County of Monterey RECOMMENDED BUDGET

County of Monterey

RECOMMENDED BUDGET

Fiscal Year Ending June 30th

2020

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RECOMMENDED BUDGET

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

FISCAL YEAR ENDING

JUNE 30, 2020

LUIS A. ALEJO	1ST DISTRICT
JOHN M. PHILLIPS (CHAIR)	2ND DISTRICT
CHRIS LOPEZ (VICE CHAIR)	3RD DISTRICT
JANE PARKER	4TH DISTRICT
MARY L. ADAMS	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, 2018. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

County of Monterey

California

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

County of Monterey
Board of Supervisors

Mission Statement

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

Luis A. Alejo
District 1

John M. Phillips
District 2

Chris Lopez
District 3

Jane Parker
District 4

Mary L. Adams
District 5

ABOUT THE COVER

This year's Recommended Budget Book features images from the 3rd Supervisorial District of Monterey County. All photos were taken by Supervisor Chris Lopez.

1. **The Santa Lucia Mountains,** rising steeply from California's Central Coast, is one of the most environmentally complex and biologically rich areas in the state. The ecological significance of the Santa Lucia Mountains was recognized most recently with the passage of the Big Sur Wilderness and Conservation Act of 2002 which added 37,000 acres to the Ventana Wilderness in the heart of the range and nearly 20,000 acres to other nearby wilderness areas. This photo was taken high in the Santa Lucia Mountains looking East towards King City.

2. **Pinnacles National Park** is a landscape unlike any other. Travelers can journey through the grasslands, chaparral, oak woodlands, and canyon bottoms. Visitors can hike the 32 miles of trails which are decorated during the spring months with California poppies, bush lupine, mariposa lilies and a variety of other wildflowers. Pinnacles National Park is also home to the highly endangered California Condor. It is one of four sites where captive-bred condors are released to live in the wild, and many of these birds live out their lives flying between Pinnacles National Park and the Big Sur coast.

3. **Arroyo Seco** offers a great escape from bustling city life, into the mountain air and provides access to a variety of outdoor recreation opportunities. Camping and hiking trails are available near the Arroyo Seco River and provides moments for families to come together. The drive to Arroyo Seco includes beautiful landscapes such as vineyards as far as the eye can see.

4. **River Road Wine Trail** offers wine tasting rooms, located primarily along the River Road / Foothill Road corridor, on the Santa Lucia Highlands bench above the Salinas Valley. Less than 20 miles east from Monterey and Carmel, and about seventy minutes south of San Jose, the River Road Wine Trail has become one of the Central Coast's premiere wine touring destinations. Warm sun, cool fog, ancient soils: all essential components to the winegrower's art. Monterey County stands alone in crafting wines of exceptional flavor, character, and balance. Today, over 4,700 wine grape acres are currently under cultivation in the Highlands, with Pinot Noir being the district's go-to poster wine. The winegrowers of the Santa Lucia Highlands are innovators. Almost every single vineyard is a living laboratory, with new clones, trellising systems, and farming regimens being continuously explored. This photo was taken near Greenfield looking towards River Road.

5. **Santa Lucia Mountains** are a rugged mountain range running from Monterey County southeast for 105 miles into central San Luis Obispo. The Santa Lucia Mountains consists of upland conifer forests and rolling, sunbaked grasslands to fog-shrouded redwood gulches, and nearly half of California's native plants can be found within it. Through the available hiking trials, many can bask in the beauty of Monterey County. This photo was taken up in the Santa Lucia Mountains overlooking King City.

6. **Los Padres National Forest** is one of the great treasures of the United States, the Los Padres National Forest is 1.75 million acres of diverse parkland, including many unspoiled, primitive wilderness areas. Los Padres National Forest spans five counties: Monterey, San Luis Obispo, Santa Barbara, Ventura, and Kern. In Monterey County, Los Padres National Forest extends through Big Sur and out toward the Salinas Valley. It houses redwood groves, the California condor, and provides a refuge for 468 species of fish and wildlife, as well as endangered and sensitive plant species. With 323 miles of hiking trails in the Monterey District of the Los Padres National Forest, even the most dedicated outdoor enthusiast could spend weeks exploring the area without walking twice in the same place.

Fiscal Year 2019-20 Recommended Budget

Submitted by
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Prepared by
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Budget and Analysis Division

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Administrative Analyst
Department of Social Services
Military & Veterans' Affairs Office
Public Defender
Library
Civil Rights Office
Labor Relations Liaison

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Administrative Analyst
Emergency Communications
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Sheriff-Coroner
District Attorney
Prop 172 Forecast

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

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County Budget Director
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County Policy Review and Analysis
Staff to Budget Committee (Secondary)
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Water Resources Agency
Capital Asset ISF Management
Information Technology
Human Resources
System Lead
Training Lead
Debt Issuance
Fund Balance Reconciliation
Budget Book Production

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Administrative Analyst
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Cooperative Extension Department
Resource Management Agency
Elections Department
Child Support Services

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

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

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Rocio Quezada
Executive Support Staff
Budget Committee Support Staff
Capital Improvement Committee
Support Staff
Budget Workshops Coordinator
Budget Hearings Coordinator

About Monterey County

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

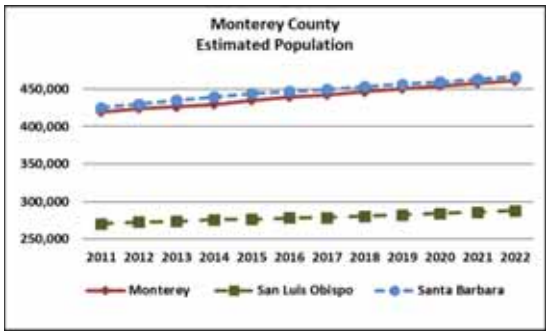
Monterey County Quick Facts	
Square Miles	3,771
Coastline Miles	90
Number of cities	12
Number of road miles maintained	1,235.31
Number of bridges maintained	175
Number of County library branches	17
Library Card holders	220,896
Number of hospitals	4
Number of County Parks	9
Number of State Parks/Beaches	18

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

Created in 1850, Monterey County was one of the original counties of California 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.

Population



Source: State of California, Department of Finance, Report P-1: State & County Population, January 2018

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 450,846 in 2019.

Monterey County's population growth parallels growth in comparable counties of San Luis Obispo and Santa Barbara. The projected change in total population from 2018 to 2019 is 1% (446,873 to 450,846), consistent with Monterey County's population growth trend over the past 50 years.

Salinas represents the largest city in Monterey County with over 161,784 residents. The cities of Seaside, Monterey, Soledad and Marina form the second largest group in population ranging from 22,424 to 34,270 residents each. The smallest cities include Sand City, Del Rey Oaks and Carmel-by-the-Sea with populations ranging from 394 to 3,750. The population for the unincorporated areas of Monterey County is 107,264.

Area	Population	% of Total
Carmel-By-The-Sea	3,750	1%
Del Rey Oaks	1,692	0.4%
Gonzales	8,587	1.9%
Greenfield	18,007	4.1%
King City	14,880	3%
Marina	22,424	5%
Monterey	28,323	6%
Pacific Grove	15,660	4%
Salinas	161,784	37%
Sand City	394	0.1%
Seaside	34,270	8%
Soledad	26,246	6%
unincorporated	107,264	24%

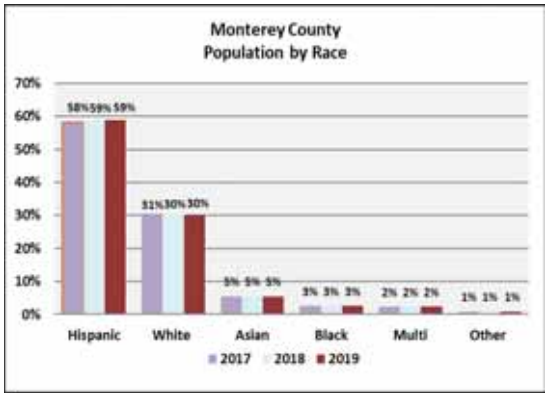
Source: State of California, Department of Finance E-1 Report, May 2018

Monterey County's population is relatively young with 43% of residents under the age of 30. The next largest age group consists of adults between the ages of 30-59 comprising 37% of the population. Older adults ages 60 to 100+ make up the County's smallest age group at 20%. The median age for Monterey County's population is 34 years, compared to 37 years for the State of California.

Monterey County 2019 Estimated Population By Age Groups	
Age	Population
0-9	64,134
10-19	66,479
20-29	65,349
30-39	60,449
40-49	56,898
50-59	49,788
60-69	45,031
70-79	27,168
80-89	12,140
90-99	3,507
100+	119

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

Monterey County's population reflects its diverse community. The Hispanic population grew by 1% between 2017 and 2019, while the White population decreased by 1% over the same time. The Asian population, decreased by 1%, while Black and all other groups experienced very little growth and remain at the same percentage.



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

Income

Monterey County's economy is primarily based upon tourism in the coastal regions and agriculture in the Salinas Valley. It is also 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 2017, Monterey County had a per capita personal income of $27,168 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	27,168	63,249	11.9%
San Luis Obispo County	33,972	67,175	11.9%
Santa Barbara County	32,872	68,023	14.2%
Santa Clara County	48,689	106,761	7.5%
California	33,128	67,169	13.3%

Source: U.S. Census Bureau, QuickFacts 2017

The Median Household Income in Monterey County is $63,249 which is 6% below the statewide average and the lowest compared to neighboring counties.

Monterey County's poverty level is lower than the statewide average of 13.3%, while Santa Barbara County has the next highest at 14.2% and Santa Clara County has the lowest of neighboring counties at 7.5%.

Employment and Industry

Since 2013, agriculture has been the top industry in the County. According to the 2014 "Economic Contributions of Monterey County Agriculture Report" completed by the Monterey County Agricultural Commissioner, the total economic contribution of agriculture is $8.1 billion and accounts for 76,054 jobs in the County. The second largest employer was the government sector with 34,380 jobs and an output of $4.5 billion. The third largest industry was real estate with an output of $3.5 billion. The hospitality industry also impacts the economy, accounting for 24,390 jobs. The chart that follows lists the major employers in Monterey County.

Employer Name	Industry
Al Pak Labor	Labor Contractors
Azcona Harvesting	Harvesting-Contract
Bud of California	Fruits & Vegetables-Growers & Shippers
Carol Hatton Breast Care Ctr.	Clinics
Casa Palmero at Pebble Beach	Hotels & Motels
Community Hospital-Monterey	Hospitals
County-Monterey Behaviorial	Health Services
Dole Fresh Vegetables Company	Fruits & Vegetables-Growers & Shippers
Dutra Farms	Grocers-Wholesale
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
Natividad Medical Center	Hospitals
Naval Postgraduate School	Schools-Universities & Colleges
Pebble Beach Co.	Resorts
Pebble Beach Resorts	Resorts
Presidio of Monterey	Military Bases
Quality Farm Labor	Labor Contractors
RC Packing	Packing & Crating Service
Salinas Valley Memorial Healthcare	Hospitals
Salinas Valley Memorial Hospital	Hospitals
Taylor Farms	Fruits & Vegetables-Growers & Shippers
US Defense Department	Government Offices- US
US Defense Manpower Data Center	Government Offices- US

Source: State of California Employment Development Department

Labor Force and Unemployment

Labor Force 2018 Annual Averages	
Labor Force	224,100
Employment	210,000
Unemployment	14,000
Unemployment Rate	6.3%

Source: California Employment Development Department Labor Market Information Division, Historical Unemployment Rate & Labor Force Data Tables 2019

Monterey County's annual unemployment rate in 2018 was 6.3%. This compares with an annual unemployment rate of 4.2% for California and 3.9% for the nation during the same period. Monterey County's jobless rate remains higher than both the State and the nation.

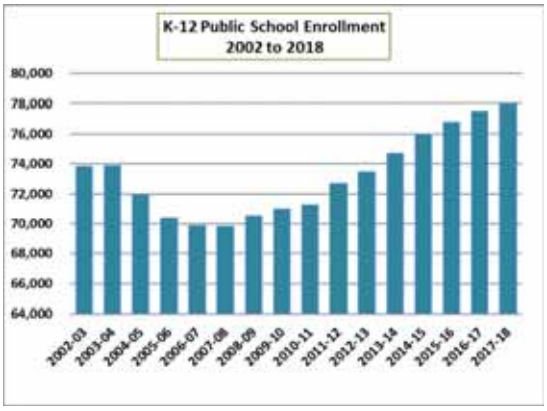
Occupational Share of Employment for Monterey County		
Occupation	May 2017 Employment Estimates	1 Qtr. 2018 Hourly Wage
Farming, Fishing, and Forestry	19%	$13.48
Office and Administrative Support	11%	$20.42
Food Preparation and Serving-Related	10%	$14.38
Sales and Related	9%	$19.25
Education, Training, and Library	8%	$32.01
Transportation and Material Moving	6%	$18.67
Management	4%	$57.09
Personal Care and Service	4%	$14.82
Healthcare Practitioners and Technical	4%	$52.80
Installation, Maintenance, and Repair	4%	$26.51
Building & Grounds Cleaning & Maintenance	3%	$17.21
Production	3%	$18.57
Business and Financial Operations	3%	$37.95
Protective Service	3%	$31.69
Construction and Extraction	3%	$27.49
Healthcare Support	2%	$20.14
Community and Social Services	1%	$27.40
Computer and Mathematical	1%	$47.22
Arts, Design, Entertainment, Sports, & Media	1%	$26.90
Life, Physical, and Social Science	1.0%	$42.07
Architecture and Engineering	0.6%	$43.64
Legal	0.4%	$47.42

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

According to the State of California Employment Development Department's Labor Market Division, Monterey County's local economic strength lies in occupations that generally pay lower wages, explaining why the per capita income levels are relatively low compared to nearby counties. In Monterey County, 19% of the labor force consists of occupations in Farming, Fishing, and Forestry. In the first quarter of 2018, the median hourly wage was $13.48 per hour. The second highest occupational category is Office and Administrative Support, accounting for 11% of the workforce with a median wage of $20.42 per hour. Food Preparation and Serving-Related occupations represent the third largest share of Monterey County's employment, with 10% and a median wage of $14.38 per hour. The top three occupations in Monterey County represent 40% of all employment. Monterey County continues its efforts to attract more highly skilled jobs to the local economy by encouraging its residents to seek higher educational opportunities that will in turn create a more highly skilled labor force.

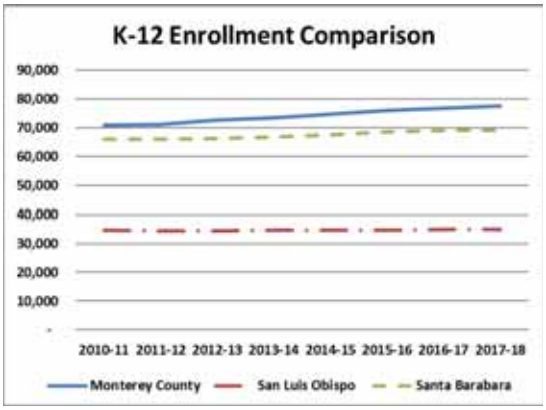
Education

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



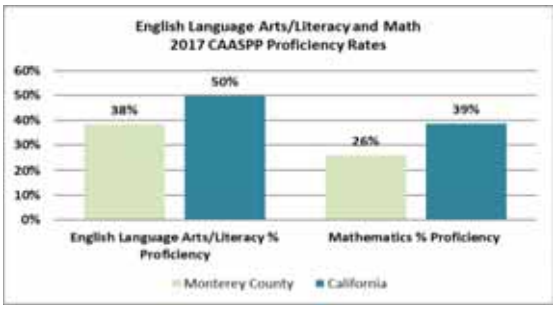
Source: California Department of Education

Enrollment in K-12 Public Schools in 2017-18 was 77,954 in Monterey County. After experiencing continuous declines in enrollment growth, Monterey County's K-12 enrollment began growing steadily in 2009. Since 2009, enrollment in Monterey County has grown by 9.9%.



Source: California Department of Education

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



Source: California Department of Education

Historically, educational attainment in Monterey County, along with other measures of educational performance, has lagged behind California and other Central Coast counties. In recent years, Monterey County began to close the gap with respect to English Language Arts/Literacy and Math proficiencies. However, a comparison of Monterey County to the State shows that Monterey County still lags behind in proficiency when comparing the California Assessment of Student Performance and Progress (CAASPP) test results.

High School Graduation Rates
2015 to 2018

County	2015	2016	2017	2018
Monterey	84.5%	85.5%	83.9%	84.7%
San Luis Obispo	91.5%	92.3%	90.4%	91.5%
Santa Barbara	87.9%	88.6%	86.7%	87.4%
California	82.3%	83.8%	82.7%	83.0%

Source: California Department of Education, Dataquest

Monterey County continues to post lower graduation rates compared to neighboring counties. However, between 2015 and 2018, Monterey County's high school graduation rate increased from 84.5% to 84.7% 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.

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,

education and research institutions located within Monterey County contribute approximately $1.9 billion to the local economy, including more than $316 million in research and grant funding. More than 15,000 faculty, staff and researchers are directly employed by these institutions and some 83,000 students are enrolled annually.
Institutions include:

- Brandman University
- Cabrillo College
- California Department of Fish & Wildlife (CDFW) Marine Region
- California State University, Monterey Bay
- Central C e
- Defense stitute, Foreign Language Center
- Defense Manpower Data Center
- Elkhorn Slough National Estuarine Research Reserve
- Fleet Numerical Meteorology & Oceanography Center, US Navy
- Gavilan College
- Golden Gate University
- Hartnell College
- Hopkins Marine Station
- Stanford University
- Monterey Bay Aquarium
- Monterey Bay Aquarium Research Institute (MBARI)
- Monterey College of Law
- Monterey Bay National Marine Sanctuary
- Monterey Institute of International Studies
- Monterey Peninsula College
- Moss Landing Marine Laboratories
- Pacific Fisheries Environmental Laboratory (National Oceanic & Atmospheric Administration (NOAA))
- Panetta Institute for Public Policy
- National Weather Service (NOAA)
- Naval Postgraduate School
- Naval Research Laboratory
- U.S. Geological Survey (USGS), Pacific Science Center
- University of California, Santa Cruz (UCSC)

Social Services

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

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

CalWorks FY 2017-18		
Annual Applications Approved vs Denied		
County	Approved	Denied
Monterey	2,336	4,660
San Luis Obispo	775	1,264
Santa Barbara	1,918	2,490
California	182,626	245,587

Source: California Department of Social Services, CalWORKS Annual Summary March 2019

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		
County	Recipients	Population %
Monterey	51,274	11.6%
San Luis Obispo	17,379	6.2%
Santa Barbara	39,357	8.7%
California	4,212,342	10.7%

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

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

Monterey County Snap Shot		
	Monterey	California
Health Care		
Uninsured adults	15%	12%
Uninsured children	5%	4%
Health Care costs*	$7,588	$9,100
Social & Economic Factors		
Children in poverty	19%	20%
Homicides (per 100,000 population)	11	5
Physical Environment		
Air pollution-particulate matter	7.6	8

Source: County Health Rankings 2018
** 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 most 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 2017, Monterey County accounted for a production value of over $4.4 billion in crop farming, which was 4.0% over the previous year.

Gross Production Value		
Categories	2017 Total Value	2016 Total Value*
Vegetable Crops	$ 3,006,857,000	$ 2,817,031,000
Fruit & Nuts	$ 1,034,072,000	$ 1,056,777,000
Nursery Crops	$ 256,103,000	$ 276,423,000
Livestock & Poultry	$ 101,413,000	$ 80,465,000
Field Crops	$ 21,675,000	$ 20,947,000
Seed Crops & Apiary	$ 5,306,000	$ 4,429,000
TOTAL:	$ 4,425,426,000	$ 4,256,072,000

*Source: Monterey County Report 2017, *Adjusted Figure*

Monterey County is known as "The Salad Bowl of the World" and the gross production values for 2017 reaffirm it with a total vegetable crop value of $3.0 billion.

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

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

Monterey County farmers are among the most productive and efficient in the world growing more than 150 crops. The table that follows shows that the top two crops in 2017 were leaf lettuce and strawberries as in the prior year.

Crops	2017 Crop Value	2017 Crop Ranking	2016 Crop Ranking
Leaf Lettuce	$ 829,750,000	1	1
Strawberry	$ 685,758,000	2	2
Head Lettuce	$ 502,508,000	3	3
Brocoli	$ 410,403,000	4	4
Nursery	$ 256,103,000	5	5
Wine Grapes	$ 239,027,000	6	6
Cauliflower	$ 204,144,000	7	7
Celery	$ 189,515,000	8	8
Misc. Vegetables	$ 173,559,000	9	9
Spinach	$ 135,104,000	10	10
Mushrooms	$ 105,538,000	11	11
Beef Cattle	$ 101,413,000	12	12
Brussels Sprouts	$ 76,384,000	13	13
Raspberries	$ 50,184,000	14	19
Artichokes	$ 49,350,000	15	21
Peas	$ 48,920,000	16	22
Kale	$ 46,206,000	17	20
Spring Mix	$ 44,506,000	18	15
Cabbage	$ 41,496,000	19	14
Lemon	$ 38,646,000	20	17
Onions, Dry	$ 32,522,000	21	24
Carrots	$ 32,052,000	22	20
Rangeland	$ 19,128,000	23	25
Anise/Fennel	$ 17,898,000	24	-
Chard	$ 16,224,000	25	-
Blackberry	$ 12,098,000	26	-

Source: Monterey County Crop Report 2017

Hospitality

Monterey County has long been a tourist destination attracting nearly 4.6 million visitors annually. According to the 2016-17 Annual Report published by the Monterey County Convention & Visitors Bureau, tourism spending was $2.8 billion supporting 25,220 jobs in the County. The County has a worldwide reputation with widely recognized destinations such as Big Sur, Pebble Beach, Carmel-by-the-Sea, and Monterey – and attractions such as Monterey Bay Aquarium, National Steinbeck Center, 17-Mile Drive, Cannery Row, Fisherman's Wharf, Pinnacles National Park, and the Monterey Wine Country.

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

COUNTY DEPARTMENT SPOTLIGHT

MONTERY COUNTY ASSESSOR - COUNTY CLERK -RECORDER

The Assessor-County Clerk-Recorder is an elected position overseeing three units: Assessor, County Clerk and Recorder. The Assessor's office is responsible for calculating the assessed value of all taxable real and business property in Monterey County. The County Clerk's responsibilities include: issuing marriage licenses and fictitious business name statements; filing documents such as oaths of office and notary bonds; and registering process servers. Responsibilities of the Recorder's Office include: maintaining and recording various land and finance documents for Monterey County; issuing certified copies of marriages, birth and death records; and collecting documentary transfer tax when applicable.

The Department consists of 68 employees with 51 employees in the Assessor's Office and 17 employees in the County Clerk/Recorder's office. The Assessor – County Clerk – Recorder is located at 168 W. Alisal St. 1st Floor, Salinas, CA 93901. The Assessor's office can also be contacted via telephone at (831) 755-5035 and the County Clerk/Recorder's office can be contacted via telephone at (831) 755-5041 or visit the website *www.co.monterey.ca.us/assessor.*

Department Highlights

- Property Tax collected from properties assessed by the Assessor's Office accounts for approximately two-thirds of the discretionary revenue in Monterey County.
- Current assessed value of property in Monterey County is in excess of $66 billion, generating over $660 million for local government agencies and schools.
- Operations of the County Clerk-Recorder's Office are financed almost entirely by program revenue.
- Clerical staff in the County Clerk-Recorder's Office is cross-trained for efficiency and improved customer service.

Strategic Initiatives

- Streamline operations for greater accountability and efficiency of service delivery.
- Produce cost savings with an accurate and timely assessment roll.
- Provide quality customer service in a courteous and professional manner.

History of the Assessor-County Clerk-Recorder

The Assessor-County Clerk-Recorder's Office was consolidated in 1994 pursuant to Ordinance No. 3743. Prior to the consolidation, the Assessor and the County Clerk-Recorder were two separate departments.

Assessor Functions

The Assessor's determines the assessed value of each parcel in Monterey County. California's property tax laws require each property to a have value for property tax purposes.

- Real Property Appraisal
- Business Property Appraisal
- Mapping
- Change of Ownership
- Customer Service and Exemptions

Other duties:

Assessment Appeals

Differences of opinion about the assessed value of property which cannot be resolved by taxpayer discussion with the Assessor's Office may be appealed to the Assessment Appeals Board (AAB). This is a body of three persons appointed by the Board of Supervisors. The Appeals Board considers evidence presented by the property owner and the Assessor's Office at a formal hearing. The Appeals Board then establishes a value for the property.

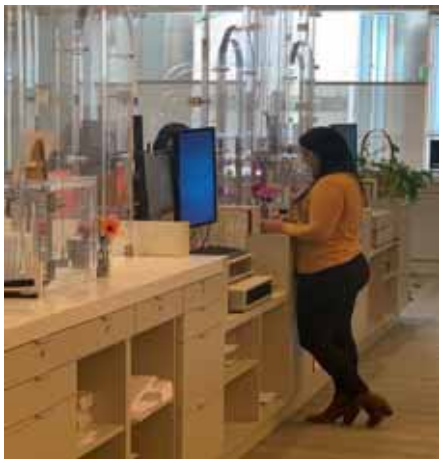
Appeals of regular assessments must be filed between July 2nd and November 30th.

County Clerk Functions

The County Clerk's responsibilities include, but are not limited to:

- Issuing marriage licenses
- Filing fictitious business name statements
- Maintaining an index and image of all statutorily mandated filed documents in the County Clerk's Office for public access as permitted by law
- Processing notary registrations and bonds
- Registering process servers

Recorder Functions



The Recorder's responsibilities include, but are not limited to:

- Recording documents and filing maps
- Maintaining an index and image of all statutorily mandated recorded and filed documents in the Recorder's Office for public access as permitted by law
- Issuing certified copies of marriage, birth, and death records
- Collection of Documentary Transfer Tax on transfers of real property

Types of documents recorded:

- Real Property Records – deeds, leases, notices of completion
- Financing Documents – trust deeds, notices of default, reconveyances, financing statements
- Maps – subdivision, parcel, survey
- Military Discharges
- Mechanics' Liens
- Tax Liens/Releases

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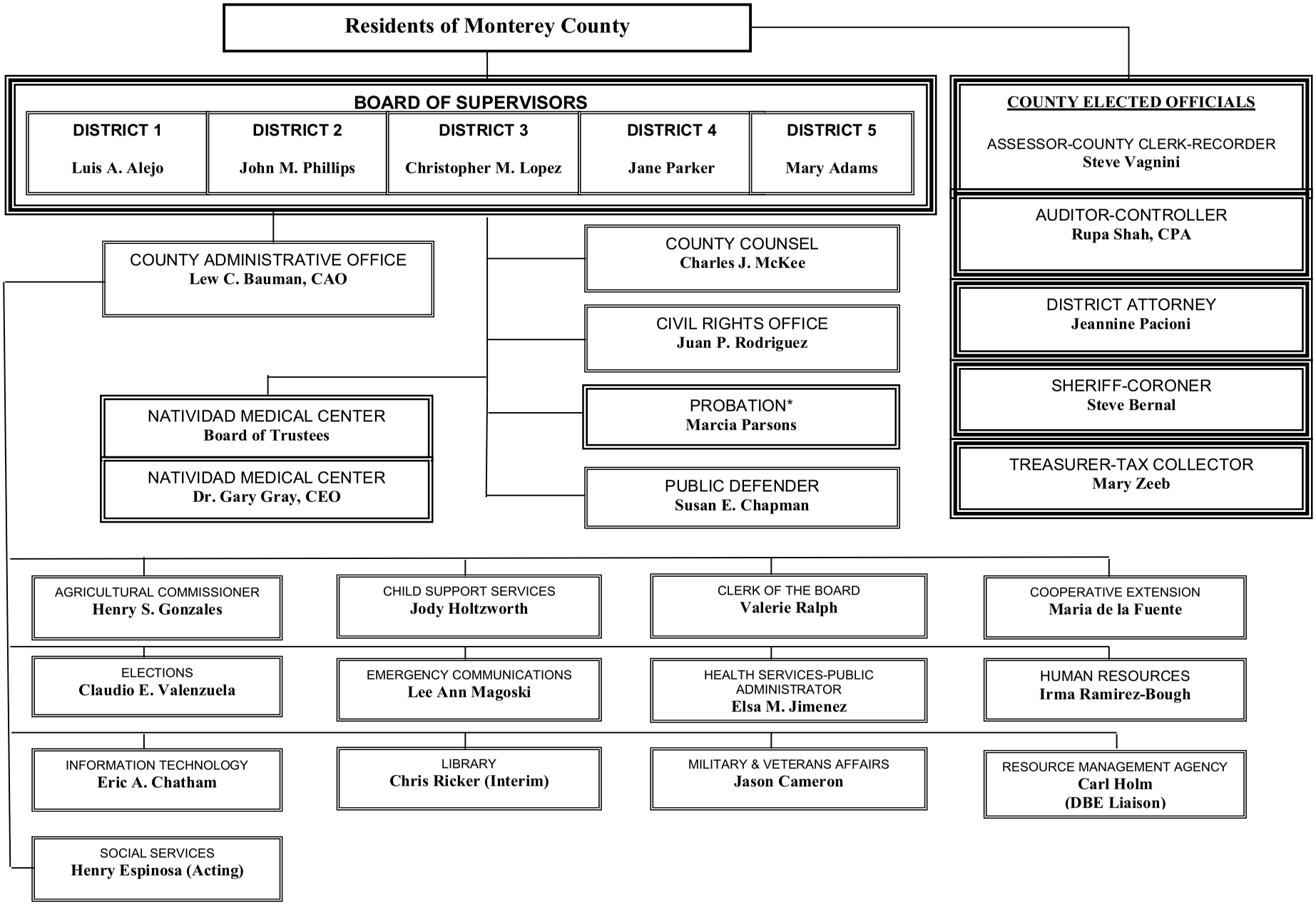
COUNTY OF MONTEREY



Updated: 03/22/19

*appointed by Superior Court

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Executive Summary

County Administrative Officer's Message

The County Administrative Office is pleased to present the *Fiscal Year (FY) 2019-20 Recommended Budget.* The recommended spending plan for the County of Monterey allocates resources consistent with your Board's priorities and policies. The budget maintains status quo operations across County services and makes strategic investments in our communities within the framework of prudent financial management.

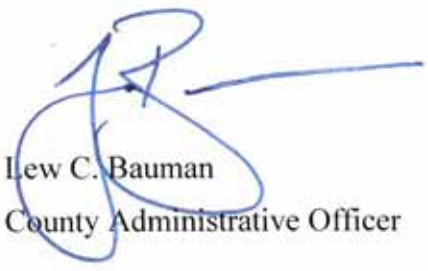
The Recommended Budget proposes a balanced $1.5 billion spending plan, an increase of $25.8 million (1.7%) over the current year adopted budget and supports a workforce of 5,359 employees. Under your Board's leadership, the County reserved prior year operating surpluses for important future needs. The Recommended Budget includes use of $29.6 million in reserves for capital projects, health and public safety realignment programs, and other appropriate one-time expenses.

The County continues to face fiscal pressures that consume revenue growth including rising pension contributions, health care premium increases, and higher general liability insurance costs. These and other pressures require $9.1 million in augmentations to County departments, consuming most of next year's estimated discretionary revenue growth, to sustain current staffing and operations. This spending plan also adds 60 new staff and $4.3 million to expand vital programs in public safety, early childhood education, prevention, and homeless services. Examples include funding 23 positions to protect the safety of inmates and employees in the expanded jail, 12 new staff for health programs supported by fee revenue, contributions to First 5 Monterey County/Bright Beginnings programs serving young children, permanent funding to support current homeless services, an additional position bolstering the Military and Veterans' Affairs Office, and new staff to support the cannabis program. In addition, next year's budget continues information technology infrastructure projects that promote operational continuity and efficiencies.

Public Budget Hearings commence on June 3, 2019, where staff will present an overview of the spending plan and needs that remain unfunded due to resource limitations. Your Board will also hear presentations from Department Heads and receive input from individuals and organizations within the community. During the hearing, your Board may make additions, deletions or modifications to the recommended spending plan.

I want to thank your Board for its leadership and responsible financial oversight that has made it possible to shore up reserves in the past and prepare for the future. I also thank Department Heads for their leadership in navigating an increasingly challenging fiscal environment and our employees who continue providing exceptional services to our community.

The following budget overview provides your Board and the public a summary of the County's spending plan for next fiscal year.



Lew C. Bauman
County Administrative Officer

Budget Overview

Current Financial Condition

County staff projects positive revenue trends to continue into next fiscal year given current economic conditions. Property assessments remain strong and are the primary driver in discretionary revenue growth. While the economy is doing well, the risk of recession is real. The current economic expansion is the longest in US modern history, lasting 118 months thus far, or nearly 10 years.

In March, staff presented the Forecast which revealed an estimated $14.1 million deficit next fiscal year to continue existing operations. The Forecast projected discretionary revenue growth of $11.4 million next year due to favorable property tax collections. However, despite a continued positive economic outlook, the County faces cost pressures to continue current service level operations. The primary factors contributing to the baseline deficit include inflationary pressures such as rising pension contributions and health insurance premiums, higher costs to run internal service fund programs such as the workers' compensation and general liability programs, and increased formula-driven contributions to outside agencies or other funds. The deficit did not include future wage increases pending negotiated labor agreements, nor did it include other emerging unfunded costs such as additional staffing needed for the jail expansion, deferred maintenance and capital improvements at the Lakes, or repairs to South County dams.

Since the Forecast was presented, staff has continued to refine revenue projections for next fiscal year and work with departments to find solutions for anticipated budgetary impacts. The Recommended Budget seeks to maintain current service level operations and expand services in the highest priority initiatives for the County, such as prevention programs, early childhood education, and public safety. This Recommended Budget implements solutions described later in the report that support $15.5 million in augmentations and save 61.5 positions (including 56 filled positions). However, many needs remain unfunded due to fiscal constraints.

Recommended Budget – All Funds

The Recommended Budget for all funds, departments and programs totals $1.5 billion next fiscal year. The Recommended Budget includes 5,359 authorized positions. Significant changes since adoption of the FY 2018-19 budget include:

- **Appropriations increase $25.8 million.** Rising cost pressures and expansion of services require appropriation increases of $10.5 million in the general fund, $17.7 million in the road fund, $7.7 million for Natividad Medical Center (NMC), $21.5 million in behavioral health, and $7.7 million in realignment funds for health, welfare, and public safety programs. Appropriations for capital project funds on the other hand decrease significantly ($53 million) over the current year adopted budget due to the expected completion of the jail expansion next fiscal year as well as the completion of other projects such as the East-West Wing building, NGEN project, and jail security improvements in the current year.
- **Revenue increases $56.6 million.** Major revenue increases include $11.1 million in the general fund, $22.0 million in the road fund due to improvement in Measure X and SB1 revenue, $23.9 million in NMC, and $20.4 million in behavioral health due to reimbursements from State and federal agencies for expanded mental health programs. Realignment funds for public safety, health, and social services programs also experience growth in revenue due to continued positive sales tax collection

by the State. Offsetting these revenue increases is significantly lower revenue in capital project funds next fiscal year due to the expected completion of major capital projects.

- **Rising labor costs**. Next fiscal year, salary and benefit costs for the County's workforce totals $710.7 million, a $44.4 million increase over the adopted budget. The Recommended Budget does not include wage increases for most bargaining units, whose agreements expire in the current year. NMC accounts for the largest increase ($15.2 million) due to added staff and authorized wage increase for nurses who belong to one of the few bargaining units with agreements extending into next fiscal year. Other rising costs include pension contributions and health insurance premiums, increasing $9.2 million and $8.2 million, respectively, over the current year adopted budget (all funds). The Recommended Budget also reflects an increase of 120 positions from the current year adopted budget, with most of the increase in behavioral health and NMC, supported with program revenue. Of the 120 additional positions, 60 were added during the current fiscal year and another 60 are included in the Recommended Budget as augmentations.

All Funds	2017-18 Actual	2018-19 Adopted	2019-20 Recommended
Expenditures			
Salaries & Benefits	$ 627.0	$ 666.3	$ 710.7
Services & Supplies	379.1	361.9	395.2
Other Charges	126.9	119.9	126.4
Fixed Assets	109.4	134.1	67.3
Op. Transfers Out / Other Financing	348.0	230.0	238.6
Extraordinary Items	-	2.4	0.2
Contingencies	-	4.7	6.7
Total Expenditures	**$ 1,590.4**	**$ 1,519.2**	**$ 1,545.0**
Revenues			
Taxes	$ 229.8	$ 224.0	$ 238.2
Licenses, Permits & Franchises	22.2	24.1	22.9
Fines, Forfeitures & Penalties	9.7	10.9	11.3
State & Federal Aid	614.2	550.8	578.5
Charges for Current Services	430.9	377.1	402.5
Other Revenues	412.5	271.8	262.0
Total Revenues	**$ 1,719.3**	**$ 1,458.8**	**$ 1,515.4**
Use of Fund Balance	**$ (128.8)**	**$ 60.5**	**$ 29.6**
FTE Positions	**5,316.9**	**5,238.6**	**5,358.5**

*Numbers may not add up due to rounding.

- **Recommended use of fund balance is $29.6 million for planned, one-time needs.** Of this amount, $17.6 million is for one-time expenses in the general fund. The remaining (non-general fund) fund balance is primarily for capital projects and to meet State-County Realignment commitments for public safety, health, and social services programs.
- **Infrastructure replacement.** The Recommended Budget provides $50.9 million in appropriations to continue capital projects such as the new juvenile hall, jail expansion project, and the radiology modernization project at NMC.
- **Future Enterprise Resource Planning (ERP) sytem ungrade.** The Recommended Budget includes $4.0 million to begin reserving funds for the next system upgrade. The goal is to reserve funding over the next five years to ease budgetary impacts to departments when the County is faced with an upgrade, rather than recuperate the entire cost as it comes due in the year of implementation.

Recommended Budget – General Fund

The general fund supports a workforce of 3,352 authorized positions, a reduction of 44 positions from the current year adopted budget. In reality the general fund gained a total of 56 new positions; however, there is a transfer of 75 positions as the Emergency Communications Department has moved its operation

to a special revenue fund. Additionally, Social Services reduced positions due to loss of funding related to adult and dislocated worker programs and Health eliminated long-term vacancies in the clinics.

The general fund supports 21 departments which encompass most County services and basic governmental functions including public safety and criminal justice, health, social services, land use, recreation, environment, administration and finance. Following is an overview of the general fund budget:

- **Appropriations for the general fund total $687.6 million next fiscal year, an increase of $10.5 million over the current year adopted budget.** Major cost drivers include employee pension, health insurance, and general liability costs. In addition to these countywide cost drivers, social services programs experience cost increases such as the approved wage increase for In-Home Supportive Services (IHSS) providers and increased cost for out of home care. Next year, the Emergency Communications Department will transition operations from the general fund to its own separate fund resulting in a reduction to appropriations of $11 million in the general fund. Another factor reducing appropriations is a $4.5 million increase over the current year adopted budget in cost plan recoveries from other funds which are treated as negative expenditures rather than revenue.

General Fund	2017-18 Actual	2018-19 Adopted	2019-20 Recommended
Expenditures			
Salaries & Benefits	$ 381.9	$ 422.8	$ 429.9
Services & Supplies	158.1	162.1	161.5
Other Charges	23.3	38.6	48.4
Fixed Assets	14.3	3.0	7.4
Op. Transfers Out	50.1	43.6	33.5
Extraordinary Items	-	2.4	0.2
Contingencies	-	4.7	6.7
Total Expenditures	**$ 627.6**	**$ 677.1**	**$ 687.6**
Revenues			
Taxes	$ 210.5	$ 200.3	$ 215.8
Licenses, Permits & Franchises	26.1	24.0	21.9
Fines, Forfeitures & Penalties	8.8	8.5	8.9
State & Federal Aid	195.6	204.0	209.6
Charges for Current Services	85.7	81.9	75.3
Other Revenues	133.1	140.2	138.5
Total Revenues	**$ 659.9**	**$ 658.9**	**$ 670.0**
Use of Fund Balance	**$ (32.3)**	**$ 18.2**	**$ 17.6**
FTE Positions	**3,473.6**	**3,395.7**	**3,351.7**

*Numbers may not add up due to rounding.

- **Revenue increases $11.1 million over the current year adopted budget.** Ongoing discretionary revenue increases $13.6 million, primarily due to continued improvement in property taxes and transient occupancy taxes (TOT). The increase in discretioanry revenue is partially offset by reductions in program revenue generated directly by departments.

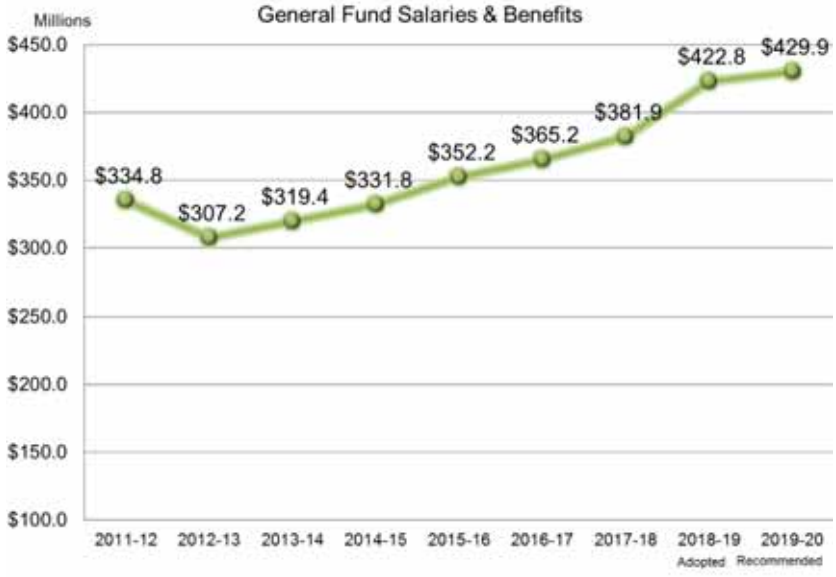
- **Includes estimated cannabis revenue to support cannabis program expenditures and recommended augmentations.** The cannabis tax revenue is a fairly new revenue source that is tracked separately. Program staff estimates $11.3 million in cannabis tax revenue for the current year. However, this revenue source is considered volatile due to the changing industry and regulatory environment. The Recommended Budget includes $5.2 million in ongoing cannabis revenue to support an existing 19.5 positions as well as other program expenditures across nine departments and 7.0 position augmentations included in the Recommended Budget. Revenue collected in excess of budgeted amounts will be placed in the cannabis assignment.

- **Community programs funded with one-time cannabis funds.** The Recommended Budget includes release of $926,466 from the cannabis assignment to fund important programs that align with community feedback including early childhood programs, library books, and homeless services.
- **Uses $17.6 million in fund balance to cover planned capital expenditures and other one-time needs.** Due to positive prior year results, the County reserved funds for the annual contingencies appropriation. The Recommended Budget utilizes this reserve of $6.7 million to fund next year's appropriation for contingencies, allowing next year's discretionary revenue growth to be targeted to sustain County programs. The Health Department is utilizing $4.6 million of restricted fund balance to cover a liability payment to the State related to the true-up of payments received and services rendered in health clinics and for expenditures in environmental health programs. Furthermore, the budget includes planned use of $1.5 million of unassigned fund balance from prior years to cover one-time needs such as information technology (IT) infrastructure, the Salinas Valley Groundwater Basin investigation and the Pajaro and Boronda community service district (CSD) Proposition 218 rate increases. The remaining assigned fund balance use is primarily for Laguna Seca improvements.
- **Provides funding to the road fund to support road maintenance.** In agreement with Board policy, the Recommended Budget includes a contribution of $6.2 million to the road fund, an increase of $920,503, derived from TOT revenue.
- **Includes funding for external agencies that support public safety and promote tourism, arts, and economic development**. Based on current policy, the Recommended Budget includes $2.3 million to Development Set-Aside agencies, an increase of $328,643, to stimulate tourism in the County. The budget also includes discretionary contributions of Proposition 172 funds (Public Safety Sales Tax) of $3.1 million to support fire agencies and $1.7 million to user agencies to incentivize participation in the consolidated 9-1-1 dispatch center, a combined increase of $259,399.

Fiscal Pressures Shaping the General Fund Budget

Despite the positive economy, annual revenue growth has been consumed by rising cost pressures centered on growing employee compensation and benefits cost, making it difficult to add new programs.

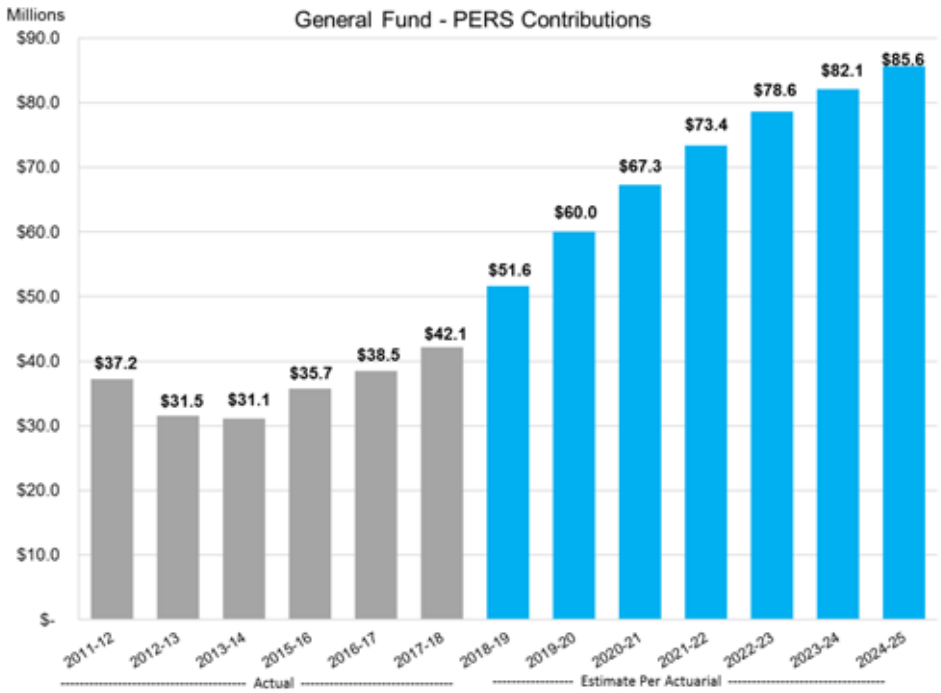
Bargaining agreements and growing workforce. FY 2018-19 is the third and final year of agreements and most miscellaneous and safety units received a 3.0% wage increase. It is estimated that the three-year wage increases had a cumulative growth of $21.6 million, independent of position growth.



The Recommended Budget does not include unknown provisions of future labor agreements. The impact of wages and benefits continues to magnify over the years, as prior year wage increases, rising pension costs, and health insurance premium hikes accumulate. Additionally, the County has added staff to its workforce which also contributes to the growth in salaries and benefits. Employee salaries and benefits are the County's largest cost,

representing 62.5% of the general fund budget. The cost has grown from $319.4 million in FY 2013-14 to $429.9 million in FY 2019-20, an increase of $110.5 million over the last six fiscal years. Over the same period, authorized positions in the general fund grew by 151. The FY 2019-20 recommended salaries and benefits increase $7.1 million over the general fund adopted budget; however, the increase excludes Emergency Communications, which is in a separate fund next year. To accurately compare to the current year adopted budget, the increase is $16.6 million when accounting for the transfer of Emergency Communications.

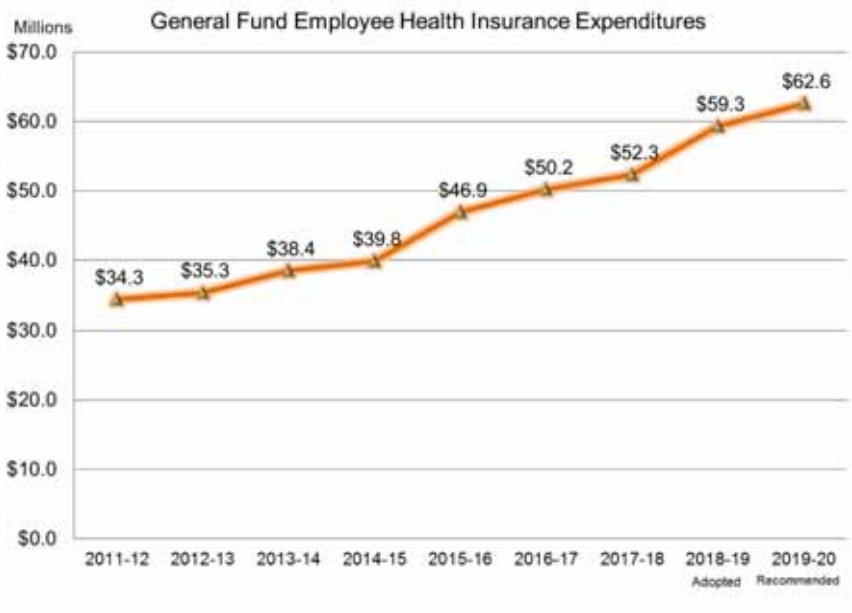
Employer contributions continue to increase. Pension contributions are a primary cost driver for most local government agencies in California. Contributions to the CalPERS pension fund will continue to increase significantly over the next five years due to changes in CalPERS' actuarial methodology and funding policies. Significant changes include lowering the discount rate to reflect CalPERS' expected return on investments, updating demographic assumptions that show retirees live longer and require higher lifetime payout of benefits, and accelerating payment of unfunded liabilities by changing amortization policies.



The projections in the chart are based on CalPERS actuarial valuations, which are built on actual payroll data obtained by CalPERS, therefore, based on existing staffing levels. These estimates are based on current pension plans and assumptions and assume no gains or losses to the current portfolio. Changes in any of the preceding matters will impact required contributions. The Recommended Budget includes funding for required employer contributions, of which an estimated $43.6 million (all funds) is to paydown the County's unfunded pension liability of $627.6 million.

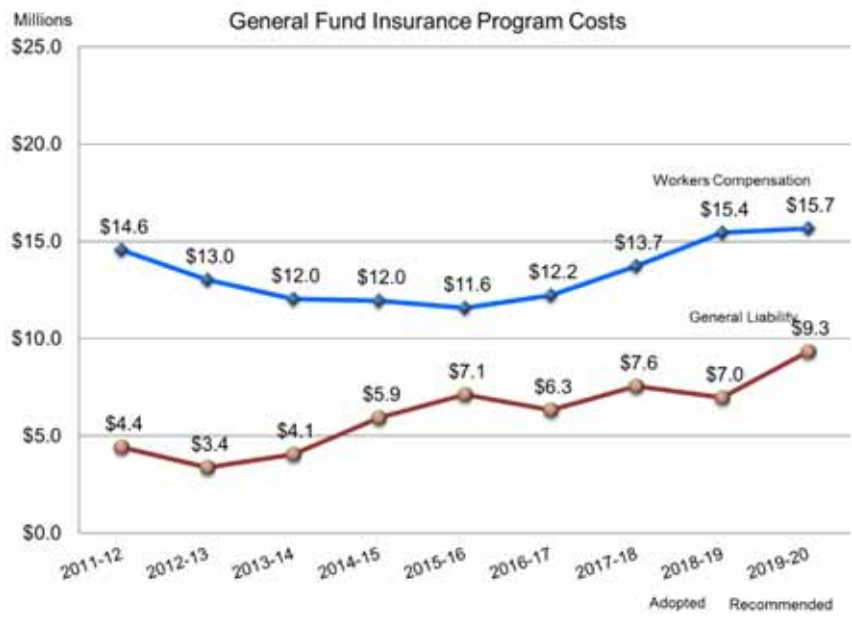
Pension cost does not only impact the County, but employees also. Over the years, because of ongoing fiscal pressures and pension reform, employees also contribute to the CalPERS pension fund. Next year, based on actuarial information, employees contribute an estimated $30.7 million into the miscellaneous and safety pension plans (all funds), of which $21.8 million is projected for the general fund. Considering employer and employee contributions, an estimated $81.8 million from the general fund ($103.9 million all funds), will go toward employee pension next year.

Escalating health insurance premiums contribute to the County's fiscal pressures. Health insurance premium increases have been absorbed by the County, protecting this valuable benefit for employees. Over the last six fiscal years, healthcare costs increased $24.2 million in the general fund.



The County saw a 21% rise in premiums in January 2016, which can be seen in the trend chart, reflecting increases in FY 2015-16 and FY 2016-17. Premiums increased 6.5% in January 2019. The Human Resources Department anticipates 8% growth beginning January 2020 based on historical experience. Furthermore, CalPERS adoption of a new "three-region pricing" model, which will more closely align premiums to the cost of care in the area, could increase rates above the 8% projection effective January 1, 2020.

Higher insurance program costs. General liability program costs increase $2.3 million in the general fund. The increase is for non-recoverable costs, which are expected to continue to increase beyond next fiscal year due to unfunded liabilities associated with legal settlements. Charges to departments for these insurance programs are based on actuarially determined amounts for legal settlements. Charges for workers' compensation increase by $215,450 in the general fund. Both workers' compensation and the general liability insurance programs are based on a 70% confidence level.



Other Significant Issues Affecting the General Fund

In addition to ongoing inflationary cost pressures, the County faces other issues that place financial pressure on the general fund, including:

Opening the jail housing addition. The County undertook a project to add 576 beds to the jail, which is anticipated to be completed in October 2019. The Sheriff's Office plans to redirect staff from areas that will be vacated from the existing jail; however, additional staffing is required to operate the expanded jail and meet statutory, regulatory, and legal requirements. The Recommended Budget contains $2.0 million for 23 new positions, including six deputies (added without funding in the current

year) and 17 custody and control specialists to operate additional control centers in the jail, partially funded based on the expected opening of the jail addition.

State redirection of AB 85 Realignment monies. AB 85 was implemented in 2013 to capture savings under the Affordable Care Act (ACA) related to indigent medical care and redirect county "savings" to social services programs. Last fiscal year, the reduced funding impacted programs such as the Whole Person Care pilot program, the Maternal, Child, and Adolescent Health (MCAH) program, communicable disease program, targeted case management, and laboratory services. The Sheriff's Office also received reduced Health Realignment funds, impacting the inmate medical program. Both the Health Department and the Sheriff's Office covered the gap last fiscal year with one-time funds, including $1.0 million in contingency funds for the Health Department. The Recommended Budget continues to support these vital programs through use of realignment funds for the Health Department and AB109 funding for the Sheriff's Office. The portion funded with one-time contingency funds in the current year is funded with ongoing discretionary revenue next fiscal year.

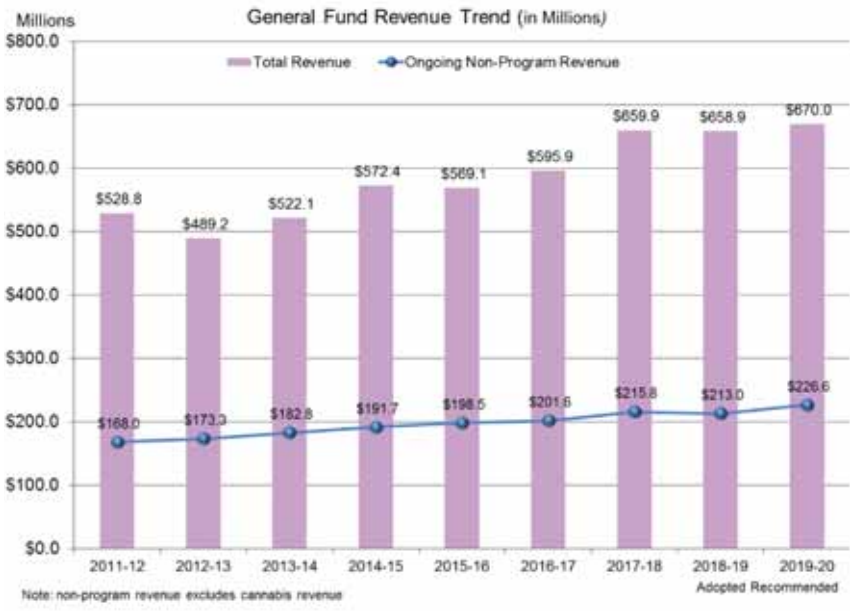
Increased In-Home Supportive Services (IHSS) Maintenance of Effort (MOE). The Recommended Budget includes augmented funding of $1.0 million, based upon negotiated wage increases for IHSS workers and rebasing the County's MOE.

Future replacement of ERP system. The Recommended Budget includes charges of $2.6 million to general fund departments to start saving for the future ERP system upgrade.

Countywide Cost Allocation Plan (cost plan). The cost plan allocates costs from service departments to operating departments. The cost plan allocation charges to operating departments and credits to service departments fluctuate from year to year like other cost pressures or revenues. The general fund benefits through recovery of indirect costs from other funds and grantors. Consistent with departmental feedback, general fund departments' General Fund Contribution (GFC) allocations were redistributed to make the updated COWCAP charges and credits a budget-neutral event.

