit pictures to CAO B&A for the FY 2017-18 Recommended Budget Book	All Depts	J.P. Lopez
	18	State Budget Impacts Board Report to begin workflow through Legistar for BoS mtg.	CAO B&A	V. Fernandez
	19	Open PB 3.10 for Baseline Budget data entry	A/C-ERP, HR	
	25	Depts run MC-PB-SBFS-4301/MC-PB-SBFS-4305/MC-PB-SBFS-4306 (3.10) reports, verify correct position data transferred from HRM	HR & Finance - All Depts	
	25	Budget Committee Meeting - receives State Budget Impacts report	CAO B&A	V. Fernandez
	27	**Deadline:** B&A Analysts finalize Year-End Estimates and Three-Year Forecast data entry in PB	CAO B&A	B&A Team
	31	Board of Supervisors receives FY 2017-18 Proposed State Budget impacts report	CAO B&A	V. Fernandez
FEBRUARY	3	Depts. to submit narratives for Three-Year Forecast *	CAO B&A	L. Sanchez
	7-10	PB 3.10 training for Budget Development 'Baseline' and Budget Augmentations	CAO B&A	J.P. Lopez B&A Team
	10	**Deadline:** Departments submit Requests to Classify (RTC) forms for FY 2017-18 new or reallocated positions to Central HR for approval.	HR Analysts - Applicable Depts	
	14	**Deadline**: LDPC (HRM Labor Distribtuion Profile Codes) Requests to Add/Delete/Update due to ERP	HR & Finance - All Depts	
	17	**Deadline:** Submit all HR-reviewed/approved RTCs for new or revised positions to CAO B&A	Dept HR, Central HR	
	22	Budget Committee meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	27	Complete input of all Board approved positions for the current year (from the 2nd HRM load thru March 31, 2017) in HRM.	Central HR CAO	Dept. HR Analysts
	2/27-3/3	ADDITIONAL PB 3.10 LAB DATES - PB Budget Development 'Baseline' and Budget Augmentations Labs	CAO B&A	J.P. Lopez B&A Team
MARCH	1	FY 2016-17 Three-Year Forecast & General Financial Policies begins Legistar workflow for BC & BoS mtg.	CAO B&A	L. Sanchez
	1	Review of HRM report, MC-HRM-POSN-0039 Authorized Position (3.7) vs MC-PB-SBFS-4305/MC-PB-SBFS-4306 (3.10) to compare and verify Current Year Allocations to continue for FY 2018.	HR & Finance - All Depts	
	1	**Deadline:** CAO B&A review Request to Classify (RTC) forms/follow up as needed.	CAO B&A, HR, Depts	
	1	**BLACKOUT:** Last date for position changes (new/reallocations) until adoption of FY 2017-18 Budget	CAO B&A, HR, All Depts.	
	3	Deadline: All departments submit Department Operational Goals and Accomplishments to Joann Iwamoto (CAO's IG&LA division) for FY 2017-18 Recommended Budget Book	J. Iwamoto	All Depts.
	8	Special Budget Committee receives FY 2017-18 Three-Year Forecast & General Financial Policies (9:30 a.m. - Monterey Room)	CAO B&A	L. Sanchez J. Lopez

* 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 2016-17 and FY 2017-18

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead	Responsible
MARCH	1-8	Depts. review requested positions; update info as needed; confirm current position info (position code/count).	DHs/ Dept. Finance & HR	DHs/FMs/HR
	7	**Deadline:** Departments finalize FY 2017-18 requested budget and BCP data entry in PB. Confirm positions; include related approved RTCs as attachments (departmental access for Requested Budget data entry in PB closes 3/8/17)	All Depts	FMs
	8	ADVANTAGE PB Requested Budget/Stage 1 closed	A/C - ERP, CAO B&A	
	8-10	Mandatory PB 3.10 Budget Narratives Training and Lab	CAO B&A	J.P. Lopez B&A Team
	14	Board of Supervisors receives FY 2017-18 Three-Year Forecast (scheduled) & General Financial Policies (consent)	CAO B&A	L. Sanchez
	17	CAO Analysts complete preliminary data entry in PB for FY 2017-18 Recommended Budget	CAO B&A	CAO B&A
	17	Recommendation from Budget Director to CAO on available Fund Balance and budget augmentations	CAO B&A	P. Lewis
	17	Deadline: All departments submit Performance Measures to Joann Iwamoto (CAO's IG&LA division) for FY 2017-18 Recommended Budget Book	J. Iwamoto	All Depts.
	21	Other Fund Departments submit revised Fund Balance and Cancellations and Provisions for Reserves / Designations, if appropriate, for year-end estimate and Requested Budget.	Fund Mgrs, FMs	J.P. Lopez
	29	Budget Committee meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	23-24	Preliminary confirmation to departments regarding FY 2017-18 BCP requests	CAO	CAO, & B&A
	31	Department Heads Budget Workshop - Marina Library - 9am-4pm	CAO B&A	P. Lewis
	31	Communicate Layoff Positions to Budget Analyst and Central HR	HR & Finance - All Depts	
	31	Inform Central HR if extension is needed for filled Allocation on Loan Positions	HR & Finance - All Depts	
	31	**Deadline:** Departments finalize Requested Budget narratives, including approved BCP items.	All Depts	All Depts.
	31	Deadline: All departments submit Department First Page narratives to Joann Iwamoto (CAO's IG&LA division) for FY 2017-18 Recommended Budget Book	J. Iwamoto	All Depts.
	31	**Deadline:** Approved/finalized departmental performance measures, department first page narratives, and operational goals and accomplishments submitted to CAO B&A	CAO-IG&LA - J. Iwamoto	
	3/31-4/10	B&A Analysts revise Recommended Budget narratives and PB Stage 2 final data entry, based on OK'd BCPs (or reductions), third-quarter year-end estimate changes, and BoS approved budget modifications.	CAO B&A	CAO Analysts/ Dept. Hds. and Finance Staff
APRIL	3-5	Individual DH meetings w/CAO if appealing FY 2017-18 recommendations	CAO	Applicable DHs
	3	Board Report on Status on the Development of FY 2017-18 Recommended Budget begins Legistar workflow (for Special Budget Workshop of the Board on 4/11 - date subject to change)	CAO B&A	R. Escorcia
	4	Departments to submit Request for Change in Chart of Account for FY 2017 such as programs, activity, function, etc. related to Position Accounting	Applicable Depts	Depts and Auditor's
	7	**Deadline:** Departments update CAO B&A Analysts re: any significant changes to year-end estimate based on third quarter actuals.	Applicable Depts	Applicable Departments
	10	B&A Analysts make final adjustments to PB FY 2016-17 Year-end Estimate, if material, based on third quarter estimates.	CAO B&A	CAO B&A
	11	Special Meeting of the Board of Supervisors - Budget Workshop on the Status on the Development of the Recommended Budget - Board Chambers - 1:30pm-5pm (date subject to change)	CAO B&A	R. Escorcia P. Lewis D. Woods
	14	B&A Analysts finalize Recommended Budget data entry, including recommended BCPs and FY 2016-17 approved modifications.	CAO B&A	CAO B&A
	17	Verify balanced FY 2017-18 Recommended Budget	CAO B&A	P. Lewis
	17	Create PB to HRM "Draft" position worksheet for departments to review/confirm	A/C - ERP	
	4/19-5/9	Departments review "draft" position worksheet and confirm all positions, transfers, reorgs, reallocations, deletions, etc. (deadline 5/9/17)	HR & Finance - All Depts	
	21	CAO and Auditor-Controller review Year-end Estimated Fund Balance, Cancellations/Provisions for Designations & Reserves	CAO B&A	P. Lewis
	28	Budget Committee meeting (1:30 p.m. - Monterey Room)	CAO B&A	D. Woods

Budget Reporting and Development Schedule
FY 2016-17 and FY 2017-18

PLEASE NOTE: This schedule is subject to change.