General Fund Revenue

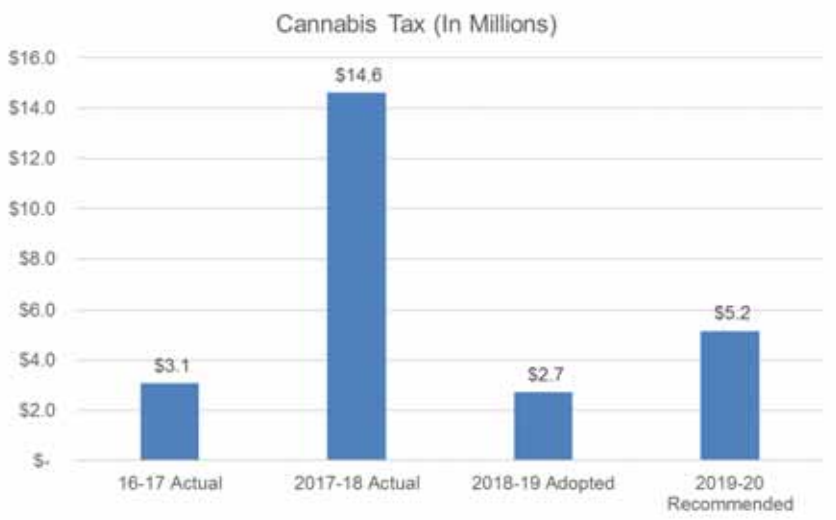
The primary driver in discretionary revenue growth continues to be property taxes due to higher home value assessments, which are projected to increase 5.0% next fiscal year. Discretionary revenue grows $13.6 million next year, or a 6.4% increase over the adopted budget, primarily due to improvement in property assessments, transient occupancy tax, and sales and use tax. This reflects a $2.2 million improvement over preliminary figures reported in the April 2019 budget workshop and reflect the latest property tax estimates from the Assessor's Office. In addition to discretionary revenue, departments generate program revenue specific to the services they provide. Program revenue accounts for nearly two-thirds or the general fund revenue and



has grown primarily under the State-County realignment to support increased responsibilities of health, social services, and public safety programs.

Cannabis Revenue

Cannabis tax revenue is collected in the County's general fund, however, for transparency, the County has been tracking this revenue separately and placing the excess over the cost of operating the program into a reserve account.

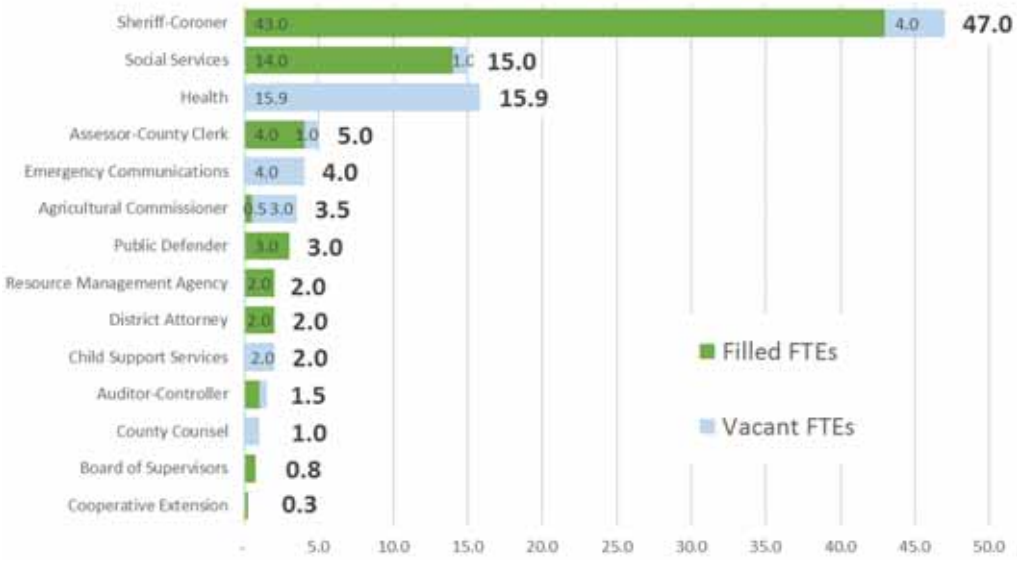


The Recommended Budget includes $5.2 million in ongoing cannabis revenue to support ongoing expenditures, mainly salary and benefits cost for positions funded by the cannabis program. For the current year, the estimated revenue is $11.3 million. Based on this estimate, the projected ending balance of the assignment for FY 2018-19 is $15.6 million.

Baseline Budgets – Initial Service Level Reductions

In February, staff forecasted a budget deficit of $14.1 million due to inflationary cost pressures and other fiscal issues. In March, departments submitted initial "baseline budgets" which communicate what level of operations can be afforded, considering the fiscal pressures, if no additional funding is available.

Cost pressures primarily centered on pension contributions, healthcare costs, and general liability insurance programs and make it unfeasible to continue current level operations without augmented funding. If required to balance to existing levels of funding, departments initially identified funding gaps of $12.4 million to continue 70.5 filled positions and 32.4 vacant positions next fiscal year. In some cases, departments also reduced non-personnel operating budgets to balance to current funding levels.



The Sheriff's Office would be the most impacted due to rising employee benefit cost pressures as well as a significant increase in the general liability insurance program. The increase in general liability in the general fund was almost exclusively allocated to the Sheriff's Office. Other departments were also impacted, to a lesser extent, primarily due to employee benefit cost increases such as pension and healthcare.

Departments requested augmentations to continue existing staffing levels and operations. In a few cases, departments did not request to restore positions. For example, the Health Department reduced 16 long-term vacancies in primary care clinics to better align staffing levels to service needs. Social Services lost funding from the Workforce Development Board for adult and dislocated worker services, requiring elimination of 15 positions that serviced these programs, including 14 filled positions. The Sheriff's Office did not request to restore four vacant positions eliminated due to reduced funding from the State for court security.

Requested Augmentations

During the April 9, 2019 budget workshop with the Board of Supervisors, the County Administrative Office provided an update on the fiscal outlook for next fiscal year and the current budget development. Information was provided on requested augmentations. The workshop gave the Board an opportunity to provide feedback on prioritization of funding augmentations and general direction for next year's budget.

Departments submitted augmentation requests to increase funding that would allow them to continue operating at existing service levels. Departments also submitted augmentation requests to expand programs or to complete capital improvements. Initial augmentation requests totaled over $46 million for all funds including:

- $7.6 million to keep 56 filled positions.
- $210,993 to keep 5.5 vacant positions, leveraged with other revenue.
- $2.9 million to maintain non-personnel "status-quo" operations, such as contracted services, trial related expenses, IHSS wage increase, and other services and supplies.
- $9.5 million to add 111.5 new positions, including new staff for the jail expansion, park operations, planning and building programs, cannabis program oversight, and for environmental health programs.
- $15.7 million for capital improvements, such as the juvenile hall cost over-run, capital improvements at the Lakes, and information technology infrastructure.
- $3.7 million for new or expanded services.
- $6.4 million in other requests such as contributions to other funds and agencies.

Since the April budget workshop with the Board, the County Administrative Office and departments continued to refine revenue and expenditure estimates. After considering revenue growth, anticipated use of fund balance for one-time expenditures, and increases in funding commitments, the County has $15.5 million available for departmental augmentations. Funding augmentations was possible primarily due to the following developments:

- **Growth in discretionary revenue**. Non-program revenue grows $13.6 million over the current year adopted budget; however, the County has non-discretionary obligations and funding commitments that consume some the discretionary revenue growth. For example, formula driven increases in TOT contributions to the road fund and DSA agencies increase $920,053 and $328,643, respectively. Additionally, some of the growth is used up by items that were funded with one-time funds in the

current year and require permanent funding beginning next year, such as public health programs that were funded with contingency funds ($1.0 million) and social services programs that were funded with the cannabis assignment ($3.7 million).

- **The general fund is benefiting from higher cost allocation plan reimbursements from other funds.** The general fund benefits through recovery of indirect costs from other funds and grantors. In the last couple of years, the County has transitioned from general fund departments charging each other for services using different cost allocation methodologies to instead recovering costs through a uniform, federally-approved plan known as the Countywide Cost Allocation Plan or COWCAP. Next year, cost plan recoveries into the general fund improve $4.5 million.
- **Utilizes $1.5 million in estimated unassigned fund balance.** The Recommended Budget includes $1.5 million from prior year unassigned fund balance for one-time expenditures next fiscal year.
- **Cannabis funds.** The Recommended Budget includes use of $926,466 from the cannabis assignment to fund early education and prevention programs. Additionally, ongoing cannabis revenue funds seven new positions totaling $773,587.

Recommended Augmentations

In reviewing requests for augmentation, staff prioritized recommendations based on feedback received at the April 9th budget workshop. Priority was given to preserving departments' current staffing and service levels and for augmentations aligning with the County's strategic initiatives and community priorities expressed in forums, surveys, and other engagement initiatives. Augmentations leveraging sustainable revenue from other agencies and meeting critical infrastructure needs were also taken into consideration. In total, staff recommend $15.5 million in augmentations within the context of a structurally balanced budget as summarized in the following table and discussed below.

Department	CAO Recommended				
	Rec. Augmentations	Restore Filled	Restore Vacancies	New Positions	Total Positions
Assessor-County Clerk-Recorder	284,027	4.0	1.0	-	**5.0**
Agricultural Commissioner	0	-	-	1.0	**1.0**
Auditor-Controller	99,522	1.0	-	-	**1.0**
Board of Supervisors	107,623	0.8	-	-	**0.8**
Civil Rights Office	37,500	-	-	-	**-**
Clerk of the Board	64,708	-	0.5	-	**0.5**
Cooperative Extension	21,111	0.3	-	-	**0.3**
County Administrative Office	719,490	-	-	7.0	**7.0**
County Counsel	93,609	-	-	1.0	**1.0**
District Attorney	495,070	2.0	-	2.0	**4.0**
Emergency Communications	188,112	-	4.0	-	**4.0**
Health	431,409	-	-	12.0	**12.0**
Human Resources	154,605	-	-	1.0	**1.0**
Information Technology	1,851,128	-	-	3.0	**3.0**
Library	300,000	-	-	1.0	**1.0**
Probation	146,941	-	-	-	**-**
Public Defender	826,463	3.0	-	1.0	**4.0**
Resource Management Agency	1,046,784	2.0	-	6.0	**8.0**
Sheriff-Coroner	7,108,251	43.0	-	23.0	**66.0**
Social Services	1,544,827	-	-	2.0	**2.0**
Totals	**$ 15,521,180**	**56.0**	**5.5**	**60.0**	**121.5**

Recommended augmentations provide funding for 56 filled positions and 5.5 vacant positions. Additionally, recommended augmentations add 60 new positions next fiscal year, of which 25 are fully funded by program revenues, 28 are funded with GFC, and seven are funded by cannabis revenue. Recommended augmentations include:

- $7.1 million for the Sheriff's Office to maintain current service levels in patrol and at the jail by funding 43 filled safety positions at risk due to cost pressures. Included in the $7.1 million is $2.0 million for 23 new positions needed to operate the expanded jail once the addition is complete. The new positions include 17 civilian positions to operate additional control centers and six deputies.
- $1.5 million (including $283,424 in cannabis funds) to Social Services to fund the County's portion of the negotiated wage increase to IHSS providers, the safe parking program, the homeless shelter, match funding for the Whole Person Care program, and to cover fixed costs associated with the Office for Employment Training after the unit is dissolved. Two new positions are recommended including a Military and Veterans Affair representative funded by cannabis revenue and a public health nurse in the IHSS program, funded with program revenues.
- $1.0 million to the RMA to fund increased facilities operations and maintenance related to the East-West Wing building, the Salinas Valley Groundwater Basin Investigation, security and camera systems upgrade, funding for fire fuel mitigation, and other projects related to the Carmel River, Moss Landing Community Plan, and the Pajaro and Boronda CSD Proposition 218 rate increases. Recommended augmentations also continue funding for two at-risk filled positions and add six new positions funded with program revenues. Positions added in the Road Fund include an assistant engineer, a project manager, and an accounting technician. Other new positions include a building and grounds worker and management analyst for the East Garrison community and a water hydrologist to support floodplain management, drainage, and erosion control.
- $826,453 to the Public Defender to protect 3 at-risk filled attorney positions and fund trial expenses at current levels. A new social worker position, funded by AB109, is also recommended.
- $719,490 (including $611,990 in cannabis funds) to the County Administrative Office to add three new management analysts for the cannabis program, a new housing analyst, funding to continue leadership conferences, a homelessness consultant, and continue government memberships. Additionally, two positions for the Silver Star Program and one emergency services planner are recommended, supported with program revenue.
- $495,070 (including $73,188 in cannabis funds) to the District Attorney to fund two at-risk filled attorney positions, maintain current funding for trial expenses, and add a forensic accountant and investigative captain to expand investigative capabilities.
- $390,628 to the Information Technology Department for three new positions to support departmental information systems requirements.
- $284,027 to sustain four filled staff and one vacancy in the Assessor's Office to ensure timely property tax assessments.
- $188,112 for Emergency Communications to continue four vacant dispatcher positions as well as funding for future equipment replacement.
- $431,409 (all from cannabis funds) to the Health Department to fund First 5 early childhood programs and one new position for the public guardian function. Additionally, the Recommended

Budget includes nine positions in environmental health and two positions for animal services, fully supported with program revenue.

- $292,964 to restore a combined 2.0 filled positions in the Cooperative Extension, Auditor-Controller, and Board of Supervisors and restore a half-time vacant position in the Clerk of the Board.
- $248,214 is recommended to add one position in Human Resources and one in County Counsel to improve administrative support.
- A new position is recommended in the Agricultural Commissioner to regulate pest detection activities, fully funded by program revenue.
- $184,441 to restore operational expenditures such as training in the Civil Rights Office and increased medical care cost for wards in juvenile institutions for Probation.
- The Library receives a recommended $300,000 from the cannabis assignment to purchase books.

The Recommended Budget also includes investment of $1.5 million in one-time funds to retrofit the County's radio towers to meet seismic standards, continue deployment of video conferencing capabilities, and continue conversion to wireless networks to ensure continuity of County operations and promote efficiencies.

The cannabis program is overseen by the Intergovernmental and Legislative Affairs (IGLA) Division in the County Administrative Office. The IGLA Division reviewed augmentations requesting cannabis funding and made recommendations included in the budget. Use of cannabis revenue and assignment funding recommended augmentations is summarized in the following chart:

Recommended Augmentations

Revenue			Assignment		
County Administrative Office			*Social Services*		
Management Analyst I		129,420	Salinas Homeless Shelter		92,825
Management Analyst II		145,210	Safe Parking		86,380
Management Analyst III		154,605	Whole Person Care		37,261
Housing Analyst II		112,755		**Subtotal**	**216,466**
	Subtotal	**541,990**			
			Health		
District Attorney			First 5 programs		340,000
Accountant III		73,188		**Subtotal**	**340,000**
	Subtotal	**73,188**			
			Library		
Health			Book Collection		300,000
Public Guardian		91,411		**Subtotal**	**300,000**
	Subtotal	**91,411**			
			County Administrative Office		
Social Services			Homeless outreach		50,000
MVAO Representative		66,998	Prundale Senior Center		20,000
	Subtotal	**66,998**		**Subtotal**	**70,000**
Total Recommended Cannabis Revenue		**773,587**	**Total Recommended Assignment use**		**926,466**

Remaining Unfunded Needs

The Recommended Budget seeks to continue funding existing staff and service levels, expand critical programs and services where feasible, and invest in key capital projects. However, resources are limited and $24.3 million in requested augmentations are not addressed in the Recommended Budget. These remaining unfunded requests are described below:

Unfunded capital projects. The Recommended Budget does not include $13.5 million in requested funding for many capital projects including the anticipated cost over-run for the New Juvenile Hall for which staff requested $7.1 million, capital improvements totaling $4.8 million at Lake Nacimiento and Lake San Antonio, $850,000 to upgrade and refurbish ITD facilities, and other projects such as the Carmel Lagoon ecosystem protective barrier/structure, and a security fence for the 911 dispatch center.

Funding for operation of Lake San Antonio (LSA). In January 2019, the Board of Supervisors authorized staff to transition LSA to a regional park managed as part of the general fund operations of the RMA. Funding in the amount of $1.9 million was requested to cover operations of LSA including operational cost of temporary staff and services and supplies ($1.1 million) and addition of eight new staff ($749,289) to manage LSA, including five parks service aides, a building and grounds worker, a special events manager, and an administrative operations manager. These requests are not included in the Recommended Budget.

Unfunded needs for community programs. The Recommended Budget does not include funding for the County match for the Salinas Soccer Field ($250,000) nor does it include a second-year contribution to Hartnell College for scholarships through the Salinas Valley Promise Program ($300,000). On April 23, 2019, the Board authorized use of $200,000 from the cannabis assignment in the current year to ensure the Salinas Valley Promise program has the capital to launch operations on July 1, 2019 and mentioned that program representatives can return at a future date to provide additional supporting information.

Housing Programs. The Recommended Budget provides funding for one housing analyst, however, consultant costs, a housing study, and an additional housing analyst position were not funded ($386,189).

New position requests. Departments submitted requests to add 111.5 new positions, of which 60 positions are included in the Recommended Budget. That leaves 51.5 positions that were not recommended. Eight of these positions are related to the operation of LSA, as mentioned previously. Other new position requests that were not funded include: 12 positions requested by Human Resources to improve service levels to departments and to restore the Learning and Organizational Development Program; five positions in the Auditor-Controller to manage workload related to the ERP system and for the internal audit division; 10 positions in the RMA to assist with planning, code compliance, engineering, and administrative support; and an additional 16.5 new positions requested by seven departments to meet operational requirements.

Requests for cannabis funding. Requests for additional resources to operate and enforce the cannabis program totaling $1.1 million were not included in the Recommended Budget. Requests included a cannabis contingency fund of $400,000 and costs related to the cannabis outdoor grow pilot program. IGLA staff will provide information on their recommendations at the budget hearings.

Other unfunded needs. Departments had other requests totaling $1.7 million that were not recommended due to budget constraints. Such requests include $1.1 million in requests from the RMA to continue flood management at the Carmel Lagoon, contracted services to help with planning and inspection to reduce backlog of cases, and upgrades or addition of software to increase operational efficiencies. Other unfunded requests include $268,392 from the Probation Department for anticipated increases in operational expenditures such as the cost of housing juvenile wards at State detention centers, funding for the employee Wellness Program, and other services and supplies across multiple departments. Unfunded needs are described in detail in the departmental budget narratives of the Recommended Budget book.

There are other needs that will require the County's attention in the foreseeable future, but additional time is needed to gain a comprehensive understanding of those requirements. Most labor associations have begun or are close to beginning negotiations for new bargaining agreements to take effect in July

2019. Potential costs for these agreements are unknown at this time. In addition, based on recent inspections by the State, the County anticipates dam and spillway repairs at Lake San Antonio and Lake Nacimiento. There are also additional storm damage repairs required beyond what is reimbursed by FEMA and repairs that are not related to storm damage. These unfunded projects are estimated at $35.8 million. The RMA is analyzing financing options to complete these projects and will return to the Board with available options.

Next Steps

The Recommended Budget will be presented at the Budget Hearings commencing on June 3rd, where staff will present an overview of the spending plan and the Board will hear presentations from Department Heads and receive input from individuals and organizations within the community. During the hearing, the Board may make additions, deletions or modifications to the recommended spending plan. Financing sources for potential modifications are discussed below.

- **Cannabis funding.** Budgeted revenue next fiscal year to support ongoing program expenditures and recommended augmentations totals $5.2 million. Additionally, the County has set aside prior year cannabis tax revenue in excess of program expenditures into a reserve account, to be utilized for one-time needs. The estimated balance at FY 2018-19 is $15.6 million, based on current year estimated revenues of $11.3 million, and may change based on actual collections.
- **Contingencies appropriation.** In accordance with Board policy, the budget includes 1% of estimated general fund revenues ($6.7 million for FY 2019-20) set aside for operational contingencies that arise next year. Contingencies is considered one-time funding; therefore, to the extent these funds are utilized to fund ongoing operations, funding gaps will be magnified in the subsequent budget cycle.
- **Redirection of resources.** The Board can direct staff to delete or modify County programs or contributions to other agencies that are funded in the Recommended Budget and redirect those resources to fund other requests.

Other Funds

This section summarizes the Recommended Budget and anticipated fund balance for other major funds.

Natividad Medical Center

NMC's spending plan for FY 2019-20 totals $331.3 million, an increase of $7.7 million over the FY 2018-19 Adopted Budget. The increase is primarily attributed to approved wage increases, annual employee step increases, rising employee benefit costs, and an increase in staffing to accommodate for service volume increases. Planned spending is supported by an estimated $356.7 million in revenue, an increase of $23.9 million over the current year adopted budget. The increase in primarily attributed to an increase in the average daily census, an improved payor mix providing a more favorable collection rate, offset with a decline to the 1115 Waiver through 2020 (the State's Medicaid pilot program). The 1115 Waiver provides federal funding for public

Natividad Medical Center Enterprise Fund[A]	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommended 2019-20
Beginning Net Position[B]	$ 73,825,334	$ 123,835,135	$ 123,835,135	$ 140,975,514
Revenue	449,940,058	332,772,880	330,048,050	356,673,893
Expenditures	399,930,257	323,644,440	312,907,671	331,301,564
Ending Net Position	**123,835,135**	**132,963,575**	**140,975,514**	**166,347,843**
Change in Net Position	50,009,801	9,128,440	17,140,379	25,372,329

[A]The Entreprise Fund revenue and expenditures are based on the County's financial system.

[B]Net position reflect NMC's cash balance per their Meditech financial system.

hospital redesign and incentives as well as funding to assist with the uninsured population. Although the Centers for Medicaid and Medicare Services agreed to extend the 1115 Waiver through 2020, there was an overall reduction in funding due to a decline in the uninsured population because of the Affordable Care Act (ACA). NMC expects to improve its net position by $25.4 million in FY 2019-20.

NMC has a capital project fund to finance Board-approved capital projects over $100,000 in cost. NMC transfers funding as needed from the enterprise fund to the capital project fund and draws from the fund to pay for projects. NMC is budgeting reimbursements to the enterprise fund of $30.9 million for capital projects that will occur in FY 2019-20. Part of the $30.9 million includes $1.7 million budgeted as an interfund loan to the Road Fund to assist with storm repair projects. NMC plans to move $10.3 million from the enterprise fund to the capital project fund for future projects. Based on these assumptions, NMC plans to utilize $20.6 million from the capital project fund in FY 2019-20.

Natividad Medical Center Capital Projects Fund	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommended 2019-20
Beginning Fund Balance	$ 21,044,995	$ 74,868,143	$ 74,868,143	$ 60,468,143
Revenue	59,896,475	10,850,560	-	10,300,000
Expenditures	6,073,327	32,563,756	14,400,000	30,948,871
Ending Fund Balance	**74,868,143**	**53,154,947**	**60,468,143**	**39,819,272**
Change in Fund Balance	53,823,148	(21,713,196)	(14,400,000)	(20,648,871)

Road Fund

The Recommended Budget for the road fund consists of $55.6 million in expenditures, $60.4 million in revenues, anticipating a $4.8 million increase in fund balance next year. The road fund's growing fund balance is reflective of two new revenue sources and the revised countywide cost plan methodology. In FY 2017-18, the County began receiving funds from the Transportation Agency for Monterey County (TAMC) for the transportation sales tax measure (Measure X) and from the State for SB1 - Road Maintenance and Rehabilitation Account (RMRA). Measure X and RMRA revenues are estimated at $7.7 million and $7.3 million, respectively. Measure X includes a Maintenance of Effort (MOE) requirement to ensure the County provides general fund resources for street and highway purposes in an amount no less than the average of the prior three years, using Measure X to supplement, not supplant transportation expenditures. SB1 and Highway Users Tax Account (HUTA) funds also have an MOE requirement, but the amount is less as it is calculated on a three-year average of FY 2009-10, 2010-11 and 2011-12 contributions. The Recommended Budget includes a contribution of $6.2 million from the general fund, representing 25% of audited FY 2017-18 TOT revenue of $25.0 million. The road fund includes $1.7 million in planned winter storm repair projects funded by NMC's Fund 404 fund balance. Primary funding for the road fund will continue to be from State and local fuel taxes (HUTA) and federal and State grants.

Road Fund	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommended 2019-20
A. Beginning Fund Balance	$ (2,707,005)	$ 10,153,628	$ 10,153,628	$ 23,168,381
B. Revenue	46,773,322	38,300,306	58,992,350	60,362,741
C. Total Financing, A+B	44,066,317	48,453,934	69,145,978	83,531,122
D. Expenditures	33,912,689	37,914,004	45,977,597	55,575,061
E. Ending Fund Balance, C-D	$ 10,153,628	$ 10,539,930	$ 23,168,381	$ 27,956,061

RMA's work plan includes $28.5 million in road fund projects, $8.3 million in non-road projects, and $15.6 million in road and bridge maintenance. Notable road fund projects include the design and right-of-way phase of the Davis Road Bridge and Four Lane Road Project for $6.4 million, the construction of the River Road overlay project for $3.8 million, the construction of the Countywide Roadway Safety Signage for $2.5 million and initiating construction of the Bradley Road Bridge Scour Repair for $2.0

million. Non-road projects include completing the design phase and initiating construction of the Monterey Bay Sanctuary Scenic trail for $5.2 million and completing construction of the Las Lomas Drainage for $2.1 million. Road maintenance includes the annual Pavement Management Seal Coat for $2.1 million funded with TOT funds and $8.3 million in road maintenance planned in District's 1-4 (San Miguel, Monterey, Greenfield, and San Ardo).

County Library Fund

The Monterey County Free Libraries (MCFL) was established in 1911 to provide library services to the County's communities. Library operations are primarily funded through its own share of property tax.

Monterey County Free Library	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommended 2019-20
A. Beginning Fund Balance	$ 150,017	$ 1,011,886	$ 1,011,886	$ 837,853
B. Revenue	9,269,287	10,282,278	10,084,646	10,973,691
C. Total Financing, A+B	9,419,304	11,294,164	11,096,532	11,811,544
D. Expenditures	8,407,418	10,273,287	10,258,679	11,259,647
E. Ending Fund Balance, C-D	$ 1,011,886	$ 1,020,877	$ 837,853	$ 551,897

Revenues are estimated to increase by $691,413 in FY 2019-20 and mainly due to increased property tax revenues in accordance with the County Assessor's projection. Revenue also includes a mandated $235,539 general fund contribution for the County Librarian's salary and a $300,000 recommended augmentation for book purchases funded by the cannabis assignment.

Expenditures increase by $986,360 from FY 2018-19, mostly due to one-time costs. Two capital projects including $150,000 to open the Parkfield Library and $200,000 for planning and preconstruction of the Bradley Library are included in the budget. The projects are funded by the Capital Facilities Projects Fund 401 and an additional $100,000 match will be utilized from the library fund. Also included is half of the cost to replace computers for the Library's staff and branches and to buy new self-check machines. A contribution of $200,000 from the Foundation for MCFL has also made possible the purchase of a new bookmobile next fiscal year.

The gap between MCFL's resources and community needs continue to grow resulting in a projected $285,956 erosion of fund balance in FY 2019-20. MCFL continues to actively seek alternative and diversified sources of funding in order to supplement its budget as well as develop partnerships with cities and schools to share operational and building costs.

Local Revenue Fund 2011

The local revenue fund supports public safety and behavioral health programs. For next fiscal year, the revenue increases to $66.0 million, while expenditures (operating transfers out for the various public safety, health and social services programs) total $68.8 million, exceeding revenues by $2.8 million. The use of fund balance is primarily to cover authorized uses for AB 109 programs in probation and behavioral health programs.

Local Revenue Fund 2011	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommended 2019-20
A. Beginning Fund Balance	$ 24,293,681	$ 28,917,003	$ 28,917,003	$ 26,835,241
B. Revenue	62,091,249	63,826,647	62,886,267	66,011,339
C. Total Financing, A+B	86,384,930	92,743,650	91,803,270	92,846,580
D. Expenditures	57,467,927	65,690,930	64,968,029	68,849,082
E. Ending Fund Balance, C-D	$ 28,917,003	$ 27,052,720	$ 26,835,241	$ 23,997,498

Behavioral Health Fund

Behavioral Health Fund	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommended 2019-20
A. Beginning Fund Balance	$ 32,825,508	$ 42,651,110	$ 42,651,110	$ 46,410,229
B. Revenue	118,978,739	124,223,560	124,276,207	144,620,465
C. Total Financing, A+B	151,804,247	166,874,670	166,927,317	191,030,694
D. Expenditures	109,153,137	126,159,886	120,517,088	147,620,465
E. Ending Fund Balance, C-D	$ 42,651,110	$ 40,714,784	$ 46,410,229	$ 43,410,229

The Recommended Budget for the behavioral health fund increases expenses and revenues $21.5 and $20.4 million respectively. Budgeted expenditures increase due to the addition of 34.28 positions, increased demand for contracted services, and the addition of Whole Person Care (WPC) prior-year rollover funds. Additionally, the budget for behavioral health includes capital projects in the existing Marina clinic and the new Sanborn clinic. The increase in revenue supports additional ongoing expenditures for all behavioral health programs. The fund anticipates $3 million in fund balance use, which is earmarked for said capital projects. Overall, revenue in this fund helps support the provision of an array of strong behavioral health services both in-house and through contracts with community-based culturally competent contract providers.

Health and Welfare Realignment Fund

Health & Welfare Realignment	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommend 2019-20
A. Beginning Fund Balance	$ 25,691,206	$ 30,626,466	$ 30,626,466	$ 24,863,937
B. Revenue	70,835,180	65,928,568	67,341,867	68,738,799
C. Total Financing, A+B	96,526,386	96,555,034	97,968,333	93,602,736
D. Expenditures	65,899,920	71,422,200	73,104,396	75,991,783
E. Ending Fund Balance, C-D	$ 30,626,466	$ 25,132,834	$ 24,863,937	$ 17,610,953

The health and welfare realignment fund supports social services and health programs, through sales tax and Vehicle License Fees (VLF) apportioned by the State. The Recommended Budget includes expenditures of $76.0 million and revenues of $68.7 million, anticipating a $7.3 million reduction to fund balance in FY 2019-20. The fund balance use reflects the Health Department's plan to utilize health realignment funds for programs impacted as a result of the AB 85 State redirection.

Emergency Communications Fund

Emergency Communications	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommended 2019-20
A. Beginning Fund Balance	$ -	$ -	$ -	$ -
B. Revenue	-	-	-	12,631,743
C. Total Financing, A+B	-	-	-	12,631,743
D. Expenditures	-	-	-	12,277,898
E. Ending Fund Balance, C-D	$ -	$ -	$ -	$ 353,845

Emergency Communications is transitioning operations to a special revenue fund, effective FY 2019-20. The County provides emergency and non-emergency call answering services to law enforcement and fire agencies. Pursuant to the 911 Service Agreement, user agencies share the cost of dispatch operations, reimbursing the County approximately 70 cents for every dollar expended. In the past, user agencies have agreed to pay funds ahead of planned capital expenditures needed for the operation, resulting in restrictions of those funds until the appropriate expenditure was incurred. The Auditor-Controller recommended setting up Emergency Communications as a special revenue fund, given the restriction of revenue received shall only be for the benefit of Emergency Communications. Next fiscal year, the fund expects an addition to fund balance of $353,845.

Parks Lake & Resort Operations

Parks Lake & Resort Operations	Actuals 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Recommend 2019-20
A. Beginning Fund Balance	$ (2,690,463)	$ (3,384,569)	$ (3,384,569)	$ (1,016,288)
B. Revenue	6,813,699	6,027,418	8,088,928	4,921,323
C. Total Financing, A+B	4,123,236	2,642,849	4,704,359	3,905,035
D. Expenditures	7,507,805	5,989,559	5,720,647	4,393,198
E. Ending Fund Balance, C-D	$ (3,384,569)	$ (3,346,710)	$ (1,016,288)	$ (488,163)

The Parks Resort Enterprise Fund is estimated to begin Fiscal Year (FY) 2019-20 with a negative $1.0 million net position, a $2.4 million improvement over the prior year's negative net position. This is attributed to a $2.2 million subsidy from the general fund to address an ongoing deficit resulting from a long-term liability for a settlement agreement, fluctuating water levels impacting recreational activities and substandard amenities due to deferred maintenance. While the subsidy addressed prior year deficits, the current year estimate includes a negative net position of $1.0 million mostly due to the unprofitable operations at Lake San Antonio. At the March 19, 2019 Budget Committee meeting, the Department reported an updated estimated ending net position for the current year at $963,048. The on-going negative net position of the enterprise fund will need to be addressed in the current year. Any subsidies from the general fund to the parks resort enterprise fund will continue to diminish the County's capacity to fund other priorities.

To address the ongoing deficit, RMA developed a draft Recreational Operations Plan, focusing primarily on Lake San Antonio (LSA) North and South Shore, due to the unprofitable scale of operations at LSA. In January 2019, the Board of Supervisors recommended transitioning LSA to a regional park managed by the County and removing its operations from the Enterprise Fund effective FY 2019-20. Staff from RMA submitted an augmentation to operate LSA as a regional park for $1.9 million but it is not included in the Recommended Budget. Without this funding, operations at LSA will be limited.

Lake Nacimiento is expected to continue to operate under a third-party agreement, with strict County oversight, as an enterprise fund. These changes are reflected in the Lake's spending plan for next year of $4.4 million in expenditures funded with anticipated revenues of $4.9 million. Increased revenues are anticipated as a result of increased water levels expected to continue through the summer season. The Lakes anticipates improving its net position by $528,125 under the new business plan, which excludes LSA operations.

Budget Hearings

Budget hearings to consider the FY 2019-20 Recommended Budget are scheduled to begin on Monday, June 3, 2019. The budget hearing schedule will be available online at the Monterey County Clerk of the Board's website on or around Friday, May 24, 2019.

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.

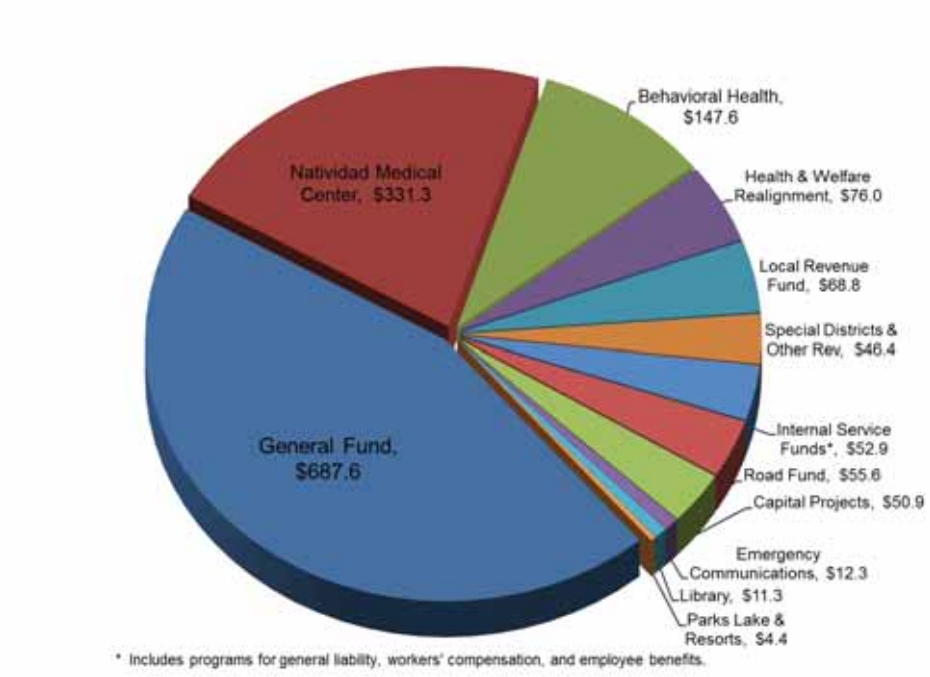
The calculations for the County's general fund and library fund appropriations limit are prepared by the Auditor-Controller's Office with assistance from the County Administrative Office. All districts are within their limits.

Supplemental Charts

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

All Funds – Appropriations by Fund

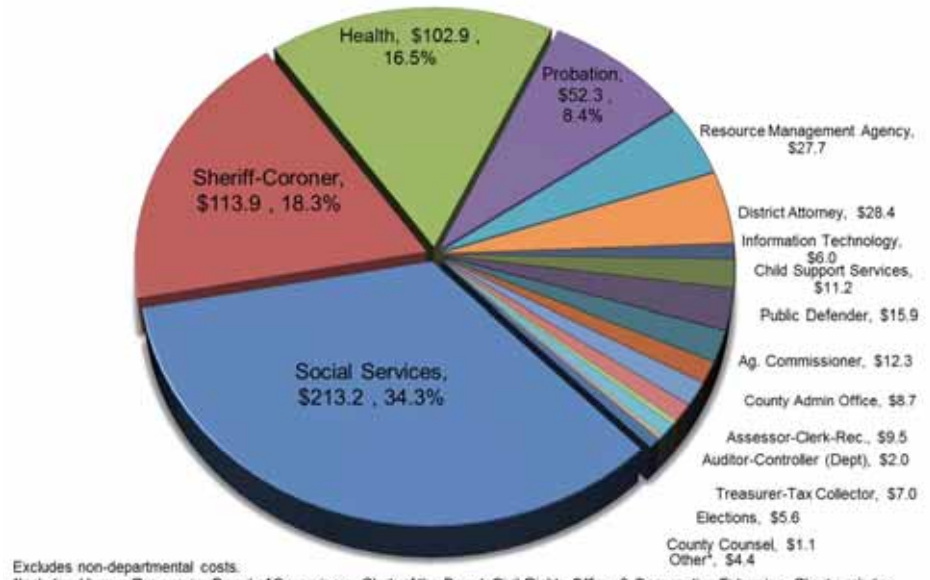
Chart 1. Recommended Appropriations by Fund (Millions)



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

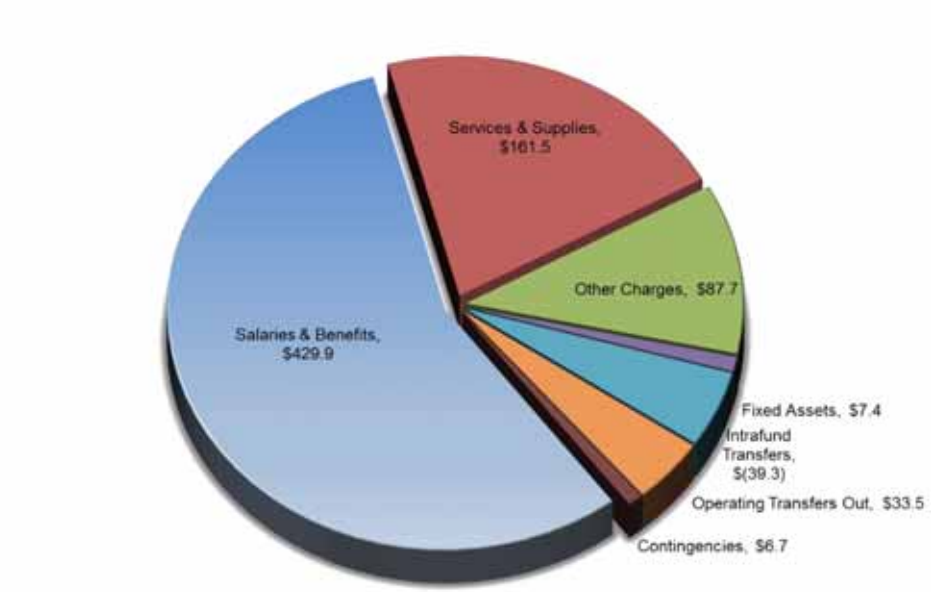
General Fund Expenditures

Chart 2. General Fund Appropriations by Department (Millions)



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

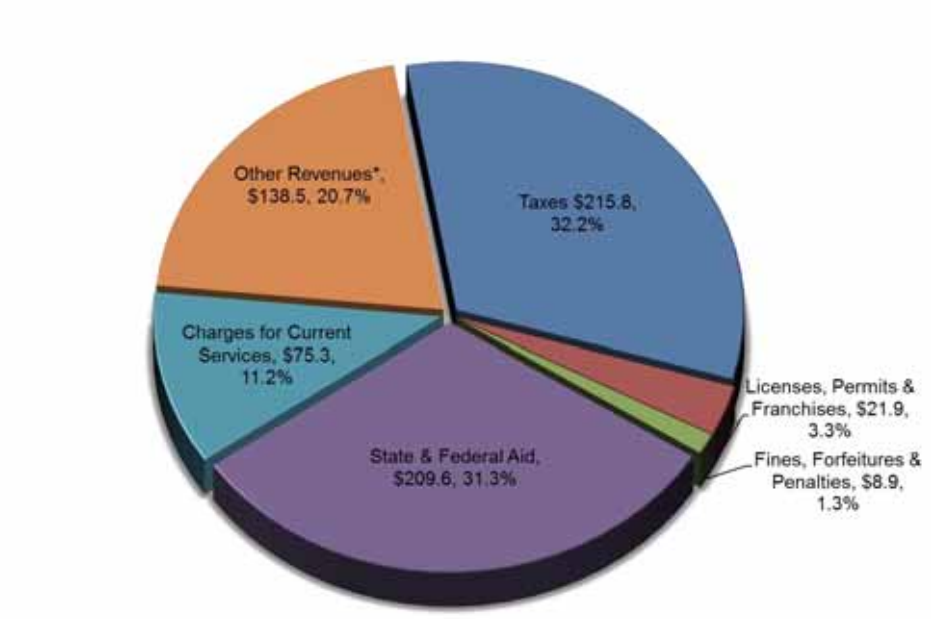
Chart 3. General Fund Expenditures by Category (Millions)



* Other Charges include $87.7 million for public assistance & out of home care payments. Intrafund Transfers of $39.3 million are reflected as negative expenditures and represent transfers to County departments for support of various programs/projects from other funds for reimbursement for services provided to non-general fund departments.

General Fund Sources of Revenue

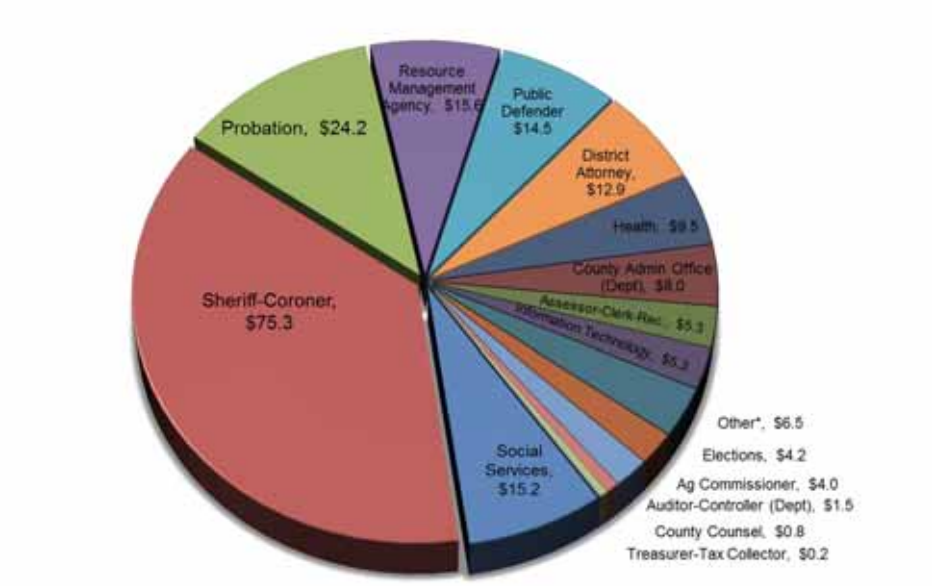
Chart 4. General Fund Sources of Revenue (Millions)



* Includes operating transfers into the general fund from other funds ($113.4 million), tobacco settlement monies ($3.7 million), rents & concessions ($16.2 million), and various miscellaneous revenues.

General Fund Contributions

Chart 5. General Fund Contributions by Department (Millions)



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

Strategic Reserve

The chart below reflects funds set aside in the strategic reserve. The general fund portion of $37.5 million represents 5.6% of estimated revenues in the FY 2019-20 Recommended Budget, below the 10% policy target. NMC has a designated reserve of $25.0 million.

Chart 6. Strategic Reserve (Millions)

County Employees

The table below summarizes the authorized positions in all funds by department and recommended changes from the FY 2018-19 Adopted Budget.

Table 1. Position Summary

Department	2018-19 Adopted	2019-20 Recommended	Change
Natividad Medical Center	1,254.7	1299.3	44.6
Health	1,069.3	1,102.2	32.9
Social Services	887.0	874.0	(13.0)
Sheriff-Coroner	447.0	469.0	22.0
Probation	288.0	288.0	-
Resource Management Agency	281.5	277.0	(4.5)
District Attorney	151.0	158.0	7.0
Child Support Services	96.0	94.0	(2.0)
Information Technology	100.0	108.0	8.0
Ag Commissioner	84.5	83.0	(1.5)
Emergency Communications	75.0	75.0	-
Library	65.0	66.0	1.0
Assessor	66.0	68.0	2.0
CAO	87.2	113.5	26.3
Public Defender	55.5	56.5	1.0
Treas-Tax Collector	49.0	49.0	-
Economic Development	6.0	-	(6.0)
Auditor-Controller	44.5	44.0	(0.5)
County Counsel	55.0	56.0	1.0
Human Resources	31.0	33.0	2.0
Board of Supervisors	20.0	20.0	-
Clerk of the Board	4.5	5.0	0.5
Cooperative Extension Service	3.0	3.0	-
Civil Rights Office	6.0	5.0	(1.0)
Elections	12.0	12.0	-
Total	**5,238.7**	**5,358.5**	**119.8**

Appropriation Limits

COUNTY OF MONTEREY

APPROPRIATION LIMITS FOR THE 2019 - 20 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	$ 710,265,224	$ 234,401,052
Special Districts			
052 CSA # 9 Oak Park	42,702	405,393	39,639
053 CSA # 10 Laguna Seca Ranch	9,658	91,689	-
055 CSA # 14 Castroville	530,743	5,038,632	-
056 CSA # 15 Serra Village, Toro Park	87,250	828,312	148,457
059 CSA # 20 Royal Estates	4,977	47,249	2,148
062 CSA # 25 Carmel Valley Country Club	9,339	88,660	40,475
063 CSA # 26 New Moss Landing Heights	1,026	9,740	2,952
066 CSA # 32 Green Valley Acres	1,836	17,430	3,695
069 CSA # 35 Paradise Park	5,283	50,154	5,202
072 CSA # 41 Gabilan Acres	2,727	25,889	8,694
076 CSA # 47 Carmel Views	5,013	47,591	17,657
077 CSA # 50 Rioway Track	944	8,962	1,132
079 CSA # 52 Cerro Del Oso	2,055	19,509	4,218
081 CSA # 54 Manzanita	219	2,079	1,146
085 CSA # 58 Vista Corado	1,406	13,348	2,258
086 CSA # 62 Rancho Del Monte	5,363	50,914	9,357
151 Pajaro County Sanitation District	254,092	2,412,234	251,556

Recommendations

It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 3, 2019 at 9:00 a.m. to adopt the Fiscal Year (FY) 2019-20 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 2019-20 Recommended Budget on June 3, 2019 at 9:00 a.m. and continue Budget Hearings on June 4, 2019 beginning at 9:00 a.m. if necessary.
3. Authorize and direct the County Administrative Office to prepare the FY 2019-20 Adopted Budget Resolution reflecting changes made by the Board during budget hearings, to make any changes in budget units to reflect any position and/or account adjustments approved by the Board during or prior to budget hearings.
4. Authorize and direct the County Administrative Office to make adjustments if needed to position counts, appropriations, revenues, fund balances, etc. to correct clerical errors.
5. Authorize the County Administrative Office to amend the General Financial Policies by adjusting the contribution of transient occupancy tax (TOT) revenue to the Monterey County Convention and Visitors Bureau from the current rate of 6.0% of County TOT revenue based on prior year audited actuals to a flat amount of $900,000. Authorize and direct the County Administrative Office to incorporate this change in the FY 2019-20 Adopted Budget.
6. Authorize the County Administrative Office to amend the General Financial Policies by adjusting the contribution of TOT revenue to the Road Fund from the current rate of 25.0% of County TOT revenue based on prior year audited actuals to $5,319,831, the FY 2019-20 maintenance of effort (MOE) requirement, effective July 1, 2019, with the difference to be directed to Board-specified road projects. Authorize and direct the County Administrative Office to incorporate in the FY 2019-20 Adopted Budget the updated TOT contribution to the Road Fund.
7. Authorize the County Administrative Office to allocate unused FY 2018-19 Election Department general fund contributions of up to $550,000 to the Information Technology Charges Mitigation Assignment (3124) for future election machine replacement or updates. Authorize and direct the County Administrative Office to incorporate in the FY 2019-20 Adopted Budget the updated Information Technology Charges Mitigation Assignment.
8. Authorize the County Administrative Office, in the event that any unbudgeted/unassigned fund balance is available at year-end FY 2018-19, to allocate in the following order of priority:
   a. For the *General Fund Contingency Assignment* (3113) to help cover unanticipated events or emergencies as prescribed in the County General Financial Policy.
   b. For support of the *Strategic Reserve* (3111), not to exceed established Board policy of 10% of estimated FY 2019-20 General Fund revenues (excluding NMC Strategic Reserve) as prescribed in the County of Monterey General Financial Policy.
9. Authorize the County Administrative Office to transfer or release to/from assignments associated with the following self-funded programs in the event they require additional funds or have excess funds at the end of FY 2018-19:
   a. Vehicle Replacement Assignment (3116).
   b. Laguna Seca Track Assignment (3129).
   c. Information Technology Charges Mitigation Assignment (3124).
   d. Building Improvement and Replacement Reserve Assignment (3112).
   e. Cannabis Tax Assignment (3132)
10. Authorize the County Administrative Office to adjust the FY 2019-20 Adopted Budgets for the other funds under the authority of the Board of Supervisors to reflect the FY 2018-19 year-end final available fund balance.
11. Consider approval and adoption of the *Resource Management Agency-Public Works Annual Work Program* for the Road Fund for Fiscal Year 2019-20. 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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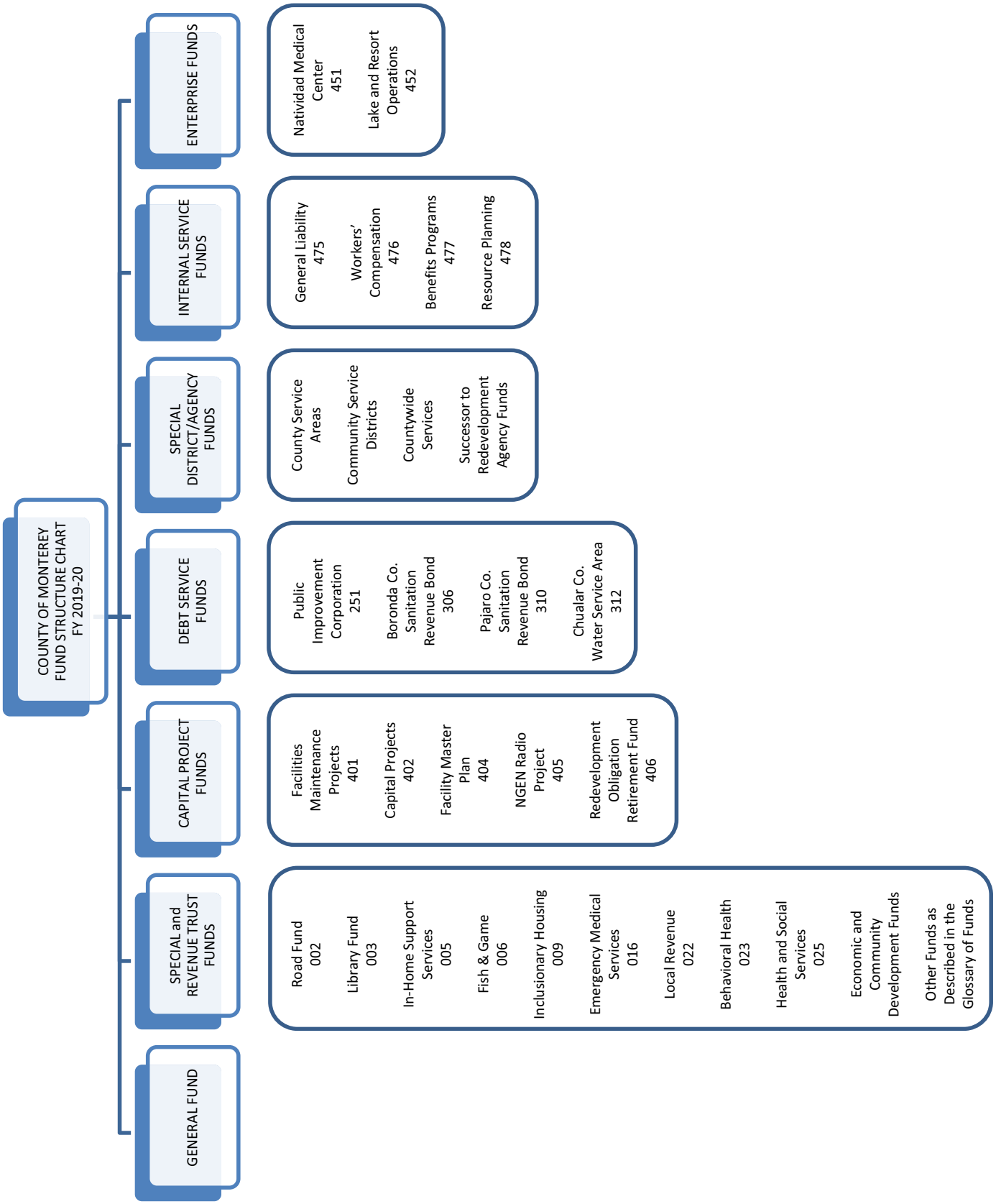
Fund Structure



Fund and Organizational Structure Relationship

Department	Governmental Funds																												Proprietary Funds					
	General Fund	Special Revenue Funds																								Debt Service Funds				Capital Projects Funds				Enterprise Funds		Internal Service Funds			
	001	002	003	005	006	008	009	011	013	016	021	022	023	024	025	026	027	028	175*	176*	180*	181*	182*	CSAs/CDS* (051-093,151-157)	251	306*	310*	312*	401	402	404	406*	451	452	475	476	477	478
Board of Supervisors	X																																					
County Administrative Office	X						X	X	X		X			X					X	X																		X
Human Resources	X																																			X		
Civil Rights Office	X																																					
Auditor-Controller	X																								X													X
Treasurer-Tax Collector	X																																					
Assessor-County Clerk-Recorder	X																X																					
County Counsel	X																																		X	X		
Clerk of the Board	X																																					
Elections	X																																					
Emergency Communications																X		X																				
Information Technology	X																																					
District Attorney	X											X																										
Child Support Services	X																																					
Public Defender	X											X																										
Sheriff-Coroner	X											X									X	X	X										X					
Probation	X											X																										
Agricultural Commissioner	X																																					
Resources Management Agency	X	X			X																			X		X	X	X	X	X	X	X	X		X			
Health	X									X		X	X		X									X														
Social Services	X			X		X						X			X																							
Library			X																																			
Cooperative Extension Service	X																																					
Natividad Medical Center																															X		X					

* includes funds that are component units of Monterey County

Three Year Forecast

Introduction

The County Administrative Office is pleased to present the financial forecast for the County of Monterey. The forecast is the first step of the annual budget development cycle, which concludes with the adoption of a balanced budget by July 1 of each year. To meet this timeline, staff conducts a comprehensive mid-year review of planned spending and anticipated revenues for the current year, budget year (FY 2019-20), and two additional years. The result of this review is an assessment of the County's financial condition, emerging needs, and expected fiscal capacity to meet those needs.

Approach and Assumptions

The forecast is an analysis of estimated revenues and costs for existing levels of staffing and services within the context of current statutes and policies. A forecast is different than a budget. In forecasting, departments estimate "normal" cost of operations, which generally include the filling of vacancies and current level of discretionary spending resumes. 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. Similarly, the forecast also serves as a tool for the upcoming budget to assess the impact that decisions made in the present, such as considering a new revenue source or the funding of a new program, will have on future fiscal balance.

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 known increases in PERS retirement rates and health insurance premiums. Revenue estimates are based on the most recent financial data and available information about federal and State funding levels. The forecast compares expenditures required to carry out existing operations related to estimated financing sources. This analysis is a key financial management tool to guide the upcoming budget process and help preserve long-term financial stability.

General Fund Outlook through 2021-22

	FY 2017-18	FY 2018-19			FY 2019-20	FY 2020-21	FY 2021-22
	Actual	Adopted	Modified	Year-End Estimate	Forecast		
Financing Sources:							
Beg. Unassigned Fund Balance	$ 8.7	$ 2.3	$ 2.3	$ 3.9	$ -	$ -	$ -
Cancellation of Restricted Fund Balance	9.4	0.8	0.9	0.9	-	-	-
Cancellation of Assignments	20.5	15.1	20.5	18.7	-	-	-
Revenues	659.9	658.9	661.1	655.4	659.5	668.4	679.3
Total Financing Sources	**$ 698.5**	**$ 677.1**	**$ 684.8**	**$ 678.9**	**$ 659.5**	**$ 668.4**	**$ 679.3**
Financing Uses:							
Restricted Fund Balance	$ 26.0	$ -	$ -	$ -	$ -	$ -	$ -
Assignments	23.8	-	-	3.1	-	-	-
Strategic Reserve	17.2	-	-	10.0	-	-	-
Expenditures	627.6	677.1	684.8	665.7	687.9	707.1	731.0
Adjustment - Est Salary Savings	-	-	-	-	*(14.3)*	*(14.7)*	*(15.2)*
Total Financing Uses	**$ 694.6**	**$ 677.1**	**$ 684.8**	**$ 678.8**	**$ 673.6**	**$ 692.4**	**$ 715.8**
Ending unassigned fund balance	**$ 3.9**	**$ -**	**$ -**	**$ 0.1**	**$ (14.1)**	**$ (24.0)**	**$ (36.5)**

Positive prior year performance results in an operating surplus. Through the Board's leadership, and departments diligently managing increased costs within constrained budgets, the general fund outperformed budget expectations, resulting in an operating surplus in the year ending June 30, 2018. The Board prudently invested this surplus by restoring $10.0 million to the Strategic Reserve. Meanwhile, Natividad Medical Center added $7.2 million to its strategic reserve. An additional $14.0 million was added towards the cannabis "assignment". These investments will help the County weather future unforeseen events and meet emerging needs. While the prior year ended in a surplus, the unassigned fund balance includes $2.3 million that was carried

forward from the prior year and has already been obligated in the FY 2018-19 adopted budget to fund one-time expenditures. Therefore, only $1.6 million of the unassigned fund balance is truly available in the current year.

The general fund is expected to outperform expectations in the current year. The responsible stewardship of County finances is evident in the current year, with the County forecasting a $10.1 million improvement compared to budget. Due to anticipated positive year-end results, the forecast assumes an additional $10.0 million will be added back to the Strategic Reserve consistent with prior Board direction. Departments expect to end the current year with expenditures $19.1 million below budget with a decrease in estimated year-end revenues of $5.7 million. The decrease in expenditures is mostly due to salary savings for unfilled positions, as departments seek to curtail expenditures in impacted programs or encounter recruitment challenges, which also decreases reimbursement-based revenues from federal and State agencies. The forecast assumes $3.1 million will be transferred to restricted fund balance at year-end due to funding constraints associated with these monies.

Discretionary revenues continue to climb in the current year. Underlying the favorable current year performance is continued growth in discretionary revenues as the economy enters its tenth year of expansion. Discretionary revenue is forecasted to grow $6.2 million over budgeted expectations adopted last June, thanks to a 6.0% rise in assessed property tax values and a new record high in transient occupancy tax (TOT) revenue collections. These discretionary revenues have grown $52.3 million (32.0%) since the recession and have been allocated through the annual budget process to help programs keep up with rising costs, provide modest wage increases, and protect employee benefits.

Unfunded needs in the current year exceed $5.1 million. The expected current year surplus does not take into account various emerging and unfunded needs. These needs include the addition of custody staff to prepare for the expanded jail, various unfunded conservation and flood prevention projects, and capital needs at the Lakes Resorts. These unfunded needs total $5.1 million and do not include to be determined costs for repairing South County dams or cost overruns in building the new Juvenile Hall.

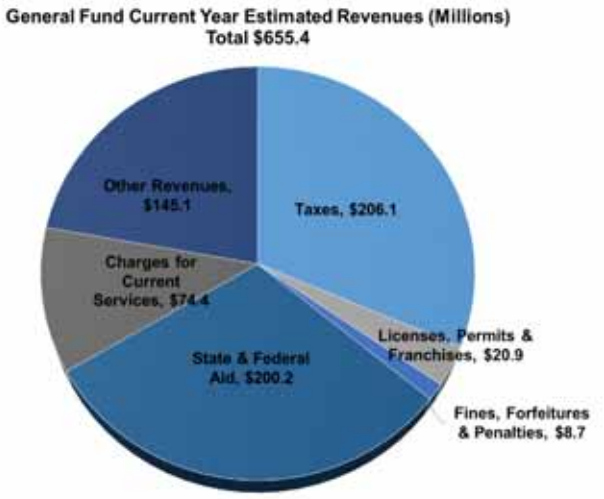
PERS rate increases drive deficits in Departmental forecasts. Forecasts generally assume vacancies are filled while experience tells us that, in reality, savings consistently occur due to attrition and turnover. As such, the County Administrative Office (CAO) added a salary savings adjustment that lowers overall projected expenditures by $14.3 million to $15.2 million annually by the end of the forecast period. After making the salary adjustment, the forecast reveals a forecasted deficit of $14.1 million next fiscal year, growing to $36.5 million by FY 2021-22. The majority of these deficits are driven by higher contribution rates going towards paying down CalPERS' large unfunded pension liabilities and, to a lesser extent, continued increases in the County's general liability insurance program. Additionally, ongoing expenditures for 22 FTEs and services restored through budget hearing modifications using one-time funding are responsible for $3.5 million in projected funding gaps. Even with a salary adjustment, County staff err on the side of caution by being conservative when estimating revenues and expenditures with actual performance generally favorable compared to forecasts. These hypothetical deficits are based on current operations and policy and do not include future service enhancements, wage increases for expiring labor agreements, unfunded needs discussed later in the report, changes in federal or State financial commitments, or revenue declines in an economic downturn.

Next year, there will continue to be major needs for which funding has not been found. Funding of $5.9 million is needed next fiscal year to cover the gap for State redirection of AB 85 Realignment Funds which support health programs and the inmate healthcare program. Other unfunded needs include $2.1 million for additional staffing needed to operate the jail expansion, continuing flood prevention efforts, building a reserve fund for the next ERP upgrade, and capital projects and staffing costs at the Lakes Resorts and the to-be-determined spending to repair South County dams. These unfunded needs excluded from the forecast total $11.5 million and exclude Juvenile Hall project cost overruns and the $20.0 million needed to bring the Strategic Reserve up to the policy target.

Prudent financial decisions will be needed to allocate available resources for competing needs. Looking into the future, the County, like the State and other local governments, must continue to plan for a stable and sustainable future for coming generations by re-building its Strategic Reserve, maintaining infrastructure, and paying down unfunded liabilities. Unfunded liabilities include a $627.6 million gap between expected pension costs and assets available to pay those costs, as well as unfunded liabilities for retiree health and vacation accruals totaling $39.9 million and $41.1 million, respectively. The financial forecast assumes that the economy continues to grow through the forecast period and does not include potential impacts that may result from possible federal or State policy changes or impacts of a recession. While growth is assumed, the risk of a recession remains considering the U.S. is entering its 10th year of expansion. To tackle these issues, the County has a Board with a proven track record of successfully managing fiscal challenges and an organizational culture that finds ways to re-balance operations to live within our means.

General Fund Revenues

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

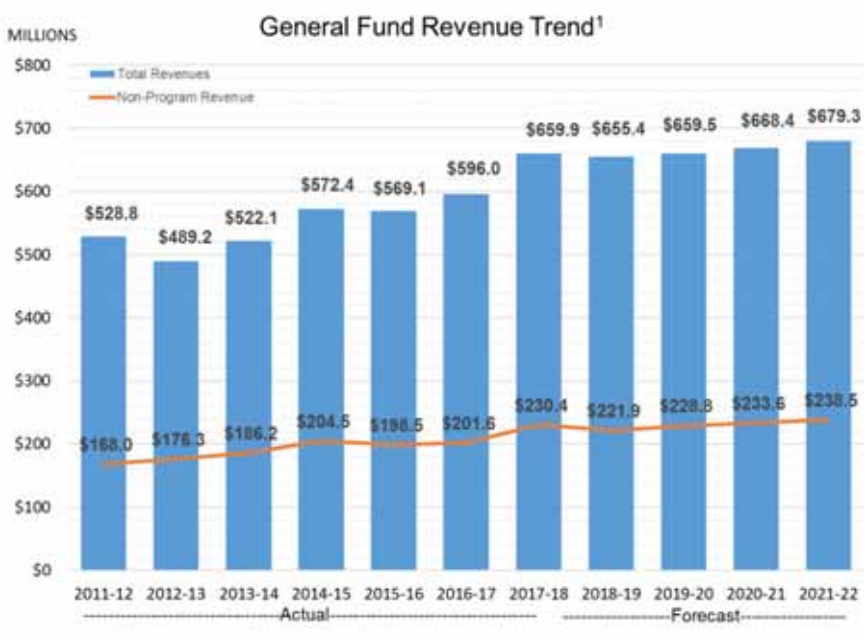


Non-program or "discretionary" revenues are mostly derived from taxes and are utilized to address local priorities and to provide funds to leverage federal and State monies, including maintenance of effort requirements.

Current year revenues are $5.7 million below budget expectations. The major causes of the decrease in revenue in the current year include:

- **Revenue in the Health Department is $6.3 million below budget:** The Health Department is estimating a decrease in health fees and lowered reimbursements due to a lower than anticipated level of service as they are unable to fill vacancies in primary care clinics.
- **Lower reimbursements expected in Social Services due to lower caseloads:** The Department of Social Services is estimating a $3.0 million decrease in State and federal reimbursements with some corresponding reductions in expenses due to lower caseloads in entitlement programs such as CalFresh and CalWorks.
- **Revenue in Resource Management Agency is $3.0 million below budget:** The Resource Management Agency included an increase in revenues from fees, mostly construction and zoning permits. The increase over the prior year assumed a 5% fee increase would be approved by the Board as of the beginning of the year. However, as of the writing of this report, the Department was in the process of revising its fee schedule and has not taken updated fees to the Board for approval.

Overall reductions in revenue were offset by a $6.2 million increase in County discretionary revenues, mostly for higher than budgeted property tax receipts and TOT. The graph below illustrates the general fund revenue trend based on actual performance and forecasted amounts:



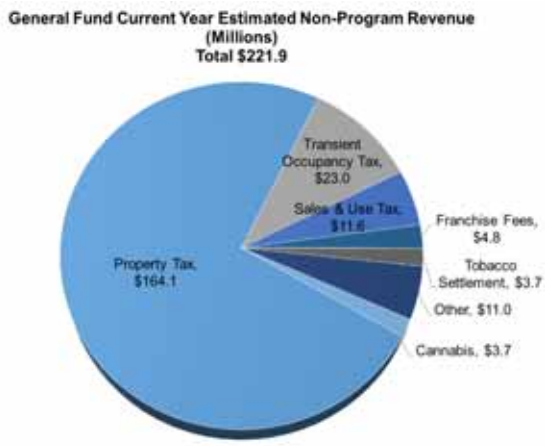
[1] FY 2017-18 included $14.9 million increase in growth from cannabis revenues. FY 2018-19 non-program revenue estimates include $3.7 million in cannabis revenues to support the cannabis program.

Forecasted years assume modest growth in revenues. Departments balance their budgeted expenditures based on a combination of revenues earned directly by the program (State reimbursement, permit fees, clinic charges, etc.) and County contributions of discretionary "non-program" revenue. Since FY 2012-13 the County's program revenues have mostly grown under state-county realignment and the Affordable Care Act to support increased responsibilities and associated costs, including mandated public assistance and health and public safety programs. The chart on the previous page reflects the overall general fund revenue trend and the non-program revenue trend, which accounts for one-third of general fund revenues. For FY 2019-20, general fund revenues grow $4.1 million (less than 1%) over current year expectations, as a 1.0% decline in estimated program revenue is offset by an increase in non-program revenue, specifically property taxes.

Discretionary Revenues

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

Property tax revenue comprises the bulk of local discretionary monies. Sources of non-program revenue are displayed in the chart to the right. Total non-program revenue in the current year is estimated at $221.9 million.



Property tax revenue is the largest source of non-program revenue, projected at $164.1 million (74%) of current year estimated non-program revenue. Other significant sources of discretionary revenue include: $23.0 million in TOT; $11.6 million in sales and use tax revenue; franchise fees of $4.8 million and tobacco settlement monies of $3.7 million. While property tax revenues are on the rise, PG&E's bankruptcy could impact property tax revenue and franchise fee collections for counties throughout the

State. Staff will be monitoring this development for potential impacts to the County.

Discretionary revenue continues to grow in coming years. The chart to the right reflects the projected non-program revenue in the current year, budget year (FY 2019-20) and two out years. Projected current year non-program revenue is above budget mostly due to better than expected property tax collections, which are estimated to increase $2.4 million over budget, $1.1 million increase in TOT, and recognition of $1.0 million in additional cannabis revenue to fund program-related staffing.

The forecast assumes continued growth in non-program revenue primarily due to positive trends in property tax collections resulting from higher assessments. Next fiscal year, non-program revenue grows $13.1 million over the current adopted budget. Growth in the two out years is projected at approximately $4.8 million and $4.9 million respectively.

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

The adopted budget assumed a 5.0% increase in assessed values for FY 2018-19. The current year estimate reflects a 6.0% increase as reported by the County Assessor's Office. The forecast assumes a 5.0% growth in assessments next fiscal year, which produces $5.4 million growth in property tax revenue. The two out years include a more conservative growth assumption of 2.5% each, yielding additional revenue of $4.1 million each year.

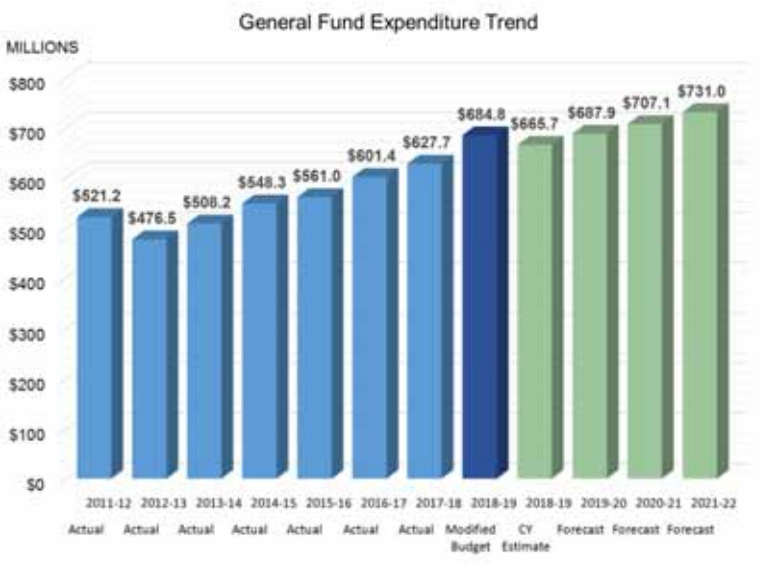
Transient Occupancy Tax receipts rebound after impacts of natural disasters. TOT is the County's second largest source of discretionary revenue. Often referred to as the "hotel tax," TOT is the tax applied on hotel/motel accommodations. Various tourist attractions contribute to the County's TOT, including the County's Laguna Seca Recreation Area (LSRA), which is responsible for generating roughly $1.6 million in TOT. The tax rate for Monterey County is 10.5%. Last fiscal year, TOT revenues increased $3.7 million which was attributable to the recovery in the peninsula from wildfire

and storm-related damage and road closures as well as successful efforts by the Treasurer-Tax Collector in recuperating one-time collections for non-complaint Short Term Rental operators. The current year estimate assumes a 5.0% increase over last fiscal year as revenue receipts in the 1st quarter outperformed expectations attributed to positive economic conditions and the continued efforts of the Treasurer-Tax Collector to improve compliance. As of the writing of this report, 2nd quarter TOT results were unavailable. To the extent TOT revenue receipts see an increase or decrease over prior year results, budget year revenue estimates may be adjusted. TOT is estimated at $23.5 million next fiscal year and growth is projected at 2% in the two out years.

Cannabis revenues to support on-going cannabis program. The adopted budget included $2.7 million in cannabis revenues to support 13 FTEs for the implementation of the County's Cannabis Program. Services and equipment in various County departments were also funded to carry out the program, some of which included: Accela automation program, new vehicles in the Sheriff's Office and lab analysis in the Health Department. In the current year, the Board authorized an additional eight FTEs and other services for an additional increase of $1.0 million in cannabis revenues. In total, 21 positions have been added towards the County's cannabis program at a cost of $4.4 million. Cannabis revenues are estimated at $4.4 million next fiscal year for on-going support of cannabis program staffing and services with no growth assumed in the two out years.

General Fund Expenditures

The FY 2018-19 adopted budget included appropriations of $677.1 million. The modified budget is $684.8 million, including modifications of $7.7 million over the course of the year primarily due to $1.0 million in additional staffing to support Cannabis Program enforcement and compliance efforts and an increase of $5.3 million to address a deficit in the ERP fund.



Current year expenditures are estimated at $665.7 million, or $19.1 million below budgeted expenditures. The primary factor decreasing expenditures in the current year is salary and benefit savings of $24.0 million resulting from vacancies across the County. At the writing of this report, the County had an overall 10.5% vacancy rate. There are an estimated 358 vacancies in the general fund, with an annualized value of $43.3 million next fiscal year. Of these vacancies, over half reside within the Health Department and Social Services. To the extent these departments fill vacant positions, they would likely qualify for some level of reimbursements from State and federal agencies. Conversely, vacancies in these departments do not translate into County savings to the extent departments cannot seek reimbursement from State and federal agencies for costs not incurred. The same holds true for departments with grant-funded vacancies, as in the District Attorney's Office, or departments that share cost with other payors, such as Emergency Communications.

Departments generally assume in their forecasts for next fiscal year that all vacancies are filled at top step. The conservative estimate illustrates potential increases in expenditure levels; however, Departments will curtail actual expenditures to available funding. As responsible fiscal stewards, Departments make operational changes if funding levels are constrained, including delaying hiring of vacant positions. As such, an adjustment for salary savings is made in the forecast years. This adjustment is discussed later in report.

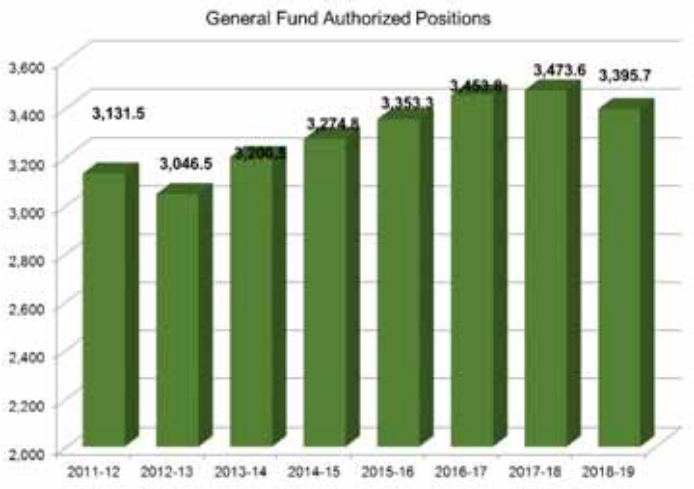
One-time and on-going expenditures in the current year are financed with fund balance. The FY 2018-19 adopted budget included $18.2 million use of fund balance to cover one-time and on-going expenditures. Such expenditures include Laguna Seca Track repairs ($6.4 million), the contingencies appropriation ($5.4 million), IT needs, and the Interlake Tunnel & Spillway project ($445,897). On-going expenditures directed during the June 2018 budget hearings include: restoration of 12 FTEs in the Department of Social Services for the Children's Emergency Response Team, Adult Protective Services, and Community Action Services as well as funding for DSS's Whole Person Care/homeless service providers, Emergency Women's Shelter and Veteran's Stand Down event ($2.6 million); restoration of 7 FTEs in the Health Department Public Health programs ($1.0); restoration of 1 FTE in the County Administrative Office – IGLA ($140,569); and restoration of 2 FTEs in the Public Defender's Office ($233,384).

While one-time expenditures go away in the upcoming year, the ongoing costs to support the 22 FTEs added during budget hearings will consume some of next year's expected gain in dicscretionary revenue. In addition, major cost drivers such as pension contributions, healthcare costs, general liability, and workers' compensation will exert additional financial pressure, as discussed in detail in the following section.

Major Cost Drivers

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

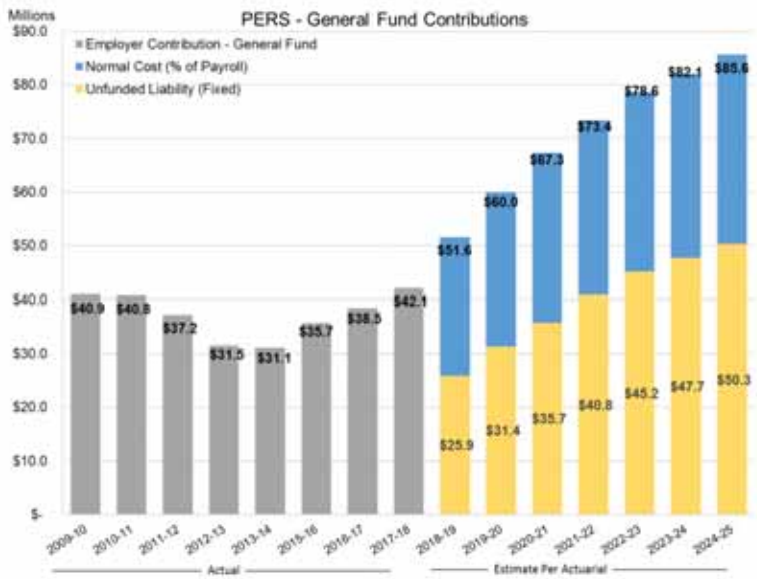
Growth in ongoing salary cost. The current year represents the last year of wage increases approved by the Board in FY 2016-17. The Board of Supervisors approved wage increases for most labor groups of 1.5% in the first year, 2.5% in FY 2017-18 and 3.0% in the current year. Most safety bargaining units received increases of 2.5% in the first year, 2.5% in FY 2017-18, and 3.0% in the current year. Independent of position growth, over the course of the prior three fiscal years, wage increases will have added $19.3 million in cost to the general fund.



Between FY 2012-13 and FY 2017-18, general fund positions increased year-over-year, with a total of 427.1 general fund positions added. However, FY 2018-19 was the first-year general fund positions experienced an overall drop. The recommended budget included a reduction of 144.2 positions in the general fund. While one-time financing solutions were identified to minimize the impact of position reductions to County services, including departments making reductions to non-core services and identifying other areas of budgetary flexibility, the final adopted budget still included a reduction of 77.9 positions in the general fund due to mounting cost pressures. Despite the reduction in total general fund positions, salary cost continue to increase over prior year cost for step advances and salary increases as this is the last year of the current bargaining agreements.

Departments estimate salary expenditures increase from $249.7 million in the current year to $272.1 by FY 2021-22. However, as mentioned earlier in the report, departments generally forecast all vacancies are filled and at top step. Recognizing that departments manage their budgets to anticipated funding levels, and thereby make changes to their operations – including delaying hiring, and savings in salaries will consistently occur due to attrition and turnover, the forecast added a salary savings adjustment to more closely illustrate prior years' experience in salary expenditures. Taking the salary adjustment into consideration, salary expenditures increase to $263.1 million by FY 2021-22. The forecast does not include future wage increases for labor agreements.

Employer contributions continue to increase due to changes in CalPERS' actuarial methodology. To strengthen long-term sustainability, the County continues to see its contributions towards employee pensions increase. Driving the increases are changes to CalPERS' actuarial methodology, including the following actions:



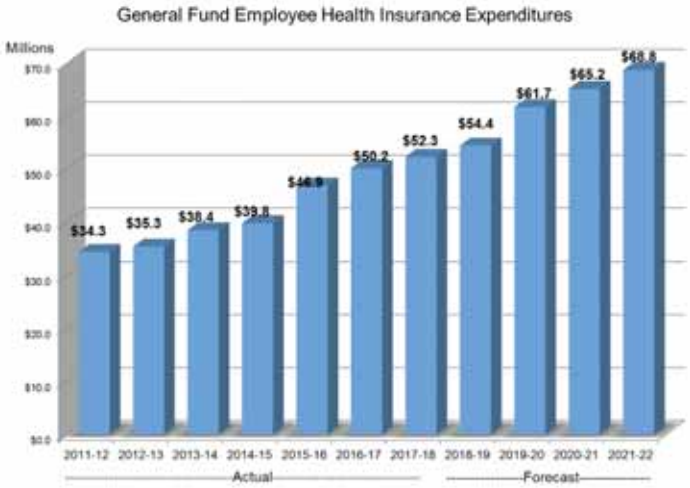
- Changes in amortization and rate smoothing policies to accelerate paying down large unfunded liabilities.
- Change to fixed dollar contribution for the unfunded liability portion, rather than as a percentage of payroll, to prevent potential funding issues that could arise from a declining payroll.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

Projected results assume no future plan changes, no changes in assumptions, and no liability gains or losses. Specifically, investment returns falling below the assumed rate of return, which will increase contributions. Should there be any changes to the aforementioned, these will have a direct impact on required contributions.

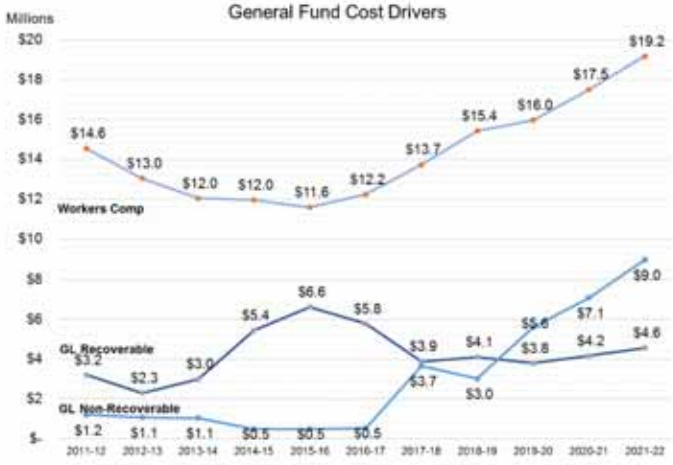
Sharp increases in pension contributions. General fund contributions increase $8.4 million next fiscal year (almost doubling the FY 2013-14 level) and grow $34.0 million by FY 2024-25. The most significant change impacting contributions is the reduction in the "Discount Rate," which reduced the assumed rate of return by CalPERS from 7.50% to 7.0% over three years, increasing agencies' unfunded liabilities. The change was made by CalPERS due to expectations of lower investment returns. A lower discount rate – while shoring up the pension fund and reducing the risk of funding issues and cash flow gaps – increases employers contributions. The contributions for FY 2018-19 are based on a 7.25% discount rate; contributions for next fiscal year will be based

on a 7.0% discount rate. The projections in the chart above are based on CalPERS actuarial valuations, which are built on actual payroll data obtained by CalPERS, and therefore, based on existing levels of filled staffing.

Pension costs continue to be a primary cost driver for most local government agencies in California. Acknowledging the impact of these future costs, specifically CalPERS unfunded liability portion, the Governor's proposed budget for FY 2019-20 includes supplemental contributions to reduce the State's unfunded liability. CalPERS offers this option to local public agencies as well. The County's current unfunded liabilities of $627.6 million already represents an entire year's general fund budget.



Increased health insurance premiums place fiscal pressure on County. Health care costs have grown $18.0 million since FY 2011-12 and are forecasted to increase another $16.5 million over the next four fiscal years. Increasing health care costs have contributed to the fiscal pressures faced by departments and have impacted programs. The County has absorbed rate increases, rather than pass the cost to employees, resulting in additional expenditures. In the current year, health costs are estimated at $54.4 million, or $2.1 million over last fiscal year. The Human Resources Department is anticipating an 8.0% annual growth for FY 2019-20 and the remainder of the forecast period based on historical experience. Based on new information received the day of publishing this report, CalPERS is considering a new "three-region pricing" model in which rates for Monterey County could increase more than 10% on January 1, 2020. In addition to rate increases, the present liability for retiree health expenses is $39.9 million.



Costs to run internal service fund programs increase. The workers' compensation program is increasing its allocated costs to departments by $0.6 million next fiscal year with projected increases doubling in the out years of the forecast due to a 10.0% increase in costs per year based on the most recent actuarial reports. The general liability program's allocated costs to departments increase $2.3 million in FY 2019-20 with similar increases in the out years to pay down unfunded liabilities associated with legal settlements. While recoverable costs are expected to increase 10% in FY 2020-21, non-recoverable costs increase 30% that same year. Both workers' compensation and general liability allocation estimates are based on a 70% confidence level.

Funding Commitments

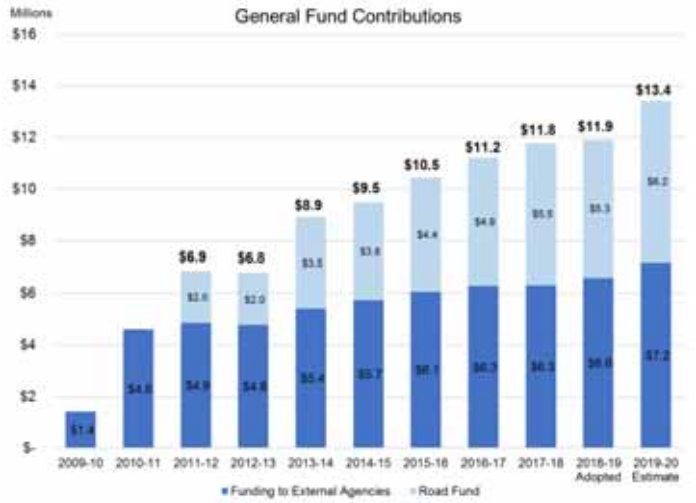
In addition to operational cost drivers, County policy provides for funding towards external agencies and to the Road Fund. Funding agreements are based on percentage formulas, which have generally resulted in increased annual contributions in recent years. These commitments total $11.9 million in FY 2018-19 and result from the

following:

- **Funding to external agencies in support of their mission to economic development.** County policy provides funding for agencies that promote economic development, tourism and cultural arts. During FY's 2016-17 and 2017-18, contribution amounts were capped at FY 2015-16 levels, or $1.9 million, due to fiscal constraints. In FY 2018-19, contributions return to formula based and include $2.0 million from TOT. Next year, contributions are estimated at $2.3 million.

- **Proposition 172 revenues (Half-Cent Public Safety Tax).** The County distributes Proposition 172 revenues based on funding agreements to user agencies of the 911 dispatch center and to fire districts to promote public safety. These contributions are at the discretion of the Board. The FY 2018-19 contributions to user agencies of the 911 center total $1.6 million and the allocation to the fire districts is $3.0 million, a combined increase of $179,631 over the prior year. Next year, contributions are estimated at $3.1 million for fire districts and $1.7 million for user agencies.

- In FY 2013-14, the Board adopted a policy to contribute a percentage of TOT revenue to the Road Fund, recognizing that well maintained roads are vital to the local economy. The FY 2018-19 contribution is $5.3 million, an increase of $3.3 million since the policy was adopted. Next fiscal year, the estimated contribution to the Road Fund is $6.2 million, which is based on FY 2017-18 actual TOT revenues. Part of the contribution covers the Maintenance of Effort (MOE) requirement for Measure X funding, which is estimated at $5.2 million next fiscal year.



Emerging Countywide Needs

The following table summarizes emerging unfunded needs that will require budget solutions beginning in the current year and emerging costs next fiscal year. These known costs total $5.1 million in the current year and grow to $52.8 million in the general fund next fiscal year if one includes the funding needed to restore the Strategic Reserve to its policy target.

One-time funding solutions to restore 22 County positions. Due to budget constraints, the general fund recommended budget included a reduction of 144.2 positions. During budget hearings, the Board approved restoration of 22 positions throughout various departments using one-time funds. Restored positions represent $3.5 million in on-going general fund cost next fiscal year.

State redirection of AB 85 Realignment monies supporting indigent healthcare. AB 85 was implemented in 2013 to capture savings related to indigent medical care in the *1991 State Health Realignment* and redirect county "savings" to social services programs. Last fiscal year, the reduced funding impacted the Health Department and the Sheriff's Office. Loss of this funding impacted health programs such as the Whole Person Care pilot program, targeted case management, and laboratory services. For the Sheriff's Office, while the funding partially supported the inmate medical program, the Office managed to backfill the shortfall in health realignment funding through use of AB 109 funds.

Resource Allocation Needs	FY 2018-19	FY 2019-20
Included in Forecast:		
Continuing support of 22 FTEs added in June 2018 budget hearings with one-time funding.	$0	$3,493,085
State Redirection of AB 85 Realignment Funds	-	5,905,990
PERS Contribution Increase	-	8,420,785
Employee Health Insurance Increase[4]	-	2,372,059
In-Home Support Service Negotiations	216,581	1,017,157
Land Use Conservation Projects	-	110,000
	216,581	**21,319,076**
Not Included in Forecast:		
Bargaining Agreements	-	TBD
Jail Expansion Staffing	245,297	2,064,744
Juvenile Hall Project Overrun[1]	TBD	TBD
Land Use Conservation Projects[3]	1,159,470	470,000
Strategic Reserve Deficit	-	20,000,000
Lake Nacimiento Capital Needs	1,345,507	1,593,897
Lake San Antonio Capital Needs	2,175,000	2,350,000
Lake San Antonio Staffing	-	1,019,111
ERP Upgrade Reserve	-	4,000,000
Storm Damage Repairs[2]	-	Ongoing
Dams and Spillway Repairs	TBD	TBD
WRA Habitat Conservation Plan	-	TBD
	4,925,274	**31,497,752**
Total	**$ 5,141,855**	**$52,816,828**

[1] Liability for contractor under review.

[2]. Utilizing County financing pending State/federal disaster reimbursements.

[3]. Includes Salinas Valley Groundwater Basin Study, tide gate repairs, Carmel River floodplain restoration, Carmel Lagoon Sandbar management, local coastal program update, and general plan implementation.

[4]. Cost represents half-year (January 1, 2020 - June 30, 2020) based on forecasted increase of 8%. Annualized cost is $4,744,118.

In the current year, the Health Department used one-time funding solutions to close a funding gap of $3.2 million and restore 45 positions utilizing "realignment" fund balance along with allocations from the appropriation for contingencies. Next fiscal year, AB 85 revenue redirection is estimated at $5.9 million. The Department anticipates continued use of fund balance as a mechanism to support on-going positions; however, this does not include $1.0 million used from contingencies for positions in public health or $541,454 in realignment funding in Animal Services.

Employee Health Insurance Increase. Health Insurance rates are forecasted to increase 8% beginning January 1, 2020. Next year, this increase represents $2.4 million in cost for half of the fiscal year (January 1, 2020 – June 30, 2020). Recently, the CalPERS board approved a new three-region pricing model to align health insurance premiums to health care costs within each region. This new model could result in a 10% increase in rates.

In-Home Support Service Negotiations. The current MOU with local homecare workers providing IHSS services expired June 30, 2018. The County has been in negotiations for a new MOU and the amounts listed in the table above represent the County's share of estimated wage increases.

Additional staffing to operate new Jail Expansion. In 2011, the Board approved construction for a jail housing addition. The project will provide 576 new beds and is expected to be completed in August of 2019. The opening of the new facility will require additional staffing to meet statutory, regulatory and case decisions that govern requirements at the jail. The Sheriff's Office is estimating a net addition of 21 FTEs with a cost of $245,297 to hire 6 Deputy recruits in the current year to go through the academy and be fully trained by the time the addition is complete. In addition, custody control specialist and inmate control specialist would be hired a few months ahead of the project completion. The FY 2019-20 estimate of $2.1 million represents the full year cost for the Sheriff's Office staffing plan.

Juvenile Hall Project schedule delays and overrun cost. In 2013, the Board approved construction for a new Juvenile Hall. The project is currently behind schedule. There are two phases to the project. The contractor is currently behind schedule for Phase I and Phase II does not begin until Phase I is complete. Phase I was anticipated to be completed by July 2018. RMA staff estimate Phase I will be complete in June 2019. With the delays in the schedule, there are change order requests that have been submitted by the contractor. Year to date actuals through November 2018 include $3.0 million in approved change orders. Staff has denied several requests and continues to negotiate submitted change orders. In addition to change orders, the contractor has submitted claims with an unknown amount. RMA is assessing what they believe to be the total funding needed to complete both phases of the project and to what extent the County may be liable for cost overruns.

Land Use Conservation Projects. The Resource Management Agency is tasked with completing various land use conservation projects for which augmentation requests were submitted but not included in the adopted budget for FY 2018-19, including: completion of a five year Salinas Valley Groundwater Basin Study, Elkhorn Tide Gate Permanent Repair – Phase III, funding for permit and design review of the Carmel River Floodplain Restoration Project (CRFREE), management of the Carmel Lagoon Sandbar to flood protection/prevention measures during winter storms, funding to update the Local Coastal Program and the General Plan Implementation, and the funding for work towards the completion of the Carmel River Lagoon project. Total estimated funding need for these projects includes $1.2 million in the current year and $0.6 million in FY 2019-20.

Lakes Resort Capital Project Improvements and staffing needs. At its January 15, 2019 meeting, the Board was provided with options for stabilizing operations at Lake Nacimiento and Lake San Antonio. Ultimately, the Board approved the option to keep Lake Nacimiento as an enterprise fund while operating Lake San Antonio as a regional park. RMA is estimating needing additional staff at a cost of $1.0 million to operate Lake San Antonio. Additionally, capital project needs have been identified for both lakes in the current year and next year, with an anticipated combined cost of $3.5 million and $3.9 million, respectively.

Future ERP upgrade financing need. The last ERP upgrade was completed during FY 2017-18. The upgrade strained County finances and created fiscal hardships on departmental operations. The County needs to begin reserving for the next ERP upgrade, including $4.0 million next fiscal year, to avoid unexpected financing deficiencies that marred the last upgrade. Total estimated cost for the next upgrade is $20.0 million.

Storm Damage Repairs. The County experienced unprecedented damage resulting from winter storms in 2017. On March 14, 2017, the Board approved use of $16.8 million from the strategic reserve to begin critical repair work caused by the *Soberanes Fire* and winter storms, designating $8.5 million as the County's share and $8.3 million as cash flow. This allocation did not address damages that occurred as a result of the February 17th storm in 2017. The cost to repair damages resulting from these natural disasters are estimated at $64.2 million. In April 2018, the Board authorized the use of up to $25.0 million from Fund 404 to cash flow winter storm repairs for projects that have been obligated for reimbursement by FEMA or FHWA. In addition, the Board increased the County's share from $8.3 million to $13.0 million. While the funds from Fund 404 will allow the County to complete infrastructure repairs, these funds will need to be repaid within two years, or by FY 2019-20. To the extent FEMA or FHWA does not reimburse the County for completion of projects approved by the Board in

April, funding will need to be identified to replenish the outstanding cash to Fund 404. In the current year, RMA estimates requesting $5.6 million in cash from Fund 404 to complete projects.

In addition to the projects the Board authorized to be completed, there remain other projects, either not eligible for reimbursement from FEMA or not part of the 2017 winter storms, and which, in turn, cannot be cash flowed using Fund 404 funds. The total need to complete these projects is estimated at $35.8 million. The Board directed RMA to return with financing options to complete these projects, including a discussion on the availability of loans to finance completion of projects, however, as of the writing of this report, RMA has not returned to the Board.

Dams and Spillway Repairs. After the 2017 Oroville Dam spillway incident, the State Division of Safety of Dams (DSOD) and the Federal Energy Regulatory Commission (FERC) directed the Water Resources Agency to complete focused spillway inspections and condition assessment reports. The Agency's report for San Antonio Dam spillway is that it "is in generally poor to fair operable condition." DSOD has not yet officially responded to the San Antonio Dam spillway condition assessment report; however, it has indicated verbally that total or near-total replacement of the spillway will be the likely direction provided. While the Agency's report for the Nacimiento Dam spillway is that it is "judged to be in good operable order at the time of inspection" DSOD has yet to respond. Additional investigation and maintenance work at the spillway are needed.

Bargaining Agreements set to expire in the current year. Most bargaining agreements expire in the current fiscal year. The forecast does not include unknown provisions of future MOUs.

Financial Reserves

Since the recession, the Board has strengthened financial policies to restore balance between ongoing revenues and expenditures, ending the practice of using one-time gains in fund balance to finance ongoing operations. Historically, the County has invested year-end surpluses and one-time gains in its strategic reserve and other key investments, resulting in improvement to the County's ending fund balance each year.

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

The FY 2018-19 adopted budget includes $18.2 million in use of fund balance including funds authorized from restricted fund balance and other assignments. Based on the planned fund balance use, the estimated general fund balance at year-end 2018-19 is $165.4 million.

The County had previously built up the general fund strategic reserve to $56.1 million by FY 2015-16. Because of these prior investments and prudent financial planning, the County was able to respond to natural disasters and extraordinary legal costs during FY 2016-17 by redirecting $30.9 million towards these unforeseen costs. Because of favorable results in the last two years, the County was able to invest $2.3 million back into the strategic reserve in FY 2016-17 and $10.0 million in FY 2017-18, and an additional $10.0 million anticipated in the current year, bringing the balance to $47.5 million. While positive results have allowed the County to rebuild the strategic

reserve, the current balance falls short of County policy. The County has a strategic reserve target of 10% of the total general fund estimated revenues. The strategic reserve for the general fund is currently at 7.0% of the general fund estimated revenues for FY 2018-19, or approximately $20.0 million below target.

The last two fiscal years illustrate not only the importance of being prepared for future unforeseen costs but also how easily reserve levels can dip. Without the prior investments, the County may not have been able to respond to the magnitude of costs due to unforeseen events or the recession during FY 2008-09. For this reason, it is important to preserve the County's finances, and align expenditures to available ongoing revenues, to be better prepared for future events including an economic downturn.

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. The resulting forecast summaries help identify potential areas where service capacity may be impacted as a result of projected changes in expenditures and revenues. 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.

Per County policy, Departments forecasting current year deficits are required to prepare and submit a Budget Committee report outlining the cause of the problem, the alternatives available to mitigate the projected deficit, and the Department's recommended action. In the current year, Departments estimating a deficit include: Agricultural Commissioner, Assessor-County Clerk/Recorder, Economic Opportunity, Emergency Communications, Public Defender and Resource Management Agency.

General Fund Contributions

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

Preliminary GFC planning estimates for the budget year and forecast years were based on current year GFC allocations with two adjustments:

- Cost Plan Adjustment – on January 15th, the Auditor-Controller's Office published updated countywide cost plan allocation plan (COWCAP) amounts to be applied next fiscal year. Consistent with department feedback, updated GFC estimates redistribute preliminary GFC allocations across general fund departments to make the updated COWCAP a budget-neutral event and ensure that general fund departments are not harmed by the updated COWCAP.
- Cannabis Mid-Year Augmentation Adjustment – The updated GFC estimates were adjusted to include full-year funding for departments who received mid-year augmentations related to the cannabis program, as approved by the Board in October 2018.

Departmental Forecasts

Agriculture Commissioner	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$10,495,653	$10,565,986	$10,870,806	$11,185,773	$11,428,778
B. COWCAP	702,236	702,236	1,003,333	1,003,333	1,003,333
C. Total Expenditures	11,197,889	11,268,222	11,874,139	12,189,106	12,432,111
D. Revenue	7,594,763	7,665,013	7,567,089	7,589,507	7,590,372
E. Financing Need, C-D	3,603,126	3,603,209	4,307,050	4,599,599	4,841,739
F. Preliminary GFC	3,603,126	3,603,126	3,960,316	3,960,316	3,960,316
G. Surplus/(Deficit), F-E	$ -	$ (83)	$ (346,734)	$ (639,283)	$ (881,423)

Agricultural Commissioner – The Agricultural Commissioner's Office expects to end the current year with $11.3 million in expenditures, $7.7 million in revenues, and general fund contributions of $3.6 million resulting in a year-end deficit of $83. In the forecast years, the projected increase in appropriations results from increased salary and benefit costs, increased cost plan charges and anticipated vehicle costs. The Department has thirty vehicles due or past due for replacement. Unclaimed gas tax revenue is anticipated to increase, however, produce inspection and commodity inspection is predicted to decrease by similar amounts. Overall, the increase in revenues is offset by a decrease in State contracts revenue.

The Office was informed by the State that it did not meets its Maintenance of Effort requirement for FY 2017-18. This could result in potential loss of unclaimed gas tax revenue in the current year and forecasted years, resulting in higher deficits. The Office is working with the State to resolve the matter.

Auditor-Controller	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 6,604,666	$ 6,531,414	$ 6,729,498	$ 6,923,373	$ 7,087,711
B. COWCAP	(6,018,183)	(6,018,183)	(4,694,117)	(4,694,117)	(4,694,117)
C. Total Expenditures	586,483	513,231	2,035,381	2,229,256	2,393,594
D. Revenue	500,847	500,847	500,847	500,847	500,847
E. Financing Need, C-D	85,636	12,384	1,534,534	1,728,409	1,892,747
F. Preliminary GFC	85,636	85,636	1,279,259	1,279,259	1,279,259
G. Surplus/(Deficit), F-E	$ -	$ 73,252	$ (255,275)	$ (449,150)	$ (613,488)

Auditor-Controller – The table summarizes the finances for the Auditor Controller's departmental operations. The Auditor-Controller estimates ending the fiscal year with expenditures of $513,231 (net of cost plan reimbursements) and revenues of $500,847, resulting in a projected surplus of $73,252. The surplus is a result of salary and benefits savings due to vacancies. The deficits emerging in forecast years are driven by cost increases related to increases in PERS rates, health and insurance premiums.

Assessor-County Clerk-Recorder	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 8,289,320	$ 7,931,885	$ 8,401,822	$ 8,713,772	$ 8,989,843
B. COWCAP	903,120	903,120	1,237,188	1,237,188	1,237,188
C. Total Expenditures	9,192,440	8,835,005	9,639,010	9,950,960	10,227,031
D. Revenue	4,240,000	3,772,044	3,985,000	4,085,000	4,185,000
E. Financing Need, C-D	4,952,440	5,062,961	5,654,010	5,865,960	6,042,031
F. Preliminary GFC	4,952,440	4,952,440	5,060,050	5,060,050	5,060,050
G. Surplus/(Deficit), F-E	$ -	$ (110,521)	$ (593,960)	$ (805,910)	$ (981,981)

Assessor-County Clerk/Recorder – The Assessor-County Clerk/Recorder estimates year-end expenditures of $8.8 million, $3.8 million in revenue, and GFC of $5.0 million. A year-end deficit of $110,521 is projected due to lower revenues resulting from a decline in document recordings in the Recorder's Office and the enactment of the Building Homes and Jobs Act in January 1, 2018, which exempts government agencies from receiving a $75 housing fee per recorded document previously collected. Projected deficits in the forecasted years stem from the continuation of revenue decline in document recordings and increases in step advances, pension costs, and rising health care costs. The Recorder's Office is currently working on a fee study to alleviate projected deficits.

Board of Supervisors	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 3,236,744	$ 3,170,057	$ 3,334,336	$ 3,402,631	$ 3,458,857
B. COWCAP	755,580	755,580	694,411	694,411	694,411
C. Total Expenditures	3,992,324	3,925,637	4,028,747	4,097,042	4,153,268
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	3,992,324	3,925,637	4,028,747	4,097,042	4,153,268
F. Preliminary GFC	3,992,324	3,992,324	3,931,155	3,931,155	3,931,155
G. Surplus/(Deficit), F-E	$ -	$ 66,687	$ (97,592)	$ (165,887)	$ (222,113)

Board of Supervisors - The budget for the Board of Supervisors includes six general fund units, providing for each of the five districts and a general pool that covers shared expenses not specific to any one district. Based on financial data for the first six months of the year, the Board's budget will end FY 2018-19 with a surplus of $66,687. The surplus is attributed to a decrease in travel expenses and general services and supplies. The deficits emerging in forecast years are driven by cost increases related to higher salaries, PERS rates, and health insurance premiums.

Child Support Services	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$10,863,258	$ 9,985,673	$10,515,714	$10,757,469	$11,057,784
B. COWCAP	282,269	282,269	452,716	452,716	452,716
C. Total Expenditures	11,145,527	10,267,942	10,968,430	11,210,185	11,510,500
D. Revenue	11,145,527	10,267,942	10,968,430	11,127,989	11,326,197
E. Financing Need, C-D	-	-	-	82,196	184,303
F. Preliminary GFC	-	-	-	-	-
G. Surplus/(Deficit), F-E	$ -	$ -	$ -	$ (82,196)	$ (184,303)

Child Support Services - Child Support Services is funded entirely through federal and State subventions for mandated services. The increase in expenditures in the forecast period is attributed largely to the increase in PERS, health insurance premiums, workers' compensation, and COWCAP. Since the submission of the three-year forecast, the Department received information from the State Department of Child Support Services about an increase in funding allocations for FY 2020-21 and FY 2021- 22, that would help with the projected deficit. The increase in allocations is not expected to offset escalating costs in FY 2021-22. Unless other means are taken to offset escalating costs, the cost increases will impact Child Support Services ability to maintain existing resources.

Civil Rights Office	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 1,120,089	$ 928,851	$ 991,877	$ 1,029,068	$ 1,061,431
B. COWCAP	(841,588)	(841,588)	(1,034,102)	(1,034,102)	(1,034,102)
C. Total Expenditures	278,501	87,263	(42,225)	(5,034)	27,329
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	278,501	87,263	(42,225)	(5,034)	27,329
F. Preliminary GFC	278,501	278,501	85,987	85,987	85,987
G. Surplus/(Deficit), F-E	$ -	$ 191,238	$ 128,212	$ 91,021	$ 58,658

Civil Rights Office - The Civil Rights Office expects to end the current year within budget. Compared to budget, the Department will end the year with a projected surplus of $191,238. During the June 2018 budget hearings, the Board directed staff to transfer a management analyst from the Civil Rights Office back to the County Administrative Office. This was done as directed, although transfer of associated appropriations are still in progress. Once appropriations transfer is complete, the Office's expected surplus will decline by $147,931. In the forecast years, increased expenditures are driven by cost increases related to salary step increases, PERS rates, and health insurance premiums.

Clerk of the Board	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 709,365	$ 647,571	$ 729,367	$ 760,007	$ 781,256
B. COWCAP	203,428	203,428	113,151	113,151	113,151
C. Total Expenditures	912,793	850,999	842,518	873,158	894,407
D. Revenue	20,000	20,105	20,000	20,000	20,000
E. Financing Need, C-D	892,793	830,894	822,518	853,158	874,407
F. Preliminary GFC	892,793	892,793	802,516	802,516	802,516
G. Surplus/(Deficit), F-E	$ -	$ 61,899	$ (20,002)	$ (50,642)	$ (71,891)

Clerk of the Board - The Clerk of the Board anticipates year-end expenditures of $850,999 and revenue of $20,105 ending the year with a surplus of $61,899. The surplus is attributed to salary and benefit savings due to vacancies. In forecasted years, assessment appeal application filings revenue is projected to remain flat while expenditures are expected to continue rising due to step advances and employee benefit costs resulting in projected deficits.

Cooperative Extension	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 410,334	$ 361,995	$ 415,923	$ 431,683	$ 443,396
B. COWCAP	10,700	10,700	36,958	36,958	36,958
C. Total Expenditures	421,034	372,695	452,881	468,641	480,354
D. Revenue	32,933	16,656	15,500	15,500	15,500
E. Financing Need, C-D	388,101	356,039	437,381	453,141	464,854
F. Preliminary GFC	388,101	388,101	414,359	414,359	414,359
G. Surplus/(Deficit), F-E	$ -	$ 32,062	$ (23,022)	$ (38,782)	$ (50,495)

Cooperative Extension - The Cooperative Extension expects to end the current year with $372,695 in expenditures, $16,656 in revenue and general fund contributions of $356,039. Compared to budget, the Department estimates it will end the year with a surplus of $32,062. The surplus can be attributed to salary savings due to a vacancy. The Cooperative Extension projects a deficit in forecast years because of step increases, higher PERS pension contributions, and increased employee health insurance premiums. Revenue decreases in the current year and forecast due to budget constraints from the University of California.

County Administrative Office	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$11,137,487	$10,672,760	$11,403,954	$11,685,619	$11,902,533
B. COWCAP	(7,481,700)	(7,481,700)	(3,666,793)	(3,666,793)	(3,666,793)
C. Total Expenditures	3,655,787	3,191,060	7,737,161	8,018,826	8,235,740
D. Revenue	933,366	761,902	910,202	910,202	910,202
E. Financing Need, C-D	2,722,421	2,429,158	6,826,959	7,108,624	7,325,538
F. Preliminary GFC	2,722,421	2,722,421	6,656,050	6,656,050	6,656,050
G. Surplus/(Deficit), F-E	$ -	$ 293,263	$ (170,909)	$ (452,574)	$ (669,488)

County Administrative Office - The table above summarizes the finances for the County's Administration "departmental" operations, including: Administration and Finance, Budget and Analysis, Contracts/Purchasing, Intergovernmental and Legislative Affairs, Emergency Services, Community Engagement & Strategic Advocacy, and Fleet Administration. The Office projects year-end expenditures of $3.2 million, revenues of $761,902, and a County contribution of $2.7 million. These operations estimate a combined year-end surplus of $293,263 reflecting salary savings from temporary vacancies. The CAO is projecting hypothetical deficits in the forecast years primarily due to employee step advances, higher pension contributions, and increases in employee health insurance premiums.

County Counsel	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 4,986,601	$ 4,575,369	$ 5,123,306	$ 5,212,410	$ 5,299,246
B. COWCAP	(3,278,344)	(3,278,344)	(3,637,547)	(3,637,547)	(3,637,547)
C. Total Expenditures	1,708,257	1,297,025	1,485,759	1,574,863	1,661,699
D. Revenue	260,000	306,340	260,000	260,000	260,000
E. Financing Need, C-D	1,448,257	990,685	1,225,759	1,314,863	1,401,699
F. Preliminary GFC	1,448,257	1,448,257	574,054	574,054	574,054
G. Surplus/(Deficit), F-E	$ -	$ 457,572	$ (651,705)	$ (740,809)	$ (827,645)

County Counsel – County Counsel estimates it will end the current fiscal year with $1.3 million in expenditures, revenue of $306,340 and a $457,572 surplus. The surplus was due to vacancies and an increase in direct billing in County Counsel. The deficits emerging in forecast years are driven mainly by cost increases related to salaries, PERS retirement contribution rates and health insurance premiums.

District Attorney	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$25,114,986	$24,318,507	$26,543,249	$27,646,346	$28,608,278
B. COWCAP	1,143,202	1,143,202	2,220,439	2,220,439	2,220,439
C. Total Expenditures	26,258,188	25,461,709	28,763,688	29,866,785	30,828,717
D. Revenue	14,951,053	14,822,854	14,179,927	14,380,056	14,553,889
E. Financing Need, C-D	11,307,135	10,638,855	14,583,761	15,486,729	16,274,828
F. Preliminary GFC	11,307,135	11,307,135	12,514,058	12,514,058	12,514,058
G. Surplus/(Deficit), F-E	$ -	$ 668,280	$ (2,069,703)	$ (2,972,671)	$ (3,760,770)

District Attorney – The Office of the District Attorney (DA) anticipates year-end expenditures of $25.5 million, revenues of $14.8 million and $11.3 million in county contributions, resulting in a year-end surplus of $668,280. A portion of the surplus ($250,000) is the reimbursement to the County of general funds used in FY 2015-16 by the Civil Division, which is financed entirely by non-general fund sources. The DA plans to cover these general funds in the current year with civil settlement monies that fund the operations of the Civil Division. Current year revenues are trending slightly below budgeted assumptions primarily due to decreased witness activity program expenditures than were originally budgeted. The DA projects deficits in the forecast years primarily due to the assumption that all positions are filled (no salary savings), forecasted salary step increases, the increasing costs related to PERS retirement, health insurance premiums and allocated costs such as Workers' Compensation Insurance, without any commensurate increase in revenues. Additionally, the forecast reflects a reduction to revenue, primarily due to elimination of one-time funds that were utilized in the current year budget.

Economic Opportunity	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Operational Expenditures	$ 2,673,179	$ 2,644,070	$ 3,029,675	$ 2,887,807	$ 2,997,160
B. COWCAP	202,963	232,619	(303,716)	(303,716)	(303,716)
C. Total Expenditures	2,876,142	2,876,689	2,725,959	2,584,091	2,693,444
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	2,876,142	2,876,689	2,725,959	2,584,091	2,693,444
F. Preliminary GFC[1]	2,876,142	2,876,142	2,678,106	2,678,106	2,678,106
G. Surplus/(Deficit), F-E	$ -	$ (547)	$ (47,853)	$ 94,015	$ (15,338)

[1] DSA GFC allocations are not projected to exceed percentages set by current Board policy.