	Date	Task/Issue	Lead	Responsible
MAY	1-11	Finalize proofing of all Budget Narratives, Functional write-ups, Exec. Summary, etc..	CAO B&A	CAO B&A
	1-11	B&A Analysts finalize Recommended Budget narratives, including Policy Considerations, Pending Issues, etc.	CAO B&A	CAO B&A
	5-11	B&A Analysts finalize review/quality control for Recommended Budget functional area narratives, charts, etc. Assure position codes and counts match against current year budget and Board approved modifications.	CAO B&A	CAO B&A
	9	Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book	CAO B&A & Auditor	J. Serrano
	10	**Deadline:** Dept. HR and finance sign off "Draft" PB to HRM position spreadsheet to Auditor's Office	All Depts	HR and Finance
	10	**Deadline:** All Advantage HRM transactions to reflect positions in PB have been workflowed through CAO B&A and HR	All Depts	All Depts.
	12	**Deadline:** Depts submit list to CAO B&A verifying details of any Board approved FY 2016-17 budget modifications that impact FY 2017-18 budget that are not included in Recommended Budget	Applicable Depts	
	12	Prepare Notice to Taxpayers to publish by 5/19 (10 days before Public Hearings)	CAO B&A	E. Johnson
	12	FY 2017-18 Recommended Budget goes to print	CAO B&A	CAO B&A
	17	FY 2017-18 Recommended Budget Summary Report(s) due in Legistar workflow (for BC)	CAO B&A	R. Escorcia
	19	Begin preparing "Adopted Budget" Board Reports for all agencies in Legistar, to be finalized immediately following Budget Hearings	CAO B&A	V. Fernandez
	19	FY 2017-18 Recommended Budget available for review by public & departments.	CAO B&A	CAO B&A
	26	BoS - FY 2017-18 Recommended Budget Agenda(s) posted (for 6/2-5 hearings)	CAO B&A	E. Johnson
	31	**Budget Committee** - receives FY 2017-18 Recommended Budget Summary	CAO B&A	P. Lewis R. Escorcia
JUNE	5 & 6	**FY 2017-18 Recommended Budget Hearings (6/5 & 6, if needed)**	CAO B&A	P. Lewis D. Woods
	7	**Deadline:** Submit detailed worksheet to Central HR and A/C-ERP for any position changes directed by Board at Budget Hearings	CAO B&A	J. P. Lopez
	7-8	Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings	CAO B&A	P. Lewis
	7-8	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	P. Lewis
	8	Create PB to HRM "Final" position spreadsheet for departmental review/verification	A/C - ERP, Central HR	
	7-9	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	V. Fernandez L. Sanchez
	7-9	Final "Adopted Budget" changes data entry in PB for all accounting details by department, all position changes in SBFS, verify through FSQs and Advantage reports **PB Stage 3**	CAO B&A	CAO B&A
	7-19	Finalize and workflow 9+/- individual Board Reports in Legistar for adoption of FY 2017-18 Budgets for all Board of Supervisors governed agencies and special districts (for 6/20 BoS mtg.)	CAO B&A	V. Fernandez L. Sanchez
	27	**Board of Supervisors Meeting** - Adoption of FY 2017-18 Budget	CAO B&A	P. Lewis D. Woods
	27-30	Department verification of budgets in FIN Advantage, Expense/Revenue query pages (MC-FIN-BA-0001/0003), Expense vs Budget/Revenue vs Budget	Finance Staff	All Depts
	28	**Deadline:** Position (PSMT) draft documents and employee (ESMT) draft documents updated and review completed. Dept. HR and finance sign off on position and employee documents to Auditor's office	**HR & Finance - All Depts**	
	28	Load PB to HRM "Final" position spreadsheet to HRM as draft documents	A/C - ERP	
	28	Load ESMT to HRM as draft documents	A/C - ERP	
	28-30	Position (PSMT) - Position Authorization (PAMT) - Employee (ESMT) documents finalized	A/C - ERP	
	28-30	PB approved FY 2018 budget data moved to FIN Advantage	A/C - ERP	
	28	**Budget Committee Meeting** (1:30 p.m. - Monterey Room).	CAO B&A	Various
JULY	1	Departments compare FY 2017-18 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.

DEPARTMENT
A department is an administrative and organizational division of the County with management responsibility for an operation or a group of operations.

EMPLOYEE BENEFITS
Amounts paid to or on behalf of employees but not included in the salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, Workers' Compensation payments, and Unemployment Insurance payments.

ENCUMBRANCE
An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances.

ENTERPRISE FUND
A fund established to account for certain functions which are primarily or partially supported by user charges. Natividad Medical Center is an Enterprise Fund.

EXPENDITURE
A payment made for goods delivered or services rendered during a fiscal year whether paid or unpaid at fiscal year end. An expenditure occurs in a governmental fund.

FINAL BUDGET
The approved plan for appropriations and estimated revenues for a fiscal year. Also referenced as "Adopted Budget."

FISCAL YEAR
The twelve-month period on which financial accounting is based. The fiscal year for Monterey County is July 1st through June 30th.

FUNCTION
A group of activities aimed at achieving an objective. For example, "Public Protection" is a function.

FUND
A fund is a fiscal and accounting entity; e.g., General Fund, Library Fund.

FUND BALANCE
Fund balance is an amount derived by the formula: "fund balance = assets – liabilities." All or a portion of this balance may be available to finance a succeeding year's budget.

GANN LIMIT
Annual appropriation limits established in accordance with Article XIIIB of the California Constitution. Paul Gann, president of California Taxpayers Association, was instrumental in placing the amendment on the November 1978 ballot.

GASB
Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States.

GENERAL FUND
The fund that supports general County services.

GENERAL FUND CONTRIBUTION
Local non-program revenues such as property taxes, sales and use tax, and transient occupancy tax which the Board of Supervisors appropriates through the annual budget process to supplement departments' program-specific revenues.

GRANT
A payment or series of payments from one governmental unit to another for a specific purpose and time period, e.g., child abuse vertical protection program.

IMPREST FUNDS
A sum of money to be used as petty cash.

INTRA FUND TRANSFER
An intra fund transfer is a non-reciprocal transfer of resources by one department to another in the same fund.

MEDI-CAL
The California Medical Assistance Program is the California Medicaid welfare program serving low-income families, seniors, persons with disabilities, children in foster care, pregnant women, and certain low-income adults.

NON-SPENDABLE FUNDS
Non-spendable funds are an amount that is not expected to be converted to cash such as inventories, prepaid items, long-term loans and notes receivable; or funds that are legally or contractually required to be maintained intact.

OBJECT TYPE OF EXPENDITURE
An object of expenditure is a major type of expenditure. For example: "Salaries and Benefits," "Services and Supplies," "Capital Assets" and "Other Charges."

OPERATING TRANSFER IN/OUT
The authorized transfer of funds from one fund/account/unit (Operating Transfer Out) to another made to support the normal level of operations of the receiving fund/account/ unit (Operating Transfer In).

REIMBURSEMENT
A reimbursement is a repayment from the funds responsible for particular expenditures or expenses to the funds that initially paid for them.

RESERVE
An amount set aside based on legal requirements.

RESTRICTED FUND
This Fund is restricted when constraints are imposed on the use of resources by external creditors, grantors, contributors, or laws or regulations of other governments; or imposed by law through constitutional provisions of enabling legislation.

REVENUE
Money received which can be used to finance County operations. For example: property taxes, sales taxes, fees, and state and federal grants.

SALARIES AND BENEFITS
Salaries and Benefits is a type of expenditure to satisfy employee-related costs.

SALARY SAVINGS
The dollar amount of salaries saved as a result of position vacancies.

SCHEDULE
A "Schedule" is a listing of financial data in a form and manner prescribed by a governing code, policy or standard.

SERVICES AND SUPPLIES
Services and Supplies is a type of expenditure for the operating expenses of County departments.

SPECIAL DISTRICT
A dependent (under the Board of Supervisors) or independent unit of local government generally organized to perform a single function. Examples: street lighting, water works, fire protection.

SUBVENTION
Subventions are payments by an outside agency for specific costs which originate in the County.