Economic Development Department - The Economic Development's general fund units are comprised of its administration unit and the Development Set-Aside (DSA) unit. The combined estimated year-end expenditures are $2.9 million with $2.9 million in use of GFC. Compared to budget, the Economic Development estimates ending the year with a minor deficit of $547. Deficits emerge in the forecast period due to rising salary and benefit costs and increasing contributions to development set-aside agencies under current formulas.

Elections	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Operational Expenditures	$ 4,294,428	$ 4,296,682	$ 5,174,072	$ 5,553,486	$ 4,929,600
B. COWCAP	(139,050)	(139,050)	1,076,139	1,076,139	1,076,139
C. Total Expenditures	4,155,378	4,157,632	6,250,211	6,629,625	6,005,739
D. Revenue	1,156,135	1,159,335	911,500	1,013,000	911,500
E. Financing Need, C-D	2,999,243	2,998,297	5,338,711	5,616,625	5,094,239
F. Preliminary GFC	2,999,243	2,999,243	4,214,432	4,214,432	4,214,432
G. Surplus/(Deficit), F-E	$ -	$ 946	$ (1,124,279)	$ (1,402,193)	$ (879,807)

Elections - The Elections Department administers all federal, State, County, and local public elections. Departmental expenditures and revenues vary based on the number and size of scheduled and unscheduled special elections in a given year. The Department expects to end the current year with expenditures of $4.2 million, revenues of $1.2 million, and a County contribution of $3.0 million. Compared to budget, the Department will end the year with a negligible surplus of $946. Countywide cost pressures were offset with reduced printing and publication cost due to a change in voter guide design processes.

Projected expenditures and revenues in forecast years reflect estimated charges for one scheduled election per fiscal year: a Presidential primary in fiscal year 2019-20, a Presidential in fiscal year 2020-21, and a statewide general primary in fiscal year 2021-22. The funds necessary to conduct county, State and federal elections must be provided by the General Fund. Revenues from local districts reimburse the cost of their portion of the election. Services and supplies (including ballot printing, postage, translation, and seasonal staffing) are projected to increase due to larger elections in future years as compared to the current fiscal year and contractual obligations. Additionally, salary and benefit costs contribute to the growing deficits in forecast years.

Emergency Communications	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Operational Expenditures[1]	$10,550,071	$11,860,977	$12,356,684	$12,889,033	$13,437,676
B. COWCAP	425,910	425,910	670,459	670,459	670,459
C. Total Expenditures	10,975,981	12,286,887	13,027,143	13,559,492	14,108,135
D. Revenue	9,341,021	10,428,480	11,042,914	11,577,696	11,973,233
E. Financing Need, C-D	1,634,960	1,858,407	1,984,229	1,981,796	2,134,902
F. Preliminary GFC	1,634,960	1,634,960	1,708,325	1,708,325	1,708,325
G. Surplus/(Deficit), F-E	$ -	$ (223,447)	$ (275,904)	$ (273,471)	$ (426,577)

[1] Per forecasting guidelines, departments are not to include salary increases as part of future bargaining negotiations until the Board has approved bargaining agreements. The Emergency Communications department included a hypothetical salary increase to illustrate potential increases in expenditures to participating agencies.

Emergency Communications – The Emergency Communications Department provides 9-1-1 and non-emergency call answering services to Monterey County residents and law enforcement, fire protection and emergency medical dispatch services for over 30 local, regional, county, and State public safety agencies. The Department expects to end the current year with expenditures totaling $12.3 million and $10.4 million in revenue, and a financing need of $1.9 million resulting in a deficit of $223,447. The Department has requested a budget modification, currently pending Board approval, to increase appropriations in order to maintain equipment and contracts to keep the Center operational. Forecast years are expected to be impacted due to increases in salaries and benefits as well as the cost of escalating contracts that maintain the operations at the Center.

Health	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 96,270,795	$86,572,983	$89,336,267	$92,058,108	$94,230,302
B. COWCAP	$ 3,752,428	$ 3,736,300	$ 5,571,762	$ 5,571,762	$ 5,571,762
C. Total Expenditures	$100,023,223	$90,309,283	$94,908,029	$97,629,870	$99,802,064
D. Revenue	92,364,107	86,070,289	83,558,179	84,495,200	85,079,485
E. Financing Need, C-D	7,659,116	4,238,994	11,349,850	13,134,670	14,722,579
F. Preliminary GFC	7,659,116	7,659,116	9,057,572	9,057,572	9,057,572
G. Preliminary Surplus/(Deficit), F-E	-	3,420,122	(2,292,278)	(4,077,098)	(5,665,007)
H. Adjustments	-	3,137,295	-	-	-
I. Surplus/(Deficit), H-G	-	282,827	(2,292,278)	(4,077,098)	(5,665,007)

Health Department – The Health Department provides a wide array of services including but not limited to animal services, public health, clinic services, public guardian/conservator/administrator, emergency medical services, and environmental health. The Department estimates year-end expenditures of $90.3 million, revenues of $86.1 million, and a financing need of $4.2 million.

Year-end expenditures are estimated at $9.4 million lower than budgeted primarily due to salary savings of $11.7 million resulting from higher vacancy rates mainly in primary care clinics. These savings were offset by a liability payment to the State totaling $8.4 million. As of March 2015, some Central California Alliance for Health members were moved from fee-for-service to capitation with the State performing yearly reconciliations. Any over payment for services rendered by the County found by the State must be returned. In FY 2018-19, a liability payment for FY 2015-16 ($4.0 million) and 2016-17 ($4.4 million) was made. Revenue is projected to end the year $6.3 million below budget. An increase in vacancies rate, impacted the amount of services provided, therefore decreasing revenue. The Department's projection does not include the budgeted use of $541,454 in realignment funding in Animal Services.

The Department projects ending the year with a $3.4 million preliminary surplus and estimates $522,138 related to Animal Services ($115,875) and Environmental Health ($406,263) will be placed in restricted fund balance at year-end due to funding requirements associated with these monies. In addition, the Department is requesting that $2.6 million of the $3.4 million surplus associated with its primary care program be set aside in restricted fund balance to pay future potential liabilities to the State. After these adjustments, the Department would end the year with a surplus of $282,827. The Department will continue working with the CAO and Audit-Controller's Office to ensure appropriate accounting of these funds.

The deficits in the forecast years are due to the AB 85 revenue redirection, projected salary step increases, health insurance costs, and increased pension costs. Also reflected in forecasted revenues is the phase out of the Whole Person Care grant which ends in December of 2020.

Human Resources	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Operational Expenditures	$ 4,659,263	$ 4,439,769	$ 4,875,702	$ 4,959,588	$ 5,137,535
B. COWCAP	(5,387,774)	(5,387,774)	(5,762,349)	(5,762,349)	(5,762,349)
C. Total Expenditures	(728,511)	(948,005)	(886,647)	(802,761)	(624,814)
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	(728,511)	(948,005)	(886,647)	(802,761)	(624,814)
F. Preliminary GFC	(728,511)	(728,511)	(1,103,086)	(1,103,086)	(1,103,086)
G. Surplus/(Deficit), F-E	$ -	$ 219,494	$ (216,439)	$ (300,325)	$ (478,272)

Human Resources – The Human Resources Department projects $219,494 in unused appropriations in the current fiscal year from vacancies. An operational deficit is projected for the forecasted years and it is projected to grow annually primarily because of rising personnel costs, such as position step advances, PERS contributions, and healthcare premiums.

Information Technology	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Operational Expenditures	$14,819,512	$14,735,980	$21,630,698	$21,132,902	$20,101,091
B. COWCAP	2,497,897	2,497,897	(15,878,341)	(15,878,341)	(15,878,341)
C. Total Expenditures	17,317,409	17,233,877	5,752,357	5,254,561	4,222,750
D. Revenue	816,753	740,000	816,753	816,753	816,753
E. Financing Need, C-D	16,500,656	16,493,877	4,935,604	4,437,808	3,405,997
F. Preliminary GFC	16,500,656	16,500,656	2,729,760	2,729,760	2,729,760
G. Surplus/(Deficit), F-E	$ -	$ 6,779	$ (2,205,844)	$ (1,708,048)	$ (676,237)

Information Technology – The Information Technology Department anticipates year-end expenditures of $17.2 million, revenue of $740,000, and a general fund contribution of $16.5 million, resulting in a surplus of $6,779. In the current year, the Department anticipates lower operating costs due to salary savings that are offset by a reduction of revenue also resulting from vacant positions not performing services built into the budget. The forecast years assume a GFC of $2.7 million compared to the current year GFC of $16.5 million result from a change in funding methodology. In past years, ITD was primarily funded through charges to departments and agencies, whereas now it is funded through general fund contributions just like other departments. As this change occurred, ITD also became eligible for COWCAP reimbursements and those reimbursements lower its expenditures significantly beginning next fiscal year. Nevertheless, ITD projects deficits in the forecast years due to increasing salary and benefits costs such as salary step increases, rising pension costs, and higher health insurance premiums. The forecast reflects expenditures for approved capital improvement projects, but does not include any new IT capital improvement projects.

Probation	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Operational Expenditures	$47,000,858	$46,987,281	$49,519,500	$51,300,891	$52,756,647
B. COWCAP	2,628,663	2,628,663	3,612,748	3,612,748	3,612,748
C. Total Expenditures	49,629,521	49,615,944	53,132,248	54,913,639	56,369,395
D. Revenue	26,493,910	26,493,910	26,438,541	26,482,864	26,531,983
E. Financing Need, C-D	23,135,611	23,122,034	26,693,707	28,430,775	29,837,412
F. Preliminary GFC	23,135,611	23,135,611	24,119,696	24,119,696	24,119,696
G. Surplus/(Deficit), F-E	$ -	$ 13,577	$ (2,574,011)	$ (4,311,079)	$ (5,717,716)

Probation - The Department's FY 2018-19 year-end estimate reflects expenditures of $49.6 million, revenue of $26.5 million and general fund contributions of $23.1 million. Based on this, there is a projected surplus of $13,577 which is primarily due to unused appropriations from contracted savings in institutional supplies. The forecast for FY 2019-20 through FY 2021-22 indicates deficits ranging from $2.6 to $5.7 million. Contributing factors to the forecasted

deficits are increases to salary and benefits related to step increases as well as the assumption that all positions are filled, rising PERS contribution rates, employee health insurance and workers compensation insurance. Additionally, there may be unknown operational costs for the new juvenile hall project, which is anticipated to be completed in FY 2020-21. The funding gaps in the forecast years do not include consideration for this project. Future projections will be updated as the facility becomes operational.

Public Defender	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$12,772,624	$13,004,858	$13,484,990	$13,987,656	$14,417,236
B. COWCAP	279,216	279,216	2,068,038	2,068,038	2,068,038
C. Total Expenditures	13,051,840	13,284,074	15,553,028	16,055,694	16,485,274
D. Revenue	1,160,346	1,273,672	1,160,346	1,160,346	1,160,346
E. Financing Need, C-D	11,891,494	12,010,402	14,392,682	14,895,348	15,324,928
F. Preliminary GFC	11,891,494	11,891,494	13,662,316	13,662,316	13,662,316
G. Surplus/(Deficit), F-E	$ -	$ (118,908)	$ (730,366)	$ (1,233,032)	$ (1,662,612)

Public Defender - The Public Defender's Office has two budget units: Public Defender Office (PDO) and Alternate Defender Office (ADO). The Department provides statutory mandated services handling over 12,000 cases annually including criminal proceedings, limited civil proceedings and juvenile matters.
The modified budget for the Public Defender consists of $13.1 million in expenditures, $1.2 in revenue, and General Fund Contributions of $11.9 million. The Department estimates ending the current year $118,908 over its current authorized GFC. The Department was impacted by approximately $225,000 in ancillary costs and attorney fees for ongoing capital cases. These costs are partially offset by a net increase in revenue of $105,000 primarily from State reimbursements. Capital case costs are expected to continue in FY 2019-20. The Department projects a shortfall in the forecasted years due to earned step advances, increased salary and benefits, and general liability costs.

The Department recommends monitoring these costs and deferring any budget modifications as the capital cases progress through the system. Staff will continue to assess costs, departmental savings opportunities and return to the Board for budget related modifications as needed.

Resource Management Agency	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$33,804,689	$31,212,780	$34,486,215	$35,805,451	$37,171,573
B. COWCAP	(4,999,129)	(4,999,129)	(3,923,629)	(3,923,629)	(3,923,629)
C. Total Expenditures	28,805,560	26,213,651	30,562,586	31,881,822	33,247,944
D. Revenue	14,521,675	11,482,255	11,580,081	11,785,654	12,012,030
E. Financing Need, C-D	14,283,885	14,731,396	18,982,505	20,096,168	21,235,914
F. Preliminary GFC	14,283,885	14,283,885	15,272,085	15,272,085	15,272,085
G. Surplus/(Deficit), F-E	$ -	$ (447,511)	$ (3,710,420)	$ (4,824,083)	$ (5,963,829)

Resource Management Agency – The Resource Management Agency (RMA) fiscal year 2018-19 current year estimate projects expenditures of $26.2 million, revenues of $11.5 million, and a general fund contribution of $14.7 million. In comparison to the modified budget, the Department estimates it will end the year with a net estimated deficit of $0.4 million. The deficit is a result of an estimated decrease in revenue by $3.0 million mostly associated with construction and zoning permits. The adopted revenue budget was developed based on the assumption that the Department would be able to increase fee revenue and to utilize new funding sources. However, the revision of a fee schedule is a lengthy process, and the Department is currently in the process of developing revised fees only to the extent necessary to offset costs and is working to identify further cost reduction efficiencies. The Department also anticipated revenue from the Sustainable Agriculture Lands Conservation (SALC) grant, but this project is currently on hold as it is awaiting final review by the grantor agency.

In contrast to the revenue deficit, the Department is projecting a net decrease in expenditure by $2.5 million mainly attributed to salary and benefit savings from unfilled positions, even with costs of utilities, janitorial services and facility alarm services increasing.

Contributing factors to deficit increases in the forecasted years are increased PERS contribution rates, employee health insurance and property insurance. Revenues are expected to increase due to the amendment to Parks User Fees effective January 2019.

Sheriff-Coroner	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 99,201,849	$ 98,701,849	$ 103,508,047	$ 108,473,352	$ 113,139,309
B. COWCAP	5,974,292	5,974,292	8,187,647	8,187,647	8,187,647
C. Total Expenditures	105,176,141	104,676,141	111,695,694	116,660,999	121,326,956
D. Revenue	38,647,856	38,147,856	38,550,091	38,708,719	38,884,511
E. Financing Need, C-D	66,528,285	66,528,285	73,145,603	77,952,280	82,442,445
F. Preliminary GFC	66,528,285	66,528,285	68,404,804	68,404,804	68,404,804
G. Surplus/(Deficit), F-E	$ -	$ -	$ (4,740,799)	$ (9,547,476)	$ (14,037,641)

Sheriff-Coroner - The Sheriff's Office expects to end the current year spending within the budgeted general fund contribution. The Office anticipates revenue for court security to be $500,000 lower than budget with a corresponding decrease in expenditures. To account for the revenue shortfall from the State, the Sheriff has reduced court security staffing and transferred five deputies and a commander to other units. Although overtime expenditures will exceed budgeted amounts, the office expects to offset those overages with salary savings. The Sheriff's Office is projecting deficits in the forecast years due to significant increase in the general liability insurance and workers' compensation programs, as well as the aggregate increases in salaries, PERS retirement and health insurance premiums.

Staffing for the jail expansion remains an unbudgeted need for the current year and future years; these costs are not reflected in the forecast. The Office states nine deputy recruits need to be hired and enrolled into the March police academy to be ready for the opening of the jail expansion in August and that 12 civilian positions need to be in place in July. The approximate cost for new deputies is $294,000 for the current year. The ongoing costs for deputies and civilians beginning in FY 2019-20 is approximately $2.1 million.

Social Services	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$198,047,191	$198,335,529	$200,556,353	$205,106,668	$206,498,757
B. COWCAP	$ 5,338,950	$ 5,340,739	$ 5,804,518	$ 5,804,518	$ 16,144,518
C. Total Expenditures	$203,386,141	$203,676,268	$206,360,871	$210,911,186	$222,643,275
D. Revenue	189,190,894	189,481,019	187,856,265	189,308,701	193,195,700
E. Financing Need, C-D	14,195,247	14,195,249	18,504,606	21,602,485	29,447,575
F. Preliminary GFC[1]	14,195,247	14,195,247	13,668,257	13,668,257	23,668,257
G. Surplus/(Deficit), F-E	-	(2)	(4,836,349)	(7,934,228)	(5,779,318)

[1] The Department of Social Services estimates their cost plan charges will increase in FY 2021-22 by $10.0 million. To the extent cost plan charges increase/decrease, departments GFC is expected to increase/decrease by the same amount.

Social Services - The Department of Social Services (DSS) estimates year-end expenditures of $203.7 million, revenue of $189.5 million and a General Fund Contribution of $14.2 million. The current year-end estimated expenditures are more than budget by $290,127 and the estimated year-end revenues has a matching increase due to the reimbursement by the State and federal government which only provides funding based on actual expenses. Year-end expenditures for the entitlement programs are estimated to grow by $2.3 million consisting of a slight increase of $0.2 million in CalWORKs due to a grant increase and increased child care costs, $0.6 million in In Home Supportive Services (IHSS) due to the State's reconciliation of prior years' IHSS MOE, and $1.5 million in Out of Home Care due to increased foster care costs due to the implementation of a new rate structure as required by the Continuum of Care Reform, as well as an increase in adoption cases which results in increased adoption assistance payments. The

estimated entitlement increases are being offset primarily by $2.4 million of salary/benefit savings in budgeted PERS and health benefits. The General Fund Contributions are estimated to be on budget. 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 the increase in salaries due to step increases, as well as increased costs in PERS, health insurance premiums, worker's compensation, and general liability insurances. For entitlements, there is a 7% annual inflation factor to the IHSS MOE for FY 2019-20, and a projected increase in Out of Home Care costs as foster care and adoption costs are estimated to increase 3% and 4%, respectively, in the following years. Realignment funding is not yet known and was assumed to remain "flat" for the forecast.

Treasurer-Tax Collector	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Operational Expenditures	$ 8,315,458	$ 7,900,898	$ 8,645,892	$ 8,955,399	$ 9,263,689
B. COWCAP	(297,954)	(297,954)	(1,461,494)	(1,461,494)	(1,461,494)
C. Total Expenditures	8,017,504	7,602,944	7,184,398	7,493,905	7,802,195
D. Revenue	6,617,644	6,207,787	6,620,436	6,788,208	6,958,827
E. Financing Need, C-D	1,399,860	1,395,157	563,962	705,697	843,368
F. Preliminary GFC	1,399,860	1,399,860	236,320	236,320	236,320
G. Surplus/(Deficit), F-E	$ -	$ 4,703	$ (327,642)	$ (469,377)	$ (607,048)

Treasurer-Tax Collector – The Treasurer-Tax Collector projects ending FY 2018-19 with a surplus of $4,703. Expenditures are estimated to end the year $414,560 below budget mainly due to salary and benefit savings from vacancies. Revenue is estimated to end $409,857 below budget in correlation with expenditure savings in the Revenue Division, which receives revenue based on actual costs of collections services to the local Superior Court. Forecasted deficits for outlying years are primarily due to eligible step increases and non-discretionary cost increases in health insurance, PERS Retirement, workers compensation, and general liability (recoverable and non-recoverable).

OTHER MAJOR FUNDS

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

Road Fund	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Beginning Fund Balance	$ 10,153,628	$ 10,153,628	$ 23,168,381	$ 36,069,621	$ 45,219,969
B. Revenue	38,300,306	58,992,350	93,727,465	60,292,441	31,082,647
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	48,453,934	69,145,978	116,895,846	96,362,062	76,302,616
E. Expenditures	37,914,004	45,977,597	80,826,225	51,142,093	27,102,973
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	37,914,004	45,977,597	80,826,225	51,142,093	27,102,973
H. Ending Fund Balance, D-G	$ 10,539,930	$ 23,168,381	$ 36,069,621	$ 45,219,969	$ 49,199,643

The Road Fund's primary funding source for road and bridge maintenance had been State Highway User Tax Allocation (HUTA or Gas Tax), up until last fiscal year, when two new revenue sources were introduced. First, the Transportation Agency for Monterey County (TAMC) passed a retail

transactions and use tax ordinance (Measure X), which is generating approximately $6.6 million annually for 30 years, restricted for local road repair, maintenance, and safety projects. The other is Senate Bill 1 (SB1), also known as the Road Repair and Accountability Act of 2017, which was established to address deferred maintenance on local street and road systems, as well as state highways. There are several phases of implementation of SB1, which results in an incremental increase in projected revenue from $3.0 million in FY 2017-18 to $15.8 million in FY 2026-27.

The FY 2018-19 revenue estimate exceeds the budget by $20.7 million, due to transfers in for the 2017 Winter Storm projects ($6.0 million), increasing both SB1 ($3.1 million) and Measure X ($2.2 million) revenues to reflect the full allocations and $9 million from federal and State grants for upcoming projects. The original budget included only SB1 and Measure X revenue for projects expected to be completed by the end of the year. Expenditures are also increasing by $8.1 million primarily due to adding the 2017 Winter Storm projects to the current year estimate. In 2018, the Board of Supervisors authorized the RMA to move forward with completion of approved/obligated 2017 winter storm projects using NMC funding to cash flow expenditures. Total financing used from NMC will need to be returned in FY 2019-20 from FEMA or State reimbursements. It is noteworthy that Road Funds are restricted and cannot be used to return NMC funds in excess of FEMA/State reimbursements. Fund Balance is anticipated to grow to $23.2 million, resulting from SB1 and Measure X funds accumulating. RMA is actively recruiting new Project Managers to manage the new project workload, which will put these new funds to good use revitalizing the County's road system.

The forecasted revenues and expenditures fluctuate depending on anticipated project activity. In those years where there rise in revenues and costs, more projects are expected to be in the construction phase. In FY 2019-20, the Davis Road Bridge, Gonzales River Road Bridge, and Nacimiento/Fergusson Road Rehabilitation projects construction phase is expected to drive expenditures and reimbursable revenues up. Whereas, in FY 2021-22, these major projects are expected to be completed, which explains the drop in revenue and expenditures. Project budgets are in constant flux, as multiple factors influence the progress of a project, such as weather, permitting, funding, and staffing constraints.

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

Monterey County Free Libraries	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Beginning Fund Balance	$ 1,011,885	$ 1,011,885	$ 837,852	$ 639,971	$ 642,674
B. Revenue	10,282,278	10,084,646	9,975,384	10,047,978	10,128,479
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	11,294,163	11,096,531	10,813,236	10,687,949	10,771,153
E. Expenditures	10,273,287	10,258,679	10,173,265	10,045,275	10,191,914
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	10,273,287	10,258,679	10,173,265	10,045,275	10,191,914
H. Ending Fund Balance, D-G	$ 1,020,876	$ 837,852	$ 639,971	$ 642,674	$ 579,239

Monterey County Free Libraries (MCFL) estimates ending the current year with $10.3 million in expenditures, $10.1 million in revenues, and a fund balance of $837,852. The $174,033 greater-than-planned use of fund balance is primarily due to one-time computer replacement and self-check machine expenses that will extend into Fiscal Year 2019-20.

The three-year forecast for the Library Fund indicates that MCFL will continue the erosion of the fund balance as growth in ongoing departmental expenses are outpacing revenue growth. One-time technology expenses in the current

year and first forecast years are forecast to replace outdated computers and self-check machines. Ongoing expenditures experience increases in PERS contributions and insurance costs. Library revenues are primarily made up of property taxes and donations.

Potential costs not forecasted include the opening of two small rural libraries in Parkfield and Bradley. Funding and construction opportunities are being discussed with the community including the school district. The East Garrison community library is another possible project. The City of Gonzales is also exploring options for building a new library. The exact cost of these projects to the County is currently unknown and staff will provide updates as developments occur. In addition, MCFL's two bookmobiles and the Reading Safari van are anticipated to have increasing repairs or possibly replacement.

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 maintaining a positive fund balance, and building reserves and a contingency fund. MCFL continues to actively seek and explore several other funding resources and grants to maintain stability to help meet the growing gap between community need and available resources.

Behavioral Health – The Department estimates year-end expenditures of $120.5 million and revenues of $124.3 of million. Expenditures are estimated at $5.6 below the modified budget while revenues at estimated at $52,647 over budget for an overall increase in fund balance of $5.1 million. Expenditures are lower due a higher than budgeted vacancy rate for $3.5 million in savings in salary and benefit cost and the delay of the HVAC replacement at the Marina clinic which will not be completed in FY 2018-19 for $1.5 million in savings.

Behavioral Health	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22
A. Beginning Fund Balance	$ 42,651,110	$ 42,081,716	$ 45,840,835	$ 45,840,835	$ 45,840,835
B. Revenue	124,223,560	124,276,207	123,042,939	117,495,261	111,926,835
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	166,874,670	166,357,923	168,883,774	163,336,096	157,767,670
E. Expenditures	126,159,886	120,517,088	123,042,939	117,495,261	111,926,835
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	126,159,886	120,517,088	123,042,939	117,495,261	111,926,835
H. Ending Fund Balance, D-G	$ 40,714,784	$ 45,840,835	$ 45,840,835	$ 45,840,835	$ 45,840,835

The forecast years show an overall decrease in expenses and revenues due to the phase out of the Whole Person Care grant which ends in December of 2020. The grant accounted for approximately $10.0 to $11.0 million per year. Excluding this significant change, salaries and benefits are projected to increases by 11.0% while services and supplies would have to decrease by a corresponding amount in order to balance the budget in the forecasted years.

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

Natividad Medical Center	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Beginning Fund Balance	59,810,393	59,810,393	$ 90,095,829	$ 122,027,695	$ 150,067,563
B. Revenue	300,209,124	315,648,050	324,216,102	328,698,662	333,526,736
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	360,019,517	375,458,443	414,311,931	450,726,357	483,594,299
E. Expenditures	277,935,627	285,362,614	292,284,236	300,658,794	309,363,438
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	277,935,627	285,362,614	292,284,236	300,658,794	309,363,438
H. Ending Fund Balance, D-G	$ 82,083,890	$ 90,095,829	$ 122,027,695	$ 150,067,563	$ 174,230,861

Revenue: Current year net patient revenue is expected to exceed budget by 5.1% primarily from an improved payor mix providing a more favorable collection rate. Net patient revenue is forecasted to increase conservatively in fiscal years 2019-2021. The increase is primarily attributed to an increase in the average daily census, an improved payor mix, offset with a decline to the 1115 Waiver through 2020. The 1115 Waiver provides federal funding for public hospital redesign and incentives as well as funding to assist with the uninsured population. Although, the Centers for Medicaid and Medicare Services (CMS) agreed to extend the 1115 Waiver through 2020, there was an overall reduction in funding due to the reduction of the uninsured population as a result of the Affordable Care Act.

Operating Expenses: Current year operating expenses are expected to be higher than budget by 2.67% due to patient volume increases. Operating expenses for fiscal years 2020-2022, are projected to increase by an annual average of 4.3% due to annual cost increases for projected patient volume and increases in employee salaries and benefits, medical supplies, other medical services, and utilities.

Capital Expenditures: The current year and the forecasted years include numerous capital projects. NMC is projected to spend on average about $42.2 million per year from FY 2019-20 to FY 2021-22 on capital projects. A capital strategic reserve fund has been established for capital projects and purchase of equipment. Some of the projects include: (1) Remodeling the Radiology Department and replacing obsolescent medical equipment including the Computer Tomography (CT) and Magnetic Resonance Imaging (MRI); (2) Remodeling the Pharmacy Department updating the Current IV compounding facilities to meet new regulation standards; (3) Replacing the current nurse call system; (4) Expanding the Natividad Medical Group primary care clinic adding after hours urgent care services, seven additional exam rooms bringing the total to eleven and one procedure room. In addition, NMC capital expenditures include the replacement of medical and IT equipment nearing end of useful life.

Net Results: NMC projects an increase in net position in the forecasted years from operations totaling $52.2 million.

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

Parks - Lakes Resorts	Modified Budget 2018-19	Year-End Estimate 2018-19	Forecast		
			2019-20	2020-21	2021-22
A. Beginning Fund Balance	(3,384,569)	(3,384,569)	(1,016,288)	(885,644)	(779,888)
B. Revenue	6,027,418	8,088,928	5,842,418	5,842,418	5,842,418
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	2,642,849	4,704,359	4,826,130	4,956,774	5,062,530
E. Expenditures	5,989,559	5,720,647	5,711,774	5,736,662	5,736,662
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	5,989,559	5,720,647	5,711,774	5,736,662	5,736,662
H. Ending Fund Balance, D-G	$ (3,346,710)	$ (1,016,288)	$ (885,644)	$ (779,888)	$ (674,132)

The fund began FY 2018-19 with a negative $3.4 million net position and is estimated to end the current year with a negative $1.0 million. The improvement in net position results from a $2.2 million subsidy from the General Fund to offset on-going operating deficits and a reduction in expenditures from a reimbursement for property loss.

Overall revenues are estimated to increase $2.0 million due to several factors. The main driver is the $2.2 million General Fund subsidy provided to assist with the annual operating deficit. Offsetting this is $185,000 loss of revenue resulting from the cancellation of the planned special event "Lightning in a Bottle". On a positive note, the Water Resource Agency reports rainfall in January 2019 at Nacimiento and LSA exceeds prior years by 4.93 and 4.72 inches, respectively. This is good news for both Lake Nacimiento and Lake San Antonio camping and day use revenues, which are expected to come in at budget. Expenditures are projected to decrease by $268,912 from a one-time reimbursement of $150,000 to recover costs for the cleanup and remediation of fire damage at Lake Nacimiento, and a reduction in temporary staff.

The forecast estimates revenues and expenditures to remain steady (after factoring out the one-time General Fund subsidy in the current year) as the RMA states it has made progress with a maintenance plan that will ultimately provide for a better recreational experience and promote visitor incentive to return. The forecast years cautiously assume that lake levels remain at a level to accommodate visitors and assume the same level of visitors and recreational activity as estimated during the current year.

Expenditure/Revenue History by Department for All Funds

Department		FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated	FY 2019-20 Recommended
Board of Supervisors								
1000	Expenditures	$ 2,786,775	$ 2,968,566	$ 3,063,579	$ 3,866,229	$ 3,760,068	$ 3,925,637	$ 4,038,778
	Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	GF Contribution	$ 2,786,775	$ 2,968,566	$ 3,063,579	$ 3,866,229	$ 3,760,068	$ 3,925,637	$ 4,038,778
County Administrative Office								
1050	Expenditures	$ 49,630,191	$ 69,877,033	$ 54,329,509	$ 55,762,872	$ 78,537,390	$ 83,091,391	$ 93,974,377
	Revenue	$ 197,752,681	$ 226,883,472	$ 209,534,602	$ 208,646,864	$ 279,314,659	$ 258,957,927	$ 269,866,892
	GF Contribution/Fund Balance	$ (148,122,491)	$ (157,006,439)	$ (155,205,093)	$ (152,883,992)	$ (200,777,269)	$ (175,866,536)	$ (175,892,515)
County Administrative Office								
Departmental	Expenditures	$ 5,464,528	$ 5,345,862	$ 7,415,365	$ 2,883,992	$ 7,910,710	$ 10,016,020	$ 18,148,226
1050_CAO_BR	Revenue	$ 281,584	$ 560,514	$ 636,707	$ 551,140	$ 6,783,914	$ 7,586,862	$ 10,109,296
	GF Contribution	$ 5,182,944	$ 4,785,348	$ 6,778,658	$ 2,332,852	$ 1,126,796	$ 2,429,158	$ 8,038,930
County Administrative Office								
Nondepartmental	Expenditures	$ 44,165,663	$ 64,531,171	$ 46,914,144	$ 52,878,880	$ 70,626,680	$ 73,075,371	$ 75,826,151
1050_CAON_BR	Revenue	$ 197,471,097	$ 226,322,958	$ 208,897,894	$ 208,095,724	$ 272,530,746	$ 251,371,065	$ 259,757,596
	GF Contribution/Fund Balance	$ (153,305,434)	$ (161,791,787)	$ (161,983,750)	$ (155,216,844)	$ (201,904,066)	$ (178,295,694)	$ (183,931,445)
Human Resources								
1060	Expenditures	$ 11,026,265	$ 12,433,657	$ 12,058,163	$ 10,190,178	$ 12,817,763	$ 11,236,601	$ 12,937,332
	Revenue	$ 9,528,999	$ 8,693,114	$ 9,099,346	$ 9,547,901	$ 11,309,682	$ 11,760,137	$ 12,838,505
	GF Contribution/Fund Balance	$ 1,497,266	$ 3,740,543	$ 2,958,817	$ 642,277	$ 1,508,081	$ (523,536)	$ 98,827
Human Resources								
Departmental	Expenditures	$ 2,936,509	$ 2,679,299	$ 2,784,241	$ 909,328	$ 909,328	$ 1,267,560	$ (728,511)
1060_HRB_BR	Revenue	$ 10,399	$ 80	$ 28	$ 172	$ 172	$ -	$ -
	GF Contribution	$ 2,926,110	$ 2,679,219	$ 2,784,213	$ 909,156	$ 909,156	$ 1,267,560	$ (728,511)
Human Resources								
Nondepartmental	Expenditures	$ 8,089,755	$ 9,754,358	$ 9,273,922	$ 9,280,850	$ 9,280,850	$ 10,788,248	$ 12,661,888
1060_HRN_BR	Revenue	$ 9,518,600	$ 8,693,034	$ 9,099,318	$ 9,547,729	$ 9,547,729	$ 11,131,389	$ 12,484,190
	Fund Balance	$ (1,428,844)	$ 1,061,324	$ 174,604	$ (266,879)	$ (266,879)	$ (343,141)	$ 177,698
Economic Development*								
1070	Expenditures	$ 36,980,909	$ 15,942,077	$ 12,403,550	$ 14,823,637	$ 10,761,686	$ 14,714,514	
	Revenue	$ 17,876,612	$ 13,832,275	$ 10,084,736	$ 13,387,750	$ 7,894,518	$ 5,775,001	
	GF Contribution/Fund Balance	$ 19,104,297	$ 2,109,802	$ 2,318,814	$ 1,435,887	$ 2,867,168	$ 8,939,513	
Civil Rights Office								
1080	Expenditures	$ 604,911	$ 659,738	$ 792,199	$ (8,499)	$ (206,384)	$ 87,263	$ (158,311)
	Revenue	$ -	$ -	$ 5	$ -	$ -	$ -	$ -
	GF Contribution	$ 604,911	$ 659,738	$ 792,194	$ (8,499)	$ (206,384)	$ 87,263	$ (158,311)
Auditor-Controller								
1110	Expenditures	$ 15,171,681	$ 13,828,772	$ 17,330,663	$ 23,060,616	$ 128,845,450	$ 17,308,998	$ 18,520,443
	Revenue	$ 16,280,579	$ 16,694,850	$ 18,313,951	$ 22,169,172	$ 124,484,043	$ 22,083,132	$ 16,963,165
	GF Contribution/Fund Balance	$ (1,108,898)	$ (2,866,078)	$ (983,288)	$ 891,444	$ 4,361,407	$ (4,774,134)	$ 1,557,278
Auditor-Controller								
Departmental	Expenditures	$ 4,869,612	$ 5,073,692	$ 5,294,163	$ 1,499,620	$ (9,112)	$ 513,231	$ 2,010,070
1110_AUDC_DV	Revenue	$ 469,027	$ 520,445	$ 443,828	$ 493,538	$ 499,290	$ 500,847	$ 500,847
	GF Contribution	$ 4,400,585	$ 4,553,247	$ 4,850,335	$ 1,006,082	$ (508,402)	$ 12,384	$ 1,509,223
Auditor-Controller								
Nondepartmental	Expenditures	$ 10,302,069	$ 8,755,080	$ 12,036,500	$ 21,560,995	$ 128,854,562	$ 16,795,767	$ 16,510,373
1110_ACNO_DV	Revenue	$ 15,811,552	$ 16,174,405	$ 17,870,123	$ 21,675,634	$ 123,984,754	$ 21,582,285	$ 16,462,318
	GF Contribution/Fund Balance	$ (5,509,483)	$ (7,419,325)	$ (5,833,623)	$ (114,639)	$ 4,869,808	$ (4,786,518)	$ 48,055
Treasurer-Tax Collector								
1170	Expenditures	$ 6,297,639	$ 6,177,869	$ 6,674,084	$ 6,418,547	$ 6,997,213	$ 7,602,944	$ 7,002,752
	Revenue	$ 5,129,125	$ 5,268,574	$ 5,174,106	$ 5,638,955	$ 5,455,113	$ 6,207,787	$ 6,766,432
	GF Contribution	$ 1,168,514	$ 909,295	$ 1,499,978	$ 779,592	$ 1,542,100	$ 1,395,157	$ 236,320
Assessor-County Clerk-Recorder								
1180	Expenditures	$ 6,539,568	$ 7,484,598	$ 7,824,883	$ 8,628,783	$ 8,477,647	$ 8,835,005	$ 9,800,733
	Revenue	$ 3,035,442	$ 3,845,156	$ 3,932,640	$ 4,258,377	$ 6,182,701	$ 3,772,044	$ 4,456,656
	GF Contribution	$ 3,504,126	$ 3,639,442	$ 3,892,243	$ 4,370,406	$ 2,294,946	$ 5,062,961	$ 5,344,077
County Counsel								
1210	Expenditures	$ 28,813,438	$ 28,944,039	$ 30,872,925	$ 29,698,578	$ 33,454,057	$ 34,504,773	$ 37,139,100
	Revenue	$ 27,989,396	$ 26,964,784	$ 28,904,752	$ 29,540,327	$ 34,306,977	$ 33,514,088	$ 36,343,869
	GF Contribution/Fund Balance	$ 824,042	$ 1,979,255	$ 1,968,173	$ 158,251	$ (852,920)	$ 990,685	$ 795,231
County Counsel								
Departmental	Expenditures	$ 2,560,296	$ 4,155,469	$ 4,247,026	$ (743,607)	$ (873,768)	$ 430,456	$ 762,537
1210_COUN_BR	Revenue	$ 238,955	$ 231,857	$ 294,846	$ 262,005	$ 357,308	$ 306,340	$ 340,000
	GF Contribution	$ 2,321,341	$ 3,923,612	$ 3,952,180	$ (1,005,612)	$ (1,231,076)	$ 124,116	$ 422,537
County Counsel								
Nondepartmental	Expenditures	$ 26,253,143	$ 24,788,570	$ 26,625,899	$ 30,442,185	$ 34,327,825	$ 34,074,317	$ 36,376,563
1210_CCND_BR	Revenue	$ 27,750,441	$ 26,732,927	$ 28,609,906	$ 29,278,322	$ 33,949,668	$ 33,207,748	$ 36,003,869
	GF Contribution/Fund Balance	$ (1,497,298)	$ (1,944,357)	$ (1,984,007)	$ 1,163,863	$ 378,157	$ 866,569	$ 372,694
Clerk of the Board								
1300	Expenditures	$ 683,421	$ 684,025	$ 737,242	$ 865,040	$ 916,390	$ 850,999	$ 887,224
	Revenue	$ 26,324	$ 23,082	$ 22,436	$ 21,984	$ 23,431	$ 20,105	$ 20,000
	GF Contribution	$ 657,098	$ 660,943	$ 714,806	$ 843,056	$ 892,959	$ 830,894	$ 867,224

Department		FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated	FY 2019-20 Recommended
Elections								
1410	Expenditures	$ 3,786,950	$ 3,528,924	$ 4,680,339	$ 5,163,795	$ 4,473,705	$ 4,157,632	$ 5,555,932
	Revenue	$ 1,457,345	$ 1,618,667	$ 1,106,439	$ 2,505,786	$ 914,004	$ 1,159,335	$ 1,341,500
	GF Contribution	$ 2,329,605	$ 1,910,257	$ 3,573,900	$ 2,658,009	$ 3,559,701	$ 2,998,297	$ 4,214,432
Emergency Communications								
1520	Expenditures	$ 12,216,799	$ 10,798,468	$ 12,824,361	$ 15,226,574	$ 12,498,468	$ 14,885,905	$ 13,754,166
	Revenue	$ 9,385,281	$ 10,597,626	$ 17,123,794	$ 11,574,868	$ 12,131,358	$ 11,702,580	$ 14,108,011
	GF Contribution/Fund Balance	$ 2,831,518	$ 200,842	$ (4,299,433)	$ 3,651,706	$ 367,110	$ 3,183,325	$ (353,845)
Information Technology								
1930	Expenditures	$ 1,509,346	$ 1,181,772	$ 64,436	$ 734,610	$ 14,301,817	$ 17,233,877	$ 5,978,319
	Revenue	$ 1,179,546	$ 1,335,259	$ 756,108	$ 1,127,690	$ 1,259,139	$ 740,000	$ 704,492
	GF Contribution	$ 329,800	$ (153,487)	$ (691,672)	$ (393,080)	$ 13,042,678	$ 16,493,877	$ 5,273,827
District Attorney								
2240	Expenditures	$ 21,601,094	$ 22,375,004	$ 23,844,084	$ 24,783,159	$ 25,038,490	$ 25,890,179	$ 29,062,536
	Revenue	$ 12,325,047	$ 13,248,789	$ 12,042,643	$ 12,913,326	$ 16,351,414	$ 15,251,324	$ 16,114,548
	GF Contribution/Fund Balance	$ 9,276,047	$ 9,126,215	$ 11,801,441	$ 11,869,833	$ 8,687,076	$ 10,638,855	$ 12,947,988
Child Support Services								
2250	Expenditures	$ 10,841,551	$ 10,903,940	$ 10,824,994	$ 10,733,175	$ 10,429,115	$ 10,267,942	$ 11,218,518
	Revenue	$ 10,600,684	$ 11,456,313	$ 10,879,019	$ 10,759,248	$ 10,641,081	$ 10,267,942	$ 11,218,518
	GF Contribution	$ 240,867	$ (552,373)	$ (54,025)	$ (26,073)	$ (211,966)	$ -	$ -
Public Defender								
2270	Expenditures	$ 10,139,117	$ 9,974,522	$ 11,359,375	$ 11,775,230	$ 12,926,204	$ 13,284,074	$ 16,200,867
	Revenue	$ 563,552	$ 704,764	$ 654,766	$ 863,693	$ 1,121,086	$ 1,273,672	$ 1,629,379
	GF Contribution/Fund Balance	$ 9,575,565	$ 9,269,758	$ 10,704,609	$ 10,911,537	$ 11,805,118	$ 12,010,402	$ 14,571,488
Sheriff-Coroner								
2300	Expenditures	$ 86,169,080	$ 92,930,663	$ 95,201,493	$ 103,201,919	$ 109,831,647	$ 111,326,141	$ 120,360,030
	Revenue	$ 36,745,011	$ 43,484,552	$ 42,535,617	$ 39,877,323	$ 42,847,951	$ 44,297,856	$ 45,032,697
	GF Contribution/Fund Balance	$ 49,424,069	$ 49,446,111	$ 52,665,876	$ 63,324,596	$ 66,983,696	$ 67,028,285	$ 75,327,333
Probation								
2550	Expenditures	$ 52,817,345	$ 54,168,671	$ 55,604,295	$ 56,579,717	$ 62,193,935	$ 72,429,463	$ 76,721,470
	Revenue	$ 36,161,593	$ 36,064,305	$ 39,759,384	$ 39,699,096	$ 41,361,485	$ 49,015,642	$ 51,211,575
	GF Contribution/Fund Balance	$ 16,655,751	$ 18,104,366	$ 15,844,911	$ 16,880,621	$ 20,832,450	$ 23,413,821	$ 25,509,895
Agricultural Commissioner								
2810	Expenditures	$ 9,680,593	$ 9,489,142	$ 10,579,426	$ 11,276,398	$ 10,380,040	$ 11,268,222	$ 12,295,019
	Revenue	$ 6,678,038	$ 6,602,122	$ 6,893,547	$ 7,528,033	$ 6,907,235	$ 7,665,013	$ 8,334,703
	GF Contribution	$ 3,002,555	$ 2,887,020	$ 3,685,879	$ 3,748,365	$ 3,472,805	$ 3,603,209	$ 3,960,316
Resource Management Agency								
3000	Expenditures	$ 56,126,415	$ 83,765,322	$ 71,085,415	$ 82,955,686	$ 145,285,045	$ 163,934,178	$ 115,022,724
	Revenue	$ 43,277,591	$ 61,404,397	$ 103,011,128	$ 52,464,493	$ 99,120,117	$ 184,775,523	$ 100,945,281
	GF Contribution/Fund Balance	$ 12,848,824	$ 22,360,925	$ (31,925,713)	$ 30,491,193	$ 46,164,928	$ (20,841,345)	$ 14,077,443
Health								
4000	Expenditures	$ 143,595,027	$ 179,894,900	$ 196,689,205	$ 215,715,616	$ 226,943,008	$ 252,830,413	$ 295,438,952
	Revenue	$ 149,329,259	$ 180,979,862	$ 188,458,034	$ 238,744,032	$ 251,039,616	$ 246,553,969	$ 269,443,118
	GF Contribution/Fund Balance	$ (5,734,232)	$ (1,084,962)	$ 8,231,171	$ (23,028,416)	$ (24,096,608)	$ 6,276,444	$ 25,995,834
Social Services								
5010	Expenditures	$ 200,794,478	$ 217,697,510	$ 225,943,538	$ 249,145,517	$ 256,966,277	$ 273,646,375	$ 285,308,377
	Revenue	$ 195,558,548	$ 209,412,641	$ 226,437,523	$ 241,602,438	$ 246,843,815	$ 258,161,151	$ 270,095,293
	GF Contribution/Fund Balance	$ 5,235,930	$ 8,284,869	$ (493,985)	$ 7,543,079	$ 10,122,462	$ 15,485,224	$ 15,213,084
Library								
6110	Expenditures	$ 7,778,695	$ 8,312,832	$ 9,179,278	$ 9,450,293	$ 8,407,297	$ 10,258,679	$ 11,259,647
	Revenue	$ 7,556,684	$ 7,839,671	$ 8,474,577	$ 9,228,450	$ 9,269,292	$ 10,084,646	$ 10,973,691
	Fund Balance	$ 222,011	$ 473,161	$ 704,701	$ 221,843	$ (861,995)	$ 174,033	$ 285,956
Cooperative Extension Service								
6210	Expenditures	$ 516,353	$ 501,846	$ 514,574	$ 437,439	$ 388,261	$ 372,695	$ 463,115
	Revenue	$ 81,072	$ 107,947	$ 114,352	$ 25,073	$ 5,249	$ 16,656	$ 27,645
	GF Contribution	$ 435,281	$ 393,899	$ 400,222	$ 412,366	$ 383,012	$ 356,039	$ 435,470
Parks								
7500	Expenditures	$ 12,185,367	$ 10,873,881	$ 10,671,966	$ 16,718,726	$ -		
	Revenue	$ 12,529,828	$ 10,033,823	$ 9,763,006	$ 15,577,958	$ 649,409		
	GF Contribution/Fund Balance	$ (344,461)	$ 840,058	$ 908,960	$ 1,140,768	$ (649,409)		
Natividad Medical Center								
9600	Expenditures	$ 236,468,991	$ 244,237,687	$ 273,387,094	$ 345,559,834	$ 406,003,584	$ 327,307,671	$ 362,250,435
	Revenue	$ 220,288,466	$ 258,806,795	$ 286,241,021	$ 428,383,838	$ 509,836,533	$ 330,048,050	$ 366,973,893
	Net Position	$ 16,180,525	$ (14,569,108)	$ (12,853,927)	$ (82,824,004)	$ (103,832,949)	$ (2,740,379)	$ (4,723,458)
Countywide Totals	Expenditures	$1,024,761,999	$1,119,635,458	$1,158,540,670	$1,312,763,669	$1,590,428,173	$1,491,251,571	$ 1,545,032,535
	Revenue	$1,021,336,703	$1,155,902,840	$1,239,317,532	$1,406,086,675	$1,719,269,908	$1,513,103,580	$ 1,515,409,863
	GF Contribution/Fund Balance	$ 3,425,296	$ (36,267,382)	$ (80,776,862)	$ (93,323,006)	$ (128,841,735)	$ (21,852,009)	$ 29,622,672

Monterey County Strategic Initiatives

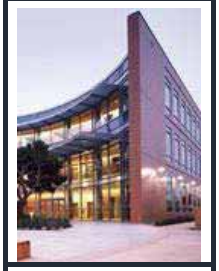
Overview

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 businesses and communities to thrive and grow while reducing violent crimes.

ECONOMIC DEVELOPMENT

ADMINISTRATION

HEALTH AND HUMAN SERVICES

INFRASTRUCTURE

PUBLIC SAFETY

Key Objectives for Strategic Initiatives

Economic Development

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

Administration

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

Health and Human Services

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

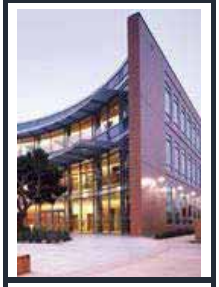
Infrastructure

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

Public Safety

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

ECONOMIC DEVELOPMENT



ADMINISTRATION

HEALTH AND HUMAN SERVICES

INFRASTRUCTURE

PUBLIC SAFETY

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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). The development and maintenance of prudent financial policies enables County officials to protect public interests, ensure transparency, and build trust. Financial Policies define a shared understanding of how the County develops its financial practices and manages its resources to provide the best value to the community.

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

These policies are to be used by all County departments to meet their obligation to operate in a financially prudent manner and provide general financial guidance in the management of the County's financial affairs. The Recommended Budget adheres to these policies.

2. GENERAL FINANCIAL PHILOSOPHY

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 CAO will consult with Department Heads and seek their input in developing the

Recommended Budget through cooperative discussions and through budget workshops;

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

3. ROLES AND FUNCTIONS

3.1 Role of County Administrative Office

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

3.2 Principal Functions of the County Administrative Office

Principal functions of the CAO include:

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

3.3 Principal Functions of County Departments

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

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

3.4 Principal Functions of the Budget Committee

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

3.5 Principal Functions of the Capital Improvement Committee

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

4. SERVICES AND FUND STRUCTURE

4.1 General Fund

The County provides a broad range of mandated and non-mandated government services. The general government operations are accounted for in the General Fund. The General Fund is used to account for revenues and expenditures unless another specified fund has been created to account for a specific item, activity, or program. It is the County's largest single fund, responsible for the provision of most of the County's services.

4.2 Other Funds

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

Other Governmental Funds

- Special revenue funds are used to account for proceeds and expenditures from specific revenue sources to finance designated activities, which are required by statute, regulation, ordinance, and resolution or board order.
- Debt service funds are used to provide repayment of debt such as Certificates of Participation (COP), short-term borrowing, and other obligations and debt.
- Capital project funds are used for facilities maintenance, capital improvements management, and specified capital projects.

Proprietary Funds

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

4.3 Major Funds

Major funds represent the County's largest funds by appropriation and other factors such as: the political/social sensitivity of the activities financed from that fund; impact or potential impact of that fund on other programs or services; significance of that fund on financing activities which are of high interest to the County and the public; and, existence of known uses or users of that information (e.g., bond rating companies, investors, etc.). Major Funds 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.

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.

5. OPERATING BUDGET POLICIES

5.1 County Budget

The County's Recommended Budget is the central financial planning document that embodies all County departments' goals, objectives, priorities, 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.

5.2 Balanced Budget

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

In addition to adopting a statutorily balanced budget, the County ensures ongoing sustainability of 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.

5.3 Ongoing Maintenance and Operations Needs

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

5.4 Adequate Maintenance of Capital Facilities and Equipment

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

5.5 CalPERS Retirement Systems

The annual budget will provide adequate funding for all retirement systems. The County contracts with the California Public Employees' Retirement System (CalPERS) for provision of retirement benefits under their defined benefit program. As a participant, the County is required to annually fund at a minimum the cost for retiree health benefits otherwise known as Other Post Employment Benefits (OPEB). These benefits principally involve health care benefits and include life insurance, disability, legal, and other services. Under GASB 45, all public agencies must measure and report their OPEB liabilities (predominantly, retiree health care costs). To provide long-term funding for this benefit, the Board authorized joining CalPERS' California Employers' Retiree Benefit Trust (CERBT) and began pre-funding the County's OPEB liabilities annually.

5.6 Budget Deficits

Departments estimating a budget deficit shall prepare and submit a Budget Committee report outlining the cause of the problem, the alternatives available to mitigate the projected budget deficit, and the department's recommended action. All additions to appropriations, major plans to reduce service levels, or plans to request funding from the contingencies appropriation require approval by the Board if it is consistent with state and federal law.

5.7 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.

5.8 Appropriation Control

The following policy establishes appropriation control at the department level. After the Board of Supervisors adopts the budget, departments may request a transfer in appropriations between major expense categories. Examples of major expense categories include, Salary and Employee Benefits, Services and Supplies, and Other Financing Uses. Departments can only request a transfer between major expense categories within the same appropriation unit. The request to transfer appropriations between major expense categories must be approved by the County Administrative Office. Transfers between more than one appropriation unit must be approved by Board resolution.

5.9 Preparation of Financial Reports

The County Administrative Office annually prepares:

- A Budget End of Year Report (BEYR) to retrospectively report on actual financial performance at both a detail and summary level;
- A current year estimate and three-year forecast to provide current year performance and forward-looking perspective to advise the Board on future challenges and provide a base for building the following year's recommended budget; and
- Reports, as appropriate, to keep the Board informed on current financial performance and developments.

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

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

5.10 Publication of Budget

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

5.11 County Budget Development (revised April 2020)

Budget development is an annual process incorporating the Board's priorities and weighing competing requests for County resources within expected fiscal constraints. The process begins with departments preparing "baseline" budgets (i.e., budget plans) proposing levels of service and staffing that can be carried out the following year within expected resources. To the extent there are increased costs or reduced revenue, these plans may indicate potential reductions in staffing or services to maintain budgetary balance in the event additional resources are not provided. Departments may submit "augmentation requests" for additional resources to mitigate potential impacts, increase staffing/services, or to invest in infrastructure. The County Administrative Office evaluates baseline budgets and augmentation requests within the constraints of a balanced budget and builds the annual Recommended Budget. Staff consider the following criteria in formulating recommendations for the annual budget and subsequent mid-year budget modifications:

- Mandated by current law or Board policy;
- Alignment with the County's Strategic Initiatives and priorities;
- Consistent with community priorities expressed in forums, surveys, and other community engagement initiatives.
- Necessary to maintain current level of mission-critical services/operations;
- Substantiation of compelling public need (e.g., health, safety, economy vitality, quality of life) that cannot be met within existing resources;
- Likelihood of success based on prior performance, degree of planning/specificity, requested resources, and assumed timeline.
- Leverages sustainable financial support from non-County sources;
- Appropriate placement of responsibility (federal, state, or local);
- Degree of urgency; and
- Critical infrastructure investment to ensure productivity and continuity of operations.

The above criteria comprises common points for evaluating resource requests and is not intended to be an exhaustive list. Criteria in the listing are not in any particular order nor are they mutually-exclusive; funding recommendations may align with more than one criteria.

5.12 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.

5.13 Board's Mission, Goals, Policies and Priorities

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

5.14 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.

5.15 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.

5.16 Budgetary Basis

The County uses modified accrual basis of accounting in accordance with Generally Accepted Accounting Principles (GAAP). The budgetary basis is substantially the same as the modified accrual method of accounting that is used for financial reporting for all

governmental funds except enterprise funds. The County currently has two enterprise funds (Natividad Medical Center and the Lake Resorts), which are budgeted based on a full accrual basis of accounting.

5.17 Capital Item Overview, Definitions and Thresholds

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

6. STRATEGIC PLANNING

6.1 Strategic Planning (Three-Year Forecast)

The County utilizes a strategic budgeting and forecasting model (the strategic model), which allows policies to be developed, initiated and where need be, modified, in a budgetary context spanning a period of three years. The strategic model demonstrates the County's ability to accomplish long-term goals by determining potential budgetary impacts of current budget decisions. New services are reviewed within the framework of long-term financial self-sufficiency. This approach allows the Board to be aware of the probable long-term outcome of alternative decisions and to select the one that effectively serves the interests of the community within the financial resources of the County.

The strategic model identifies fund balances, revenue patterns, expenditure trends, and cash requirements, which are subject to constant change. The strategic model is not a future budget nor recommends services or programs; it is a guide to assist in making recommendations and building future budgets. Due to the dynamic nature of government, it is understood that an operating budget may experience change during the course of a fiscal year. This makes the strategic model relevant because it does not assume a trend rate is destined and that finances will not remain constant. The strategic model is designed to facilitate decision-making based on two fundamental questions: "What is the financial future of the County without change?" and "What path does the County wish to take for the future?"