TAX REVENUE ANTICIPATION NOTE
A note of short term debt obligation issued by a state or local government with the understanding that a certain amount of taxes will be collected within an appreciable period of time.

TRANSIENT OCCUPANCY TAX
A California tax charged when occupying a room or other living space in a hotel, inn, motel, or other lodging for a period of less than 31 days.

UNASSIGNED FUNDS
This is the residual amount for the General Fund and represents fund balance that has not been restricted, committed, or assigned. The General Fund should be the only fund that reports a positive unassigned fund balance amount. The only classification that can report negative fund balances is the unassigned category.

USER CHARGES (USER FEES)
A fee for a public service paid by the party benefiting from the service.

VETPRO
An electronic data bank that ensures health care professionals have appropriate degrees and licenses, as well as track records of high quality and safe patient care.

VIACARE
The Monterey County Low Income Health Program which ended on December 31, 2013 as most members transitioned to Medi-Cal through the Central California Alliance for Health.

Glossary of Acronyms

AAA Area Agency on Aging

AAB Assessment Appeals Board

AAM American Alliance of Museums

AAP Aid to Adoptive Parents

AB Assembly Bill

ABC Alcohol Beverage Control

ABO Alternative Benefit Option Program

ACA Affordable Care Act

ACAO Assistant County Administrative Officer

ACMC Arts Council for Monterey County

ACS American College of Surgeons

ADA Americans with Disabilities Act

ADO Alternate Defender's Office

ADRC Aging and Disability Resource Connection

AEM Adobe Experience Manager

AFDC Aid to Families with Dependent Children

AFRP Animal Friends Rescue Project

AJCC America's Job Center of California

ALAE Allocated Loss Adjustment Expense

ALJ Administrative Law Judge

AMBAG Association of Monterey Bay Area Governments

AOC Administrative Office of the Courts

ARC Annual Required Contribution

AP Accounts Payable

APHSA American Public Human Services Association

APS Adult Protective Services

ARRA American Recovery and Reinvestment Act

ART Aggression Replacement Training

AS Animal Services

ASBS Area of Special Biological Significance

AV Audiovisual

AVA Actuarial Value of Assets

AWAG Animal Welfare Assistance Group

BCSD Boronda County Sanitation District

BEYR Budget End of Year Report

BJA Bureau of Justice Administration

BLL Blood Lead Levels

BLM Bureau of Land Management

BOS Board of Supervisors

BR&E Business Retention and Expansion

BSCC Board of State and Community Corrections

CACEO California Association of Clerks and Elections Officials

CAD Computer Aided Dispatch

CAFR Comprehensive Annual Financial Report

CAIR California Immunization Registry

CALA Community Action Linking Adolescents

CalFresh Federally known as the Supplemental Nutrition Assistance Program

CALHEERS California Healthcare Eligibility, Enrollment and Retention System

CALNOC Collaborative Alliance for Nursing Outcomes

CalOSHA California Division of Occupational Safety and Health

CalPERS California Public Employees Retirement System

CAO County Administrative Office

CAO County Administrative Officer

CAP Community Action Partnership

CARS Coordinated Assessment and Referral System

CASA Court Appointed Special Advocates

CASGEM California Statewide Groundwater Elevation Monitoring

CASP Community Alliance for Safety and Peace

CB C.A.R.E. Center Community Benefits: Community Assistance, Response and Eligibility