The strategic model serves as the foundation for the Three-Year Financial Forecast. The annual Three-Year Financial Forecast is prepared in February by the CAO, with the subject matter expert assistance of departments. The timeframe allows departments to obtain prior year audited results and six-months of actual financial data in the current fiscal year. The Three-Year Financial Forecast serves as a current year estimate and a three-year financial outlook for building the next year's Recommended Budget.

7. REVENUE AND EXPENDITURE POLICIES

7.1 Revenue Diversification

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

7.2 Revenue Estimates

Annual revenues are conservatively estimated as a basis for preparing the 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. 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 CAO is charged with the duty to determine when a reduction to other agencies would be appropriate and obtain authorization from the Board to begin those discussions.

Emergency Communications Users' Offset
The Emergency Communications Department receives five percent (5%) of Proposition 172 revenues. In April 2012, the County met with user agencies of the County's 911 dispatch services to negotiate a new funding agreement. This agreement fixed the funding for user agencies at five percent (5%) of the County's total Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2018-19 allocation will be five percent (5%) of FY 2016-17 audited actuals). Overall, ten percent (10%) of Proposition 172 revenues are distributed for emergency communication operations.

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

Distributions to Sheriff, Probation, & District Attorney
After allocation to local fire agencies and Emergency Communications, 80.87% percent of Proposition 172 revenues are distributed to other County departments. Proposition 172 revenues are allocated to the Sheriff, Probation, and District Attorney as approved by the Board of Supervisors in the base year of FY 1995-96, with growth revenues distributed using the percentages listed below:

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

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

Distribution Formula

Agency	Prop. 172 Distribution
Local Fire Agencies	9.13%
Emergency Communications	10.0%
Other County Departments	80.87%

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 CAO 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 twenty percent (20%) of total TOT revenue. Per annum, the contribution shall increase by

one percent (1%) until it reaches a cap of twenty-five percent (25%). This contribution replaces, and is not in addition to, the $2.0 million the County previously provided per annum to the Road Fund from the General Fund.

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. FUND BALANCE AND RESERVE POLICIES

8.1 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

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

If the strategic reserve is utilized to provide for temporary funding of unforeseen needs, the County shall take measures necessary to prevent its use in the following fiscal year by increasing General Fund revenues and/or decreasing expenditures to regain structural balance. In addition, the County shall restore the strategic reserve to the minimum level of ten percent (10%) of General Fund estimated revenues within five fiscal years following the fiscal year in which the event occurred. The plan to restore the strategic reserve shall be included and highlighted in the County's Three-Year Forecast. Funds in excess of ten percent (10%) of the annual requirements may be retained in the strategic reserve, or may be considered for other purposes such as supplementing the Capital Projects Fund or prepaying existing County debt.

8.3 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.

9. Interfund Loans

Interfund loans are the lending of cash from one County fund to another for a specific purpose and with a requirement for repayment. Interfund loans are typically short-term in nature and constitute the allocation of cash between individual funds for working capital purposes. A summary of all outstanding interfund loans will be included in the Comprehensive Annual Financial Report (CAFR).

9.1 Interfund Loan Terms

- Repayment of an interfund loan shall be within the same fiscal year, unless otherwise stated in a Board resolution.
- When required by the lending fund's restrictions or regulations, interest will be paid by the borrowing fund to the lending fund, during the time the loan is outstanding.
- The Board must approve by resolution all interfund loans. The resolution will include a planned schedule of repayment of the loan principal as well as setting a reasonable rate of interest to be paid to the lending fund, if required by the lending fund.

9.2 Interfund Loan Interest

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

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

Interest is not required in the following circumstances:

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

9.3 Prohibited Uses

- Interfund loans will not be used to solve ongoing structural budget issues.
- Interfund loans shall not hinder the accomplishment of any function or project for which the lending fund was established.

10. ENTERPRISE FUNDS

The County will establish enterprise funds for County services when:

a. The intent of the County is that the fund's operations are to be financed and operated in a manner similar to private business enterprises, where services provided are primarily funded through user charges.
b. The Board determines that it is appropriate to conduct a periodic review of net income for

capital maintenance, accountability, or other public policy purposes.

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

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

10.1 Expenses

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

10.2 Rate Structure and Net Position

Each enterprise fund will maintain an adequate rate structure to cover the costs of all operations, including maintenance, capital, and debt service requirements where applicable, reserves (as established by financial policy or bond covenant), and any other cost deemed necessary, which should include depreciation. Rates may be offset from available net position after requirements are met for cash flow, capital replacement, operational costs, debt service if applicable, contingency funding and scheduled reserve contributions.

10.3 Services

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

10.4 Net Operating Revenues

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

10.5 Maintenance of Cash

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

10.6 Interest from Funds

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

10.7 Financial Monitoring and Reporting

The CAO and departments shall monitor revenues and expenses throughout the year to ensure conformity to adopted budgets. Enterprise funds shall provide the Board's Budget Committee financial status reports on a monthly or quarterly basis. Financial reports shall provide a year-to-date summary of expenses, revenues and cash positions, including significant variances and comparisons to previous fiscal years' activity, trending for the current fiscal year and financial impacts to the General Fund.

11. INTERNAL SERVICE FUNDS

11.1 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.

11.2 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.

11.3 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.

11.4 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.

12. CAPITAL FACILITIES AND IMPROVEMENT POLICIES

12.1 Capital Investments

The County is accountable for a considerable investment in buildings, parks, roads, sewers, equipment, and other capital investments. The preservation, maintenance, and future improvement of these facilities are a primary responsibility of the County. Planning and implementing sound capital improvement plans, policies and programs will not only help the County avoid emergencies and major costs in the future, but strategically plan for the future needs. The Board, in recognition of the need to develop and adopt a consolidated capital improvement plan, established the Capital Improvement Program, Five-Year Plan (CIP). The CIP budgets for its implementation, and incorporates its impact on the operating budget, which include design, construction, equipment, land purchases and project administration. The CIP is prepared and updated annually by the RMA with review by the CAO.

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

12.2 Ongoing Funding Levels

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

12.3 Financial Analysis of Funding Sources

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

12.4 Annual Capital Improvement Budget

As part of the annual budget process, the Board shall include any capital project funding as part of the budget process. In general, the capital projects that will be in

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

12.5 Capital Project Reports

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

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

12.6 Capital Maintenance

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

13. DEBT MANAGEMENT

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

14. GRANT MANAGEMENT

14.1 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 comply with grant procurement policies and procedures.

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

Departments are responsible for all aspects of the grant process including planning for grant acquisition, preparation and submitting grant proposals, developing grant implementation plans, managing grant programs, preparing and submitting reports to grantors, and

properly closing out grant projects. Department staff and the CAO will maintain a close working relationship with respect to any grant activity to ensure a clear understanding of the project status.

15. STATE AND FEDERAL PROGRAMS

15.1 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.

Schedule 1
County of Monterey
All Funds Summary
Fiscal Year 2019-20

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	1,562,196	16,266,511	669,991,281	687,819,988	687,611,865	-	687,611,865	208,123
Special Revenue Funds	118,041,490	-	379,609,623	497,651,113	390,882,275	-	390,882,275	106,768,838
Capital Project Funds	70,828,958	-	26,427,619	97,256,577	50,874,006	-	50,874,006	46,382,571
Total Governmental Funds	**190,432,644**	**16,266,511**	**1,076,028,523**	**1,282,727,678**	**1,129,368,146**	**-**	**1,129,368,146**	**153,359,532**
Other Funds								
Internal Service Fund	16,782,122	-	51,942,374	68,724,496	52,857,827	-	52,857,827	15,866,669
Enterprise	89,079,541	-	361,595,216	450,674,757	335,694,762	-	335,694,762	114,979,995
Special District & Other Agencies								
CSA	8,269,972	-	2,813,557	11,083,529	3,333,954	-	3,333,954	7,749,575
CSD	1,202,694	-	1,173,423	2,376,117	1,241,549	-	1,241,549	1,134,568
Successor	3,251,855	-	5,394,452	8,646,307	6,073,979	-	6,073,979	2,572,328
Debt Service Funds	9,947	0	16,462,318	16,472,265	16,462,318	0	16,462,318	9,947
Total Other Funds	**118,596,132**	**0**	**439,381,340**	**557,977,472**	**415,664,389**	**-**	**415,664,389**	**142,313,083**
Total All Funds	**309,028,776**	**16,266,511**	**1,515,409,863**	**1,840,705,150**	**1,545,032,535**	**-**	**1,545,032,535**	**295,672,615**

Schedule 2
County of Monterey
Governmental Funds Summary
Fiscal Year 2019-20

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	1,562,196	16,266,511	669,991,281	687,819,988	687,611,865	-	687,611,865	208,123
Total General Fund	**1,562,196**	**16,266,511**	**669,991,281**	**687,819,988**	**687,611,865**	**-**	**687,611,865**	**208,123**
Special Revenue Funds:								
Road Fund	23,168,381	-	60,362,741	83,531,122	55,575,061	-	55,575,061	27,956,061
Library Fund	837,852	-	10,973,691	11,811,543	11,259,647	-	11,259,647	551,896
In-Home Support Services	179,757	-	811,339	991,096	811,339	-	811,339	179,757
Fish & Game Propagation Fund	20,100	-	22,832	42,932	31,843	-	31,843	11,089
Office Of Employment Training	(262,261)	-	-	(262,261)	-	-	-	(262,261)
Community Action Partnership	169,670	-	534,256	703,926	534,256	-	534,256	169,670
Inclusionary Housing	689,782	-	25,000	714,782	959,060	-	959,060	(244,278)
Economic Development Program	1,130,669	-	150,180	1,280,849	1,250,500	-	1,250,500	30,349
Community Development Fund	1,166,103	-	2,210,327	3,376,430	3,347,430	-	3,347,430	29,000
Emergency Medical Service Fund	1,245,733	-	774,000	2,019,733	631,000	-	631,000	1,388,733
Workforce Development Board	-	-	9,301,351	9,301,351	9,301,351	-	9,301,351	-
Local Revenue Fund 2011	26,705,410	-	66,011,339	92,716,749	68,849,082	-	68,849,082	23,867,667
Behavioral Health	45,840,835	-	144,620,465	190,461,300	147,620,465	-	147,620,465	42,840,835
Homeland Security	202,341	-	640,292	842,633	640,292	-	640,292	202,341
H&W Realignment	16,947,118	-	68,738,799	85,685,917	75,991,783	-	75,991,783	9,694,134
NGEN Operations & Maintenance	-	-	1,476,268	1,476,268	1,476,268	-	1,476,268	-
County Clerk Recorder	-	-	325,000	325,000	325,000	-	325,000	-
Emergency Communications	-	-	12,631,743	12,631,743	12,277,898	-	12,277,898	353,845
Total Special Revenue Funds	**118,041,490**	**-**	**379,609,623**	**497,651,113**	**390,882,275**	**-**	**390,882,275**	**106,768,838**
Capital Projects Funds:								
Facilities Project Fund	3,122,448	-	-	3,122,448	3,122,448	-	3,122,448	-
Capital Projects Fund	1,883,249	-	2,840,272	4,723,521	1,008,655	-	1,008,655	3,714,866
Facility Master Plan Implement	65,823,261	-	23,587,347	89,410,608	46,742,903	-	46,742,903	42,667,705
NGEN Radio Project	-	-	-	-	-	-	-	-
Total Capital Projects Funds	**70,828,958**	**-**	**26,427,619**	**97,256,577**	**50,874,006**	**-**	**50,874,006**	**46,382,571**
Total Governmental Funds	**190,432,644**	**-**	**1,076,028,523**	**1,282,727,678**	**1,129,368,146**	**-**	**1,129,368,146**	**153,359,532**

Schedule 3
County of Monterey
Fund Balance - Governmental Funds
Fiscal Year 2019-20

Fund Name	Total Fund Balance June 30, 2019	Less: Obligated Fund Balances			Fund Balance Available June 30, 2019
		Encumbrances	Nonspendable, Restricted, and Committed	Assigned	
1	2	3	4	5	6
General Fund					
001- General Fund	162,078,103	-	82,783,740	77,732,167	1,562,196
Total General Fund	**162,078,103**	**-**	**82,783,740**	**77,732,167**	**1,562,196**
Special Revenue Funds:					
002- Road Fund	23,168,381	-	-	-	23,168,381
003- County Library Fund	837,852	-	-	-	837,852
005 - In-Home Support Services	179,757	-	-	-	179,757
006 - Fish and Game Propagation	20,100	-	-	-	20,100
007 - Office of Employment Training	(262,261)	-	-	-	(262,261)
008 - Community Action Partnership	169,670	-	-	-	169,670
009 - Inclusionary Housing	689,782	-	-	-	689,782
011 - Economic Development Program	1,130,669	-	-	-	1,130,669
013 - Community Development	1,166,103	-	-	-	1,166,103
016 - Emergency Medical Service	1,245,733	-	-	-	1,245,733
021 - Workforce Development Board	-	-	-	-	-
022 - Local Revenue Fund 2011	26,705,410	-	-	-	26,705,410
023 - Behavioral Health	45,840,835	-	-	-	45,840,835
024 - Homeland Security	202,341	-	-	-	202,341
025 - H&W Realignment	16,947,118	-	-	-	16,947,118
026 - NGEN Operatins & Maintenance	-	-	-	-	-
027 - County Clerk Recorder	-	-	-	-	-
028 - Emergency Communications	-	-	-	-	-
Total Special Revenue Funds	**118,041,490**	**-**	**-**	**-**	**118,041,490**
Capital Project Funds:					
401 - Facilities Project	3,122,448	-	-	-	3,122,448
402 - Capital Projects	1,883,249	-	-	-	1,883,249
404 - Facility Master Plan Implementation	65,823,261	-	-	-	65,823,261
405 - NGEN Radio Project	-	-	-	-	-
Total Capital Projects Funds	**70,828,958**	**-**	**-**	**-**	**70,828,958**
Total Governmental Funds	**350,948,551**	**-**	**82,783,740**	**77,732,167**	**190,432,644**

Schedule 4
County of Monterey
Obligated Fund Balances - By Government Funds
Fiscal Year 2019-20

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2019	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	423,569	-	-	-	-	423,569
001 - 3028 - Prepaid Nonspendable	150,000	-	-	-	-	150,000
Restricted:						
001 - 3041 - Public Protection	4,646,979	-	-	-	-	4,646,979
001 - 3042 - General	4,179,550	-	-	-	-	4,179,550
001 - 3043 - Health and Sanitation	10,883,642	4,645,966	-	-	-	6,237,676
Committed:						
001 - 3111 - Strategic Reserve	62,500,000	-	-	-	-	62,500,000
Assigned:						
001 - 3012 - Assigned for Encumbrances	42,508	-	-	-	-	42,508
001 - 3065 - General Capital	7,092,599	-	-	-	-	7,092,599
001 - 3112 - Building Improvement	11,198,577	-	-	-	-	11,198,577
001 - 3113 - General Fund Contingency	6,720,468	6,720,468	-	-	-	-
001 - 3115 - Compensated Absences	8,038,138	-	-	-	-	8,038,138
001 - 3116 - Vehicle Replacement	9,697,888	-	-	-	-	9,697,888
001 - 3120 - Health Clinics	1,520,000	-	-	-	-	1,520,000
001 - 3121 - Social Services	9,743	-	-	-	-	9,743
001 - 3122 - NGEN Radio System	-	-	-	-	-	-
001 - 3123 - Capital Project	4,070,894	-	-	-	-	4,070,894
001 - 3124 -Information Technology Charges Mitigation	619,006	619,006	-	-	-	-
001 - 3125 - Productivity Investment Program	169,351	-	-	-	-	169,351
001 - 3126 - Disaster Assistance Program	1,368,838	-	-	-	-	1,368,838
001 - 3127 - New Juvenile Hall Project	-	-	-	-		-
001 - 3128 - Revenue Stabilization	2,376,910	-	-	-	-	2,376,910
001 - 3129 - Laguna Seca Track Maintenance and Repairs	6,000,970	3,200,000	-	-	-	2,800,970
001 - 3131 - Non-Recoverable Costs	3,030,680	-	-	-	-	3,030,680
001 - 3132 - Cannabis	15,775,597	926,466	-	-	-	14,849,131
Unassigned:						
001 - 3101 - Unassigned Fund Balance	1,562,196	1,508,678	-	-	-	53,518
Total General Fund	**162,078,103**	**17,620,584**	**-**	**-**	**-**	**129,554,870**
Special Revenue Funds						
002 - Road Fund	121,187	-	-	-	-	121,187
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	-	-	-	-	-	-
021 - Workforce Development Board	-	-	-	-	-	-
022 - Local Revenue Fund 2011	-	-	-	-	-	-
023 - Behavioral Health	-	-	-	-	-	-
024 - Homeland Security	-	-	-	-	-	-
025 - H&W Realignment	-	-	-	-	-	-
026 - NGEN Operations & Maintenance	-	-	-	-	-	-
027 - County Clerk Recorder	-	-	-	-	-	-
028 - Emergency Communications	-	-	-	-	-	-
Total Special Revenue Funds	**121,187**	**-**	**-**	**-**	**-**	**121,187**
Capital Projects Funds						
401 - Facilities Projects	-	-	-	-	-	-
402 - Capital Projects	-	-	-	-	-	-
404 - Facility Master Plan Implementation	-	-	-	-	-	-
405 - NGEN Radio Project	-	-	-	-	-	-
Total Capital Projects Funds	**-**	**-**	**-**	**-**	**-**	**-**
Total Governmental Funds	**162,199,290**	**17,620,584**	**-**	**-**	**-**	**129,676,057**

Schedule 5
County of Monterey
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2019-20

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Summarization by Source						
Current Secured Property Tax	96,669,280	101,738,030	103,126,924	107,683,707	107,683,707	5,945,677
Current Unsecured Property Tax	4,049,967	4,048,722	4,160,842	4,254,896	4,254,896	206,174
Taxes Other than Current Property	124,626,294	109,010,415	115,535,457	120,692,055	120,692,055	11,681,640
Total Taxes:	**$225,345,542**	**$214,797,167**	**$222,823,223**	**$232,630,658**	**$232,630,658**	**$17,833,491**
Licenses, Permits, and Franchises	22,243,248	24,091,981	21,454,573	22,857,130	22,857,130	(1,234,851)
Fines, Forfeitures, and Penalties	9,573,791	9,443,096	9,534,936	9,764,685	9,762,323	319,227
Revenue from Use of Money & Property	18,867,409	20,960,197	21,310,443	20,255,133	19,520,375	(1,439,822)
Intergovernmental Revenues	467,384,324	496,920,686	566,450,491	518,643,369	518,947,958	22,027,272
Charges for Services	90,918,877	86,612,972	78,981,689	87,429,562	87,312,062	699,090
Miscellaneous Revenues	11,525,029	7,933,593	9,186,327	9,670,492	9,670,492	1,736,899
Other Financing Sources	234,876,788	180,533,915	165,534,524	175,447,499	175,327,525	(5,206,390)
Grand Total	**$1,080,735,008**	**$1,041,293,607**	**$1,095,276,206**	**$1,076,698,528**	**$1,076,028,523**	**34,734,916**

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

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
001 - General						
Taxes						
4010 - Property Tax - Current Secured	89,511,976	93,493,801	94,882,695	99,626,829	99,626,829	6,133,028
4015 - Property Tax - Current Unsecured	3,788,686	3,790,227	3,902,347	3,980,394	3,980,394	190,167
4020 - Property Tax In-Lieu of VLF	52,393,956	55,098,025	55,537,593	58,314,473	58,314,473	3,216,448
4025 - Property Tax - Prior Secured	882,501	799,289	882,501	882,501	882,501	83,212
4030 - Property Tax - Prior Unsecured	19,413	36,809	19,413	19,413	19,413	(17,396)
4035 - Property Tax - Current Supplemental	2,165,064	1,972,372	2,381,571	1,929,376	1,929,376	(42,996)
4040 - Property Tax - Prior Supplemental	74,526	66,420	66,420	71,436	71,436	5,016
4050 - Sales and Use Taxes	11,362,593	11,010,816	11,589,845	11,826,357	11,826,357	815,541
4090 - Other Property Taxes	7,116,538	6,399,249	6,399,249	6,763,104	6,763,104	363,855
4100 - Transient Occupancy Tax	24,924,373	21,921,960	23,024,402	23,600,012	23,600,012	1,678,052
4110 - Real Property Transfer Tax	3,651,776	3,008,786	3,651,776	3,651,776	3,651,776	642,990
4120 - Other Taxes	(397)	120	120	40	40	(80)
4130 - Cannabis Tax	14,615,823	2,728,855	3,733,678	5,171,123	5,171,123	2,442,268
Total Taxes	**$ 210,506,827**	**$ 200,326,729**	**$ 206,071,610**	**$ 215,836,834**	**$ 215,836,834**	**$ 15,510,105**
Licenses, Permits, and Franchises						
4200 - Animal Licenses	164,359	170,000	165,000	170,000	170,000	-
4220 - Business Licenses	4,651,490	4,739,885	4,510,976	5,664,468	5,664,468	924,583
4230 - Construction Permits	9,342,442	10,670,152	8,130,848	7,933,046	7,933,046	(2,737,106)
4250 - Road Privileges and Permits	160,596	181,752	143,618	143,618	143,618	(38,134)
4260 - Zoning Permits	1,362,935	1,549,284	1,346,207	1,345,848	1,345,848	(203,436)
4270 - Franchises	5,959,239	5,847,601	5,701,844	5,701,843	5,701,843	(145,758)
4300 - Other Licenses and Permits	433,314	843,307	866,080	898,307	898,307	55,000
Total Licenses, Permits, and Franchises	**$ 22,074,375**	**$ 24,001,981**	**$ 20,864,573**	**$ 21,857,130**	**$ 21,857,130**	**$ (2,144,851)**
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	756,442	1,184,257	698,482	696,871	696,871	(487,386)
4450 - Other Court Fines	331,296	280,080	420,696	582,992	580,630	300,550
4500 - Forfeitures and Penalties	5,306,452	4,580,677	5,065,876	5,125,868	5,125,868	545,191
4550 - Penalties and Costs on Delinquent Taxes	2,459,726	2,490,886	2,490,886	2,492,245	2,492,245	1,359
Total Fines, Forfeitures, and Penalties	**$ 8,853,917**	**$ 8,535,900**	**$ 8,675,940**	**$ 8,897,976**	**$ 8,895,614**	**$ 359,714**
Revenue from Use of Money & Property						
4600 - Investment Income	2,860,129	2,108,229	2,296,508	2,343,662	2,343,662	235,433
4675 - Rents and Concessions	15,099,492	18,228,106	18,250,072	16,976,017	16,241,259	(1,986,847)
Total Revenue from Use of Money & Property	**$ 17,959,621**	**$ 20,336,335**	**$ 20,546,580**	**$ 19,319,679**	**$ 18,584,921**	**$ (1,751,414)**
Intergovernmental Revenues						
4820 - Vehicle License Fee	194,352	-	-	-	-	-
4900 - State Aid - Public Assistance Administration	36,326,178	36,848,028	35,707,706	39,223,186	39,223,186	2,375,158
4910 - State Aid - Public Assistance Programs	(343,045)	4,157,533	3,745,751	2,648,077	2,648,077	(1,509,456)
4975 - State Aid - Health Programs	3,314,722	3,484,596	3,506,828	3,132,734	3,132,734	(351,862)
4985 - Tobacco Program (Prop 99)	549,676	435,558	667,304	512,081	512,081	76,523
5000 - State Aid - Agriculture	4,591,707	5,029,160	5,082,883	5,808,994	5,808,994	779,834
5020 - State Disaster Relief	1,111,358	-	-	-	-	-
5025 - State Veterans' Affairs	109,822	133,722	115,180	115,180	115,180	(18,542)
5030 - Homeowners Property Tax Relief	445,508	448,594	445,508	445,508	445,508	(3,086)
5035 - Public Safety - Sales Tax	35,093,467	34,467,433	34,467,433	31,974,472	32,256,221	(2,211,212)
5050 - Other State Aid	13,451,317	10,315,993	10,553,773	11,675,536	11,675,536	1,359,543
5075 - SB 90 Reimbursements	10,123,104	-	-	-	-	-
5095 - Peace Officer Training (Post)	71,786	90,000	75,000	90,000	90,000	-
5100 - Federal - In-Lieu Taxes	918,785	920,949	918,785	918,785	918,785	(2,164)
5200 - Federal Aid - Public Assistance Administration	52,738,460	64,844,562	63,398,391	65,190,239	65,190,239	345,677
5225 - Federal Aid - Public Assistance Programs	19,021,637	22,089,035	21,092,030	24,240,679	24,240,679	2,151,644
5260 - Federal Aid - Disaster Relief	2,747,527	-	-	-	-	-
5290 - Federal Aid Other	22,956,545	19,272,908	18,995,865	22,064,142	22,052,142	2,779,234
5350 - Aid - Other Governmental Agencies	1,085,360	1,285,788	1,287,682	1,008,852	1,008,852	(276,936)
5355 - Aid from City/County	164,700	164,000	164,000	304,000	304,000	140,000
Total Intergovernmental Revenues	**$ 204,672,966**	**$ 203,987,859**	**$ 200,224,119**	**$ 209,352,465**	**$ 209,622,214**	**$ 5,634,355**
Charges for Services						
5400 - Assessment and Tax Collection Fees	3,740,779	3,244,158	3,077,417	3,331,138	3,331,138	86,980
5430 - Auditing and Accounting Fees	1,140,571	1,298,282	1,276,995	1,282,817	1,282,817	(15,465)
5445 - Communication Services	5,236,068	6,017,579	6,924,273	300,000	300,000	(5,717,579)
5460 - Election Services	562,048	1,145,635	1,145,635	1,200,000	1,200,000	54,365
5475 - Legal Services	483,782	280,035	388,587	417,000	417,000	136,965
5505 - Planning and Engineering Services	1,095,645	1,242,103	1,199,430	1,540,175	1,540,175	298,072
5520 - Agricultural Services	1,883,367	2,195,936	2,195,936	2,141,004	2,141,004	(54,932)
5535 - Civil Process Services	3,224,005	4,212,101	3,801,127	4,408,613	4,408,613	196,512
5550 - Estate Fees	125,728	140,000	60,956	100,000	92,500	(47,500)

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
5560 - Humane Services	4,790	6,000	6,000	6,000	6,000	-
5570 - Law Enforcement Services	3,271,641	3,736,111	3,670,195	4,285,137	4,285,137	549,026
5580 - Recording Fees	4,844,684	2,787,291	2,474,698	2,723,249	2,723,249	(64,042)
5600 - Health Fees	53,287,846	46,683,770	42,599,490	47,316,368	47,306,368	622,598
5640 - Mental Health Fees	2,352	8,400	5,036	4,483	4,483	(3,917)
5660 - Children's Services	1,075	1,103	200	650	650	(453)
5685 - Adoption Fees	53,513	109,395	59,000	110,395	110,395	1,000
5690 - Institutional Care and Services	842,107	830,000	830,000	930,700	930,700	100,700
5730 - Park and Recreation Services	845,541	1,099,200	943,819	1,330,986	1,230,986	131,786
5750 - Other Services	4,944,410	6,829,518	3,785,636	3,965,232	3,965,232	(2,864,286)
Total Charges for Services	**$ 85,589,951**	**$ 81,866,617**	**$ 74,444,430**	**$ 75,393,947**	**$ 75,276,447**	**$ (6,590,170)**
Miscellaneous Revenues						
5800 - Other Taxable Sales	22,970	2,000	2,084	2,000	2,000	-
5855 - Other Reimbursement	3,943,403	179,025	229,335	416,051	416,051	237,026
5860 - Tobacco Settlement	4,392,721	3,679,414	3,679,414	3,679,414	3,679,414	-
5870 - Miscellaneous Revenues	1,505,405	2,418,717	2,047,110	2,135,580	2,135,580	(283,137)
5980 - Contributions	91,482	99,972	347,493	273,709	273,709	173,737
Total Miscellaneous Revenues	**$ 9,955,981**	**$ 6,379,128**	**$ 6,305,436**	**$ 6,506,754**	**$ 6,506,754**	**$ 127,626**
Other Financing Sources						
5900 - Sale of Capital Assets	181,319	-	-	-	-	-
5940 - Operating Transfers In	106,046,283	113,434,892	118,246,414	113,411,367	113,411,367	(23,525)
5956 - Lease Proceeds	125,806	-	-	-	-	-
Total Other Financing Sources	**$ 106,353,407**	**$ 113,434,892**	**$ 118,246,414**	**$ 113,411,367**	**$ 113,411,367**	**$ (23,525)**
Total 001 - General	**$ 665,967,044**	**$ 658,869,441**	**$ 655,379,102**	**$ 670,576,152**	**$ 669,991,281**	**$ 11,121,840**
002 - Road Fund						
Taxes						
4050 - Sales and Use Taxes	6,647,661	5,484,774	7,672,989	7,672,989	7,672,989	2,188,215
Total Taxes	**$ 6,647,661**	**$ 5,484,774**	**$ 7,672,989**	**$ 7,672,989**	**$ 7,672,989**	**$ 2,188,215**
Licenses, Permits, and Franchises						
4250 - Road Privileges and Permits	168,873	90,000	590,000	1,000,000	1,000,000	910,000
Total Licenses, Permits, and Franchises	**$ 168,873**	**$ 90,000**	**$ 590,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 910,000**
Revenue from Use of Money & Property						
4600 - Investment Income	(24,630)	20,235	211,580	202,183	202,183	181,948
Total Revenue from Use of Money & Property	**$ (24,630)**	**$ 20,235**	**$ 211,580**	**$ 202,183**	**$ 202,183**	**$ 181,948**
Intergovernmental Revenues						
4800 - State Highway Users Tax	11,035,799	13,490,448	16,820,014	18,751,063	18,751,063	5,260,615
5010 - State Aid - Construction Capital Grants	142,375	1,223,921	7,162,727	4,394,045	4,394,045	3,170,124
5011 - State Aid - Construction Operating Grants	725,486	725,486	725,486	725,486	725,486	-
5020 - State Disaster Relief	288,845	-	114,750	-	-	-
5040 - Citizens Option for Public Safety Funds	-	303,754	-	-	-	(303,754)
5050 - Other State Aid	-	-	200,000	-	-	-
5250 - Federal Aid - Construction Capital Grants	12,412,363	9,042,560	11,036,541	15,369,330	15,369,330	6,326,770
5260 - Federal Aid - Disaster Relief	2,148,154	-	278,667	440,000	440,000	440,000
5270 - Federal Aid - Forest Reserve Revenue	21,286	15,069	15,069	-	-	(15,069)
5350 - Aid - Other Governmental Agencies	535,775	36,595	82,670	-	-	(36,595)
Total Intergovernmental Revenues	**$ 27,310,083**	**$ 24,837,833**	**$ 36,435,924**	**$ 39,679,924**	**$ 39,679,924**	**$ 14,842,091**
Charges for Services						
5750 - Other Services	1,833,178	1,616,184	913,776	1,224,152	1,224,152	(392,032)
Total Charges for Services	**$ 1,833,178**	**$ 1,616,184**	**$ 913,776**	**$ 1,224,152**	**$ 1,224,152**	**$ (392,032)**
Miscellaneous Revenues						
5855 - Other Reimbursement	41,640	925,306	2,234,159	2,688,197	2,688,197	1,762,891
5870 - Miscellaneous Revenues	16,161	6,143	6,398	6,541	6,541	398
Total Miscellaneous Revenues	**$ 57,801**	**$ 931,449**	**$ 2,240,557**	**$ 2,694,738**	**$ 2,694,738**	**$ 1,763,289**
Other Financing Sources						
5900 - Sale of Capital Assets	41,499	-	-	-	-	-
5940 - Operating Transfers In	10,738,857	5,319,831	10,927,524	7,888,755	7,888,755	2,568,924
Total Other Financing Sources	**$ 10,780,356**	**$ 5,319,831**	**$ 10,927,524**	**$ 7,888,755**	**$ 7,888,755**	**$ 2,568,924**
Total 002 - Road Fund	**$ 46,773,322**	**$ 38,300,306**	**$ 58,992,350**	**$ 60,362,741**	**$ 60,362,741**	**$ 22,062,435**
003 - Library Fund						
Taxes						
4010 - Property Tax - Current Secured	7,157,304	8,244,229	8,244,229	8,056,878	8,056,878	(187,351)
4015 - Property Tax - Current Unsecured	261,281	258,495	258,495	274,502	274,502	16,007
4025 - Property Tax - Prior Secured	69,763	74,384	74,384	69,763	69,763	(4,621)
4030 - Property Tax - Prior Unsecured	1,536	2,991	2,991	1,536	1,536	(1,455)
4035 - Property Tax - Current Supplemental	169,883	142,669	142,669	186,871	186,871	44,202
4040 - Property Tax - Prior Supplemental	5,814	5,856	5,856	5,814	5,814	(42)

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
4090 - Other Property Taxes	525,471	257,040	350,000	525,471	525,471	268,431
Total Taxes	**$ 8,191,053**	**$ 8,985,664**	**$ 9,078,624**	**$ 9,120,835**	**$ 9,120,835**	**$ 135,171**
Revenue from Use of Money & Property						
4600 - Investment Income	12,101	1,038	1,038	1,038	1,038	-
Total Revenue from Use of Money & Property	**$ 12,101**	**$ 1,038**	**$ 1,038**	**$ 1,038**	**$ 1,038**	**$ -**
Intergovernmental Revenues						
5030 - Homeowners Property Tax Relief	35,356	36,200	36,200	35,491	35,491	(709)
5050 - Other State Aid	50,581	51,765	51,765	90,483	90,483	38,718
5325 - Other In-Lieu Taxes	-	258,825	-	258,825	258,825	-
Total Intergovernmental Revenues	**$ 85,937**	**$ 346,790**	**$ 87,965**	**$ 384,799**	**$ 384,799**	**$ 38,009**
Charges for Services						
5725 - Library Services	143,079	158,247	158,247	158,247	158,247	-
Total Charges for Services	**$ 143,079**	**$ 158,247**	**$ 158,247**	**$ 158,247**	**$ 158,247**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	12,818	-	-	-	-	-
5870 - Miscellaneous Revenues	155,492	-	-	-	-	
5980 - Contributions	437,891	255,000	255,000	455,000	455,000	200,000
Total Miscellaneous Revenues	**$ 606,201**	**$ 255,000**	**$ 255,000**	**$ 455,000**	**$ 455,000**	**$ 200,000**
Other Financing Sources						
5940 - Operating Transfers In	230,921	535,539	503,772	853,772	853,772	318,233
Total Other Financing Sources	**$ 230,921**	**$ 535,539**	**$ 503,772**	**$ 853,772**	**$ 853,772**	**$ 318,233**
Total 003 - Library Fund	**$ 9,269,292**	**$ 10,282,278**	**$ 10,084,646**	**$ 10,973,691**	**$ 10,973,691**	**$ 691,413**
005 - In-Home Support Services						
Revenue from Use of Money & Property						
4600 - Investment Income	(1,825)	-	56	-	-	-
Total Revenue from Use of Money & Property	**$ (1,825)**	**$ -**	**$ 56**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	317,271	155,641	195,048	246,135	246,135	90,494
5290 - Federal Aid Other	448,042	380,149	389,437	384,588	384,588	4,439
Total Intergovernmental Revenues	**$ 765,313**	**$ 535,790**	**$ 584,485**	**$ 630,723**	**$ 630,723**	**$ 94,933**
Other Financing Sources						
5940 - Operating Transfers In	275,424	255,092	155,758	180,616	180,616	(74,476)
Total Other Financing Sources	**$ 275,424**	**$ 255,092**	**$ 155,758**	**$ 180,616**	**$ 180,616**	**$ (74,476)**
Total 005 - In-Home Support Services	**$ 1,038,912**	**$ 790,882**	**$ 740,299**	**$ 811,339**	**$ 811,339**	**$ 20,457**
006 - Fish & Game Propagation Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	9,124	7,196	7,196	11,709	11,709	4,513
Total Fines, Forfeitures, and Penalties	**$ 9,124**	**$ 7,196**	**$ 7,196**	**$ 11,709**	**$ 11,709**	**$ 4,513**
Revenue from Use of Money & Property						
4600 - Investment Income	954	791	1,061	623	623	(168)
Total Revenue from Use of Money & Property	**$ 954**	**$ 791**	**$ 1,061**	**$ 623**	**$ 623**	**$ (168)**
Other Financing Sources						
5940 - Operating Transfers In	13,313	10,500	10,500	10,500	10,500	-
Total Other Financing Sources	**$ 13,313**	**$ 10,500**	**$ 10,500**	**$ 10,500**	**$ 10,500**	**$ -**
Total 006 - Fish & Game Propagation Fund	**$ 23,390**	**$ 18,487**	**$ 18,757**	**$ 22,832**	**$ 22,832**	**$ 4,345**
007 - OET						
Revenue from Use of Money & Property						
4600 - Investment Income	(2,544)	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ (2,544)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
5350 - Aid - Other Governmental Agencies	31,213	-	-	-	-	-
Total Intergovernmental Revenues	**$ 31,213**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	9,498	-	-	-	-	-
Total Miscellaneous Revenues	**$ 9,498**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5900 - Sale of Capital Assets	1,150					
5940 - Operating Transfers In	2,403,704	-	-	-	-	-

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Total Other Financing Sources	**$ 2,404,854**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 007 - WIB-OET	**$ 2,443,021**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
008 - Community Action Partnership						
Revenue from Use of Money & Property						
4600 - Investment Income	512	-	-	250	250	250
Total Revenue from Use of Money & Property	**$ 512**	**$ -**	**$ -**	**$ 250**	**$ 250**	**$ 250**
Intergovernmental Revenues						
5290 - Federal Aid Other	482,674	557,580	521,958	533,273	533,273	(24,307)
Total Intergovernmental Revenues	**$ 482,674**	**$ 557,580**	**$ 521,958**	**$ 533,273**	**$ 533,273**	**$ (24,307)**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	93	-	-	-	-	-
Total Intergovernmental Revenues	**$ 93**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	594	698	416	733	733	35
Total Other Financing Sources	**$ 594**	**$ 698**	**$ 416**	**$ 733**	**$ 733**	**$ 35**
Total 008 - Community Action Partnership	**$ 483,873**	**$ 558,278**	**$ 522,374**	**$ 534,256**	**$ 534,256**	**$ (24,022)**
009 - Inclusionary Housing						
Revenue from Use of Money & Property						
4600 - Investment Income	12,570	10,000	15,000	15,000	15,000	5,000
4650 - Interest on Notes Receivable	18,736	15,000	7,000	5,000	5,000	(10,000)
Total Revenue from Use of Money & Property	**$ 31,306**	**$ 25,000**	**$ 22,000**	**$ 20,000**	**$ 20,000**	**$ (5,000)**
Charges for Services						
5750 - Other Services	51,338	7,500	2,500	5,000	5,000	(2,500)
Total Charges for Services	**$ 51,338**	**$ 7,500**	**$ 2,500**	**$ 5,000**	**$ 5,000**	**$ (2,500)**
Total 009 - Inclusionary Housing	**$ 82,644**	**$ 32,500**	**$ 24,500**	**$ 25,000**	**$ 25,000**	**$ (7,500)**
011 - Economic Development Program						
Revenue from Use of Money & Property						
4600 - Investment Income	287	200	150	180	180	(20)
4650 - Interest on Notes Receivable	32,197	100,000	100,000	100,000	100,000	-
Total Revenue from Use of Money & Property	**$ 32,484**	**$ 100,200**	**$ 100,150**	**$ 100,180**	**$ 100,180**	**$ (20)**
Charges for Services						
5750 - Other Services	-	50,000	-	50,000	50,000	-
Total Charges for Services	**$ -**	**$ 50,000**	**$ -**	**$ 50,000**	**$ 50,000**	**$ -**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	3,899	-	50,000	-	-	-
Total Miscellaneous Revenues	**$ 3,899**	**$ -**	**$ 50,000**	**$ -**	**$ -**	**$ -**
Total 011 - Economic Development Program	**$ 36,383**	**$ 150,200**	**$ 150,150**	**$ 150,180**	**$ 150,180**	**$ (20)**
013 - Community Development Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	20,042	5,000	10,000	25,000	25,000	20,000
4650 - Interest on Notes Receivable	134,722	10,000	65,000	10,000	10,000	-
Total Revenue from Use of Money & Property	**$ 154,764**	**$ 15,000**	**$ 75,000**	**$ 35,000**	**$ 35,000**	**$ 20,000**
Intergovernmental Revenues						
5290 - Federal Aid Other	1,476,159	1,376,025	1,376,025	2,175,327	2,175,327	799,302
Total Intergovernmental Revenues	**$ 1,476,159**	**$ 1,376,025**	**$ 1,376,025**	**$ 2,175,327**	**$ 2,175,327**	**$ 799,302**
Charges for Services						
5750 - Other Services	3,319	-	-	-	-	-
Total Charges for Services	**$ 3,319**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	11,196	-	-	-	-	-
Total Miscellaneous Revenues	**$ 11,196**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 013 - Community Development Fund	**$ 1,645,438**	**$ 1,391,025**	**$ 1,451,025**	**$ 2,210,327**	**$ 2,210,327**	**$ 819,302**
016 - Emergency Medical Service Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	599,649	750,000	745,000	745,000	745,000	(5,000)

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Total Fines, Forfeitures, and Penalties	**$ 599,649**	**$ 750,000**	**$ 745,000**	**$ 745,000**	**$ 745,000**	**$ (5,000)**
Revenue from Use of Money & Property						
4600 - Investment Income	18,013	7,000	10,000	15,000	15,000	8,000
Total Revenue from Use of Money & Property	**$ 18,013**	**$ 7,000**	**$ 10,000**	**$ 15,000**	**$ 15,000**	**$ 8,000**
Miscellaneous Revenues						
5855 - Other Reimbursement	13,649	10,000	10,000	14,000	14,000	4,000
5870 - Miscellaneous Revenues	352	5,000	-	-	-	(5,000)
Total Miscellaneous Revenues	**$ 14,002**	**$ 15,000**	**$ 10,000**	**$ 14,000**	**$ 14,000**	**$ (1,000)**
Total 016 - Emergency Medical Service Fund	**$ 631,664**	**$ 772,000**	**$ 765,000**	**$ 774,000**	**$ 774,000**	**$ 2,000**
021 - Workforce Development Board						
Revenue from Use of Money & Property						
4600 - Investment Income	1,927	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 1,927**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
5050 - Other State Aid	295,913	1,660,000	1,540,000	1,763,800	1,763,800	103,800
5250 - Federal Aid - Construction Capital Grants	44,582	-	-	-	-	-
5290 - Federal Aid Other	4,892,472	5,998,146	4,615,205	6,863,749	6,863,749	865,603
5350 - Aid - Other Governmental Agencies	174,652	-	-	-	-	-
Total Intergovernmental Revenues	**$ 5,407,618**	**$ 7,658,146**	**$ 6,155,205**	**$ 8,627,549**	**$ 8,627,549**	**$ 969,403**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	34	-	-	-	-	-
Total Miscellaneous Revenues	**$ 34**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	574,330	669,755	669,755	673,802	673,802	4,047
Total Miscellaneous Revenues	**$ 574,330**	**$ 669,755**	**$ 669,755**	**$ 673,802**	**$ 673,802**	**$ 4,047**
Total 021 - Workforce Development Board	**$ 5,983,909**	**$ 8,327,901**	**$ 6,824,960**	**$ 9,301,351**	**$ 9,301,351**	**$ 973,450**
022 - Local Revenue Fund						
Intergovernmental Revenues						
4920 - Realignment - Social Services	18,972,254	19,824,471	19,521,041	21,722,171	21,722,171	1,897,700
4960 - Realignment - Mental Health	16,946,289	14,000,000	14,430,000	14,000,000	14,000,000	-
5035 - Public Safety - Sales Tax	26,172,706	23,837,428	22,785,226	25,141,228	25,141,228	1,303,800
5040 - Citizens Option for Public Safety Funds	-	350,000	350,000	-	-	(350,000)
5050 - Other State Aid	-	5,800,000	5,800,000	5,147,940	5,147,940	(652,060)
Total Intergovernmental Revenues	**$ 62,091,249**	**$ 63,811,899**	**$ 62,886,267**	**$ 66,011,339**	**$ 66,011,339**	**$ 2,199,440**
Other Financing Sources						
5940 - Operating Transfers In	-	14,748	-	-	-	(14,748)
Total Other Financing Sources	**$ -**	**$ 14,748**	**$ -**	**$ -**	**$ -**	**$ (14,748)**
Total 022 - Local Revenue Fund	**$ 62,091,249**	**$ 63,826,647**	**$ 62,886,267**	**$ 66,011,339**	**$ 66,011,339**	**$ 2,184,692**
023 - Behavioral Health						
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	111,102	150,000	106,800	110,000	110,000	(40,000)
Total Fines, Forfeitures, and Penalties	**$ 111,102**	**$ 150,000**	**$ 106,800**	**$ 110,000**	**$ 110,000**	**$ (40,000)**
Revenue from Use of Money & Property						
4600 - Investment Income	275,647	130,000	250,000	300,000	300,000	170,000
4675 - Rents and Concessions	24,578	24,578	44,311	24,578	24,578	-
Total Revenue from Use of Money & Property	**$ 300,225**	**$ 154,578**	**$ 294,311**	**$ 324,578**	**$ 324,578**	**$ 170,000**
Intergovernmental Revenues						
4820 - Vehicle License Fee	1,124,400	162,007	162,007	162,007	162,007	-
4950 - State Aid - Mental Health	23,604,907	21,000,000	22,000,000	23,000,000	23,000,000	2,000,000
4975 - State Aid - Health Programs	894,993	3,000,000	3,899,000	2,844,388	2,844,388	(155,612)
5240 - Federal Aid - Health Administration	4,840,014	5,656,305	4,553,383	5,602,889	5,602,889	(53,416)
5290 - Federal Aid Other	53,993,750	54,206,238	56,270,031	63,691,947	63,691,947	9,485,709
5350 - Aid - Other Governmental Agencies	3,361,217	5,000,000	4,000,000	13,226,098	13,226,098	8,226,098
5355 - Aid from City/County	30,674	-	-	-	-	-
Total Intergovernmental Revenues	**$ 87,849,955**	**$ 89,024,550**	**$ 90,884,421**	**$ 108,527,329**	**$ 108,527,329**	**$ 19,502,779**
Charges for Services						
5600 - Health Fees	118,346	50,000	90,000	90,000	90,000	40,000
5640 - Mental Health Fees	2,196,648	1,700,000	1,796,000	1,700,000	1,700,000	-
5750 - Other Services	11,953	10,000	10,000	10,000	10,000	-
Total Charges for Services	**$ 2,326,947**	**$ 1,760,000**	**$ 1,896,000**	**$ 1,800,000**	**$ 1,800,000**	**$ 40,000**
Miscellaneous Revenues						

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
5855 - Other Reimbursement	459,317	-	79,252	-	-	-
5870 - Miscellaneous Revenues	279,386	-	10,000	-	-	-
Total Miscellaneous Revenues	**$ 738,703**	**$ -**	**$ 89,252**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5900 - Sale of Capital Assets	19,420	-	-	-	-	-
5940 - Operating Transfers In	27,725,176	33,134,432	31,005,423	33,858,558	33,858,558	724,126
Total Other Financing Sources	**$ 27,744,596**	**$ 33,134,432**	**$ 31,005,423**	**$ 33,858,558**	**$ 33,858,558**	**$ 724,126**
Total 023 - Behavioral Health	**$ 119,071,529**	**$ 124,223,560**	**$ 124,276,207**	**$ 144,620,465**	**$ 144,620,465**	**$ 20,396,905**
024 - Homeland Security Grant						
Revenue from Use of Money & Property						
4600 - Investment Income	2,580	-	-	2,000	2,000	2,000
Total Revenue from Use of Money & Property	**$ 2,580**	**$ -**	**$ -**	**$ 2,000**	**$ 2,000**	**$ 2,000**
Intergovernmental Revenues						
5290 - Federal Aid Other	498,005	517,020	500,000	638,292	638,292	121,272
Total Intergovernmental Revenues	**$ 498,005**	**$ 517,020**	**$ 500,000**	**$ 638,292**	**$ 638,292**	**$ 121,272**
Total 024 - Homeland Security Grant	**$ 500,585**	**$ 517,020**	**$ 500,000**	**$ 640,292**	**$ 640,292**	**$ 123,272**
025 - H&W Realignment						
Intergovernmental Revenues						
4820 - Vehicle License Fee	7,058,418	6,693,062	7,524,481	7,194,938	7,194,938	501,876
4920 - Realignment - Social Services	49,762,481	45,163,412	46,103,808	47,713,268	47,713,268	2,549,856
4960 - Realignment - Mental Health	10,630,949	10,300,000	10,300,000	10,300,000	10,300,000	-
4990 - Realignment - Health	15,363	154,124	45,608	162,623	162,623	8,499
Total Intergovernmental Revenues	**$ 67,467,211**	**$ 62,310,598**	**$ 63,973,897**	**$ 65,370,829**	**$ 65,370,829**	**$ 3,060,231**
Other Financing Sources						
5940 - Operating Transfers In	6,817,557	3,617,970	3,367,970	3,367,970	3,367,970	(250,000)
Total Other Financing Sources	**$ 6,817,557**	**$ 3,617,970**	**$ 3,367,970**	**$ 3,367,970**	**$ 3,367,970**	**$ (250,000)**
Total 025 - H&W Realignment	**$ 74,284,768**	**$ 65,928,568**	**$ 67,341,867**	**$ 68,738,799**	**$ 68,738,799**	**$ 2,810,231**
026 - NGEN Operations & Maintenance						
Revenue from Use of Money & Property						
4600 - Investment Income	8	-	-	-	-	-
4675 - Rents and Concessions	11,836	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 11,843**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Charges for Services						
5750 - Other Services	659,767	1,154,424	1,249,100	1,476,268	1,476,268	321,844
Total Other Financing Sources	**$ 659,767**	**$ 1,154,424**	**$ 1,249,100**	**$ 1,476,268**	**$ 1,476,268**	**$ 321,844**
Total 026 - NGEN Operations & Maintenance	**$ 671,610**	**$ 1,154,424**	**$ 1,249,100**	**$ 1,476,268**	**$ 1,476,268**	**$ 321,844**
027 - County Clerk/Recorder						
Charges for Services						
5580 - Recording Fees	-	-	-	325,000	325,000	325,000
Total Charges for Services	**$ -**	**$ -**	**$ -**	**$ 325,000**	**$ 325,000**	**$ 325,000**
Total 027 - County Clerk/Recorder	**$ -**	**$ -**	**$ -**	**$ 325,000**	**$ 325,000**	**$ 325,000**
028 - Emergency Communications						
Revenue from Use of Money & Property						
4675 - Rents and Concessions	-	-	-	134,520	134,520	134,520
Total Revenue from Use of Money & Property	**$ -**	**$ -**	**$ -**	**$ 134,520**	**$ 134,520**	**$ 134,520**
Intergovernmental Revenues						
5035 - Public Safety - Sales Tax	-	-	-	3564998	3599838	3,599,838
5050 - Other State Aid	-	-	-	4,000	4,000	4,000
Total Intergovernmental Revenues	**$ -**	**$ -**	**$ -**	**$ 3,568,998**	**$ 3,603,838**	**$ 3,603,838**
Charges for Services						
5445 - Communication Services	-	-	-	6,786,836	6,786,836	6,786,836
5750 - Other Services	-	-	-	210,112	210,112	210,112
Total Charges for Services	**$ -**	**$ -**	**$ -**	**$ 6,996,948**	**$ 6,996,948**	**$ 6,996,948**
Other Financing Sources						
5940 - Operating Transfers In	-	-	-	2,016,411	1,896,437	1,896,437

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Total Other Financing Sources	**$ -**	**$ -**	**$ -**	**$ 2,016,411**	**$ 1,896,437**	**$ 1,896,437**
Total 028 - Emergency Communications	**$ -**	**$ -**	**$ -**	**$ 12,716,877**	**$ 12,631,743**	**$ 12,631,743**
401 - Facilities Project Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	57,706	49,576	48,843	-	-	(49,576)
Total Revenue from Use of Money & Property	**$ 57,706**	**$ 49,576**	**$ 48,843**	**$ -**	**$ -**	**$ (49,576)**
Charges for Services						
5750 - Other Services	224,779	-	317,636	-	-	-
Total Charges for Services	**$ 224,779**	**$ -**	**$ 317,636**	**$ -**	**$ -**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	-	-	50,000	-	-	-
Total Miscellaneous Revenues	**$ -**	**$ -**	**$ 50,000**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	120,241	2,227,585	361,375	-	-	(2,227,585)
Total Other Financing Sources	**$ 120,241**	**$ 2,227,585**	**$ 361,375**	**$ -**	**$ -**	**$ (2,227,585)**
Total 401 - Facilities Project Fund	**$ 402,726**	**$ 2,277,161**	**$ 777,854**	**$ -**	**$ -**	**$ (2,277,161)**
402 - Capital Projects Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	53,929	25,444	37,886	20,257	20,257	(5,187)
Total Revenue from Use of Money & Property	**$ 53,929**	**$ 25,444**	**$ 37,886**	**$ 20,257**	**$ 20,257**	**$ (5,187)**
Charges for Services						
5750 - Other Services	86,520	-	-	-	-	-
Total Charges for Services	**$ 86,520**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	572,915	-	-	2,820,015	2,820,015	2,820,015
Total Other Financing Sources	**$ 572,915**	**$ -**	**$ -**	**$ 2,820,015**	**$ 2,820,015**	**$ 2,820,015**
Total 402 - Capital Projects Fund	**$ 713,364**	**$ 25,444**	**$ 37,886**	**$ 2,840,272**	**$ 2,840,272**	**$ 2,814,828**
404 - Facility Master Plan Projects						
Revenue from Use of Money & Property						
4600 - Investment Income	176,433	200,000	(63,062)	79,825	79,825	(120,175)
Total Revenue from Use of Money & Property	**$ 176,433**	**$ 200,000**	**$ (63,062)**	**$ 79,825**	**$ 79,825**	**$ (120,175)**
Intergovernmental Revenues						
5010 - State Aid - Construction Capital Grants	9,139,979	41,956,596	102,820,225	13,142,522	13,142,522	(28,814,074)
Total Intergovernmental Revenues	**$ 9,139,979**	**$ 41,956,596**	**$ 102,820,225**	**$ 13,142,522**	**$ 13,142,522**	**$ (28,814,074)**
Miscellaneous Revenues						
5855 - Other Reimbursement	127,621	353,016	186,082	-	-	(353,016)
Total Miscellaneous Revenues	**$ 127,621**	**$ 353,016**	**$ 186,082**	**$ -**	**$ -**	**$ (353,016)**
Other Financing Sources						
5940 - Operating Transfers In	78,988,279	21,312,873	285,617	10,365,000	10,365,000	(10,947,873)
Total Other Financing Sources	**$ 78,988,279**	**$ 21,312,873**	**$ 285,617**	**$ 10,365,000**	**$ 10,365,000**	**$ (10,947,873)**
Total 404 - Facility Master Plan Projects	**$ 88,432,312**	**$ 63,822,485**	**$ 103,228,862**	**$ 23,587,347**	**$ 23,587,347**	**$ (40,235,138)**
405 - NGEN Radio Project						
Revenue from Use of Money & Property						
4600 - Investment Income	32,011	-	-	-	-	-
4675 - Rents and Concessions	50,000	25,000	25,000	-	-	(25,000)
Total Revenue from Use of Money & Property	**$ 82,011**	**$ 25,000**	**$ 25,000**	**$ -**	**$ -**	**$ (25,000)**
Intergovernmental Revenues						
5350 - Aid - Other Governmental Agencies	105,963	-	-	-	-	-
Total Intergovernmental Revenues	**$ 105,963**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 405 - NGEN Radio Project	**$ 187,974**	**$ 25,000**	**$ 25,000**	**$ -**	**$ -**	**$ (25,000)**
Grand Total	**$ 1,080,735,008**	**$ 1,041,293,607**	**$ 1,095,276,206**	**$ 1,076,698,528**	**$ 1,076,028,523**	**$ 34,734,916**

Schedule 7
County of Monterey
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2019-20

Description	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Summarization by Function						
GE01 - General	174,816,080	170,429,655	183,649,301	121,658,617	108,535,926	(61,893,729)
PP02 - Public Protection	271,714,232	285,024,280	281,348,699	311,416,177	307,076,540	22,052,260
PW03 - Public Ways & Facilities	33,912,553	37,912,574	45,977,597	55,685,061	55,575,061	17,662,487
HS04 - Health & Sanitation	230,648,806	299,191,157	265,541,571	323,743,505	323,555,794	24,364,637
PA05 - Public Assistance	267,483,316	282,114,512	283,715,318	299,207,658	299,207,658	17,093,146
ED06 - Education	8,795,558	10,694,321	10,631,374	11,822,762	11,722,762	1,028,441
RC07 - Recreation & Culture	15,098,163	24,007,772	22,265,451	28,690,507	23,694,405	(313,367)
Sub-Total	**$ 1,002,468,707**	**$ 1,109,374,271**	**$ 1,093,129,311**	**$ 1,152,224,287**	**$ 1,129,368,146**	**$ 19,993,875**
Total Financing Requirements	**$ 1,002,468,707**	**$ 1,109,374,271**	**$ 1,093,129,311**	**$ 1,152,224,287**	**$ 1,129,368,146**	**$ 19,993,875**

Schedule 7
County of Monterey
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2019-20

Description	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Summarization by Fund						
001 - General	625,417,947	677,110,116	665,661,791	702,710,771	687,611,865	10,501,749
002 - Road Fund	33,912,689	37,914,004	45,977,597	55,685,061	55,575,061	17,661,057
003 - Library Fund	8,407,297	10,273,287	10,258,679	11,259,647	11,259,647	986,360
005 - In-Home Support Services	822,566	790,882	740,299	811,339	811,339	20,457
006 - Fish & Game Propagation Fund	47,202	31,977	41,929	31,843	31,843	(134)
007 - OET	2,616,821	2,385	-	-	-	(2,385)
008 - Community Action Partnership	532,976	558,278	522,374	534,256	534,256	(24,022)
009 - Inclusionary Housing	64,884	968,200	958,850	959,060	959,060	(9,140)
011 - Economic Development Program	31,906	1,050,700	1,050,700	1,250,500	1,250,500	199,800
013 - Community Development Fund	1,770,774	2,148,283	2,193,283	3,347,430	3,347,430	1,199,147
016 - Emergency Medical Service Fund	472,349	797,000	630,000	631,000	631,000	(166,000)
021 - Workforce Development Board	6,097,538	8,327,901	6,824,960	9,301,351	9,301,351	973,450
022 - Local Revenue Fund	57,467,927	65,690,930	64,968,029	68,849,082	68,849,082	3,158,152
023 - Behavioral Health	111,626,219	126,159,886	120,517,088	147,620,465	147,620,465	21,460,579
024 - Homeland Security Grant	500,384	517,020	403,174	640,292	640,292	123,272
025 - H&W Realignment	69,349,507	71,422,200	73,104,396	75,991,783	75,991,783	4,569,583
026 - NGEN Operations & Maintenance	676,470	1,154,424	1,249,100	1,476,268	1,476,268	321,844
027 - County Clerk/Recorder	-	-	-	325,000	325,000	325,000
028 - Emergency Communications	-	-	-	12,397,872	12,277,898	12,277,898
401 - Facilities Project Fund	353,525	2,227,585	3,273,337	3,122,448	3,122,448	894,863
402 - Capital Projects Fund	1,499,630	1,590,339	1,943,255	1,008,655	1,008,655	(581,684)
404 - Facility Master Plan Projects	80,631,513	99,269,363	91,460,552	54,270,164	46,742,903	(52,526,460)
405 - NGEN Radio Project	168,583	1,369,511	1,349,918	-	-	(1,369,511)
Total Financing Requirements	**$ 1,002,468,707**	**$ 1,109,374,271**	**$ 1,093,129,311**	**$ 1,152,224,287**	**$ 1,129,368,146**	**$ 19,993,875**

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

Function and Activity	Actual 2016-17	Adopted Budget 2017-18	Current Year Estimate 2017-18	Requested Budget 2018-19	Recommended Budget 2018-19	Recommended Change From Adopted
General						
Contingencies						
County Administrative Office	-	4,650,681	-	6,720,468	6,720,468	2,069,787
Total Contingencies	**$ -**	**$ 4,650,681**	**$ -**	**$ 6,720,468**	**$ 6,720,468**	**$ 2,069,787**
Legislative & Administrative						
Auditor-Controller	175,692	211,201	59,116	48,055	48,055	(163,146)
Board of Supervisors	3,760,068	3,992,324	3,925,637	4,038,778	4,038,778	46,454
Clerk of the Board	916,390	912,793	850,999	887,224	887,224	(25,569)
County Administrative Office	2,535,635	1,158,148	995,677	2,076,159	1,621,159	463,011
Total Legislative & Administrative	**$ 7,387,785**	**$ 6,274,466**	**$ 5,831,429**	**$ 7,050,216**	**$ 6,595,216**	**$ 320,750**
Other Financing Uses						
County Administrative Office	39,131,445	22,314,762	29,898,352	22,011,507	21,341,533	(973,229)
Total Other Financing Uses	**$ 39,131,445**	**$ 22,314,762**	**$ 29,898,352**	**$ 22,011,507**	**$ 21,341,533**	**$ (973,229)**
Finance						
Assessor-County Clerk-Recorder	5,601,238	6,300,137	6,230,235	6,647,155	6,647,155	347,018
Auditor-Controller	(9,112)	456,040	513,231	2,721,129	2,010,070	1,554,030
County Administrative Office	(50,810)	(5,336)	(29,839)	(391,283)	(391,283)	(385,947)
Treasurer-Tax Collector	6,997,213	8,017,504	7,602,944	7,096,105	7,002,752	(1,014,752)
Total Finance	**$ 12,538,528**	**$ 14,768,345**	**$ 14,316,571**	**$ 16,073,106**	**$ 15,268,694**	**$ 500,349**
Counsel						
County Counsel	(873,768)	838,921	430,456	1,278,305	944,397	105,476
Total Counsel	**$ (873,768)**	**$ 838,921**	**$ 430,456**	**$ 1,278,305**	**$ 944,397**	**$ 105,476**
Housing Successor Agencies						
County Administrative Office	-	-	-	959,060	959,060	959,060
Economic Development	64,884	968,200	958,850	-	-	(968,200)
Total Housing Successor Agencies	**$ 64,884**	**$ 968,200**	**$ 958,850**	**$ 959,060**	**$ 959,060**	**$ (9,140)**
Personnel						
Civil Rights Office	(206,384)	278,501	87,263	84,794	(158,311)	(436,812)
Human Resources	1,311,562	(728,511)	(948,005)	813,642	(816,626)	(88,115)
Total Personnel	**$ 1,105,179**	**$ (450,010)**	**$ (860,742)**	**$ 898,436**	**$ (974,937)**	**$ (524,927)**
Elections						
Elections	4,473,705	4,155,378	4,157,632	5,555,932	5,555,932	1,400,554
Total Elections	**$ 4,473,705**	**$ 4,155,378**	**$ 4,157,632**	**$ 5,555,932**	**$ 5,555,932**	**$ 1,400,554**
Communications						
Emergency Communications	11,653,415	10,975,981	12,286,887	12,397,872	12,277,898	1,301,917
Total Communications	**$ 11,653,415**	**$ 10,975,981**	**$ 12,286,887**	**$ 12,397,872**	**$ 12,277,898**	**$ 1,301,917**
Property Management						
Resource Management Agency	6,094,705	11,793,704	11,653,913	6,722,199	6,493,470	(5,300,234)
Total Property Management	**$ 6,094,705**	**$ 11,793,704**	**$ 11,653,913**	**$ 6,722,199**	**$ 6,493,470**	**$ (5,300,234)**
Plant Acquisition						
Emergency Communications	676,470	1,154,424	1,249,100	1,476,268	1,476,268	321,844
Resource Management Agency	76,057,816	68,295,946	79,003,807	24,329,948	16,802,687	(51,493,259)
Total Plant Acquisition	**$ 76,734,286**	**$ 69,450,370**	**$ 80,252,907**	**$ 25,806,216**	**$ 18,278,955**	**$ (51,171,415)**
Promotion						
County Administrative Office	-	-	-	2,328,887	2,316,097	2,316,097
Economic Development	1,875,396	1,987,454	1,987,454	-	-	(1,987,454)
Total Promotion	**$ 1,875,396**	**$ 1,987,454**	**$ 1,987,454**	**$ 2,328,887**	**$ 2,316,097**	**$ 328,643**
Other Agencies						
Emergency Communications	168,583	1,369,511	1,349,918	-	-	(1,369,511)
Total Other Agencies	**$ 168,583**	**$ 1,369,511**	**$ 1,349,918**	**$ -**	**$ -**	**$ (1,369,511)**
Other General						
County Administrative Office	(1,058,534)	2,608,386	2,378,494	6,048,379	6,048,379	3,439,993
County Counsel	118,083	195,000	710,000	(60,338)	(60,338)	(255,338)
Information Technology	14,301,817	17,317,409	17,233,877	6,953,254	5,978,319	(11,339,090)
Resource Management Agency	1,100,572	1,211,097	1,063,303	915,118	792,783	(418,314)

Function and Activity	Actual 2016-17	Adopted Budget 2017-18	Current Year Estimate 2017-18	Requested Budget 2018-19	Recommended Budget 2018-19	Recommended Change From Adopted
Total Other General	**$ 14,461,939**	**$ 21,331,892**	**$ 21,385,674**	**$ 13,856,413**	**$ 12,759,143**	**$ (8,572,749)**
Total General	**$ 174,816,080**	**$ 170,429,655**	**$ 183,649,301**	**$ 121,658,617**	**$ 108,535,926**	**$ (61,893,729)**
Public Protection						
Judicial						
Child Support Services	10,429,115	11,145,527	10,267,942	11,218,518	11,218,518	72,991
County Administrative Office	7,783,454	7,846,286	7,977,720	8,055,577	8,055,577	209,291
County Counsel	146,451	159,336	156,569	251,172	251,172	91,836
District Attorney	25,038,490	26,550,342	25,890,179	29,096,600	29,062,536	2,512,194
Public Defender	12,926,204	13,384,099	13,284,074	16,824,854	16,200,867	2,816,768
Total Judicial	**$ 56,323,713**	**$ 59,085,590**	**$ 57,576,484**	**$ 65,446,721**	**$ 64,788,670**	**$ 5,703,080**
Police Protection						
Sheriff-Coroner	45,036,093	46,246,201	46,836,613	47,241,885	46,941,595	695,394
Total Police Protection	**$ 45,036,093**	**$ 46,246,201**	**$ 46,836,613**	**$ 47,241,885**	**$ 46,941,595**	**$ 695,394**
Detention & Correction						
Probation	62,193,935	73,101,384	72,429,463	76,989,862	76,721,470	3,620,086
Sheriff-Coroner	62,713,225	62,702,516	62,202,516	71,015,166	71,015,166	8,312,650
Total Detention & Correction	**$ 124,907,159**	**$ 135,803,900**	**$ 134,631,979**	**$ 148,005,028**	**$ 147,736,636**	**$ 11,932,736**
Protection Inspection						
Agricultural Commissioner	10,380,040	11,123,845	11,268,222	12,485,979	12,295,019	1,171,174
Resource Management Agency	11,134,166	11,452,607	10,732,717	13,846,468	12,337,152	884,545
Total Protection Inspection	**$ 21,514,206**	**$ 22,576,452**	**$ 22,000,939**	**$ 26,332,447**	**$ 24,632,171**	**$ 2,055,719**
Other Protection						
Assessor-County Clerk-Recorder	2,876,409	2,495,845	2,604,770	3,153,578	3,153,578	657,733
County Administrative Office	5,099,851	5,136,627	4,754,233	6,897,296	6,293,478	1,156,851
Economic Development	2,137,383	868,688	889,235	-	-	(868,688)
Health	4,532,045	4,348,603	3,893,696	5,113,908	4,908,939	560,336
Resource Management Agency	7,205,042	6,175,362	5,873,738	6,822,045	6,218,204	42,842
Sheriff-Coroner	2,082,329	2,287,012	2,287,012	2,403,269	2,403,269	116,257
Total Other Protection	**$ 23,933,060**	**$ 21,312,137**	**$ 20,302,684**	**$ 24,390,096**	**$ 22,977,468**	**$ 1,665,331**
Total Public Protection	**$ 271,714,232**	**$ 285,024,280**	**$ 281,348,699**	**$ 311,416,177**	**$ 307,076,540**	**$ 22,052,260**
Public Ways & Facilities						
County Service Areas						
Resource Management Agency	(136)	(1,430)	-	-	-	1,430
Total County Service Areas	**$ (136)**	**$ (1,430)**	**$ -**	**$ -**	**$ -**	**$ 1,430**
Public Ways						
Resource Management Agency	33,912,689	37,914,004	45,977,597	55,685,061	55,575,061	17,661,057
Total Public Ways	**$ 33,912,689**	**$ 37,914,004**	**$ 45,977,597**	**$ 55,685,061**	**$ 55,575,061**	**$ 17,661,057**
Total Public Ways & Facilities	**$ 33,912,553**	**$ 37,912,574**	**$ 45,977,597**	**$ 55,685,061**	**$ 55,575,061**	**$ 17,662,487**
Health & Sanitation						
Health						
Health	212,988,920	256,387,678	241,508,880	281,747,487	281,559,776	25,172,098
Total Health	**$ 212,988,920**	**$ 256,387,678**	**$ 241,508,880**	**$ 281,747,487**	**$ 281,559,776**	**$ 25,172,098**
Hospital Care						
County Administrative Office	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	-
Health	799,465	951,897	950,285	1,393,898	1,393,898	442,001
Total Hospital Care	**$ 4,700,113**	**$ 4,852,545**	**$ 4,850,933**	**$ 5,294,546**	**$ 5,294,546**	**$ 442,001**
California Childrens Services						
Health	6,705,231	5,163,704	4,576,512	5,545,622	5,545,622	381,918
Total California Childrens Services	**$ 6,705,231**	**$ 5,163,704**	**$ 4,576,512**	**$ 5,545,622**	**$ 5,545,622**	**$ 381,918**
Enterprise Fund						
Natividad Medical Center	6,073,327	32,563,756	14,400,000	30,948,871	30,948,871	(1,614,885)
Total Enterprise Fund	**$ 6,073,327**	**$ 32,563,756**	**$ 14,400,000**	**$ 30,948,871**	**$ 30,948,871**	**$ (1,614,885)**
Sanitation						
Resource Management Agency	181,215	223,474	205,246	206,979	206,979	(16,495)
Total Sanitation	**$ 181,215**	**$ 223,474**	**$ 205,246**	**$ 206,979**	**$ 206,979**	**$ (16,495)**

Function and Activity	Actual 2016-17	Adopted Budget 2017-18	Current Year Estimate 2017-18	Requested Budget 2018-19	Recommended Budget 2018-19	Recommended Change From Adopted
Total Health & Sanitation	**$ 230,648,806**	**$ 299,191,157**	**$ 265,541,571**	**$ 323,743,505**	**$ 323,555,794**	**$ 24,364,637**
Public Assistance						
Administration						
Social Services	161,703,078	167,774,952	166,654,148	172,188,300	172,188,300	4,413,348
Total Administration	**$ 161,703,078**	**$ 167,774,952**	**$ 166,654,148**	**$ 172,188,300**	**$ 172,188,300**	**$ 4,413,348**
Aid Programs						
Social Services	69,991,840	74,286,474	76,590,492	82,571,497	82,571,497	8,285,023
Total Aid Programs	**$ 69,991,840**	**$ 74,286,474**	**$ 76,590,492**	**$ 82,571,497**	**$ 82,571,497**	**$ 8,285,023**
General Relief						
Social Services	1,213,663	1,299,712	1,279,069	1,275,577	1,275,577	(24,135)
Total General Relief	**$ 1,213,663**	**$ 1,299,712**	**$ 1,279,069**	**$ 1,275,577**	**$ 1,275,577**	**$ (24,135)**
Veteran's Services						
Social Services	1,039,130	1,182,467	1,270,867	2,219,455	2,219,455	1,036,988
Total Veteran's Services	**$ 1,039,130**	**$ 1,182,467**	**$ 1,270,867**	**$ 2,219,455**	**$ 2,219,455**	**$ 1,036,988**
Other Assistance						
County Administrative Office	6,097,538	8,327,901	6,824,960	13,899,281	13,899,281	5,571,380
Economic Development	4,419,501	3,201,368	3,243,983	-	-	(3,201,368)
Social Services	23,018,566	26,041,638	27,851,799	27,053,548	27,053,548	1,011,910
Total Other Assistance	**$ 33,535,605**	**$ 37,570,907**	**$ 37,920,742**	**$ 40,952,829**	**$ 40,952,829**	**$ 3,381,922**
Total Public Assistance	**$ 267,483,316**	**$ 282,114,512**	**$ 283,715,318**	**$ 299,207,658**	**$ 299,207,658**	**$ 17,093,146**
Education						
Library Services						
Library	8,407,297	10,273,287	10,258,679	11,259,647	11,259,647	986,360
Total Library Services	**$ 8,407,297**	**$ 10,273,287**	**$ 10,258,679**	**$ 11,259,647**	**$ 11,259,647**	**$ 986,360**
Agriculture Education						
Cooperative Extension Service	388,261	421,034	372,695	563,115	463,115	42,081
Total Agriculture Education	**$ 388,261**	**$ 421,034**	**$ 372,695**	**$ 563,115**	**$ 463,115**	**$ 42,081**
Total Education	**$ 8,795,558**	**$ 10,694,321**	**$ 10,631,374**	**$ 11,822,762**	**$ 11,722,762**	**$ 1,028,441**
Recreation & Culture						
Recreation Facilities						
County Administrative Office	15,098,163	24,007,772	22,265,451	18,929,595	18,929,595	(5,078,177)
Resource Management Agency	-	-	-	9,760,912.00	4,764,810.00	4,764,810
Total Recreation Facilities	**$ 15,098,163**	**$ 24,007,772**	**$ 22,265,451**	**$ 28,690,507**	**$ 23,694,405**	**$ (313,367)**
Total Recreation & Culture	**$ 15,098,163**	**$ 24,007,772**	**$ 22,265,451**	**$ 28,690,507**	**$ 23,694,405**	**$ (313,367)**
Grand Total	**$1,002,468,707**	**$1,109,374,271**	**$1,093,129,311**	**$1,152,224,287**	**$1,129,368,146**	**$ 19,993,875**

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2019-20

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
County Services Areas								
051 CSA #1 Carmel Point	207,731	-	38,204	245,935	28,808	-	28,808	217,127
052 CSA #9 Oak Park	294,573	-	51,761	346,334	56,790	-	56,790	289,544
053 CSA #10 Laguna Seca Ranch	159,492	-	1,500	160,992	192	-	192	160,800
054 CSA #14 Moro Cojo	(51)	-	-	(51)	-	-	-	(51)
055 CSA #14 Castroville	12,847	-	-	12,847	-	-	-	12,847
056 CSA #15 Serra Village, Toro Park	89,482	-	177,156	266,638	174,832	-	174,832	91,806
057 CSA #17 Rancho Tierra Grande	20,766	-	13,709	34,475	9,413	-	9,413	25,062
058 CSA #19 Carmel Meadows	16,817	-	802	17,619	1,087	-	1,087	16,532
059 CSA #20 Royal Estates	57,617	-	7,110	64,727	6,188	-	6,188	58,539
060 CSA #23 Carmel Rancho	168,409	-	14,625	183,034	16,176	-	16,176	166,858
061 CSA #24 Pedrazzi Subdivision/Indian Springs	141,568	-	6,222	147,790	3,087	-	3,087	144,703
062 CSA #25 Carmel Valley Golf & Country Club	111,489	-	40,884	152,373	67,653	-	67,653	84,720
063 CSA #26 New Moss Landing Heights	67,175	-	5,418	72,593	3,552	-	3,552	69,041
064 CSA #30 Rancho Mar Monte	18,354	-	1,595	19,949	12,203	-	12,203	7,746
065 CSA #31 Aromas Hills Subdivision	37,850	-	1,746	39,596	1,523	-	1,523	38,073
066 CSA #32 Green Valley Acres/Moon Subdivision	80,770	-	9,679	90,449	11,341	-	11,341	79,108
067 CSA #33 Coast Ridge/Carmel Sur	24,351	-	3,061	27,412	7,534	-	7,534	19,878
068 CSA #34 Rancho Rio Vista/Carmel Knolls	1,871	-	2,182	4,053	2,180	-	2,180	1,873
069 CSA #35 Paradise Park/Rancho Borromeo	60,355	-	10,911	71,266	10,453	-	10,453	60,813
070 CSA #37 Colonial Oak Estates	13,669	-	974	14,643	3,873	-	3,873	10,770
071 CSA #38 Paradise Lake Estates	57,444	-	2,730	60,174	1,715	-	1,715	58,459
072 CSA #41 Gabilan Acres/Boronda	181,633	-	21,002	202,635	18,385	-	18,385	184,250
073 CSA #44 Corral De Tierra Oaks 1/2/3	46,118	-	6,882	53,000	18,739	-	18,739	34,261
074 CSA #45 Oak Hills	99,797	-	31,674	131,471	37,470	-	37,470	94,001
075 CSA #45-Oak Hills - Open Space	64,107	-	19,888	83,995	28,405	-	28,405	55,590
076 CSA #47 Carmel Views/Mar Vista	92,834	-	23,702	116,536	48,763	-	48,763	67,773
077 CSA #50 Rioway Tract No. 2	730,156	-	124,415	854,571	484,812	-	484,812	369,759
078 CSA #51 High Meadows	106,304	-	19,691	125,995	14,362	-	14,362	111,633
079 CSA #52 Carmel Valley Village	172,092	-	7,796	179,888	3,331	-	3,331	176,557
080 CSA #53 Arroyo Seco	103,634	-	9,551	113,185	8,139	-	8,139	105,046
081 CSA #54 Manzanita/Sarsi Subdivisions	28,916	-	1,713	30,629	1,139	-	1,139	29,490
082 CSA #55 Robles Del Rio	92,887	-	9,320	102,207	3,203	-	3,203	99,004
083 CSA #56 Del Mesa Carmel	197,496	-	11,515	209,011	3,384	-	3,384	205,627
084 CSA #57 Los Tulares Subdivision	25,666	-	1,987	27,653	1,139	-	1,139	26,514
085 CSA #58 Vista Dorado	58,922	-	4,238	63,160	2,785	-	2,785	60,375
086 CSA #62 Rancho Del Monte 14	236,172	-	14,336	250,508	3,639	-	3,639	246,869
087 CSA #66 Oak Tree Views	7,475	-	17,170	24,645	16,914	-	16,914	7,731
088 CSA #67 Corral De Tierra Oaks 4	2,631,508	-	132,340	2,763,848	38,466	-	38,466	2,725,382
089 CSA #68 Vierra Canyon Knolls	79,535	-	2,853	82,388	1,825	-	1,825	80,563
090 CSA #69 Ralph Lane	1,360	-	7.00	1,367	0	-	0	1,367
091 CSA #72 Las Palmas Ranch	149,934	-	6,199	156,133	2,075	-	2,075	154,058
092 CSA #74 Ambulance	1,518,387	-	1,737,000	3,255,387	2,030,717	-	2,030,717	1,224,670
093 CSA #75 Chualar Consolidated	2,460	-	220,009	222,469	147,662	-	147,662	74,807
Total County Service Areas	**8,269,972**	**-**	**2,813,557**	**11,083,529**	**3,333,954**	**-**	**3,333,954**	**7,749,575**
Health and Sanitation								
151 Pajaro County Sanitation District	850,108	-	828,133	1,678,241	899,471	-	899,471	778,770
152 Moss Landing Co Sanitation District	-	-	-	-	-	-	-	-
153 Carmel Valley San Zone # 1 District	0	-	-	0	-	-	-	0
154 Carmel Valley San Zone # 2 District	16,393	-	0	16,393	0	-	0	16,393
155 Carmel Valley San Zone # 3 District	-	-	-	-	-	-	-	-
156 Boronda County Sanitation District	159,700	-	174,300	334,000	166,733	-	166,733	167,267
157 Boronda CSD Zone #2 San Jerardo	82,300	-	82,300	164,600	86,655	-	86,655	77,945
305 Boronda County Sanitation Sewer	652	-	0	652	0	-	0	652
306 Boronda County Sanitation Sewer	38,150	-	38,800	76,950	38,800	-	38,800	38,150
309 Moss Landing County Sanitation Sewer	-	-	-	-	-	-	-	-

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2019-20

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
310 Pajaro County Sanitation Sewer	35,492	-	34,650	70,142	34,650	-	34,650	35,492
312 Chualar County Water Sewer	19,899	-	15,240	35,139	15,240	-	15,240	19,899
Total County Sanitation Districts	**1,202,694**	**-**	**1,173,423**	**2,376,117**	**1,241,549**	**-**	**1,241,549**	**1,134,568**
Redevelopment Agencies								
175 Castroville-Pajaro Housing Successor	1,100,000	-	219,000	1,319,000	1,175,360	-	1,175,360	143,640
176 Boronda Housing Successor	11,800	-	200	12,000	5,025	-	5,025	6,975
177 Fort Ord Housing Successor	1,735	-	-	1,735	-	-	-	1,735
178 East Garrison Housing Successor	89	-	-	89	-	-	-	89
Total Redevelopment Agencies	**1,113,624**	**0**	**219,200**	**1,332,824**	**1,180,385**	**0**	**1,180,385**	**152,439**
Other Agencies								
180 East Garrison Public Financing Authority	480,062	-	59,000	539,062	55,000	-	55,000	484,062
181 East Garrison Community Facility District	1,429,815	-	1,440,300	2,870,115	1,240,620	-	1,240,620	1,629,495
182 East Garrison Developer Reimbursements	(129,843)	-	478,100	348,257	304,000	-	304,000	44,257
251 Public Improvement Corporation Debt Service	9,947	-	16,462,318	16,472,265	16,462,318	-	16,462,318	9,947
406 Redevelopment Obligation Retirement Fund	358,197	-	3,197,852	3,556,049	3,293,974	-	3,293,974	262,075
Total Other Agencies	**2,148,178**	**-**	**21,637,570**	**23,785,748**	**21,355,912**	**-**	**21,355,912**	**2,429,836**
Total Special Districts and Other Agencies	**12,734,469**	**-**	**25,843,750**	**38,578,219**	**27,111,800**	**-**	**27,111,800**	**11,466,419**

County of Monterey
Analysis of Revenue by Fund
All Funds
Fiscal Year 2019-20

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Summarization by Fund						
001 - General	665,967,044	658,869,441	655,379,102	670,576,152	669,991,281	11,121,840
002 - Road Fund	46,773,322	38,300,306	58,992,350	60,362,741	60,362,741	22,062,435
003 - Library Fund	9,269,292	10,282,278	10,084,646	10,973,691	10,973,691	691,413
005 - In-Home Support Services	1,038,912	790,882	740,299	811,339	811,339	20,457
006 - Fish & Game Propagation Fund	23,390	18,487	18,757	22,832	22,832	4,345
007 - OET	2,443,021	-	-	-	-	-
008 - Community Action Partnership	483,873	558,278	522,374	534,256	534,256	(24,022)
009 - Inclusionary Housing	82,644	32,500	24,500	25,000	25,000	(7,500)
011 - Economic Development Program	36,383	150,200	150,150	150,180	150,180	(20)
013 - Community Development Fund	1,645,438	1,391,025	1,451,025	2,210,327	2,210,327	819,302
016 - Emergency Medical Service Fund	631,664	772,000	765,000	774,000	774,000	2,000
021 - Workforce Development Board	5,983,909	8,327,901	6,824,960	9,301,351	9,301,351	973,450
022 - Local Revenue Fund	62,091,249	63,826,647	62,886,267	66,011,339	66,011,339	2,184,692
023 - Behavioral Health	119,071,529	124,223,560	124,276,207	144,620,465	144,620,465	20,396,905
024 - Homeland Security Grant	500,585	517,020	500,000	640,292	640,292	123,272
025 - H&W Realignment	74,284,768	65,928,568	67,341,867	68,738,799	68,738,799	2,810,231
026 - NGEN Operations & Maintenance	671,610	1,154,424	1,249,100	1,476,268	1,476,268	321,844
027 - County Clerk/Recorder	-	-	-	325,000	325,000	325,000
028 - Emergency Communications	-	-	-	12,716,877	12,631,743	12,631,743
051 - CSA #1 Carmel Point	36,903	32,596	37,187	38,204	38,204	5,608
052 - CSA #9 Oak Park	50,738	46,824	50,572	51,761	51,761	4,937
053 - CSA #10 Laguna Seca Ranch	2,073		1,500	1,500	1,500	1,500
056 - CSA #15 Serra Village, Toro Park	180,165	172,201	173,020	177,156	177,156	4,955
057 - CSA #17 Rancho Tierra Grande	13,418	13,322	13,527	13,709	13,709	387
058 - CSA #19 Carmel Meadows	928	734	793	802	802	68
059 - CSA #20 Royal Estates	7,519	7,070	7,070	7,110	7,110	40
060 - CSA #23 Carmel Rancho	16,762	14,908	14,908	14,625	14,625	(283)
061 - CSA #24 Pedrazzi Subdivision/Indian Springs	7,285	6,156	6,156	6,222	6,222	66
062 - CSA #25 Carmel Valley Golf & Country Club	41,259	39,642	39,642	40,884	40,884	1,242
063 - CSA #26 New Moss Landing Heights	5,451	4,808	5,319	5,418	5,418	610
064 - CSA #30 Rancho Mar Monte	1,756	1,536	1,659	1,595	1,595	59
065 - CSA #31 Aromas Hills Subdivision	1,893	1,540	1,732	1,746	1,746	206
066 - CSA #32 Green Valley Acres/Moon Subdivision	10,139	9,198	9,664	9,679	9,679	481
067 - CSA #33 Coast Ridge/Carmel Sur	3,179	2,925	3,124	3,061	3,061	136
068 - CSA #34 Rancho Rio Vista/Carmel Knolls	2,302	2,139	2,131	2,182	2,182	43
069 - CSA #35 Paradise Park/Rancho Borromeo	11,101	10,447	10,953	10,911	10,911	464
070 - CSA #37 Colonial Oak Estates	1,161	961	1,083	974	974	13
071 - CSA #38 Paradise Lake Estates	2,953	2,401	2,694	2,730	2,730	329
072 - CSA #41 Gabilan Acres/Boronda	21,678	19,820	20,733	21,002	21,002	1,182
073 - CSA #44 Corral De Tierra Oaks 1/2/3	6,801	6,351	6,768	6,882	6,882	531
074 - CSA #45 Oak Hills	31,992	30,797	31,275	31,674	31,674	877
075 - CSA #45-Oak Hills - Open Space	20,343	19,791	20,117	19,888	19,888	97
076 - CSA #47 Carmel Views/Mar Vista	26,779	23,692	23,692	23,702	23,702	10
077 - CSA #50 Rioway Tract No. 2	128,860	121,903	121,903	124,415	124,415	2,512
078 - CSA #51 High Meadows	19,226	19,069	19,069	19,691	19,691	622
079 - CSA #52 Carmel Valley Village	8,282	6,785	6,785	7,796	7,796	1,011
080 - CSA #53 Arroyo Seco	9,787	9,466	9,466	9,551	9,551	85
081 - CSA #54 Manzanita/Sarsi Subdivisions	1,774	1,530	1,530	1,713	1,713	183
082 - CSA #55 Robles Del Rio	10,480	8,908	8,908	9,320	9,320	412
083 - CSA #56 Del Mesa Carmel	12,188	10,424	10,424	11,515	11,515	1,091
084 - CSA #57 Los Tulares Subdivision	2,091	1,800	1,800	1,987	1,987	187
085 - CSA #58 Vista Dorado	4,263	3,869	3,869	4,238	4,238	369
086 - CSA #62 Rancho Del Monte 14	14,520	12,809	12,809	14,336	14,336	1,527
087 - CSA #66 Oak Tree Views	17,827	17,390	17,390	17,170	17,170	(220)
088 - CSA #67 Corral De Tierra Oaks 4	133,024	116,095	116,095	132,340	132,340	16,245
089 - CSA #68 Vierra Canyon Knolls	3,124	2,439	2,439	2,853	2,853	414
090 - CSA #69 Ralph Lane	-	-	12	7	7	7
091 - CSA #72 Las Palmas Ranch	6,675	5,264	5,264	6,199	6,199	935
092 - CSA #74 Ambulance	1,738,858	1,719,000	1,732,000	1,737,000	1,737,000	18,000
093 - CSA #75 Chualar Consolidated	83,935	128,188	143,759	220,009	220,009	91,821
151 - Pajaro County Sanitation District	2,259,975	1,086,600	850,108	828,133	828,133	(258,467)
154 - Carmel Valley Sanitation Zone # 2 District	216	-	-	-	-	-
156 - Boronda County Sanitation District	136,726	160,733	159,700	174,300	174,300	13,567
157 - Boronda CSD Zone #2 San Jerardo	266,654	82,300	82,300	82,300	82,300	-

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
171 - Castroville-Pajaro Redevelopment Successor Agency	1,330	-	-	-	-	-
172 - Boronda Redevelopment Successor Agency	155	-	-	-	-	-
173 - Fort Ord Redevelopment Successor Agency	(4,776)	-	-	-	-	-
174 - East Garrison Redevelopment Successor Agency	4	-	-	-	-	-
175 - Castroville-Pajaro Housing Successor	279,877	208,000	214,000	219,000	219,000	11,000
176 - Boronda Housing Successor	153	100	100	200	200	100
177 - Fort Ord Housing Successor	23	-	-	-	-	-
178 - East Garrison Housing Successor	1	-	-	-	-	-
180 - East Garrison Public Finance Authority	16,060	1,152,000	46,595	59,000	59,000	(1,093,000)
181 - East Garrison Community Facility District	1,050,585	1,064,000	1,085,830	1,440,300	1,440,300	376,300
182 - East Garrison Developer Reimbursements	283,465	300,000	240,431	478,100	478,100	178,100
251 - Public Improvement Corporation Debt Service	113,267,525	16,241,844	16,241,844	16,462,318	16,462,318	220,474
306 - Boronda County Sanitation Revenue Bonds	38,831	38,150	38,150	38,800	38,800	650
310 - Pajaro County Sanitation Sewer Revenue	35,664	35,250	35,492	34,650	34,650	(600)
312 - Chualar County Water Sewer A	15,466	15,941	16,040	15,240	15,240	(701)
401 - Facilities Project Fund	402,726	2,277,161	777,854	-	-	(2,277,161)
402 - Capital Projects Fund	713,364	25,444	37,886	2,840,272	2,840,272	2,814,828
404 - Facility Master Plan Projects	88,432,312	63,822,485	103,228,862	23,587,347	23,587,347	(40,235,138)
405 - NGEN Radio Project	187,974	25,000	25,000	-	-	(25,000)
406 - Redevelopment Obligation Retirement Fund	2,058,228	6,873,218	2,562,370	3,197,852	3,197,852	(3,675,366)
451 - Natividad Medical Center	449,940,058	332,772,880	330,048,050	356,673,893	356,673,893	23,901,013
452 - Parks Lake & Resort Operations	6,811,562	6,027,418	8,088,928	4,921,323	4,921,323	(1,106,095)
475 - General Liability Fund	13,049,092	11,357,716	11,818,395	14,521,869	14,521,869	3,164,153
476 - Worker's Compensation Fund	20,889,609	21,176,000	21,389,353	21,482,000	21,482,000	306,000
477 - Benefit Programs Fund	11,309,667	12,484,190	11,760,137	12,838,505	12,838,505	354,315
478 - Resource Planning	14,129,259	3,747,653	10,450,710	3,100,000	3,100,000	(647,653)
Grand Total	**$ 1,719,269,910**	**$ 1,458,772,398**	**$ 1,513,103,580**	**$ 1,516,079,868**	**$ 1,515,409,863**	**$ 56,637,465**

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Summarization by Fund						
001 - General	625,417,947	677,110,116	665,661,791	702,710,771	687,611,865	10,501,749
002 - Road Fund	33,912,689	37,914,004	45,977,597	55,685,061	55,575,061	17,661,057
003 - Library Fund	8,407,297	10,273,287	10,258,679	11,259,647	11,259,647	986,360
005 - In-Home Support Services	822,566	790,882	740,299	811,339	811,339	20,457
006 - Fish & Game Propagation Fund	47,202	31,977	41,929	31,843	31,843	(134)
007 - OET	2,616,821	2,385	-	-	-	(2,385)
008 - Community Action Partnership	532,976	558,278	522,374	534,256	534,256	(24,022)
009 - Inclusionary Housing	64,884	968,200	958,850	959,060	959,060	(9,140)
011 - Economic Development Program	31,906	1,050,700	1,050,700	1,250,500	1,250,500	199,800
013 - Community Development Fund	1,770,774	2,148,283	2,193,283	3,347,430	3,347,430	1,199,147
016 - Emergency Medical Service Fund	472,349	797,000	630,000	631,000	631,000	(166,000)
021 - Workforce Development Board	6,097,538	8,327,901	6,824,960	9,301,351	9,301,351	973,450
022 - Local Revenue Fund	57,467,927	65,690,930	64,968,029	68,849,082	68,849,082	3,158,152
023 - Behavioral Health	111,626,219	126,159,886	120,517,088	147,620,465	147,620,465	21,460,579
024 - Homeland Security Grant	500,384	517,020	403,174	640,292	640,292	123,272
025 - H&W Realignment	69,349,507	71,422,200	73,104,396	75,991,783	75,991,783	4,569,583
026 - NGEN Operations & Maintenance	676,470	1,154,424	1,249,100	1,476,268	1,476,268	321,844
027 - County Clerk/Recorder	-	-	-	325,000	325,000	325,000
028 - Emergency Communications	-	-	-	12,397,872	12,277,898	12,277,898
051 - CSA #1 Carmel Point	22,371	32,596	28,932	28,808	28,808	(3,788)
052 - CSA #9 Oak Park	23,950	59,484	41,572	56,790	56,790	(2,694)
053 - CSA #10 Laguna Seca Ranch	30		200	192	192	192
056 - CSA #15 Serra Village, Toro Park	195,941	136,130	144,054	174,832	174,832	38,702
057 - CSA #17 Rancho Tierra Grande	5,388	13,500	19,740	9,413	9,413	(4,087)
058 - CSA #19 Carmel Meadows	931	1,000	1,136	1,087	1,087	87
059 - CSA #20 Royal Estates	5,364	15,897	13,018	6,188	6,188	(9,709)
060 - CSA #23 Carmel Rancho	25,494	81,260	74,411	16,176	16,176	(65,084)
061 - CSA #24 Pedrazzi Subdivision/Indian Springs	951	14,000	3,136	3,087	3,087	(10,913)
062 - CSA #25 Carmel Valley Golf & Country Club	16,984	37,438	37,438	67,653	67,653	30,215
063 - CSA #26 New Moss Landing Heights	2,285	13,786	3,532	3,552	3,552	(10,234)
064 - CSA #30 Rancho Mar Monte	3,175	10,500	9,270	12,203	12,203	1,703
065 - CSA #31 Aromas Hills Subdivision	1,223	3,500	1,569	1,523	1,523	(1,977)
066 - CSA #32 Green Valley Acres/Moon Subdivision	6,248	18,110	18,313	11,341	11,341	(6,769)
067 - CSA #33 Coast Ridge/Carmel Sur	1,168	2,500	2,603	7,534	7,534	5,034
068 - CSA #34 Rancho Rio Vista/Carmel Knolls	6,643	2,000	3,066	2,180	2,180	180
069 - CSA #35 Paradise Park/Rancho Borromeo	8,206	18,902	10,202	10,453	10,453	(8,449)
070 - CSA #37 Colonial Oak Estates	1,403	10,000	12,008	3,873	3,873	(6,127)
071 - CSA #38 Paradise Lake Estates	746	9,500	1,769	1,715	1,715	(7,785)
072 - CSA #41 Gabilan Acres/Boronda	17,465	25,925	17,621	18,385	18,385	(7,540)
073 - CSA #44 Corral De Tierra Oaks 1/2/3	3,536	16,707	6,018	18,739	18,739	2,032
074 - CSA #45 Oak Hills	34,600	36,274	29,635	37,470	37,470	1,196
075 - CSA #45-Oak Hills - Open Space	42,482	43,306	43,307	28,405	28,405	(14,901)
076 - CSA #47 Carmel Views/Mar Vista	121,928	25,992	24,433	48,763	48,763	22,771
077 - CSA #50 Rioway Tract No. 2	24,100	406,108	160,571	484,812	484,812	78,704
078 - CSA #51 High Meadows	82,464	25,966	14,134	14,362	14,362	(11,604)
079 - CSA #52 Carmel Valley Village	4,855	15,500	3,368	3,331	3,331	(12,169)
080 - CSA #53 Arroyo Seco	26,928	11,500	8,168	8,139	8,139	(3,361)
081 - CSA #54 Manzanita/Sarsi Subdivisions	538	1,500	1,168	1,139	1,139	(361)
082 - CSA #55 Robles Del Rio	622	13,500	76,091	3,203	3,203	(10,297)
083 - CSA #56 Del Mesa Carmel	481	16,000	10,401	3,384	3,384	(12,616)
084 - CSA #57 Los Tulares Subdivision	421	3,700	1,368	1,139	1,139	(2,561)
085 - CSA #58 Vista Dorado	2,088	4,019	3,561	2,785	2,785	(1,234)
086 - CSA #62 Rancho Del Monte 14	3,126	13,500	6,668	3,639	3,639	(9,861)
087 - CSA #66 Oak Tree Views	59,648	11,834	19,518	16,914	16,914	5,080
088 - CSA #67 Corral De Tierra Oaks 4	6,100	230,015	213,169	38,466	38,466	(191,549)
089 - CSA #68 Vierra Canyon Knolls	337	13,250	1,851	1,825	1,825	(11,425)
090 - CSA #69 Ralph Lane	118	-	-	-	-	-
091 - CSA #72 Las Palmas Ranch	829	11,500	9,101	2,075	2,075	(9,425)
092 - CSA #74 Ambulance	1,917,347	2,155,660	1,901,040	2,030,717	2,030,717	(124,943)
093 - CSA #75 Chualar Consolidated	128,437	110,008	208,089	147,662	147,662	37,654
151 - Pajaro County Sanitation District	1,221,642	1,086,600	1,856,421	899,471	899,471	(187,129)
156 - Boronda County Sanitation District	207,634	157,973	197,194	166,733	166,733	8,760
157 - Boronda CSD Zone #2 San Jerardo	76,436	85,359	276,045	86,655	86,655	1,296
175 - Castroville-Pajaro Housing Successor	102,310	1,017,210	1,020,410	1,175,360	1,175,360	158,150
176 - Boronda Housing Successor	9	5,010	5,020	5,025	5,025	15
180 - East Garrison Public Finance Authority	21,024	1,510,727	410,727	55,000	55,000	(1,455,727)
181 - East Garrison Community Facility District	267,567	1,259,454	1,648,095	1,240,620	1,240,620	(18,834)
182 - East Garrison Developer Reimbursements	337,658	300,000	240,000	304,000	304,000	4,000
251 - Public Improvement Corporation Debt Service	123,508,633	16,241,844	16,241,844	16,462,318	16,462,318	220,474
306 - Boronda County Sanitation Revenue Bonds	38,450	38,150	38,150	38,800	38,800	650
310 - Pajaro County Sanitation Sewer Revenue	34,750	35,250	35,250	34,650	34,650	(600)
312 - Chualar County Water Sewer A	16,632	15,941	15,941	15,240	15,240	(701)

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
401 - Facilities Project Fund	353,525	2,227,585	3,273,337	3,122,448	3,122,448	894,863
402 - Capital Projects Fund	1,499,630	1,590,339	1,943,255	1,008,655	1,008,655	(581,684)
404 - Facility Master Plan Projects	80,631,513	99,269,363	91,460,552	54,270,164	46,742,903	(52,526,460)
405 - NGEN Radio Project	168,583	1,369,511	1,349,918	-	-	(1,369,511)
406 - Redevelopment Obligation Retirement Fund	1,535,954	6,851,000	4,310,740	3,293,974	3,293,974	(3,557,026)
451 - Natividad Medical Center	399,930,257	323,644,440	312,907,671	331,301,564	331,301,564	7,657,124
452 - Parks Lake & Resort Operations	7,113,830	5,989,559	5,720,647	6,943,166	4,393,198	(1,596,361)
475 - General Liability Fund	14,502,457	11,357,716	11,818,395	14,521,869	14,521,869	3,164,153
476 - Worker's Compensation Fund	19,560,835	21,176,000	21,389,353	21,482,000	21,482,000	306,000
477 - Benefit Programs Fund	11,506,201	12,661,888	12,184,606	13,753,958	13,753,958	1,092,070
478 - Resource Planning	5,170,238	2,742,460	4,620,502	3,100,000	3,100,000	357,540
Grand Total	**$ 1,590,428,173**	**$ 1,519,222,719**	**$ 1,491,251,571**	**$ 1,570,438,644**	**$ 1,545,032,535**	**$ 25,809,816**

County of Monterey
Analysis of Expenditures by Object and Subobject
All Funds
Fiscal Year 2019-20

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
COUNTY						
Salaries and Employee Benefits						
6111BL - Bilingual Pay	-	796,368	-	1,164	1,164	(795,204)
6111PD - Pay Differential	-	507,843	-	532,482	532,482	24,639
6111 - Regular Employees	390,569,071	435,882,927	416,092,439	458,284,833	453,990,058	18,107,131
6111SP - Standby Pay	-	186,479	42,167	155,237	155,237	(31,242)
6111SS - Salary Savings	-	(16,490,157)	-	(17,877,133)	(17,817,133)	(1,326,976)
6111VB - Vacation Buy Back	-	2,023,217	294,198	2,905,681	2,755,609	732,392
6111XX - Forecasted Supplemental Pays	-	8,083,364	99,626	8,234,965	8,198,451	115,087
6112 - Temporary Employees	9,639,227	3,397,180	2,930,154	3,544,864	3,298,939	(98,241)
6113 - Overtime	16,189,291	6,386,201	7,822,697	7,270,587	6,924,358	538,157
6121 - PERS	73,132,724	77,001,746	73,437,123	86,909,514	86,205,288	9,203,542
6122 - Other Post-Employment Benefits (OPEB)	8,490,470	3,424,117	9,266,576	10,526,074	10,526,074	7,101,957
6131 - FICA	20,353,881	22,698,413	22,818,538	23,964,952	23,696,847	998,434
6132 - Medicare	5,955,962	6,449,188	6,071,999	6,775,038	6,711,896	262,708
6141 - Flex Co Paid Insurance-Pretax	8,570,460	8,066,851	6,449,528	8,373,440	8,282,186	215,335
6142 - Life Insurance	308,943	347,696	304,975	359,452	354,346	6,650
6143 - Long-Term Disability Insurance	166,659	202,045	373,400	411,920	405,584	203,539
6144 - Short-Term Disability Insurance	28,380	211,032	370,034	495,628	487,972	276,940
6145 - Dental Insurance	2,062,874	2,736,825	2,377,660	3,086,264	3,053,012	316,187
6147 - Vision Insurance	450,125	565,070	517,888	642,138	635,184	70,114
6148 - Unemployment Insurance	608,042	605,987	606,091	515,055	515,055	(90,932)
6161 - Workers Compensation Insurance	18,680,569	20,407,110	20,375,262	20,687,499	20,687,499	280,389
6171 - Employee Assistance Program	89,904	119,923	119,103	123,714	122,442	2,519
6173 - Flex-Benefit Plan Contribution	69,651,220	81,844,242	76,771,495	90,861,842	89,836,501	7,992,259
6174NF - Special Benefits Not Forecasted	-	(442,933)	-	(72,747)	(72,747)	370,186
6174 - Special Benefits	1,892,718	1,057,537	1,676,094	1,066,153	1,044,375	(13,162)
6175 - Wellness Plan	136,503	215,228	201,500	162,287	162,287	(52,941)
Total Salaries and Employee Benefits	**$ 626,977,023**	**$ 666,283,499**	**$ 649,018,547**	**$ 717,940,903**	**$ 710,692,966**	**$ 44,409,467**
Services and Supplies						
6211 - Agricultural Service & Supply	397,790	280,281	309,515	408,000	288,000	7,719
6221 - Clothing and Personal Supplies	186,071	183,855	183,205	182,805	182,805	(1,050)
6222 - Uniforms and Safety Equipment	787,344	829,981	714,243	830,188	823,788	(6,193)
6231 - Communication Charges - External	1,748,040	1,754,358	1,633,689	1,929,325	1,906,565	152,207
6232 - Communication Charges - Internal	28,501	85,782	98,896	113,906	113,906	28,124
6241 - Food	2,708,642	2,988,306	2,878,301	2,996,786	2,996,786	8,480
6251 - Cleaning and Janitorial	2,887,560	2,755,025	3,111,103	3,082,103	3,066,603	311,578
6252 - Household Expenses	578,430	152,708	151,560	156,494	150,494	(2,214)
6261 - Insurance - General Liability (Non-recoverable)	4,440,970	3,295,522	3,424,512	6,574,984	6,574,984	3,279,462
6262 - Insurance - General Liability (Recoverable)	5,268,082	5,675,867	5,703,119	5,739,378	5,739,378	63,511
6264 - Insurance - Malpractice	1,223,644	1,042,476	1,150,140	1,293,003	1,293,003	250,527
6266 - Insurance - Property	1,631,817	2,000,856	1,760,459	2,162,390	2,162,390	161,534
6267 - Insurance - Stop Loss	3,817,242	4,333,535	3,790,143	4,461,175	4,461,175	127,640
6268 - Insurance - Other	832,062	1,042,905	1,057,155	1,235,877	1,235,877	192,972
6301 - Grand Jury Related Expense	39,367	35,000	42,368	37,873	37,873	2,873
6302 - Trial Related Expense	1,033,325	623,500	851,968	887,000	887,000	263,500
6311 - Buildings & Improvements Maintenance - External	13,829,153	5,829,323	6,046,348	6,898,783	6,598,250	768,927
6312 - Buildings & Improvements Maintenance - Internal	500,897	332,281	1,088,771	271,307	271,307	(60,974)
6321 - Equipment Maintenance	5,630,986	12,354,725	10,624,203	12,149,373	12,083,558	(271,167)
6331 - Dental Supplies	-	519	-	-	-	(519)
6332 - Laboratory Supplies	2,182,534	2,017,848	2,010,153	2,231,126	2,231,126	213,278
6333 - Medical Supplies	22,961,336	22,053,920	24,727,024	26,431,820	26,407,820	4,353,900
6351 - Membership Fees	1,457,736	2,330,562	1,810,693	1,541,974	1,541,578	(788,984)
6361 - Noncapital Equipment	847,211	697,192	627,950	591,683	586,100	(111,092)
6381 - Advertising	587,310	937,916	938,331	782,881	757,881	(180,035)
6382 - Audio-Visual Service & Supply	33,970	27,771	24,967	25,553	25,553	(2,218)
6383 - Miscellaneous Services	2,080,873	1,472,232	1,540,400	1,583,482	1,478,368	6,136
6384 - Miscellaneous Supplies	402,949	1,231,775	1,305,823	1,754,006	1,734,006	502,231
6401 - Books/Periodicals and Other Subscriptions	1,176,660	960,481	922,754	1,250,377	1,244,377	283,896
6402 - Bottled Water	53,104	33,283	35,756	48,174	47,174	13,891
6403 - Office Machine Supply	7,792	4,000	1,900	1,000	1,000	(3,000)
6404 - Courier Services - External	118,125	40,250	50,814	46,842	46,842	6,592
6405 - Courier Services - Internal	382,748	441,289	390,749	411,689	411,689	(29,600)
6406 - Mail Handling Charges	143,277	190,704	187,576	186,416	186,416	(4,288)

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
6407 - Minor Computer Hardware	2,460,783	1,643,675	1,619,328	1,740,661	1,724,977	81,302
6408 - Minor Computer Software	10,280,866	8,633,680	9,151,530	8,978,075	8,882,369	248,689
6409 - Minor Equipment and Furnishings	2,860,328	2,062,481	2,158,526	2,040,623	2,026,499	(35,982)
6410 - Office Supplies	1,445,745	2,201,749	1,987,436	2,010,407	2,009,553	(192,196)
6411 - Postage and Shipping	1,257,081	1,227,339	1,162,044	1,219,671	1,219,171	(8,168)
6412 - Printing, Graphics and Binding Charge - External	1,491,900	1,856,346	1,318,645	1,719,584	1,714,142	(142,204)
6413 - Printing, Graphics and Binding Charge - Internal	2,780	7,500	1,971	1,050	1,050	(6,450)
6414 - Other Office Expense	143,496	223,914	190,852	157,057	157,057	(66,857)
6415 - Records Retention Charges	676,939	426,922	591,963	624,478	624,478	197,556
6601 - Accounting & Auditing Charges	522,046	1,038,009	1,087,865	830,075	830,075	(207,934)
6602 - Data Processing Services - External	1,760,345	2,461,632	2,343,300	2,485,576	2,485,576	23,944
6603 - Data Processing Services - Internal	27,412,164	12,330,373	11,836,994	9,977,690	9,970,946	(2,359,427)
6604 - Hospital Charges	6,247,607	5,697,200	6,700,000	7,069,647	7,069,647	1,372,447
6605 - Laboratory Services	1,884,364	845,680	711,831	832,608	830,456	(15,224)
6606 - Legal Service - External	3,939,497	4,105,370	3,999,420	4,192,312	4,142,312	36,942
6607 - Legal Service - Internal	2,223,892	1,855,000	2,141,816	2,225,000	2,225,000	370,000
6608 - Other Medical Services	67,868,369	68,435,010	71,477,343	82,367,406	82,367,406	13,932,396
6609 - Other Personnel Services	20,001,681	19,257,046	18,024,367	20,738,508	20,738,508	1,481,462
6610 - Outpatient Services	9,535,824	10,133,247	10,221,923	10,537,448	10,537,448	404,201
6611 - Staff Training Services	600,119	1,107,299	1,041,800	1,110,806	1,108,806	1,507
6612 - Temporary Help Services	2,415,272	4,399,863	7,604,187	5,830,250	5,830,250	1,430,387
6613 - Other Professional & Special Services	66,655,952	59,023,750	67,784,169	68,230,277	66,607,487	7,583,737
6614 - Contribution and Grants for Non-Governmental Agencies	2,314,345	1,929,944	1,928,335	2,258,587	2,258,587	328,643
6801 - Publications and Legal Notices	128,748	150,892	143,832	127,583	127,583	(23,309)
6811 - Rents and Leases - Buildings	12,556,160	10,459,276	9,739,937	7,703,109	7,701,409	(2,757,867)
6821 - Rents and Leases - Equipment	5,422,841	5,848,590	5,826,829	6,661,908	6,511,982	663,392
6831 - Criminal Justice System	534,735	311,500	305,000	305,000	305,000	(6,500)
6832 - Elections	152,763	174,000	174,000	174,000	174,000	-
6833 - Purchases For Resale	87,240	64,270	64,270	60,000	60,000	(4,270)
6834 - Social Services	15,320,325	17,918,035	18,132,922	20,221,708	20,221,708	2,303,673
6835 - Other Special Departmental Expenses	9,168,230	13,397,442	7,781,402	12,075,283	12,024,628	(1,372,814)
6861 - Conference/Lodging/Meals/Travel	1,717,902	1,756,199	1,705,487	1,837,840	1,784,290	28,091
6862 - Employee Mileage Reimbursement	250,176	224,896	225,101	227,399	226,899	2,003
6863 - Employee Moving Expense	123,376	15,000	-	-	-	(15,000)
6864 - Fleet Service Charge	4,616,790	4,812,191	5,273,354	5,464,453	5,314,453	502,262
6865 - Nonemployee Transportation & Travel	196,248	179,067	194,329	139,399	139,399	(39,668)
6866 - Vehicle Maintenance - External	2,737,001	2,516,722	3,093,716	3,464,438	3,413,174	896,452
6867 - Vehicle Usage/Replacement	2,898,916	3,315,129	3,253,516	3,270,964	3,175,144	(139,985)
6881 - Utilities	9,190,772	11,834,135	11,760,198	11,371,687	11,053,826	(780,309)
Total Services and Supplies	**$ 379,109,165**	**$ 361,916,401**	**$ 371,954,126**	**$ 398,580,340**	**$ 395,168,967**	**$ 33,252,566**
Other Charges						
7011 - Out of Home Care	25,490,687	25,881,903	27,430,560	28,105,301	28,105,301	2,223,398
7012 - Public Assistance Payments	40,209,977	43,308,979	44,434,318	49,427,848	49,427,848	6,118,869
7013 - Reimbursement to Other Governmental Age	1,780,934	2,206,968	1,602,584	5,421,247	5,302,927	3,095,959
7014 - Other Support and Care	7,076,736	8,177,573	7,951,400	8,493,939	8,493,939	316,366
7041 - Bond Principal Payments	20,595,470	12,259,486	12,259,486	13,041,128	13,041,128	781,642
7051 - Other Debt Retirement	846,665	70,000	849,665	917,211	917,211	847,211
7061 - Interest On Bonds	9,367,801	10,188,826	10,037,299	9,721,103	9,721,103	(467,723)
7071 - Interest On Other Long-Term Debt	1,514,766	430,220	1,429,498	1,270,876	1,231,953	801,733
7082 - Other Interest	23,483	20,041	20,041	16,190	16,190	(3,851)
7091 - Claims, Judgments & Damages	29,983,446	26,856,450	28,377,299	29,952,061	29,952,061	3,095,611
7092 - Insurance Deductible	205,118	128,574	31,694	130,000	130,000	1,426
7121 - Taxes and Assessments	414,154	211,528	217,840	220,719	220,684	9,156
7141 - Depreciation - Buildings	-	220,403	220,457	199,454	199,454	(20,949)
7181 - Bad Debts Expense	211,554	-	-	-	-	-
7201 - Contribution to Other Agencies	57,848,381	23,472,748	20,619,569	21,825,849	21,825,849	(1,646,899)
7301 - Cost Plan Charges	(868,355)	68,571	(1,657,171)	(1,332,518)	(1,391,169)	(1,459,740)
7302 - Expenditure Transfers	(18,163,508)	(1,190,619)	(1,465,931)	120,714	120,714	1,311,333
7303 - Reimbursement Clearing	(0)	-	20,725	-	-	-
7304 - Interfund Reimbursement	(24,394,030)	(17,801,157)	(26,544,683)	(23,165,369)	(23,132,384)	(5,331,227)
7305 - Intrafund Reimbursement	(25,215,063)	(14,632,665)	(15,642,524)	(17,799,261)	(17,799,261)	(3,166,596)
Total Other Charges	**$ 126,928,217**	**$ 119,877,829**	**$ 110,192,126**	**$ 126,566,492**	**$ 126,383,548**	**$ 6,505,719**
Capital Assets						
7511 - Land	2,444	-	-	-	-	-
7512 - Land Improvements	33,893	-	-	4,824,968	-	-
7521 - Buildings and Improvements	4,187,713	19,833,351	14,983,625	11,922,959	11,794,959	(8,038,392)
7531 - Equipment	7,880,637	18,252,244	18,160,475	8,690,144	7,840,144	(10,412,100)
7532 - Vehicles	1,270,871	3,706,155	5,476,423	3,665,614	3,497,000	(209,155)
7541 - Infrastructure	21,448,610	-	6,001,110	-	-	-
7551 - Construction In Progress	96,300,822	90,812,901	94,999,095	50,292,165	42,644,930	(48,167,971)
7561 - Capital Leases	125,806	-	-	28,203	28,203	28,203