CBI Cognitive Behavior Intervention

CBI/UDS Care Based Incentive/Uniform Data System

CCAH Central California Alliance for Health

CCCP Criminal Court Collections Program

CCD Continuity of Care Document

CCDEH California Conference of Directors of Environmental Health

CCHC Central Coast Health Connect

CCI Coordinated Care Initiative

CCP Community Corrections Partnership

CCP Criminal Collection Program

CCR Continuum of Care Reform

CCS California Children's Services

CCTA California Coastal Trail Association

CDBG Community Development Block Grants

CDC Centers for Disease Control and Prevention

CDCR California Department of Corrections and Rehabilitation

CDFA California Department of Food and Agriculture

CDPH California Department of Public Health

CDS County Disposal Site

CDSS California Department of Social Services

CDVA California Department of Veterans Affairs

CEHA California Environmental Health Association

CEDS Comprehensive Economic Development Strategy

CEQA California Environmental Quality Act

CERBT California Employers' Retiree Benefit Trust

CERS California Environmental Reporting System

CERT Community Emergency Response Teams

CERT Corrections Emergency Response Team

CFD Community Facilities District

CFMG California Forensic Medical Group

CFP County Facility Payment

CGFM Certified Government Finance Manager

CHDP Child Health Disability Prevention

CHISPA Community Housing Improvement Systems and Planning Association, Inc.

CHPS Consumer Health Protection Services

CIAP Coastal Implementation Assistance Program

CIC Capital Improvement Committee

CIMIS California Irrigation Management Information System

CIP Capital Improvement Projects

CIW CERS Integration Wizard

CJIS Criminal Justice Information System

CJIS/SUSTAIN Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN)