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
7562 - Intangible Assets	(21,881,641)	1,465,776	2,246,545	1,515,000	1,515,000	49,224
Total Capital Assets	**$ 109,369,156**	**$ 134,070,427**	**$ 141,867,273**	**$ 80,939,053**	**$ 67,320,236**	**$ (66,750,191)**
Other Financing Uses						
7611 - Debt Defeasance	93,008,386	-	-	-	-	-
7612 - Disbursement of Loans	-	3,000,000	2,820,000	3,716,103	3,716,103	716,103
7614 - Operating Transfers Out	255,036,227	227,023,882	212,999,499	235,414,179	234,869,141	7,845,259
Total Other Financing Uses	**$ 348,044,613**	**$ 230,023,882**	**$ 215,819,499**	**$ 239,130,282**	**$ 238,585,244**	**$ 8,561,362**
Extraordinary Items						
7731 - Special items	-	2,400,000	2,400,000	161,106	161,106	(2,238,894)
Total Extraordinary Items	**$ -**	**$ 2,400,000**	**$ 2,400,000**	**$ 161,106**	**$ 161,106**	**$ (2,238,894)**
Appropriation for Contingencies						
7811 - Contingencies	-	4,650,681	-	7,120,468	6,720,468	2,069,787
Total Appropriation for Contingencies	**$ -**	**$ 4,650,681**	**$ -**	**$ 7,120,468**	**$ 6,720,468**	**$ 2,069,787**
Grand Total	**$ 1,590,428,173**	**$ 1,519,222,719**	**$ 1,491,251,571**	**$ 1,570,438,644**	**$ 1,545,032,535**	**$ 25,809,816**

County of Monterey
Overtime
Fiscal Year 2019-20

Source Classification	Actual 2017-18	Adopted Budget 2018-19	Current Year Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change From Adopted
Summarization by Department						
Agricultural Commissioner	32,269	62,396	42,396	40,000	40,000	(22,396)
Assessor-County Clerk-Recorder	651	500	500	500	500	-
Auditor-Controller	36,277	-	5,222	-	-	-
Board of Supervisors	471	-	-	-	-	-
Child Support Services	(10,059)	-	5,500	-	-	-
Clerk of the Board	-	-	-	-	-	-
County Administrative Office	4,359	5,000	1,717	100	100	(4,900)
County Counsel	738	-	606	-	-	-
District Attorney	92,397	109,000	77,145	144,064	110,000	1,000
Economic Development	(25)	-	2,000	-	-	-
Elections	9,944	10,000	10,000	10,000	10,000	-
Emergency Communications	526,435	490,280	490,280	542,228	542,228	51,948
Health	480,542	593,842	482,033	470,801	470,801	(123,041)
Human Resources	1,076	-	172	-	-	-
Information Technology	33,803	50,000	45,677	50,000	50,000	-
Library	193	-	-	-	-	-
Natividad Medical Center	7,078,705	-	-	-	-	-
Probation	139,743	292,360	292,360	308,789	308,789	16,429
Public Defender	105	500	500	500	500	-
Resource Management Agency	132,088	318,822	205,701	356,133	243,968	(74,854)
Sheriff-Coroner	6,783,176	4,138,101	5,738,531	4,375,101	4,175,101	37,000
Social Services	846,404	315,400	422,357	972,371	972,371	656,971
Treasurer-Tax Collector	-	-	-	-	-	-
Grand Total	**$ 16,189,292**	**$ 6,386,201**	**$ 7,822,697**	**$ 7,270,587**	**$ 6,924,358**	**$ 538,157**

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Analysis of Revenues by Object and Subobject

Analysis of Revenues by Object and Subobject

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Change
Property Taxes						
Property Tax - Prior Supplemental	80,863	72,783	72,791	77,765	77,765	4,982
Property Tax In-Lieu of VLF	52,393,956	55,098,025	55,537,593	58,314,473	58,314,473	3,216,448
Property Tax - Prior Unsecured	21,052	40,011	22,610	21,156	21,156	(18,855)
Property Tax - Current Secured	99,397,839	109,276,386	106,370,575	111,581,202	111,581,202	2,304,816
Property Tax - Current Unsecured	4,075,654	4,075,532	4,187,828	4,282,253	4,282,253	206,721
Other Property Taxes	7,642,009	6,656,289	6,749,249	7,288,575	7,288,575	632,286
Property Tax - Prior Secured	959,036	883,253	965,965	961,447	961,447	78,194
Property Tax - Current Supplemental	2,350,047	2,126,074	2,535,360	2,127,475	2,127,475	1,401
Sales and Use Taxes	18,010,254	16,495,590	19,262,834	19,499,346	19,499,346	3,003,756
Subtotal	$184,930,709	$194,723,943	$195,704,805	$204,153,692	$204,153,692	9,429,749
Other Taxes						
Cannabis Tax	14,615,823	2,728,855	3,733,678	5,171,123	5,171,123	2,442,268
Transient Occupancy Tax	24,924,373	21,921,960	23,024,402	23,600,012	23,600,012	1,678,052
Other Taxes	1,662,898	1,654,120	1,660,120	1,663,040	1,663,040	8,920
Real Property Transfer Tax	3,651,776	3,008,786	3,651,776	3,651,776	3,651,776	642,990
Subtotal	$44,854,870	$29,313,721	$32,069,976	$34,085,951	$34,085,951	4,772,230
Licenses						
Animal Licenses	164,359	170,000	165,000	170,000	170,000	0
Business Licenses	4,651,490	4,739,885	4,510,976	5,664,468	5,664,468	924,583
Subtotal	$4,815,849	$4,909,885	$4,675,976	$5,834,468	$5,834,468	924,583
Permits						
Road Privileges and Permits	329,469	271,952	733,818	1,143,818	1,143,818	871,866
Construction Permits	9,342,442	10,670,152	8,130,848	7,933,046	7,933,046	(2,737,106)
Zoning Permits	1,362,935	1,549,284	1,346,207	1,345,848	1,345,848	(203,436)
Subtotal	$11,034,846	$12,491,388	$10,210,873	$10,422,712	$10,422,712	(2,068,676)
Franchises						
Other Licenses and Permits	433,314	843,307	866,080	898,307	898,307	55,000
Franchises	5,959,239	5,847,601	5,701,844	5,701,843	5,701,843	(145,758)
Subtotal	$6,392,553	$6,690,908	$6,567,924	$6,600,150	$6,600,150	(90,758)
Fines						
Forfeitures and Penalties	5,306,452	4,580,677	5,065,876	5,125,868	5,125,868	545,191
Penalties and Costs on Delinquent Taxes	2,459,726	2,490,886	2,490,886	2,492,245	2,492,245	1,359
Other Court Fines	1,095,759	2,539,232	2,674,848	2,839,990	2,837,628	298,396
Vehicle Code Fines	867,544	1,334,257	805,282	806,871	806,871	(527,386)
Subtotal	$9,729,482	$10,945,052	$11,036,892	$11,264,974	$11,262,612	317,560
Revenue from Use of Money & Property						
Interest on Notes Receivable	204,693	125,000	174,000	115,000	115,000	(10,000)
Investment Income	7,667,459	4,063,183	4,416,376	4,607,978	4,607,978	544,795
Rents and Concessions	30,475,621	37,834,345	37,876,044	36,242,227	35,507,469	(2,326,876)

Analysis of Revenues by Object and Subobject

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Change
Subtotal	$38,347,773	$42,022,528	$42,466,420	$40,965,205	$40,230,447	(1,792,081)
State Aid - Taxes						
State Highway Users Tax	11,035,799	13,490,448	16,820,014	18,751,063	18,751,063	5,260,615
Vehicle License Fee	8,377,170	6,855,069	7,686,488	7,356,945	7,356,945	501,876
Subtotal	$19,412,969	$20,345,517	$24,506,502	$26,108,008	$26,108,008	5,762,491
State Aid - Grants, Programs, Contributions						
Citizens Option for Public Safety Funds	0	653,754	350,000	0	0	(653,754)
State Aid - Construction Operating Grants	725,486	725,486	725,486	725,486	725,486	0
State Disaster Relief	1,405,012	0	114,750	0	0	0
State Aid - Public Assistance Programs	(25,774)	58,183,074	57,810,699	62,491,212	62,491,212	4,308,138
State Aid - Construction Capital Grants	9,282,354	43,180,517	109,982,952	17,536,567	17,536,567	(25,643,950)
Tobacco Program (Prop 99)	549,676	435,558	667,304	512,081	512,081	76,523
SB 90 Reimbursements	10,123,104	0	0	0	0	0
State Aid - Public Assistance Administration	36,326,178	36,848,028	35,707,706	39,223,186	39,223,186	2,375,158
Public Safety - Sales Tax	61,266,173	58,304,861	57,252,659	60,680,698	60,997,287	2,692,426
Realignment - Health	15,363	154,124	45,608	162,623	162,623	8,499
Other State Aid	13,797,812	17,827,758	18,145,538	18,681,759	18,681,759	854,001
Realignment - Social Services	68,734,736	64,987,883	65,624,849	69,435,439	69,435,439	4,447,556
State Aid - Mental Health	23,604,907	21,000,000	22,000,000	23,000,000	23,000,000	2,000,000
State Veterans' Affairs	109,822	133,722	115,180	115,180	115,180	(18,542)
Homeowners Property Tax Relief	484,335	487,963	484,880	484,171	484,171	(3,792)
State Aid - Agriculture	4,591,707	5,029,160	5,082,883	5,808,994	5,808,994	779,834
Realignment - Mental Health	27,577,238	24,300,000	24,730,000	24,300,000	24,300,000	0
State Aid - Health Programs	4,209,715	6,484,596	7,405,828	5,977,122	5,977,122	(507,474)
Peace Officer Training (Post)	71,786	90,000	75,000	90,000	90,000	0
Subtotal	$262,849,629	$338,826,484	$406,321,322	$329,224,518	$329,541,107	(9,285,377)
Federal Aid - Taxes						
Federal - In-Lieu Taxes	918,785	920,949	918,785	918,785	918,785	(2,164)
Subtotal	$918,785	$920,949	$918,785	$918,785	$918,785	(2,164)
Federal Aid - Grants, Programs, Contributions						
Federal Aid Other	231,516,901	82,308,066	82,668,521	96,351,318	96,339,318	14,031,252
Federal Aid - Health Administration	4,840,014	5,656,305	4,553,383	5,602,889	5,602,889	(53,416)
Federal Aid - Forest Reserve Revenue	21,286	15,069	15,069	0	0	(15,069)
Federal Aid - Disaster Relief	4,914,918	0	278,667	440,000	440,000	440,000
Federal Aid - Public Assistance Administration	52,738,460	64,844,562	63,398,391	65,190,239	65,190,239	345,677
Federal Aid - Public Assistance Programs	19,021,637	22,089,035	21,092,030	24,240,679	24,240,679	2,151,644
Federal Aid - Construction Capital Grants	12,456,945	9,042,560	11,036,541	15,369,330	15,369,330	6,326,770
Other In-Lieu Taxes	0	258,825	0	258,825	258,825	0
Subtotal	$325,510,161	$184,214,422	$183,042,602	$207,453,280	$207,441,280	23,226,858
Aid from Other Government Agencies						
Aid from City/County	195,374	164,000	164,000	304,000	304,000	140,000
Aid - Other Governmental Agencies	5,294,180	6,322,383	5,370,352	14,234,950	14,234,950	7,912,567

Analysis of Revenues by Object and Subobject

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Change
Subtotal	$5,489,554	$6,486,383	$5,534,352	$14,538,950	$14,538,950	8,052,567
Charges for Services						
Planning and Engineering Services	1,095,645	1,242,103	1,199,430	1,540,175	1,540,175	298,072
Sanitation Services	753,822	1,191,800	952,371	989,611	989,611	(202,189)
Recording Fees	4,844,684	2,787,291	2,474,698	3,048,249	3,048,249	260,958
Estate Fees	125,728	140,000	60,956	100,000	92,500	(47,500)
Assessment and Tax Collection Fees	3,740,779	3,244,158	3,077,417	3,331,138	3,331,138	86,980
Institutional Care and Services	862,583	830,000	830,000	930,700	930,700	100,700
Children's Services	825	1,103	200	650	650	(453)
Election Services	562,048	1,145,635	1,145,635	1,200,000	1,200,000	54,365
Park and Recreation Services	1,280,874	1,533,605	1,193,514	1,331,286	1,231,286	(302,319)
Civil Process Services	3,224,005	4,212,101	3,801,127	4,408,613	4,408,613	196,512
Communication Services	5,236,068	6,017,579	6,924,273	7,086,836	7,086,836	1,069,257
Agricultural Services	1,883,367	2,195,936	2,195,936	2,141,004	2,141,004	(54,932)
Humane Services	4,790	6,000	6,000	6,000	6,000	0
Legal Services	483,782	280,035	388,587	417,000	417,000	136,965
Health Fees	336,440,660	287,005,666	296,689,263	307,570,261	307,560,261	20,554,595
Auditing and Accounting Fees	1,147,021	1,298,282	1,276,995	1,282,817	1,282,817	(15,465)
Library Services	143,079	158,247	158,247	158,247	158,247	0
Other Services	58,179,783	55,765,764	54,799,971	59,252,689	59,252,689	3,486,925
Special Assessments	1,365,829	2,485,114	1,387,114	1,736,413	1,736,413	(748,701)
Law Enforcement Services	3,271,641	3,736,111	3,670,195	4,285,137	4,285,137	549,026
Mental Health Fees	6,164,661	1,708,400	1,801,036	1,704,483	1,704,483	(3,917)
Adoption Fees	53,513	109,395	59,000	110,395	110,395	1,000
Subtotal	$430,865,187	$377,094,325	$384,091,965	$402,631,704	$402,514,204	25,419,879
Micellaneous Revenues						
Contributions	2,490,436	404,972	637,493	773,709	773,709	368,737
Other Reimbursement	5,665,865	1,467,347	3,549,507	3,418,248	3,418,248	1,950,901
Miscellaneous Revenues	10,339,920	8,677,232	7,489,582	7,853,911	7,853,911	(823,321)
Developer Reimbursements	289,970	302,000	246,095	488,000	488,000	186,000
Other Taxable Sales	653,608	2,000	2,084	2,000	2,000	0
Tobacco Settlement	4,392,721	3,679,414	3,679,414	3,679,414	3,679,414	0
Subtotal	$23,832,521	$14,532,965	$15,604,175	$16,215,282	$16,215,282	1,682,317
Other Financing Sources						
Operating Transfers In	255,036,227	215,158,927	190,347,650	205,567,189	205,447,215	(9,711,712)
Lease Proceeds	125,806	0	0	0	0	0
Debt Issuance	78,565,000	0	0	0	0	0
Sale of Capital Assets	739,337	95,001	3,361	95,000	95,000	(1)
Premium on Debt Issuance	15,818,653	0	0	0	0	0
Subtotal	$350,285,023	$215,253,928	$190,351,011	$205,662,189	$205,542,215	(9,711,713)
Grand Total	$1,719,269,910	$1,458,772,398	$1,513,103,580	$1,516,079,868	$1,515,409,863	56,637,465

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Countywide Position Summary

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	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 POLICY ANALYST	5.00	5.00	5.00	0.00
14H10	BOARD OF SUPERVISORS CHIEF OF STAFF	5.00	5.00	5.00	0.00
80A90	BOARD OF SUPERVISORS EXECUTIVE ASSISTANT	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	2.17	2.00	-0.17
12E16	WIB EXECUTIVE DIRECTOR	1.00	1.00	1.00	0.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	5.00	5.00	5.00	0.00
14A24	COUNTY BUDGET DIRECTOR	1.00	1.00	1.00	0.00
14A25	EMERGENCY SERVICES MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	3.00	5.00	2.00
14C31	MANAGEMENT ANALYST III	9.00	6.00	9.00	3.00
14E20	BUYER II	3.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	3.00	1.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	0.00	0.00	1.00	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	0.00	2.00	2.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	0.00	1.00	1.00
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	0.00	0.00	1.00	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	0.00	0.00	1.00	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	4.00	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	1.00	1.00	3.00	2.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	1.00	1.00	1.00	0.00
60I02	PROGRAM MANAGER II	0.00	1.00	1.00	0.00
68A30	RANGE MASTER	0.00	1.00	1.00	0.00
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	1.00	0.00
68C02	RANGE AIDE	0.00	1.00	2.00	1.00
70F21	COURIER	0.00	0.00	4.00	4.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	3.00	3.00	4.00	1.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70M01	SHUTTLE DRIVER	2.00	2.00	2.00	0.00
72C20	MECHANIC I	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
72C23	MECHANIC II	10.00	10.00	11.00	1.00
72C26	MECHANIC III	2.00	2.00	2.00	0.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	2.00	3.00	1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	2.00	2.00	2.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	3.00	-1.00
80O22	MAILROOM CLERK	0.00	0.00	1.50	1.50
80O23	SENIOR MAILROOM CLERK	0.00	0.00	1.00	1.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
	Subtotal	89.00	87.17	113.50	26.33
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	7.00	7.00	9.00	2.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	2.00	2.00	3.00	1.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	3.00	0.00	0.00	0.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	0.00	2.00	2.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	0.00	0.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	2.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	0.00	0.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	5.00	5.00	0.00
14M61	HR PROGRAM MANAGER	5.00	5.00	3.00	-2.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	0.00	0.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Subtotal	35.00	31.00	33.00	2.00
Economic Development					
11A31	ECONOMIC DEVELOPMENT DIRECTOR	1.00	0.00	0.00	0.00
14C30	MANAGEMENT ANALYST II	2.00	1.00	0.00	-1.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	0.00	-1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	0.00	0.00	0.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	0.00	-1.00
20B10	ACCOUNTANT I	1.00	0.00	0.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	1.00	1.00	0.00	-1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	2.00	1.00	0.00	-1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	16.00	0.00	0.00	0.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	4.00	0.00	0.00	0.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	3.00	0.00	0.00	0.00
60I02	PROGRAM MANAGER II	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	0.00	-1.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
80E21	OFFICE ASSISTANT II	1.00	0.00	0.00	0.00
80E22	OFFICE ASSISTANT III	1.00	0.00	0.00	0.00
	Subtotal	37.00	6.00	0.00	-6.00
Civil Rights Office					
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	3.00	2.00	-1.00
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	6.00	5.00	-1.00
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	4.00	4.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	4.00	0.00	0.00	0.00
16D25	DATABASE ADMINISTRATOR III	1.00	0.00	0.00	0.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	7.00	6.00	6.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	7.00	6.50	6.00	-0.50
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	4.00	3.00	3.00	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	1.00	1.00	1.00	0.00
80J96	PAYROLL TECHNICIAN-CONFIDENTIAL	9.00	9.00	9.00	0.00
80J97	SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL	2.00	2.00	2.00	0.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00	1.00	1.00	0.00
	Subtotal	56.00	44.50	44.00	-0.50
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	3.00	3.00	3.00	0.00
14C45	TREASURY MANAGER	1.00	1.00	1.00	0.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B41	TREASURY OFFICER II	3.00	3.00	3.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
20B96	FINANCE SYSTEMS MANAGER	1.00	1.00	1.00	0.00
25A32	REVENUE OFFICER II	9.00	9.00	9.00	0.00
25A33	SUPERVISING REVENUE OFFICER	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
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	7.00	7.00	7.00	0.00
	Subtotal	49.00	49.00	49.00	0.00
Assessor-County Clerk-Recorder					
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K45	AUDITOR APPRAISER MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
28A21	APPRAISER II	13.00	12.00	13.00	1.00
28A22	APPRAISER III	5.00	5.00	5.00	0.00
28A80	SUPERVISING APPRAISER	2.00	2.00	2.00	0.00
28B21	AUDITOR-APPRAISER II	4.00	4.00	4.00	0.00
28B22	AUDITOR-APPRAISER III	1.00	1.00	1.00	0.00
43F21	MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	6.00	6.00	7.00	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	66.00	68.00	2.00
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	0.00	0.00	0.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	0.00	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

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14C30	MANAGEMENT ANALYST II	4.00	3.00	1.00	-2.00
14C31	MANAGEMENT ANALYST III	0.00	1.00	2.00	1.00
14C32	SAFETY OFFICER	1.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
39B20	DEPUTY COUNTY COUNSEL I	0.00	0.00	1.00	1.00
39B21	DEPUTY COUNTY COUNSEL II	1.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	16.00	15.00	-1.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	2.00	2.00	3.00	1.00
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	5.00	1.00
80B99	SENIOR LEGAL SECRETARY-CONFIDIDENTIAL	2.00	2.00	2.00	0.00
99WXC	ALLOCATION ON LOAN WORK COMP	10.00	10.00	10.00	0.00
	Subtotal	54.00	55.00	56.00	1.00
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	0.50	0.00	-0.50
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
80A32	SENIOR SECRETARY	1.00	1.00	0.00	-1.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	2.00	3.00	1.00
	Subtotal	5.00	4.50	5.00	0.50
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 OF 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
14C30	MANAGEMENT ANALYST II	1.00	1.00	2.00	1.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14K21	DIVISION MANAGER	4.00	3.00	3.00	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	2.00	1.00	1.00	0.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00	1.00	1.00	0.00
16C44	SOFTWARE PROGRAMMER ANALYST II	0.00	2.00	4.00	2.00
16C45	SOFTWARE PROGRAMMER ANALYST III	13.00	17.00	17.00	0.00
16C54	SYSTEMS PROGRAMMER ANALYST II	0.00	3.00	5.00	2.00
16C55	SYSTEMS PROGRAMMER ANALYST III	20.00	20.00	19.00	-1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	0.00	1.00	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	0.00	1.00	1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	2.00	2.00	2.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	3.00	2.00	-1.00
16E25	SECURITY ANALYST III	1.00	1.00	2.00	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	0.00	1.00	1.00
16G24	GIS ANALYST II	0.00	0.00	1.00	1.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	2.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	1.00	2.00	2.00	0.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A21	ENGINEERING AIDE II	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	1.00	0.00	0.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	5.00	5.00	5.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	0.00	2.00	2.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	3.00	3.00	3.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
43L18	COMMUNICATIONS TECHNICIAN III	7.00	7.00	6.00	-1.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	3.00	2.00	2.00	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	6.00	3.00	2.00	-1.00
43N26	DATA CENTER OPERTIONS TECHNICIAN III	4.00	0.00	0.00	0.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	0.00	0.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	0.00	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	2.00	1.00
80J30	ACCOUNTING TECHNICIAN	4.00	3.00	3.00	0.00
	Subtotal	101.00	100.00	108.00	8.00
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
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
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

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14G02	MANAGEMENT ANALYST I	1.00	1.00	0.00	-1.00
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	2.00	1.00
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	23.00	1.00
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	2.00	2.00	3.00	1.00
34G10	INVESTIGATIVE AIDE	5.00	5.00	5.00	0.00
39C01	LEGAL ASSISTANT	4.00	4.00	4.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	52.00	52.00	53.00	1.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	2.00	2.00	2.00	0.00
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	7.00	7.00	9.00	2.00
60K03	VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR	1.00	1.00	1.00	0.00
80B11	LEGAL TYPIST	7.00	7.00	7.00	0.00
80B22	LEGAL SECRETARY	27.00	27.00	28.00	1.00
80B24	SUPERVISING LEGAL SECRETARY	2.00	2.00	3.00	1.00
80E21	OFFICE ASSISTANT II	1.00	1.00	0.00	-1.00
	Subtotal	151.00	151.00	158.00	7.00
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	0.00	-1.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	0.00	-1.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	7.00	7.00	6.00	-1.00
25C23	CHILD SUPPORT OFFICER II	40.00	40.00	42.00	2.00
25C24	CHILD SUPPORT OFFICER III	7.00	7.00	8.00	1.00
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.00	5.00	5.00	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	2.00	2.00	2.00	0.00
34G22	SENIOR CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
39A47	CHIEF CHILD SUPPORT ATTORNEY	1.00	1.00	1.00	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	0.00	-1.00
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	3.00	3.00	2.00	-1.00
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

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Subtotal	96.00	96.00	94.00	-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
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	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
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.00	0.00	0.00	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.00	6.00	6.00	0.00
34D78	CHIEF PUBLIC DEFENDER INVESTIGATOR	0.00	1.00	1.00	0.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.00	0.00	0.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	27.00	26.00	25.00	-1.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	0.00	3.00	4.00	1.00
60C22	SOCIAL WORKER III	0.00	0.00	1.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	8.00	9.00	9.00	0.00
80B23	SENIOR LEGAL SECRETARY	1.00	1.00	1.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	0.50	0.50	0.50	0.00
	Subtotal	52.50	55.50	56.50	1.00
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
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
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	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00	2.00	2.00	0.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00	2.00	2.00	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	118.00	120.00	122.00	2.00
36A23	SHERIFFS SERGEANT	40.00	38.00	37.00	-1.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	3.00	4.00	1.00
36A81	SHERIFFS CAPTAIN	1.00	1.00	1.00	0.00
36A82	SHERIFFS COMMANDER	11.00	11.00	10.00	-1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	144.00	142.00	145.00	3.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
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	1.00	1.00	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
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	1.00	1.00	0.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00	2.00	2.00	0.00
80I07	CORRECTIONS SPECIALIST	14.00	12.00	12.00	0.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	30.00	30.00	47.00	17.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	2.00	2.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	16.00	16.00	16.00	0.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	4.00	0.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Subtotal	458.00	447.00	469.00	22.00
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
14C30	MANAGEMENT ANALYST II	3.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
60F02	PROBATION AIDE	16.50	15.50	15.50	0.00
60F22	DEPUTY PROBATION OFFICER II	72.00	72.00	72.00	0.00
60F23	DEPUTY PROBATION OFFICER III	24.00	24.00	24.00	0.00
60F84	PROBATION SERVICES MANAGER	14.00	14.00	14.00	0.00
60F85	PROBATION DIVISION MANAGER	4.00	4.00	4.00	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	9.00	9.00	9.00	0.00
60F89	JUVENILE INSTITUTIONS OFFICER II	73.00	73.00	73.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	13.00	13.00	13.00	0.00
60I02	PROGRAM MANAGER II	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00	2.00	2.00	0.00
70K25	SENIOR COOK	4.50	4.50	4.50	0.00
70K80	HEAD COOK	1.00	1.00	1.00	0.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.00	1.00	1.00	0.00
70L01	LAUNDRY WORKER I	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	1.00	1.00	0.00
80A30	SECRETARIAL ASSISTANT	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	15.00	14.00	14.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	3.00	3.00	3.00	0.00
	Subtotal	290.00	288.00	288.00	0.00
Agricultural Commissioner					
11A02	AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	3.00	2.00	1.50	-0.50
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	1.00	1.00	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	4.50	5.50	1.00
30M21	PRODUCE INSPECTOR I	1.00	1.00	0.75	-0.25
30M22	PRODUCE INSPECTOR II	3.00	3.00	2.25	-0.75
30N05	AGRICULTURAL ASSISTANT II	17.00	17.00	15.50	-1.50
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	30.00	31.00	31.00	0.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00	1.00	1.00	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	7.00	7.00	8.00	1.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	4.00	3.00	2.50	-0.50
80G21	DATA ENTRY OPERATOR II	2.00	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
	Subtotal	87.00	84.50	83.00	-1.50
Resource Management Agency					
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00	1.00	1.00	0.00
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	1.00	1.00	1.00	0.00
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	1.00	0.00
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14A10	PROJECT MANAGER I	1.00	1.00	2.00	1.00
14A11	PROJECT MANAGER II	3.00	6.00	5.00	-1.00
14A12	PROJECT MANAGER III	2.00	2.00	4.00	2.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	7.00	10.00	3.00
14C31	MANAGEMENT ANALYST III	4.00	4.00	4.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	1.00	-2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K50	CHIEF OF PLANNING	1.00	1.00	1.00	0.00
14K51	RMA SERVICES MANAGER	6.00	6.00	5.00	-1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	0.00	0.00	0.00
14K70	CHIEF OF PARKS	0.00	0.00	1.00	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	1.00	0.00	-1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	0.00	-1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	0.00	-1.00
16G24	GIS ANALYST II	1.00	1.00	0.00	-1.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	2.00	2.00	2.00	0.00
30D21	BUILDING INSPECTOR II	6.00	6.00	6.00	0.00
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	1.00	0.00
30D24	BUILDING INSPECTOR SUPERVISOR	1.00	0.00	0.00	0.00
30D25	CHIEF OF BUILDING SERVICES	1.00	1.00	1.00	0.00
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	2.00	2.00	2.00	0.00
34P26	CODE COMPLIANCE INSPECTOR II	4.00	4.00	5.00	1.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00	1.00	1.00	0.00
34X21	GUARD	2.00	2.00	2.00	0.00
41A10	ASSISTANT ENGINEER	7.00	7.00	8.00	1.00
41A20	CIVIL ENGINEER	3.00	3.00	4.00	1.00
41A22	SENIOR CIVIL ENGINEER	2.00	3.00	3.00	0.00
41A85	TRAFFIC ENGINEER	1.00	0.00	0.00	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	2.00	3.00	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41F11	ASSOCIATE PLANNER	11.00	11.00	10.00	-1.00
41F22	SENIOR PLANNER	4.00	4.00	4.00	0.00
41F23	SUPERVISING PLANNER	1.00	1.00	2.00	1.00
41F85	PARKS PLANNING MANAGER	1.00	1.00	1.00	0.00
43A22	ENGINEERING AIDE III	2.00	2.00	2.00	0.00
43A23	ENGINEERING TECHNICIAN	6.00	6.00	5.00	-1.00
43B03	WATER RESOURCES TECHNICIAN	3.00	2.00	2.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
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	0.00	-1.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	1.00	0.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00	0.00	0.00	0.00
68A30	RANGE MASTER	1.00	0.00	0.00	0.00
68A41	COUNTY PARK RANGER II	4.00	3.00	2.00	-1.00
68A42	COUNTY PARK RANGER III	2.00	2.00	2.00	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00	1.00	1.00	0.00
68C02	RANGE AIDE	1.00	0.00	0.00	0.00
68E01	COUNTY PARK RANGER MANAGER	1.00	1.00	0.00	-1.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	4.00	4.00	0.00	-4.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00	3.00	3.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	7.00	8.00	9.00	1.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	2.00	2.00	3.00	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00	2.00	3.00	1.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	1.00	0.00
74D12	ROAD MAINTENANCE WORKER	19.00	19.00	19.00	0.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00	8.00	8.00	0.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00	4.00	4.00	0.00
74D83	ROAD SUPERINTENDENT	3.00	3.00	4.00	1.00
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	4.00	4.00	4.00	0.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74G21	TREE TRIMMER	2.00	2.00	2.00	0.00
74G22	SENIOR TREE TRIMMER	1.00	1.00	1.00	0.00
74H24	SANITATION WORKER	1.00	1.00	0.00	-1.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00	1.00	0.00	-1.00
80A31	SECRETARY	6.00	6.00	6.00	0.00
80A32	SENIOR SECRETARY	4.00	3.00	3.00	0.00
80A33	ADMINISTRATIVE SECRETARY	3.00	3.00	3.00	0.00
80E20	OFFICE ASSISTANT I	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	17.00	17.00	17.00	0.00
80E22	OFFICE ASSISTANT III	1.00	1.00	1.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00	2.00	1.00	-1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	0.00	0.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
80E82	SUPERVISING OFFICE ASSISTANT II	0.00	0.00	1.00	1.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	5.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	4.00	1.00
80O22	MAILROOM CLERK	1.50	1.50	0.00	-1.50
80O23	SENIOR MAILROOM CLERK	1.00	1.00	0.00	-1.00
	Subtotal	283.50	281.50	277.00	-4.50
Health					
11A09	DIRECTOR OF 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	4.00	4.00	4.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	12.00	9.50	12.50	3.00
14C31	MANAGEMENT ANALYST III	13.00	12.00	13.00	1.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	3.00	-1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	7.00	6.00	5.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	4.00	4.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	0.00	1.00	1.00
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	13.00	14.00	1.00
14K44	ASSISTANT BUREAU CHIEF	1.00	1.00	3.00	2.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00	1.00	1.00	0.00
14N06	OPERATIONS MANAGER	3.00	3.00	2.00	-1.00
14N10	OUTPATIENT SERVICES MANAGER I	4.00	4.00	4.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	2.00	1.00	-1.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	2.00	1.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	3.00	3.00	3.00	0.00
20B11	ACCOUNTANT II	7.00	7.00	7.00	0.00
20B12	ACCOUNTANT III	4.00	4.00	4.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.00	3.00	3.00	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.00	0.00	0.00	0.00
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	21.00	19.00	24.00	5.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	12.00	12.00	16.00	4.00
30J81	RECYCLING/RESOURCE RECOVERY SPECIALIST	0.00	2.00	2.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	7.00	9.00	9.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
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	0.00	0.00	2.00	2.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR I	0.00	0.00	2.00	2.00
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 SPECIALIST	10.00	9.00	9.00	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	1.00	1.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	4.00	4.00	4.00	0.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00	2.00	2.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	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	0.00	-1.00
50E23	LABORATORY ASSISTANT	3.00	3.00	3.00	0.00
50F20	OCCUPATIONAL THERAPIST	1.00	1.00	1.00	0.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	4.00	2.90	3.40	0.50
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.00	3.65	3.65	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.00	1.80	0.80	-1.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00	26.00	24.00	-2.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	14.00	10.00	10.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	15.00	10.00	9.00	-1.00
50K18	HEALTH PROGRAM COORDINATOR	5.00	5.00	6.00	1.00
50K19	HEALTH EDUCATION ASSISTANT	5.00	5.00	5.00	0.00
50K22	HEALTH EDUCATOR	1.00	1.00	1.00	0.00
50K23	SENIOR HEALTH EDUCATOR	2.00	2.00	2.00	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	4.50	2.50	3.00	0.50
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.00	3.00	3.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.50	0.50	1.00	0.50
50M80	VETERINARIAN	0.50	0.50	1.00	0.50
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	4.00	4.00	4.00	0.00
50T01	MEDICAL RECORD TECHNICIAN I	0.00	0.00	1.00	1.00
50U16	BEHAVIORAL HEALTH AIDE	22.05	21.05	21.02	-0.03
50U42	MEDICAL ASSISTANT	180.00	172.00	167.00	-5.00
52A21	CLINIC NURSE	4.00	1.00	1.00	0.00
52A22	SENIOR CLINIC NURSE	10.00	13.00	13.00	0.00
52A97	NURSE PRACTITIONER II	10.00	12.00	11.00	-1.00
52A98	NURSE PRACTITIONER III	7.00	5.00	4.00	-1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	11.00	7.00	7.00	0.00
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	1.00	1.00	1.00	0.00
52E22	PUBLIC HEALTH NURSE II	23.00	18.75	21.75	3.00
52E23	PUBLIC HEALTH NURSE III	5.00	5.00	3.00	-2.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	8.00	7.75	5.75	-2.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
54B04	GENERAL INTERNIST	2.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	52.05	52.15	47.80	-4.35
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B90	CLINIC PHYSICIAN II	5.00	5.00	5.00	0.00
54C02	PHYSICIAN ASSISTANT II	11.50	11.50	0.00	-11.50
54C03	PHYSICIAN ASSISTANT	0.00	0.00	11.00	11.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	199.30	197.30	213.00	15.70
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	28.00	28.00	31.00	3.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	17.00	18.00	22.00	4.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	0.00	0.00	0.00
60C22	SOCIAL WORKER III	32.40	37.40	41.00	3.60
60C24	SOCIAL WORKER V	1.00	0.00	0.00	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
60P21	COMMUNITY SERVICE AIDE II	0.00	0.00	4.00	4.00
60P22	COMMUNITY SERVICE AIDE III	5.00	4.00	5.00	1.00
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	5.00	5.00	4.50	-0.50
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	2.00	1.00	1.00	0.00
80A31	SECRETARY	2.00	2.00	1.00	-1.00
80A32	SENIOR SECRETARY	3.00	4.00	4.00	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	6.00	6.00	7.00	1.00
80E22	OFFICE ASSISTANT III	28.00	16.00	18.00	2.00
80E80	PRINCIPAL OFFICE ASSISTANT	7.00	6.00	5.00	-1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	0.00	0.00	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	7.00	6.00	6.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	4.00	2.00	2.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	6.00	8.00	7.00	-1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	53.00	61.00	59.00	-2.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	19.00	18.00	18.00	0.00
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	1,122.80	1,069.25	1,102.18	32.93
Social Services					
11A12	DIRECTOR OF 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

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	17.00	17.00	18.00	1.00
14C31	MANAGEMENT ANALYST III	14.00	14.00	14.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00	9.00	8.00	-1.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	3.00	0.00
14H70	STAFF TRAINER II	12.00	12.00	12.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	3.00	3.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	0.00	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	4.00	4.00	4.00	0.00
20B12	ACCOUNTANT III	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY SPECIALIST II	170.00	164.00	164.00	0.00
25E22	ELIGIBILITY SPECIALIST III	107.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	39.00	38.00	38.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00	3.00	3.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	6.00	6.00	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	3.00	1.00
60C22	SOCIAL WORKER III	31.00	31.00	31.00	0.00
60C24	SOCIAL WORKER V	86.00	86.00	86.00	0.00
60C80	SOCIAL WORK SUPERVISOR I	0.00	0.00	8.00	8.00
60C81	SOCIAL WORK SUPERVISOR II	25.00	25.00	17.00	-8.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	65.00	65.00	65.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	0.00	9.00	0.00	-9.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	0.00	4.00	0.00	-4.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	0.00	2.00	0.00	-2.00
60H11	EMPLOYMENT & TRAINING WORKER II	6.00	2.00	2.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00	35.00	35.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	8.00	7.00	7.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00	5.00	5.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	1.00	1.00	2.00	1.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00	1.00	1.00	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00	4.00	4.00	0.00
60X01	COMMUNITY AFFILIATION MANAGER	1.00	1.00	1.00	0.00
70A21	CUSTODIAN	1.00	1.00	1.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	2.00	2.00	2.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A31	SECRETARY	11.00	11.00	12.00	1.00
80A32	SENIOR SECRETARY	4.00	5.00	6.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	88.00	87.00	86.00	-1.00
80E22	OFFICE ASSISTANT III	36.00	36.00	36.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	17.00	17.00	16.00	-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	3.00	3.00	3.00	0.00
	Subtotal	882.00	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 SPECIALIST	1.00	1.00	1.00	0.00
65A31	LIBRARIAN I	1.00	1.00	1.00	0.00
65A33	LIBRARIAN II	12.00	12.00	12.00	0.00
65A40	LIBRARIAN III	3.00	3.00	3.00	0.00
65A85	MANAGING LIBRARIAN	2.00	2.00	2.00	0.00
80C01	LIBRARY ASSISTANT I	11.00	9.00	7.00	-2.00
80C21	LIBRARY ASSISTANT II	22.00	22.00	24.00	2.00
80C22	LIBRARY ASSISTANT III	11.00	10.00	11.00	1.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Subtotal	68.00	65.00	66.00	1.00
Cooperative Extension Service					
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Subtotal	3.00	3.00	3.00	0.00
Parks					
Natividad Medical Center					
11A25	HOSPITAL CHIEF EXECUTIVE OFFICER	1.00	1.00	1.00	0.00
12C28	HOSPITAL CHIEF NURSING OFFICER	1.00	1.00	1.00	0.00
12C29	HOSPITAL ASSISTANT ADMINISTRATOR	4.00	4.00	4.00	0.00
14A10	PROJECT MANAGER I	1.00	1.00	1.00	0.00
14A12	PROJECT MANAGER III	1.00	1.00	1.00	0.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.00	2.00	2.00	0.00
14A80	HOSPITAL DECISION SUPPORT MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	4.00	2.00	-2.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	0.00	2.00	2.00
14B66	DEPARTMENTAL HR MANAGER	0.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14B32	SENIOR PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	5.00	6.00	1.00
14C31	MANAGEMENT ANALYST III	7.00	7.00	7.00	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	2.00	2.00	2.00	0.00
14C60	HOSPITAL CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.00	2.00	2.00	0.00
14E01	BUYER I	1.00	1.00	0.00	-1.00
14E20	BUYER II	4.00	4.00	5.00	1.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	5.00	4.00	3.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	6.00	1.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	0.00	0.00	1.00	1.00
14H65	MEDICAL STAFF COORDINATOR	1.00	1.00	1.00	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	1.00	1.50	1.50	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
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	1.00	1.00	1.00	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00	1.00	2.00	1.00
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
14P10	DIRECTOR OF MEDICAL CENTER PHYSICIAN SERVICES	0.00	0.00	1.00	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	3.00	3.00	3.00	0.00
16C60	HOSPITAL SOFTWARE ANALYST I	0.00	0.00	1.00	1.00
16C61	HOSPITAL SOFTWARE ANALYST II	4.00	4.00	5.00	1.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	6.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	2.00	2.00	3.00	1.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	2.00	2.00	2.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.00	4.00	4.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.00	3.00	3.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	1.00	0.00	0.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	0.00	1.00	2.00	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.80	0.80	0.80	0.00
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	11.20	12.20	12.20	0.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.00	2.00	2.00	0.00
50D11	MEDICAL LABORATORY TECHNICIAN	1.00	1.00	1.60	0.60
50D12	CLINICAL LABORATORY ASSISTANT	16.70	17.90	17.90	0.00
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	15.00	15.00	15.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	9.00	9.00	9.00	0.00
50D23	SUPERVISING CLINICAL LABORATORY SCIENTIST	1.00	1.00	1.00	0.00
50D80	CLINICAL LABORATORY MANAGER	1.00	1.00	1.00	0.00
50F10	SUPERVISING THERAPIST	1.00	2.00	2.00	0.00
50F20	OCCUPATIONAL THERAPIST	8.80	9.60	10.60	1.00
50G11	PHYSICAL THERAPIST	11.00	11.00	12.00	1.00
50G41	SPEECH PATHOLOGIST	6.00	5.00	5.00	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	17.30	17.30	19.30	2.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	2.00	1.00	1.00	0.00
50P24	SUPERVISING CARDIOPULMONARY TECHNICIAN	0.00	1.00	1.00	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNOLOGIST	26.30	26.30	25.30	-1.00
50R22	SENIOR RADIOLOGIC TECHNOLOGIST	4.00	4.00	5.00	1.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	2.00	2.00	2.00	0.00
50R31	SONOGRAPHER	8.60	8.60	8.60	0.00
50R32	SENIOR SONOGRAPHER	1.00	1.00	1.00	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.00	1.00	1.00	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	5.00	6.00	7.00	1.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T33	HEALTH INFORMATION MANAGEMENT DATA INTEGRITY EXAMINER	0.00	0.00	1.00	1.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	4.00	4.00	4.00	0.00
50U18	PHARMACY TECHNICIAN	9.80	10.80	10.80	0.00
50U19	PHYSICAL THERAPIST HELPER	1.00	0.00	0.00	0.00
50U20	NURSING ASSISTANT	87.30	86.60	90.80	4.20
50U22	HEALTH CARE TECHNICIAN	4.70	4.70	4.70	0.00
50U23	OBSTETRICAL TECHNICIAN	6.30	6.30	6.30	0.00
50U25	ORTHOPEDIC TECHNICIAN	1.00	1.00	1.00	0.00
50U26	SENIOR OBSTETRICAL TECHNICIAN	0.90	0.90	0.90	0.00
50U27	SURGICAL TECHNICIAN	12.60	12.60	11.60	-1.00
50U28	SENIOR PHARMACY TECHNICIAN	2.00	2.00	2.00	0.00
50U29	ENDOSCOPY TECHNICIAN	0.00	0.00	1.90	1.90
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U42	MEDICAL ASSISTANT	0.00	0.00	2.00	2.00
50U43	CENTRAL STERILE TECHNICIAN	5.80	5.80	5.80	0.00
50U44	SENIOR CENTRAL STERILE TECHNICIAN	1.00	1.00	1.00	0.00
50U51	TELEMETRY TECHNICIAN	4.50	4.70	4.70	0.00
50Y21	DIETITIAN	5.80	5.80	5.80	0.00
50Y31	SUPERVISING DIETITIAN	1.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	7.30	7.80	11.30	3.50
52A16	SUPERVISING NURSE I	13.50	14.50	13.50	-1.00
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	313.55	321.15	322.45	1.30
52A20	STAFF NURSE III	28.80	29.80	34.20	4.40
52A21	CLINIC NURSE	4.00	4.00	4.00	0.00
52A22	SENIOR CLINIC NURSE	6.60	6.60	6.60	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	13.00	13.00	15.00	2.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	1.00	0.00
52A40	HOSPITAL NURSE AUDITOR	2.00	2.00	2.00	0.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	7.90	7.90	7.90	0.00
52A60	CLINICAL NURSE SPECIALIST	4.00	4.00	4.00	0.00
52A83	SUPERVISING CLINIC NURSE	1.90	2.00	2.00	0.00
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.00	1.00	1.00	0.00
52A88	NURSING SERVICES DIVISION MANAGER	4.00	4.00	4.00	0.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	5.70	6.30	0.60
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	3.00	3.40	3.40	0.00
52A98	NURSE PRACTITIONER III	11.00	11.00	11.00	0.00
54A03	RESIDENT PHYSICIAN III	33.00	33.00	33.00	0.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	40.00	44.00	47.00	3.00
54B15	NEUROSURGEON	0.00	1.00	1.00	0.00
54B16	TRAUMA SURGEON	0.00	3.00	3.00	0.00
54B17	VASCULAR SURGEON	0.00	0.00	1.00	1.00
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	0.00	0.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C03	PHYSICIAN ASSISTANT	0.80	0.80	1.00	0.20
60B01	PSYCHIATRIC SOCIAL WORKER I	0.50	0.50	0.50	0.00
60C24	SOCIAL WORKER V	5.00	6.00	6.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	1.00	1.00	1.00	0.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	57.80	57.80	57.80	0.00
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	3.00	3.00	3.00	0.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.00	2.00	2.00	0.00
70C21	GROUNDSKEEPER	1.00	1.00	1.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
70F23	STOREKEEPER	8.00	9.00	9.00	0.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	17.00	17.00	19.00	2.00
70K23	COOK	3.50	3.50	3.50	0.00
70K25	SENIOR COOK	2.00	2.00	2.00	0.00
70K80	HEAD COOK	2.00	2.00	2.00	0.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00	1.00	1.00	0.00
70M02	PATIENT TRANSPORTER	5.00	6.00	6.00	0.00
70N01	OFFICE MAINTENANCE WORKER	1.00	0.00	0.00	0.00
72A23	BUILDING MAINTENANCE WORKER	0.00	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	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
72C19	HOSPITAL MAINTENANCE MECHANIC	9.00	9.00	9.00	0.00
80A32	SENIOR SECRETARY	5.00	5.00	5.00	0.00
80A33	ADMINISTRATIVE SECRETARY	3.00	4.00	2.00	-2.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	3.00	2.00
80E21	OFFICE ASSISTANT II	11.80	9.80	9.30	-0.50
80E22	OFFICE ASSISTANT III	15.55	17.30	17.30	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	9.00	12.25	14.25	2.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J19	CASHIER	1.50	1.50	1.50	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	4.00	4.00	4.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	23.30	24.50	19.90	-4.60
80K23	HOSPITAL MEDICAL INTERPRETER	3.50	4.50	5.50	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	43.00	43.00	51.00	8.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	30.50	31.30	31.30	0.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	0.00	2.00	2.00	0.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.80	6.80	6.80	0.00
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.00	1.00	1.00	0.00
	Subtotal	1,218.10	1,254.70	1,299.30	44.60
	Grand Total	5,316.90	5,238.62	5,358.48	119.86

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Board of Supervisors

Overview:

Monterey County is governed by five supervisors elected by district to represent the distinct needs of individual districts as well as the County in its entirety. District One, represented by Supervisor Luis A. Alejo, encompasses the urban east, west, north, and downtown areas of the City of Salinas. District Two, an area spanning from Boronda north through Castroville and Pajaro to the Santa Cruz County line, is represented by Supervisor John M. Phillips. Supervisor Chris Lopez 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.

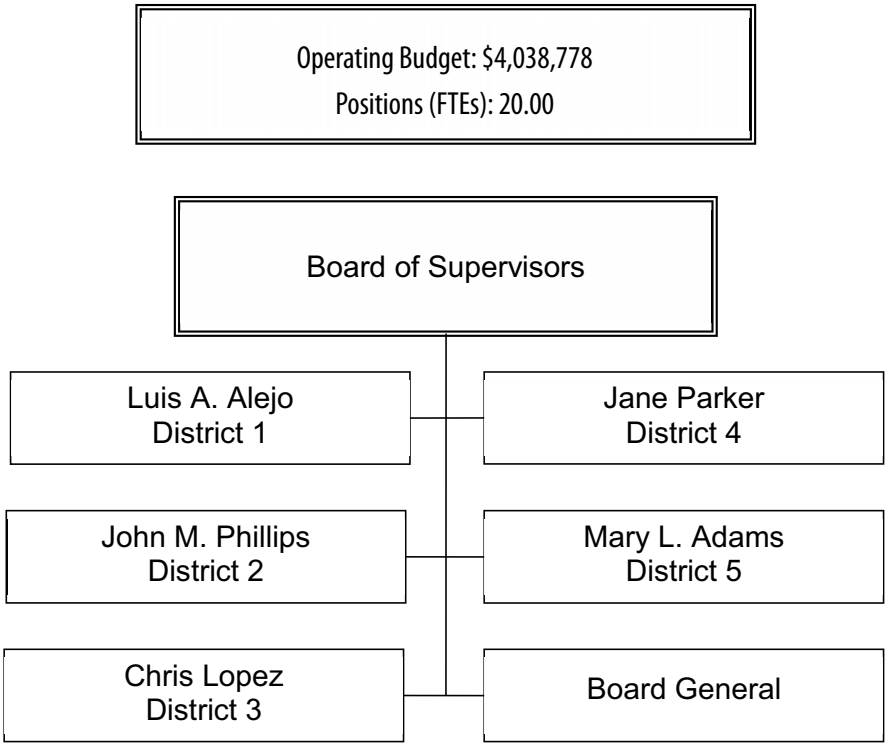
Functions:

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

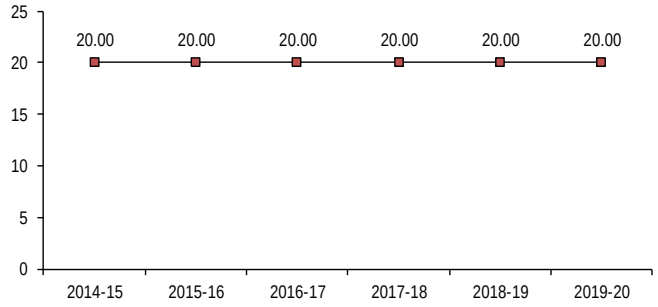
District Offices coordinate Board business through the Clerk of the Board and the County Administrative Office. The Board of Supervisors' budget provides for the payment of salaries and benefits to Board members and their staff, as well as costs for countywide internal services, such as information technology,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

Contributions to Monterey County's Strategic Initiatives:

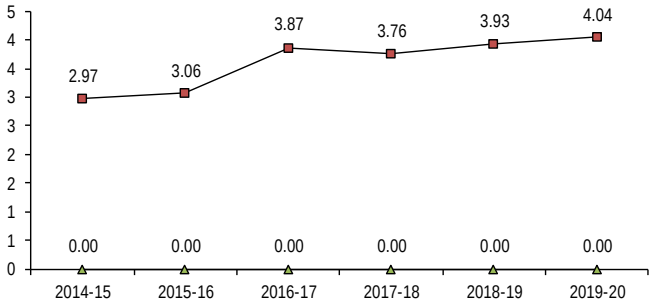
The Board of Supervisors develops and adopts the Strategic Initiatives setting forth policies, key objectives and performance measures for Economic Development, Administration, Health and Human Services, Infrastructure, and Public Safety.



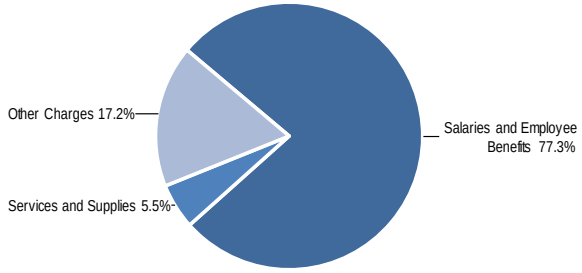
Staffing Trends



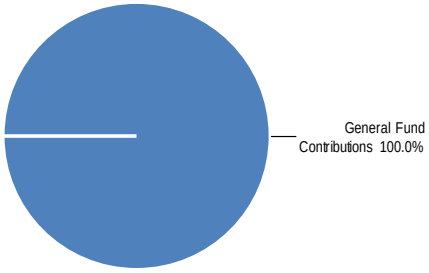
Expenditure/Revenue History (in millions)



Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,984,597	3,048,050	3,052,376	3,107,054	3,107,054	59,004
Services and Supplies	227,799	188,694	117,681	237,313	237,313	48,619
Other Charges	547,672	755,580	755,580	694,411	694,411	(61,169)
Subtotal	$3,760,068	$3,992,324	$3,925,637	$4,038,778	$4,038,778	46,454

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$3,760,068	$3,992,324	$3,925,637	$4,038,778	$4,038,778	46,454
Total Source of Funds	$3,760,068	$3,992,324	$3,925,637	$4,038,778	$4,038,778	46,454

Summary of Recommendation

The County Administrative Office (CAO) prepares the budget for the Board of Supervisors, working with district staff to identify funding requirements. The FY 2019-20 Recommended Budget includes appropriations for each Board district to meet salary and benefits requirements at a level consistent with negotiated salary, benefits, and earned step increases. Appropriations also provide for fixed, non-discretionary expenditures and day-to-day business-related costs necessary to meet district and County representation requirements.

Recommended appropriations total $4,038,778, an increase of $46,454 (1%) above the FY 2018-19 Adopted Budget. The growth is attributed to the increasing costs of employee pension contributions, health insurance, and office rental cost.

Budget Impacts

The Recommended Budget maintains status quo staffing and operations.

Accomplishments

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

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

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

Administration- "Efficient and Effective Government Operations"

Strategic Initiative: Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.