CLPPP Childhood Lead Poisoning Prevention Program

CMIPS Case Management Information Payroll System

CMS Case Management System

CNC Creating New Choices

COB Clerk of the Board

COB Corrections Operations Bureau

COI Conflict of Interest

COBRA Consolidated Omnibus Budget Reconcilation Act

COLA Cost of Living Adjustment

COP Certificates of Participation

COPS Community Oriented Policing Services

COWCAP County Wide Cost Allocation Plan

CP3 Capitation Pilot Preparedness Program

CPOE Computerized Physician Order Entry

CPSP Comprehensive Perinatal Services and Postpartum

CSA County Self Assessment

CSA County Service Area

CSAC California State Association of Counties

CSBG Community Services Block Grant

CSD Customer Service Division

CSI Crime Scene Investigation

CSIP Castroville Seawater Intrusion Project

CSOC Children System of Care

CSOOC California Safety Officers Organization of California

CSUMB California State University, Monterey Bay

CSWP Community Service Work Program

CUPA Certified Unified Program Agency

CWDA County Welfare Directors Association of California

CWDB California Workforce Development Board

CWS Child Welfare Services

CWS/CMS Child Welfare Services Case Management System

CY Calendar Year

CY Current Year

CYE Current Year Estimate

CYO California Youth Outreach

DA District Attorney

DBA Database

DBW Division of Boating and Waterways

D&O Directors & Officers

DCO Data Center Operations

DCSS Department of Child Support Services

DDA Development and Disposition Agreement

DECAP Dependent Care Assistance Program

DHHS California Department of Health and Human Services

DIC Drop-In Center

DJJ Department of Juvenile Justice

DMV Department of Motor Vehicles

DNA Deoxyribonucleic acid

DOJ California State Department of Justice

DOT Department of Transportation

DPI Dramatic Performance Improvement

DRC Day Reporting Center

DRC Development Review Committee

DSA Development Set-Aside

DSRIP Delivery System Reform Incentive Pool

DSS Department of Social Services

DUI Driving Under the Influence

DWPS Drinking Water Protection Services

EAP Employee Assistance Program

EARC Election Administration Research Center

ECDI Early Childhood Development Initiative

EDA Economic Development Administration

EDD Economic Development Department of Monterey County

EDD Employee Development Department of California

EDMS Electronic Document Management System

EDS Enterprise Distributed Services

EECBG Energy and Efficiencies Community Block Grant

EEM Energy Efficiency Measures

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

GTF Gang Task Force

GRM Graduated Responses and Incentives Matrix

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 Association

NEHA National Environmental Health Association

NFP Nurse Family Partnership

NGEN Next Generation Public Safety Radio System Project

NGI Not Guilty by Reason of Insanity

NIMS National Incident Management System

NMC Natividad Medical Center

NOFA Notice of Funding Availability

NPDES National Pollutant Discharge Elimination System

NPM Non-Participating Manufacturers

NSP Neighborhood Stabilization Program

NTD National Trauma Database

OACC Operational Area Coordinating Council

OCESA Office of Community Engagement and Strategic Advocacy

OES Office of Emergency Services

OET Office of Employment and Training

OMB Office of Management and Budget

OPEB Other Post Employment Benefits

OR Operating Room

OTC Over the Counter

OWTS Onsite Wastewater Treatment Systems

OYAS Ohio Youth Assessment System

PC Penal Code

PCA Pollution Control Authority

PCSD Pajaro County Sanitation District

PD Public Defender

PDO Public Defender's Office

PEG Public, Educational and Governmental

PEI Prevention and Early Intervention

PEPRA Public Employees Pension Reform Act

PHIL Peninsula Health Information Link

PIC Public Improvement Corporation

PIP Placement Intervention Program

PLPD Public Liability and Property Damage

PMO Project Management Office

POST California Police Officers Standards and Training

PPACA Patient Protection and Affordable Care Act

PPO Preferred Provider Organization

PRC Postal Regulatory Commission

PRCS Post Release Community Supervision

PREA Prison Rape Elimination Act

PRIME Public Hospital Redesign and Incentives in Medi-Cal

PSA Professional Services Agreements

PSAP Public Safety Answering Point

PSP Professional Standards and Practices

PTAC Procurement and Technical Assistance Center

PTAF Property Tax Allocation Fee

PTO Paid Time Off

PW Public Works

QBRM Qualified Business Reply Mail

QI Quality Improvement

OJT On the Job Training

RA Reimbursement Agreements

RAC Realignment Allocation Committee

RCAC Rural Community Assistance Corporation

RDA Redevelopment Agency

RFP Request for Proposal

RFQ Request for Qualifications, Request for Quote

RME Rapid Medical Evaluation

RHNA Regional Housing Needs Assessment

RLF Revolving Loan Fund

RMA Resource Management Agency

ROI Return on Investment

ROPS Recognized Obligation Payment Schedule

RPTTF Redevelopment Property Tax Trust Fund

RRC Records Retention Center

RRD Records Retention Division

RRRS Recycling and Resource Recovery Services

RV Recreational Vehicle

SA Standard Agreements

SAC Sheriff's Advisory Council

SAFE Sexual Assault Felony Enforcement

SAMHSA Substance Abuse and Mental Health Services Administration

SAR Search and Rescue Team

SART Sexual Assault Response Team

SB Senate Bill

SCAAP State Criminal Alien Assistance Program

SCORM Sharable Content Object Reference Model

SCRAMP Sports Car Racing Association of the Monterey Peninsula

SCVSC South County Violence Suppression Collaboration

SD Security Division

SEAT Sheriff's Emergency Assistance Team

SED Seriously Emotionally Disturbed

SEEK Support for Educational and Employment Knowledge

SEMS Standard Emergency Management System

SET Science, Engineering, and Technology

SGMA Sustainable Groundwater Management Act

SHRM Society for Human Resources Management

SIP Self Improvement Plan

SIP System Improvement Plan

SIR Self Insured Retention

SMI Seriously Mentally Ill

SOD Sudden Oak Death

SRF Supervised Release File

SRPS Scenic Road Protective Structure

SSI Supplemental Security Income

SSI/SSP Supplemental Security Income/ State Supplementary Program

SSRC Silver Star Resource Center

STC Standards and Training for Corrections

STREAM Science, Technology, Reading, Agriculture, Math

SUD Substance Use Disorder

SVP Sexually Violent Predators

SVRP Salinas Valley Reclamation Project

SVWP Salinas Valley Water Project

SWAT Special Weapons and Tactical Team

SWMS Solid Waste Management Services

SWPPP Storm Water Pollution Prevention Plan

TAMC Transportation Authority of Monterey County

TANF Temporary Assistance for Needy Families

TB Tuberculosis

TBD To be determined

TDA Transportation Development Act

THPP Transitional Housing Placement Program

TLO Terrorism Liaison Officer

TMDL Total Maximum Daily Loads

TOC Temporary Occupancy Certifications

TOT Transient Occupancy Tax

TPA Third Party Administrator

TracNet Records/Jail Management System

TRAN Tax Revenue Anticipation Note

TTC Treasurer Tax Collector

UASI Urban Areas Security Initiative

UC University of California

UCCE University of California Cooperative Extension

UCR Usual and Customary Rate

UCSF University of California, San Francisco

UDS Uniform Data System

ULAE Unallocated Loss Adjustment Expense

UPS Uninterruptable Power Supply

UPS United Parcel Service

USDA United States Department of Agriculture

USDA-ARS United States Department of Agriculture - Agricultural Research Service

USERRA Uniformed Services Employment and Reemployment Rights Act

VA Veterans' Affairs

VAMP Vehicle Asset Management Program

VDR Visual Data Mining

VHF Very High Frequency

VIMS Veteran Information Management System

VLF Vehicle License Fees

VRP Vehicle Replacement Program

VSS Vendor Self Service

VTE Venous Thromboembolism

WAM Weighted Average Maturity

WAN/LAN Wide Area/Local Area Networks

WAP Work Alternative Program

WBD Workforce Development Board

WC Workers' Compensation

WIA Workforce Investment Act

WIOA Workforce Innovation and Opportunity Act

WIB Workforce Investment Board

WIC Women, Infants and Children

WIF Workforce Innovation Fund

WINS Work Incentives Nutrition Supplement

WPC Whole Person Care

WPR Work Participation Rate

YC Youth Center

YWCA Young Women's Christian Association

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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 infrastracture.

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 – WORKFORCE INVESTMENT BOARD / OFFICE OF EMPLOYMENT TRAINING (WIB OET): The WIB / 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 funds debt payments and related expenses for Certificates of Participation issued by the Public Improvement Corporation.

305 - BORONDA CO. SANITATION SEWER REVENUE: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District - Fund Balance transferred to BCSD in October 2010.

306 - BORONDA CO. SANITATION REVENUE BOND: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District.

309 - MOSS LANDING CO. SANITATION SEWER REVENUE BOND: This Bond Revenue Fund is used for sanitation for Moss Landing County Sanitation District.

310 - PAJARO CO. SANITATION SEWER REVENUE: This Bond Revenue Fund is used for sanitation for Pajaro County Sanitation District.

312 - CHUALAR CO. WATER SERVICE AREA: This Bond Revenue Fund is used for streets in Chualar County Service Area.

401 - FACILITIES MAINTENANCE PROJECTS: This fund tracks major maintenance projects that are one-time in nature, including any deferred maintenance or remodeling in existing County facilities.

402 - CAPITAL PROJECTS: The Capital Projects Fund tracks the construction costs of new County facilities and major renovations of existing ones financed with County funds.

403 – ENTERPRISE RESOURCE PLANNING: This fund is used to fund the Enterprise Resource Planning (ERP) business transformation strategy to integrate and coordinate the County's financial elements.

404 - FACILITY MASTER PLAN IMPLEMENTATION: The Master Plan Implementation Fund tracks the construction costs of new County facilities financed with debt.

405 – NGEN RADIO PROJECT: This fund supports the County's activities as the lead agency for the Next Generation (NGEN) Radio Project.

406 – REDEVELOPMENT OBLIGATION RETIREMENT FUND: This fund facilitates the payment of enforceable Redevelopment Agency obligations after the passage of ABx1 26 dissolved the Agency.

451 – NATIVIDAD MEDICAL CENTER: This Enterprise fund is for Natividad Medical Center operations.

452 - LAKE AND RESORT OPERATIONS: This Enterprise fund is for Lake Nacimiento and Lake San Antonio Resorts operations.

475 - GENERAL LIABILITY: The General Liability Internal Service Fund (ISF) contains expenses related to General Liability Insurance claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums.

476 – WORKERS' COMP FUND: The Workers' Compensation Internal Service Fund contains expenses related to Workers' Compensation claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums.

477 – BENEFIT PROGRAMS FUND: The Benefits Internal Service Fund contains revenue and expenditures related to the County's self-insured programs such as dental and vision insurance, disability insurance, as well as miscellaneous benefits.

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.

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