Health and Human Services- "Health and Wellness for Monterey County Residents"

Strategic Initiative: Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

Infrastructure- "Meeting our Facilities, Water, Technology and Transportation Needs"

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

Public Safety- "Creating Safe Communities"

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

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 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Board-General (BOA001)	618,116	806,863	778,587	741,348	741,348	(65,515)	001	8012
District 1 (BOA001)	639,383	640,000	627,100	659,486	659,486	19,486	001	8013
District 2 (BOA001)	597,149	625,461	608,853	659,486	659,486	34,025	001	8014
District 3 (BOA001)	631,152	640,000	629,836	659,486	659,486	19,486	001	8015
District 4 (BOA001)	627,449	640,000	622,425	659,486	659,486	19,486	001	8016
District 5 (BOA001)	646,818	640,000	658,836	659,486	659,486	19,486	001	8017
Subtotal	$3,760,068	$3,992,324	$3,925,637	$4,038,778	$4,038,778	46,454		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Board-General	618,116	806,863	778,587	741,348	741,348	(65,515)
District 1	639,383	640,000	627,100	659,486	659,486	19,486
District 2	597,149	625,461	608,853	659,486	659,486	34,025
District 3	631,152	640,000	629,836	659,486	659,486	19,486
District 4	627,449	640,000	622,425	659,486	659,486	19,486
District 5	646,818	640,000	658,836	659,486	659,486	19,486
Subtotal	$3,760,068	$3,992,324	$3,925,637	$4,038,778	$4,038,778	46,454

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	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 POLICY ANALYST	5.00	5.00	5.00	0.00
14H10	BOARD OF SUPERVISORS CHIEF OF STAFF	5.00	5.00	5.00	0.00
80A90	BOARD OF SUPERVISORS EXECUTIVE ASSISTANT	5.00	5.00	5.00	0.00
	Total	20.00	20.00	20.00	0.00

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1000	1000-8013-001-AUG1	Restore existing 0.15 FTE BOS ADM ASST.	Filled Position	13,311	0.15	13,311	0.15
1000	1000-8014-001-AUG2	Restore existing 0.15 FTE BOS ADM ASST.	Filled Position	14,577	0.15	14,577	0.15
1000	1000-8015-001-AUG3	Restore existing 0.15 FTE BOS ADM ASST.	Filled Position	14,577	0.15	14,577	0.15
1000	1000-8016-001-AUG4	Restore existing 0.15 FTE BOS ADM ASST.	Filled Position	14,618	0.15	14,618	0.15
1000	1000-8017-001-AUG5	Restore existing 0.15 FTE BOS ADM ASST.	Filled Position	15,890	0.15	15,890	0.15
1000	1000-8015-001-AUG6	District 3 Greenfield Office	Status Quo Other	34,650	0.00	34,650	0.00
			Grand Total	**107,623**	**0.75**	**107,623**	**0.75**

County Administrative Office

Departmental Overview:

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

Programs and Functions:

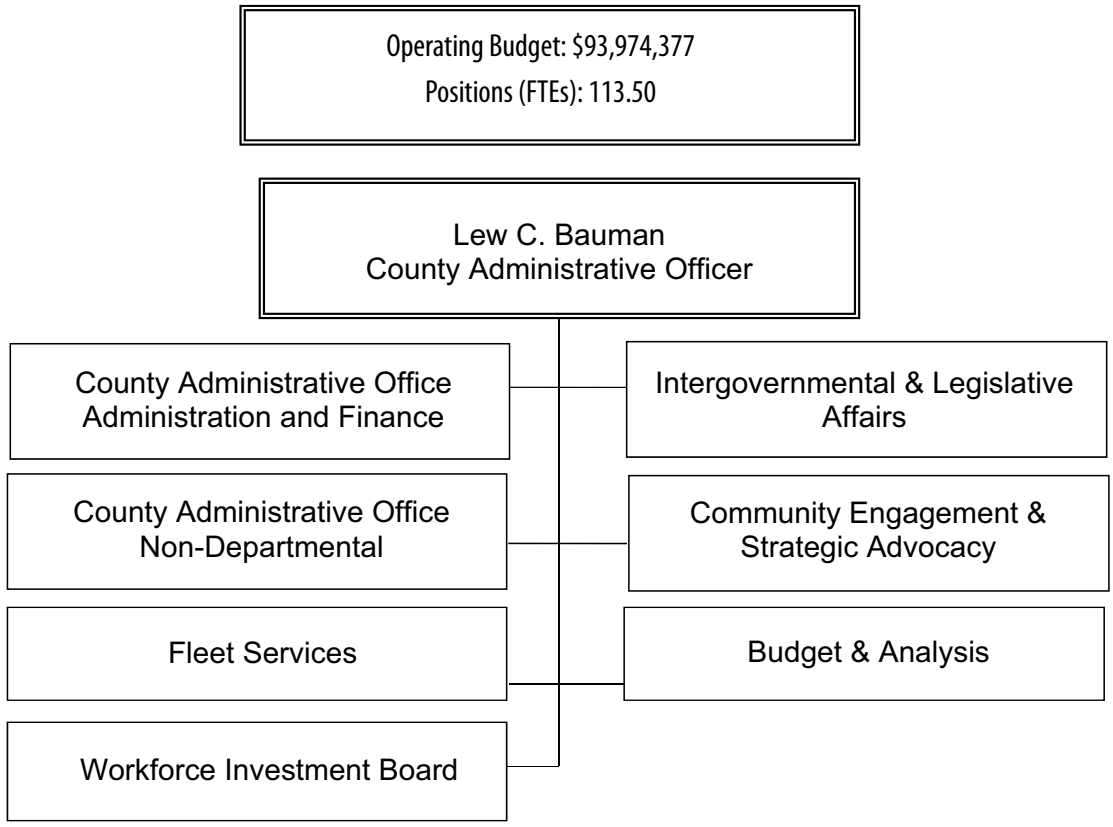
The CAO has five major divisions within its organization: Administration and Finance, Budget and Analysis, Internal Services, Intergovernmental and Legislative Affairs (IGLA), and Office of Community Engagement & Strategic Advocacy (OCESA). The Administration and Finance Division includes the County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

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

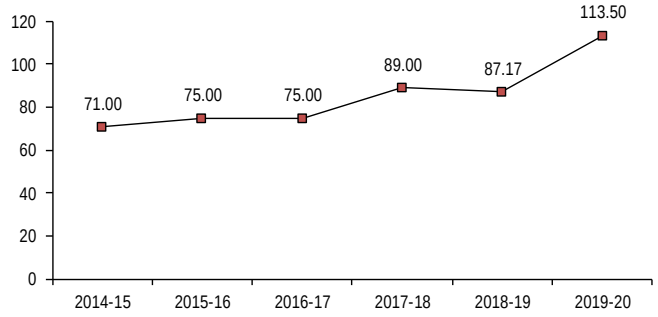
The CAO continues to engage in leadership and change management with the focus to provide continuous improvement in the quality, efficiency and effectiveness of County operations.

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

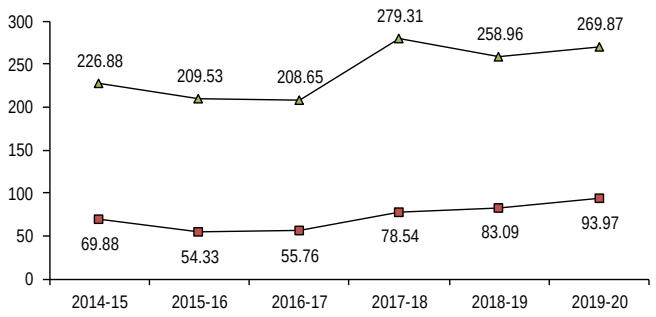
The CAO addresses each of the Strategic Initiative Policy Areas (Economic Development, Administration, Health & Human Services, Infrastructure and Public Safety) by achieving a balanced budget each year that sustains core County services, improving efficiency and effectiveness of County programs, providing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



Staffing Trends



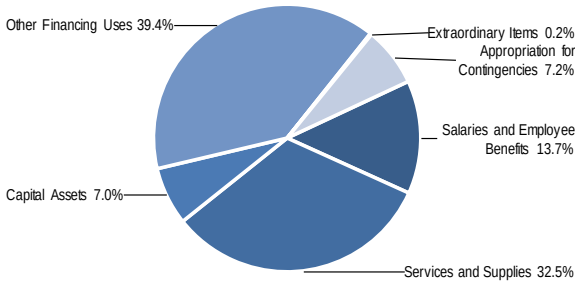
Expenditure/Revenue History (in millions)



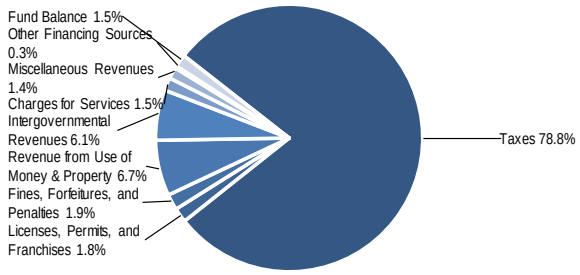
The County Administrative Office (CAO) functions as the chief policy and fiscal advisor to the County Administrative Officer and the Board of Supervisors for countywide priorities and issues.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Ratings of General Obligation Bonds (Fitch and S&P). Target = AAA	AA	AA+	AA+
General Fund annual operating surplus: actual revenue minus actual expenditures. Target = >$0	($5,128,629)	$32,197,742	N/A
Percent of general fund budget reserved for unanticipated emergencies (contingencies). Target = 1%.	0.8%	0.6%	0.7%
Percent of Department Performance Measure Targets Met. Target = 100%	N/A	44%	N/A
Total utility costs for Monterey County facilities except NMC.	$4,049,942	$3,985,572	$2,625,581

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	8,832,533	9,725,331	9,271,276	13,063,930	12,878,112	3,152,781
Services and Supplies	19,273,872	24,597,566	28,045,503	30,926,352	30,568,562	5,970,996
Other Charges	(1,881,685)	(1,579,871)	(4,354,785)	(3,503)	(3,503)	1,576,368
Capital Assets	1,661,036	2,850,653	5,535,280	6,728,144	6,600,144	3,749,491
Other Financing Uses	50,651,635	40,049,168	42,194,117	37,719,462	37,049,488	(2,999,680)
Extraordinary Items	0	2,400,000	2,400,000	161,106	161,106	(2,238,894)
Appropriation for Contingencies	0	4,650,681	0	7,120,468	6,720,468	2,069,787
Subtotal	$78,537,390	$82,693,528	$83,091,391	$95,715,959	$93,974,377	11,280,849

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	210,506,787	200,326,609	206,071,490	215,836,794	215,836,794	15,510,185
Licenses, Permits, and Franchises	4,802,083	4,852,484	4,802,083	4,802,083	4,802,083	(50,401)
Fines, Forfeitures, and Penalties	5,031,688	5,087,219	5,106,777	5,220,794	5,220,794	133,575
Revenue from Use of Money & Property	16,618,318	19,725,194	19,901,396	18,471,910	18,471,910	(1,253,284)
Intergovernmental Revenues	25,145,479	13,404,891	12,217,891	16,766,575	16,766,575	3,361,684
Charges for Services	4,204,990	3,664,090	4,139,755	4,214,635	4,214,635	550,545
Miscellaneous Revenues	4,705,073	3,840,104	3,778,884	3,785,299	3,785,299	(54,805)
Other Financing Sources	8,300,243	2,266,372	2,939,651	768,802	768,802	(1,497,570)
Subtotal	$279,314,659	$253,166,963	$258,957,927	$269,866,892	$269,866,892	16,699,929
Cancellation of Reserve	9,264,034	12,623,871	12,623,871	16,266,511	16,266,511	3,642,640
Fund Balance	(3,298,603)	(1,000,000)	(1,081,400)	4,132,668	4,132,668	5,132,668
General Fund Contributions	($197,480,593)	($169,473,435)	($174,785,136)	($178,283,601)	($180,025,183)	(10,551,748)
Total Source of Funds	$87,799,497	$95,317,399	$95,715,262	$111,982,470	$110,240,888	14,923,489

Summary of Recommendation

The FY 2019-20 Recommended Budget for the CAO is $93,974,377, an increase of $11,280,849 from the prior year. The increase primarily reflects the integration of additional functions (units) associated with the Economic Development Department (EDD), reduction in cost plan recoveries, and increase in appropriations for contingencies to the level required by policy.

Included in the Recommended Budget are augmentations of General Fund Contributions in the amount of $719,490. These augmentations include funding to support seven new positions, including: three cannabis program positions funded with cannabis ordinance revenue, one Emergency Services Planner funded by outside revenue, and three EDD positions (a new Housing Analyst and two positions transferring from the Office for Employment Training to the Workforce Development Board).

Recommended staffing for the CAO totals 113.50 positions, including reorganizational additions of six positions from EDD and seven position for Mail/Courier from the Resource Management Agency. Six positions were added during the year to meet essential operational needs, including: two positions in cannabis program, two positions in Fleet Administration, one position in Laguna Seca Track, and one position in the Rifle Range.

Budget Impacts

Transient Occupancy Tax (TOT) funds for the Business Council reverts to the FY 2015-16 level, sunsetting a temporary increase of $12,790 over a three-year period.

Department Operational Accomplishments

Published the Budget End of Year Report, County Financial Forecast, and the FY 2018-19 Recommended Budget.

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

Continued comprehensive implementation of Monterey County Cannabis Program in collaboration with 9 County departments. Generated an estimated $11 million in cannabis tax revenue for FY 2018-19.

Planned and executed the annual Board of Supervisors/ Department Head executive management leadership retreat to facilitate strategic planning, problem solving and team building.

Continued the process to revise and add to the Board of Supervisors policy manual in preparation for transferring responsibility to the Clerk of the Board in FY 2019-20.

Developed and implemented the 2019-20 County Legislative Program. Planned and facilitated a legislative workshop with the Board of Supervisors, County department heads and State/federal Legislators representing Monterey County.

Completed development of an alternate emergency operation center at the County Schilling facility. Completed disaster, cost recovery, mass care and shelter and coastal response plan as annexes to the Emergency Operation Plan.

Implemented the California Workforce Development Board's Prison to Employment Initiative to serve 140 formerly incarcerated and justice-involved adults, providing employment and training services as well as needed supportive services in partnership with Monterey County Probation and the Sheriff's office.

Implemented a $1 million regional grant from the California Workforce Development Board in partnership with Hartnell College and Soledad Adult School to train 23 community health workers who will assist with Homeless programs and other community health needs.

Conducted an economic development survey with forty-three economic development partners requesting input on determining the County's economic development priorities/efforts and the appropriate role of the Economic Opportunity Committee.

The Monterey County Gang Violence Prevention Initiative (MCGVPI) provided support and technical assistance to the local jurisdictions with the development of strategic plans and the implementation of prevention and intervention strategies.

The Governing for Racial Equity Initiative has established a third cohort in the Government Alliance on Race and Equity (GARE) Learning Year with new departments represented, to build capacity to further develop strategies for applying racial equity tools to County policies and practices.

Monterey County established the 2020 Census Complete Count Committee (CCC), a collaborative effort of all City jurisdictions, Monterey County Office of Education, philanthropic agencies, community based organizations and community leaders, to ensure a complete count in the 2020 Census.

Provided oversight and program development for the Monterey County Government Channel which provides access to public meetings and award-winning informative programs based on the County's Strategic Initiative.

Participated in planning audio/visual upgrade to the Board of Supervisors Chambers including an additional meeting room to expand public access to county meetings.

Department Operational Goals

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

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

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Contributions - Proposition 172 (CAO007)	2,860,749	2,976,816	2,976,816	3,144,425	3,144,425	167,609	001	8028
Contributions-Other Agencies (CAO007)	765,618	734,031	472,019	574,006	574,006	(160,025)	001	8029
Trial Courts (CAO008)	7,783,454	7,846,286	7,977,720	8,055,577	8,055,577	209,291	001	8031
Contingencies (CAO020)	0	4,650,681	0	6,720,468	6,720,468	2,069,787	001	8034
County Memberships (CAO013)	561,508	889,776	860,838	123,382	123,382	(766,394)	001	8035

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Medical Care Services (CA0016)	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	0	001	8037
Other Financing Uses (CA0017)	39,131,445	22,314,762	29,898,352	22,011,507	21,341,533	(973,229)	001	8038
Other General Expenditures (CA0014)	0	77,500	165,940	396,340	396,340	318,840	001	8039
Administration & Finance (CA0001)	(1,079,795)	(2,481,409)	(2,632,049)	(1,760,014)	(1,785,014)	696,395	001	8045
Budget & Analysis (CA0001)	954,640	1,095,552	1,045,912	1,153,056	1,153,056	57,504	001	8046
Contracts/Purchasing (CA0002)	(50,810)	(5,336)	(29,839)	(391,283)	(391,283)	(385,947)	001	8047
Intergovernmental & Legislative Affairs (CA0004)	1,316,578	1,161,462	1,092,246	2,211,457	1,781,457	619,995	001	8054
Office of Emergency Services (CA0005)	973,099	908,760	902,224	1,596,620	1,399,991	491,231	001	8056
Homeland Security Grant (CA0023)	500,384	517,020	403,174	640,292	640,292	123,272	024	8412
Office of Community Engagement & Strategic Advocacy (CA0024)	782,704	492,767	628,730	348,278	348,278	(144,489)	001	8440
Laguna Seca Track (CA0029)	15,098,163	24,007,772	22,265,451	18,748,000	18,748,000	(5,259,772)	001	8441
Fleet Administration (CA0025)	(1,044,117)	2,122,925	1,946,125	5,349,348	5,349,348	3,226,423	001	8451
Shuttle (CA0025)	219,440	231,454	222,183	251,894	251,894	20,440	001	8452
Auxiliary Services (CA0027)	24,711	160,979	28,718	28,008	28,008	(132,971)	001	8472
Records Retention (CA0028)	(258,567)	15,528	15,528	16,778	16,778	1,250	001	8474
Workforce Development Board (CA0030)	6,097,538	8,327,901	6,824,960	9,301,351	9,301,351	973,450	021	8478
Vehicle Replacement Planning (CA0032)	0	2,747,653	4,125,695	3,100,000	3,100,000	352,347	478	8483
Rifle Range (CA0029)	0	0	0	181,595	181,595	181,595	001	8504
Courier (CA0035)	0	0	0	4,393	4,393	4,393	001	8508
Mail (CA0035)	0	0	0	1,618	1,618	1,618	001	8509
Development Set-Aside (CA0036)	0	0	0	2,328,887	2,316,097	2,316,097	001	8512
Housing and Economic Dev Admin (CA0038)	0	0	0	941,953	534,764	534,764	001	8514
Inclusionary Housing (CA0039)	0	0	0	959,060	959,060	959,060	009	8515
Revolving Loan Program (CA0040)	0	0	0	1,250,500	1,250,500	1,250,500	011	8516
Community Development Reuse (CA0041)	0	0	0	1,172,103	1,172,103	1,172,103	013	8517
Community Development Grant (CA0042)	0	0	0	2,175,327	2,175,327	2,175,327	013	8518
Boronda HS-A (CA0043)	0	0	0	5,025	5,025	5,025	176	8519
Castro/Paj HS-A (CA0044)	0	0	0	1,175,360	1,175,360	1,175,360	175	8520
Subtotal	$78,537,390	$82,693,528	$83,091,391	$95,715,959	$93,974,377	11,280,849		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Contributions - Proposition 172	2,860,749	2,976,816	2,976,816	3,144,425	3,144,425	167,609
Contributions-Other Agencies	765,618	734,031	472,019	574,006	574,006	(160,025)
Trial Courts	7,783,454	7,846,286	7,977,720	8,055,577	8,055,577	209,291
Contingencies	0	4,650,681	0	6,720,468	6,720,468	2,069,787
County Memberships	561,508	889,776	860,838	123,382	123,382	(766,394)
Medical Care Services	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	0
Other Financing Uses	39,131,445	22,314,762	29,898,352	22,011,507	21,341,533	(973,229)
Other General Expenditures	0	77,500	165,940	396,340	396,340	318,840

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Non-Program Revenue	0	0	0	0	0	0
Administration & Finance	(1,079,795)	(2,481,409)	(2,632,049)	(1,760,014)	(1,785,014)	696,395
Budget & Analysis	954,640	1,095,552	1,045,912	1,153,056	1,153,056	57,504
Contracts/Purchasing	(50,810)	(5,336)	(29,839)	(391,283)	(391,283)	(385,947)
Intergovernmental & Legislative Affairs	1,316,578	1,161,462	1,092,246	2,211,457	1,781,457	619,995
Office of Emergency Services	973,099	908,760	902,224	1,596,620	1,399,991	491,231
Homeland Security Grant	500,384	517,020	403,174	640,292	640,292	123,272
Office of Community Engagement & Strategic Advocacy	782,704	492,767	628,730	348,278	348,278	(144,489)
Fleet Administration	(1,044,117)	2,122,925	1,946,125	5,349,348	5,349,348	3,226,423
Shuttle	219,440	231,454	222,183	251,894	251,894	20,440
Vehicle Asset Management Program	0	0	0	0	0	0
Workforce Development Board	6,097,538	8,327,901	6,824,960	9,301,351	9,301,351	973,450
Auxiliary Services	24,711	160,979	28,718	28,008	28,008	(132,971)
Laguna Seca Track	15,098,163	24,007,772	22,265,451	18,748,000	18,748,000	(5,259,772)
Records Retention	(258,567)	15,528	15,528	16,778	16,778	1,250
Vehicle Replacement Planning	0	2,747,653	4,125,695	3,100,000	3,100,000	352,347
Natural Disaster Program	0	0	0	0	0	0
Enterprise Resource Planning	0	0	0	0	0	0
Courier	0	0	0	4,393	4,393	4,393
Mail	0	0	0	1,618	1,618	1,618
Rifle Range	0	0	0	181,595	181,595	181,595
Development Set-Aside	0	0	0	2,328,887	2,316,097	2,316,097
Cluster Loans	0	0	0	0	0	0
Revolving Loan Program	0	0	0	1,250,500	1,250,500	1,250,500
Inclusionary Housing	0	0	0	959,060	959,060	959,060
Community Development Reuse	0	0	0	1,172,103	1,172,103	1,172,103
Community Development Grant	0	0	0	2,175,327	2,175,327	2,175,327
Boronda HS-A	0	0	0	5,025	5,025	5,025
Castro/Paj HS-A	0	0	0	1,175,360	1,175,360	1,175,360
Housing and Economic Dev Admin	0	0	0	941,953	534,764	534,764
Subtotal	$78,537,390	$82,693,528	$83,091,391	$95,715,959	$93,974,377	11,280,849

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	3.00	2.17	2.00	-0.17
12E16	WIB EXECUTIVE DIRECTOR	1.00	1.00	1.00	0.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	5.00	5.00	5.00	0.00
14A24	COUNTY BUDGET DIRECTOR	1.00	1.00	1.00	0.00
14A25	EMERGENCY SERVICES MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	3.00	5.00	2.00
14C31	MANAGEMENT ANALYST III	9.00	6.00	9.00	3.00
14E20	BUYER II	3.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	3.00	1.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	0.00	0.00	1.00	1.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	1.00	1.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	0.00	2.00	2.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	0.00	1.00	1.00
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	0.00	0.00	1.00	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	0.00	0.00	1.00	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	4.00	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	1.00	1.00	3.00	2.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	1.00	1.00	1.00	0.00
60I02	PROGRAM MANAGER II	0.00	1.00	1.00	0.00
68A30	RANGE MASTER	0.00	1.00	1.00	0.00
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	1.00	0.00
68C02	RANGE AIDE	0.00	1.00	2.00	1.00
70F21	COURIER	0.00	0.00	4.00	4.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	3.00	3.00	4.00	1.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70M01	SHUTTLE DRIVER	2.00	2.00	2.00	0.00
72C20	MECHANIC I	1.00	1.00	1.00	0.00
72C23	MECHANIC II	10.00	10.00	11.00	1.00
72C26	MECHANIC III	2.00	2.00	2.00	0.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	2.00	3.00	1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	2.00	2.00	2.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	3.00	-1.00
80O22	MAILROOM CLERK	0.00	0.00	1.50	1.50
80O23	SENIOR MAILROOM CLERK	0.00	0.00	1.00	1.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
	Total	89.00	87.17	113.50	26.33

Augmentation Request

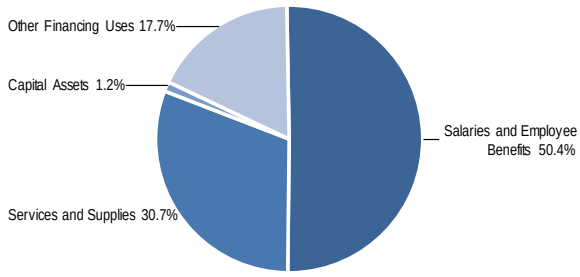
Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1050	1050-8029-001-AUG1	Prunedale Senior Center	Status Quo	20,000	0.00	20,000	0.00
1050	1050-8035-001-AUG1	Monterey Bay Defense Allowance membership	New Program/Service	10,000	0.00	10,000	0.00
1050	1050-8045-001-AUG1	Position - Office Assistant	New Position	25,000	1.00	0	0.00
1050	1050-8054-001-AUG1	Board of Supervisors Strategic Initiatives Update	New Program/Service	15,000	0.00	15,000	0.00
1050	1050-8054-001-AUG2	BOS-Dept Head Annual Leadership Retreat	New Program/Service	12,500	0.00	12,500	0.00
1050	1050-8054-001-AUG3	Cannabis Contingency	New Program/Service	400,000	0.00	0	0.00
1050	1050-8054-001-AUG4	MC Cannabis Program	New Program/Service	30,000	0.00	0	0.00
1050	1050-8054-001-AUG5	Position Management Analyst	New Position	129,420	1.00	129,420	1.00
1050	1050-8054-001-AUG6	Management Analyst III	New Position	154,605	1.00	154,605	1.00

Augmentation Request

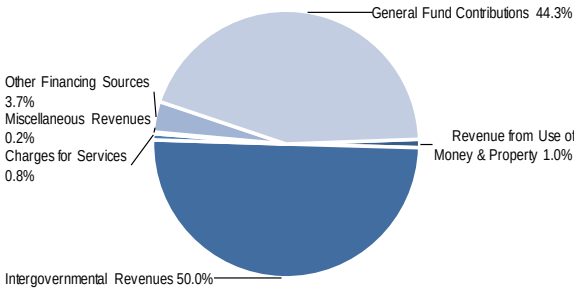
Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1050	1050-8054-001-AUG7	Management Analyst II	New Position	145,210	1.00	145,210	1.00
1050	1050-8056-001-AUG1	CIP tenant improvements	Capital Improvements	128,000	0.00	0	0.00
1050	1050-8056-001-AUG2	Vehicle Replacement Program	New Program/Service	9,000	0.00	0	0.00
1050	1050-8056-001-AUG3	Big Board Display	New Program/Service	30,000	0.00	30,000	0.00
1050	1050-8056-001-AUG4	Staff Training	New Program/Service	10,000	0.00	10,000	0.00
1050	1050-8056-001-AUG5	Position-Emergency Services Planner	New Position	0	1.00	0	1.00
1050	1050-8056-001-AUG6	Hardware/ Software/ Contracts	Status Quo	20,000	0.00	20,000	0.00
1050	1050-8056-001-AUG7	Position-Management Specialist	New Position	59,629	1.00	0	0.00
1050	1050-8512-001-AUG1	Monterey County Business Council	Status Quo	12,790	0.00	0	0.00
1050	1050-8514-001-AUG1	Monterey Bay Economic Partnership	Status Quo	10,000	0.00	10,000	0.00
1050	1050-8514-001-AUG2	California State Fair	New Program/Service	15,000	0.00	0	0.00
1050	1050-8514-001-AUG3	Housing Study	New Program/Service	210,000	0.00	0	0.00
1050	1050-8514-001-AUG4	Chinatown Block Party	New Program/Service	5,000	0.00	5,000	0.00
1050	1050-8514-001-AUG5	Homeless Consultant	New Program/Service	45,000	0.00	45,000	0.00
1050	1050-8514-001-AUG6	Housing Analyst I	New Position	101,189	1.00	0	0.00
1050	1050-8514-001-AUG7	Housing Analyst II	New Position	112,755	1.00	112,755	1.00
1050	1050-8514-001-AUG8	Economic Development Consultant	New Program/Service	75,000	0.00	0	0.00
1050	1050-8514-001-AUG9	IMPLAN Subscription	New Program/Service	6,000	0.00	0	0.00
1050	1050-8478-021-AUG1	Silver Star/AB 109 Positions	New Position	0	2.00	0	2.00
			Grand Total	**1,791,098**	**10.00**	**719,490**	**7.00**

CAO Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	8,831,089	9,723,819	9,188,916	13,063,930	12,878,112	3,154,293
Services and Supplies	4,901,695	6,757,656	5,733,499	8,174,963	7,829,963	1,072,307
Other Charges	(8,013,022)	(7,614,871)	(10,835,585)	(7,378,531)	(7,378,531)	236,340
Capital Assets	116,315	103,000	270,459	428,144	300,144	197,144
Other Financing Uses	2,074,634	2,900,000	5,658,731	4,518,538	4,518,538	1,618,538
Appropriation for Contingencies	0	0	0	400,000	0	0
Subtotal	$7,910,710	$11,869,604	$10,016,020	$19,207,044	$18,148,226	6,278,622

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	5	0	0	0	0	0
Revenue from Use of Money & Property	1,000	0	0	180,064	180,064	180,064
Intergovernmental Revenues	5,986,588	8,291,512	6,765,407	9,082,863	9,082,863	791,351
Charges for Services	132,176	300,000	123,200	137,567	137,567	(162,433)
Miscellaneous Revenues	39,906	0	28,500	35,000	35,000	35,000
Other Financing Sources	624,239	669,755	669,755	673,802	673,802	4,047
Subtotal	$6,783,914	$9,261,267	$7,586,862	$10,109,296	$10,109,296	848,029
Fund Balance	113,629	0	0	0	0	0
General Fund Contributions	$1,011,240	$2,608,337	$2,429,158	$9,097,748	$8,038,930	5,430,593
Total Source of Funds	$7,908,783	$11,869,604	$10,016,020	$19,207,044	$18,148,226	6,278,622

Division Description

The CAO departmental operations include: Administration and Finance, Budget and Analysis, Intergovernmental & Legislative Affairs, the Office of Community Engagement and Strategic Advocacy, Office of Emergency Services, Workforce Development Board, Rifle Range, and Internal Services (Contracts/Purchasing, Fleet Administration, Records Retention, Shuttle). Beginning in FY 2019-20, Mail/Courier will be incorporated into CAO departmental.

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

Summary of Recommendation

The FY 2019-20 Recommended Budget for the CAO's departmental operations is $18,148,226, an increase of $6,278622 from prior year. The increase in mainly attributed to the reorganization of Economic Development Department functions into the CAO and reduction of cost plan recoveries in the amount of $3,626,831. Cost plan recoveries are treated as expenditure offsets; reductions in recoveries therefore increases expenditures.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Administration & Finance (CAO001)	(1,079,795)	(2,481,409)	(2,632,049)	(1,760,014)	(1,785,014)	696,395	001	8045
Budget & Analysis (CAO001)	954,640	1,095,552	1,045,912	1,153,056	1,153,056	57,504	001	8046
Contracts/Purchasing (CAO002)	(50,810)	(5,336)	(29,839)	(391,283)	(391,283)	(385,947)	001	8047
Intergovernmental & Legislative Affairs (CAO004)	1,316,578	1,161,462	1,092,246	2,211,457	1,781,457	619,995	001	8054
Office of Emergency Services (CAO005)	973,099	908,760	902,224	1,596,620	1,399,991	491,231	001	8056
Office of Community Engagement & Strategic Advocacy (CAO024)	782,704	492,767	628,730	348,278	348,278	(144,489)	001	8440
Fleet Administration (CAO025)	(1,044,117)	2,122,925	1,946,125	5,349,348	5,349,348	3,226,423	001	8451
Shuttle (CAO025)	219,440	231,454	222,183	251,894	251,894	20,440	001	8452
Records Retention (CAO028)	(258,567)	15,528	15,528	16,778	16,778	1,250	001	8474
Workforce Development Board (CAO030)	6,097,538	8,327,901	6,824,960	9,301,351	9,301,351	973,450	021	8478
Rifle Range (CAO029)	0	0	0	181,595	181,595	181,595	001	8504
Courier (CAO035)	0	0	0	4,393	4,393	4,393	001	8508
Mail (CAO035)	0	0	0	1,618	1,618	1,618	001	8509
Housing and Economic Dev Admin (CAO038)	0	0	0	941,953	534,764	534,764	001	8514
Subtotal	$7,910,710	$11,869,604	$10,016,020	$19,207,044	$18,148,226	6,278,622		

Administration & Finance

(Budget Unit 8045— Fund 001— Appropriation Unit CAO001)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,435,668	1,652,725	1,508,864	1,833,756	1,808,756	156,031
Services and Supplies	100,656	97,980	91,201	167,088	167,088	69,108
Other Charges	(2,616,119)	(4,232,114)	(4,232,114)	(3,760,858)	(3,760,858)	471,256
Subtotal	($1,079,795)	($2,481,409)	($2,632,049)	($1,760,014)	($1,785,014)	696,395

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Miscellaneous Revenues	18	0	0	0	0	0
Subtotal	$18	$0	$0	$0	$0	0
General Fund Contributions	($1,079,813)	($2,481,409)	($2,632,049)	($1,760,014)	($1,785,014)	696,395
Total Source of Funds	($1,079,795)	($2,481,409)	($2,632,049)	($1,760,014)	($1,785,014)	696,395

Unit Description

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

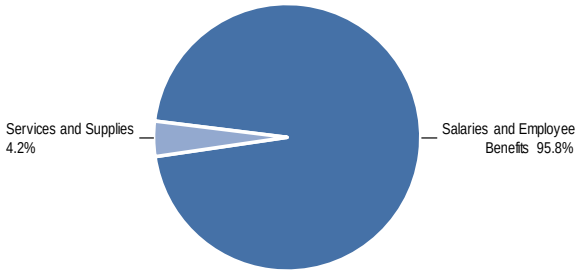
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
11A01	ADMINISTRATIVE OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
20B10	ACCOUNTANT I	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	28.00

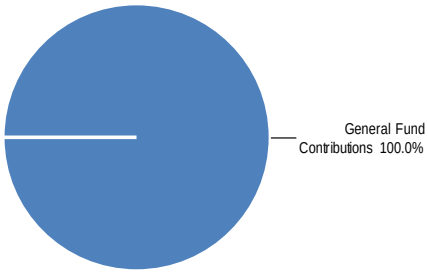
Budget & Analysis

(Budget Unit 8046— Fund 001— Appropriation Unit CAO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	917,956	1,040,180	989,159	1,104,120	1,104,120	63,940
Services and Supplies	36,685	55,372	56,753	48,936	48,936	(6,436)
Subtotal	$954,640	$1,095,552	$1,045,912	$1,153,056	$1,153,056	57,504

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$954,640	$1,095,552	$1,045,912	$1,153,056	$1,153,056	57,504
Total Source of Funds	$954,640	$1,095,552	$1,045,912	$1,153,056	$1,153,056	57,504

Unit Description

The Budget and Analysis Division develops and presents the County's annual Recommended Budget, aligning recommendations with the adopted goals, policies, and priorities of the BOS. The Division also prepares the annual Three-Year Financial Forecast, Budget End of Year Report, and other financial analysis products such as reports providing analysis and recommendations for solving mid-year unfunded needs. Other responsibilities include: analyzing weekly Board meeting agenda items to ensure transparency and that recommendations are consistent with Board policy; working with County departments to monitor performance in meeting countywide goals and priorities; providing advisory assistance and analysis to departments on recommendations for new or changing organizational programs, systems, policies and procedures; and evaluating organizational improvements to maximize countywide service delivery and efficiencies. In addition, the Budget and Analysis Division coordinates and provides professional staff support to the Board's Budget Committee and Capital Improvement Committee.

Recommended 2019-20 Positions

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

Contracts/Purchasing

(Budget Unit 8047— Fund 001— Appropriation Unit CAO002)

Use of Funds

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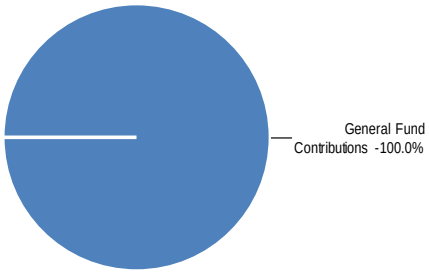
Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	891,058	986,225	946,784	1,065,250	1,065,250	79,025
Services and Supplies	107,144	61,367	76,286	87,112	87,112	25,745
Other Charges	(1,049,012)	(1,052,928)	(1,052,909)	(1,543,645)	(1,543,645)	(490,717)
Subtotal	($50,810)	($5,336)	($29,839)	($391,283)	($391,283)	(385,947)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	1,000	0	0	0	0	0
Miscellaneous Revenues	20,455	0	0	10,000	10,000	10,000
Subtotal	$21,455	$0	$0	$10,000	$10,000	10,000
General Fund Contributions	($72,265)	($5,336)	($29,839)	($401,283)	($401,283)	(395,947)
Total Source of Funds	($50,810)	($5,336)	($29,839)	($391,283)	($391,283)	(385,947)

Unit Description

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

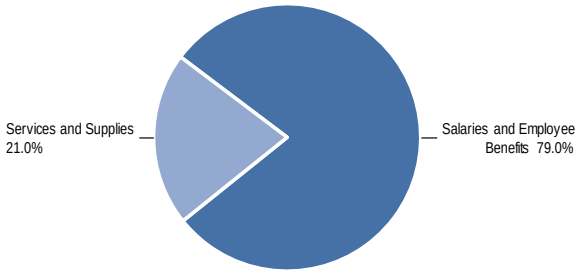
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
14E20	BUYER II	2.00
14G02	MANAGEMENT ANALYST I	1.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00
70F79	WAREHOUSE WORKER	1.00
	Total	8.00

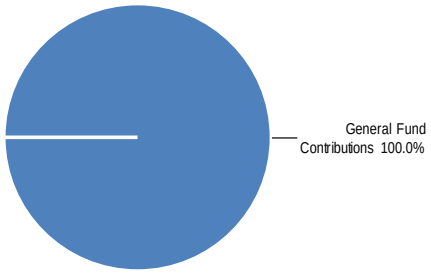
Intergovernmental & Legislative Affairs

(Budget Unit 8054— Fund 001— Appropriation Unit CAO004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	929,173	833,215	806,012	1,406,793	1,406,793	573,578
Services and Supplies	387,353	401,384	359,371	404,664	374,664	(26,720)
Other Charges	51	(73,137)	(73,137)	0	0	73,137
Appropriation for Contingencies	0	0	0	400,000	0	0
Subtotal	$1,316,578	$1,161,462	$1,092,246	$2,211,457	$1,781,457	619,995

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Miscellaneous Revenues	400	0	0	0	0	0
Subtotal	$400	$0	$0	$0	$0	0
General Fund Contributions	$1,316,178	$1,161,462	$1,092,246	$2,211,457	$1,781,457	619,995
Total Source of Funds	$1,316,578	$1,161,462	$1,092,246	$2,211,457	$1,781,457	619,995

Unit Description

The Intergovernmental and Legislative Affairs (IGLA) Division's responsibilities include: The Board's Strategic Initiatives and Key Objectives; the annual Board/department head strategic planning sessions; cannabis program; housing and economic development; legislative coordination and advocacy; emergency management; workforce development; community engagement; Census 2020; media relations and government channel programming; and strategic grant services. IGLA staffs the Legislative Committee, Cannabis Committee, Health, Human Services and Housing Committee, and the Workforce Development Board. The Division's Assistant CAO is the liaison to the Resource Management Agency, Agricultural Commissioner and Cooperative Extension offices, and provides direct management oversight to the Emergency Communications Department. The Division also undertakes an array of special projects and inter-agency efforts as directed by the Board or CAO.

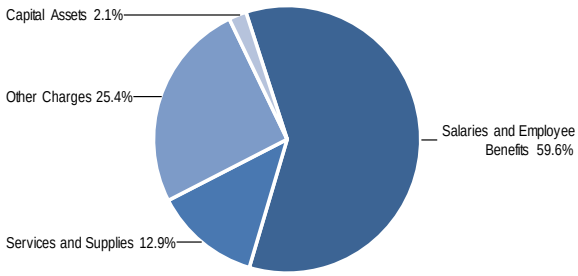
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	4.00
14G02	MANAGEMENT ANALYST I	1.00
60I02	PROGRAM MANAGER II	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
	Total	9.00

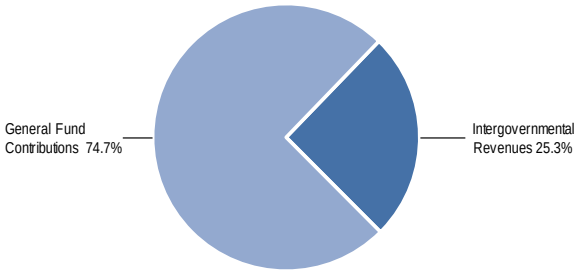
Office of Emergency Services

(Budget Unit 8056— Fund 001— Appropriation Unit CAO005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	587,247	664,834	650,488	893,799	834,170	169,336
Services and Supplies	299,686	179,534	177,312	189,198	180,198	664
Other Charges	13,713	64,392	74,424	355,623	355,623	291,231
Capital Assets	72,454	0	0	158,000	30,000	30,000
Subtotal	$973,099	$908,760	$902,224	$1,596,620	$1,399,991	491,231

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	214,907	214,000	214,000	354,000	354,000	140,000
Miscellaneous Revenues	19,000	0	3,500	0	0	0
Subtotal	$233,907	$214,000	$217,500	$354,000	$354,000	140,000
General Fund Contributions	$739,192	$694,760	$684,724	$1,242,620	$1,045,991	351,231
Total Source of Funds	$973,099	$908,760	$902,224	$1,596,620	$1,399,991	491,231

Unit Description

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

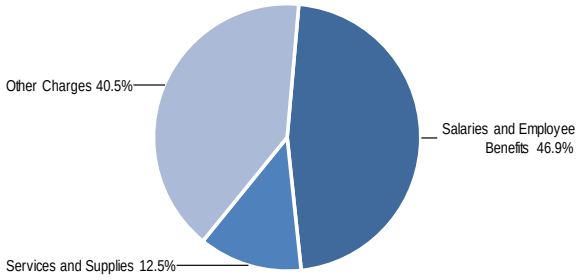
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14A25	EMERGENCY SERVICES MANAGER	1.00
41G01	EMERGENCY SERVICES PLANNER	4.00
80A32	SENIOR SECRETARY	1.00
	Total	6.00

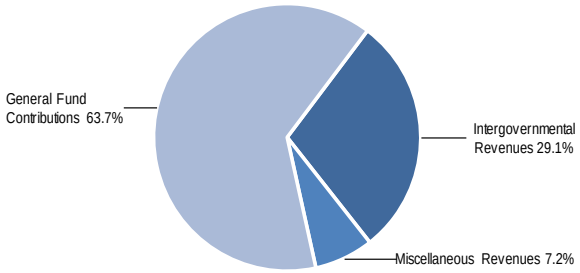
Office of Community Engagement & Strategic Advocacy

(Budget Unit 8440— Fund 001— Appropriation Unit CAO024)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	415,732	43,408	225,657	163,481	163,481	120,073
Services and Supplies	124,816	429,580	101,502	43,672	43,672	(385,908)
Other Charges	242,156	19,779	301,571	141,125	141,125	121,346
Subtotal	$782,704	$492,767	$628,730	$348,278	$348,278	(144,489)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	364,062	419,366	396,202	101,314	101,314	(318,052)
Miscellaneous Revenues	0	0	25,000	25,000	25,000	25,000
Subtotal	$364,062	$419,366	$421,202	$126,314	$126,314	(293,052)
General Fund Contributions	$418,642	$73,401	$207,528	$221,964	$221,964	148,563
Total Source of Funds	$782,704	$492,767	$628,730	$348,278	$348,278	(144,489)

Unit Description

The Office of Community Engagement & Strategic Advocacy (OCESA) provides management capacity and community support to key County departments. The OCESA is responsible for the Monterey County Gang Violence Prevention Initiative, a strategic priority adopted by the BOS in May 2013, which implements a framework of collaboration among stakeholders and 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 OCESA has functional area responsibilities for public safety, public health, social and child support services, human resources, elections and library services. The OCESA functions as staff for the Health and Human Services Committee (HHS) and the Human Resources Committee (HHC).

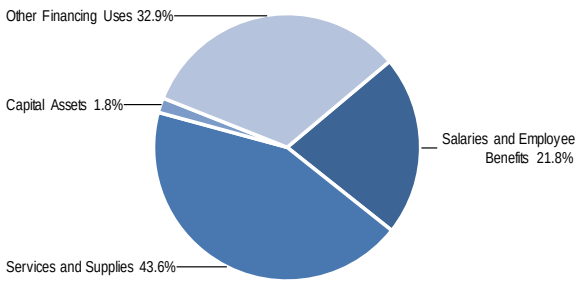
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
	Total	1.00

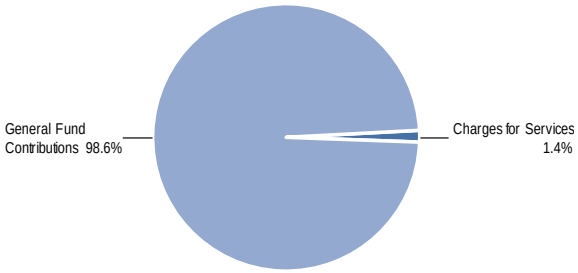
Fleet Administration

(Budget Unit 8451— Fund 001— Appropriation Unit CAO025)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,812,081	2,002,035	1,917,557	2,135,914	2,135,914	133,879
Services and Supplies	2,867,412	4,014,010	3,863,383	4,271,168	4,271,168	257,158
Other Charges	(5,728,215)	(4,983,120)	(7,881,019)	(4,457,304)	(4,457,304)	525,816
Capital Assets	4,605	90,000	128,383	175,000	175,000	85,000
Other Financing Uses	0	1,000,000	3,917,821	3,224,570	3,224,570	2,224,570
Subtotal	($1,044,117)	$2,122,925	$1,946,125	$5,349,348	$5,349,348	3,226,423

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	5	0	0	0	0	0
Charges for Services	80,931	250,000	73,200	75,000	75,000	(175,000)
Other Financing Sources	44,509	0	0	0	0	0
Subtotal	$125,445	$250,000	$73,200	$75,000	$75,000	(175,000)
General Fund Contributions	($1,169,562)	$1,872,925	$1,872,925	$5,274,348	$5,274,348	3,401,423
Total Source of Funds	($1,044,117)	$2,122,925	$1,946,125	$5,349,348	$5,349,348	3,226,423

Unit Description

Fleet Administration services and tracks the repair and maintenance actions for over 1,600 pieces of equipment ranging from passenger cars to heavy equipment. Fleet additionally has an automated vehicle rental program (Invers), operates multiple fueling sites, manages a vehicle replacement program and a shuttle service.

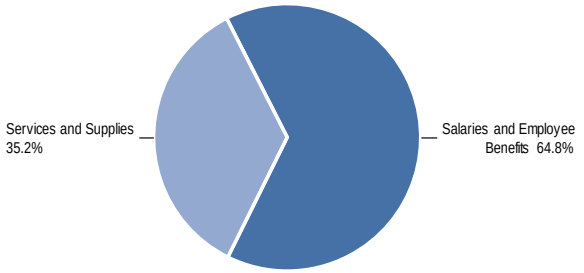
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14H64	FLEET MANAGER	1.00
70F23	STOREKEEPER	1.00
70F80	SENIOR STOREKEEPER	1.00
72C20	MECHANIC I	1.00
72C23	MECHANIC II	11.00
72C26	MECHANIC III	2.00
72C83	FLEET SERVICE WRITER	1.00
80G21	DATA ENTRY OPERATOR II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	21.00

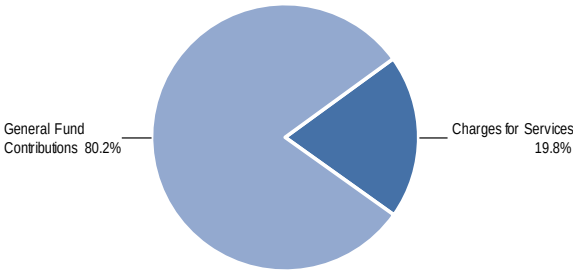
Shuttle

(Budget Unit 8452— Fund 001— Appropriation Unit CAO025)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	125,208	142,253	135,002	163,291	163,291	21,038
Services and Supplies	94,232	89,201	87,181	88,603	88,603	(598)
Subtotal	$219,440	$231,454	$222,183	$251,894	$251,894	20,440

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	50,000	50,000	50,000	50,000	50,000	0
Other Financing Sources	5,400	0	0	0	0	0
Subtotal	$55,400	$50,000	$50,000	$50,000	$50,000	0
General Fund Contributions	$164,040	$181,454	$172,183	$201,894	$201,894	20,440
Total Source of Funds	$219,440	$231,454	$222,183	$251,894	$251,894	20,440

Unit Description

The shuttle program provides daily shuttle service for jurors reporting for jury duty within the County Courthouse and to employees working or visiting the County Government Center.

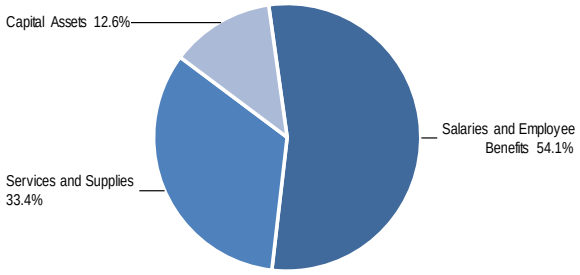
Recommended 2019-20 Positions

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

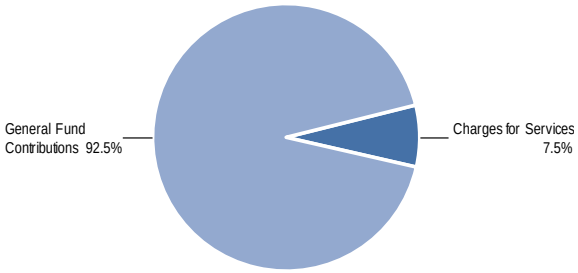
Records Retention

(Budget Unit 8474— Fund 001— Appropriation Unit CAO028)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	282,401	304,267	382,000	409,757	409,757	105,490
Services and Supplies	97,171	214,959	137,178	253,043	253,043	38,084
Other Charges	(677,396)	(516,698)	(645,726)	(741,166)	(741,166)	(224,468)
Capital Assets	39,256	13,000	142,076	95,144	95,144	82,144
Subtotal	($258,567)	$15,528	$15,528	$16,778	$16,778	1,250

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	1,245	0	0	1,250	1,250	1,250
Subtotal	$1,245	$0	$0	$1,250	$1,250	1,250
General Fund Contributions	($259,813)	$15,528	$15,528	$15,528	$15,528	0
Total Source of Funds	($258,567)	$15,528	$15,528	$16,778	$16,778	1,250

Unit Description

The Records Retention unit provides a highly secure, environmentally sound, seismic structurally tested, cost effective solution for the storage, retrieval, management and destruction of paper files, charts, drawings, blueprints which must be retained for audit, legal, fiscal or administrative needs.

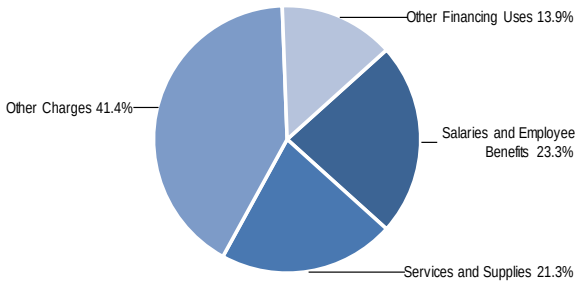
Recommended 2019-20 Positions

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

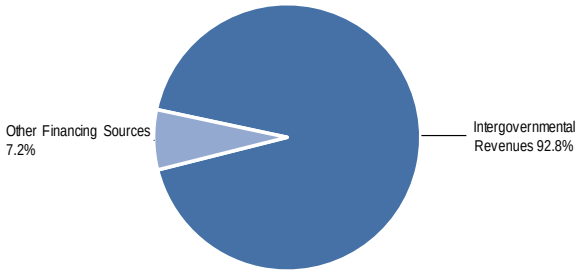
Workforce Development Board

(Budget Unit 8478— Fund 021— Appropriation Unit CAO030)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,434,564	2,054,677	1,627,393	2,170,585	2,170,585	115,908
Services and Supplies	786,540	1,214,269	783,332	1,983,369	1,983,369	769,100
Other Charges	1,801,799	3,158,955	2,673,325	3,853,429	3,853,429	694,474
Other Financing Uses	2,074,634	1,900,000	1,740,910	1,293,968	1,293,968	(606,032)
Subtotal	$6,097,538	$8,327,901	$6,824,960	$9,301,351	$9,301,351	973,450

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	5,407,618	7,658,146	6,155,205	8,627,549	8,627,549	969,403
Miscellaneous Revenues	34	0	0	0	0	0
Other Financing Sources	574,330	669,755	669,755	673,802	673,802	4,047
Subtotal	$5,981,982	$8,327,901	$6,824,960	$9,301,351	$9,301,351	973,450
Fund Balance	113,629	0	0	0	0	0
Total Source of Funds	$6,095,611	$8,327,901	$6,824,960	$9,301,351	$9,301,351	973,450

Unit Description

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

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

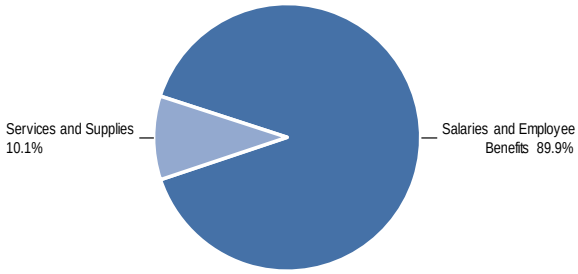
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E16	WIB EXECUTIVE DIRECTOR	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
20B10	ACCOUNTANT I	1.00
20B93	FINANCE MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	3.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	1.00
80A32	SENIOR SECRETARY	1.00
	Total	12.00

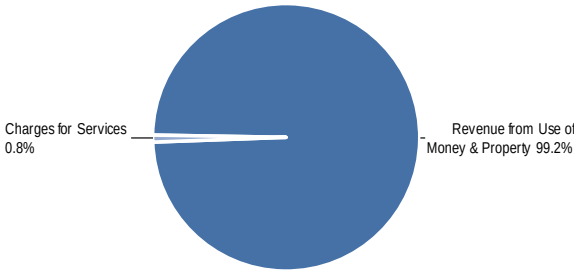
Rifle Range

(Budget Unit 8504— Fund 001— Appropriation Unit CAO029)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	163,210	163,210	163,210
Services and Supplies	0	0	0	18,385	18,385	18,385
Subtotal	$0	$0	$0	$181,595	$181,595	181,595

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	180,064	180,064	180,064
Charges for Services	0	0	0	1,531	1,531	1,531
Subtotal	$0	$0	$0	$181,595	$181,595	181,595
General Fund Contributions	$0	$0	$0	$0	$0	0
Total Source of Funds	$0	$0	$0	$181,595	$181,595	181,595

Unit Description

Laguna Seca Rifle and Pistol Range offers a safe shooting environment year-round with a well trained staff. The range includes 15 rifle stalls and 10 pistol stalls using paper targets and 10 shooting stalls with reactive steel targets for pistols and rifles. The range can be reserved for groups and local law enforcement agencies. The rifle range was previously budgeted in Laguna Seca Track unit 8441.

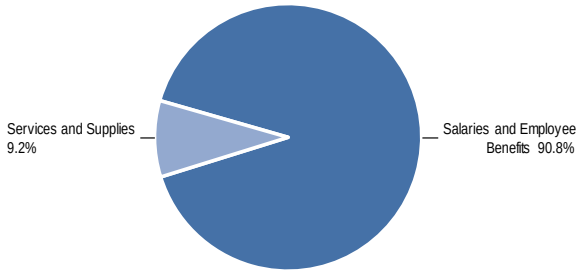
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
68A30	RANGE MASTER	1.00
68C02	RANGE AIDE	2.00
	Total	3.00

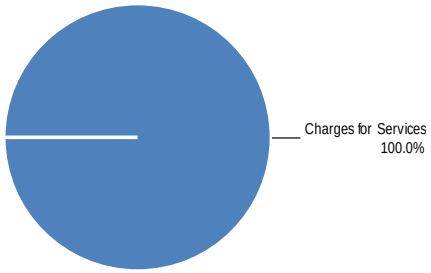
Courier

(Budget Unit 8508— Fund 001— Appropriation Unit CAO035)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	382,303	382,303	382,303
Services and Supplies	0	0	0	38,923	38,923	38,923
Other Charges	0	0	0	(416,833)	(416,833)	(416,833)
Subtotal	$0	$0	$0	$4,393	$4,393	4,393

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	0	0	0	7,287	7,287	7,287
Subtotal	$0	$0	$0	$7,287	$7,287	7,287
General Fund Contributions	$0	$0	$0	($2,894)	($2,894)	(2,894)
Total Source of Funds	$0	$0	$0	$4,393	$4,393	4,393

Unit Description

Courier Service is responsible for the delivery and distribution of all inter-office and USPS business mail and packages. Operating costs for the Courier Unit are covered entirely through charges for services.

Courier unit was previously budgeted under the Resource Management Agency unit 8177. The relocation of the Mail Operation Services into CAO will maximize internal resources by combing pick-up and delivery services of both the Records Retention Center staff and the Mail Operations staff into a more cohesive, one-stop service for our customers.

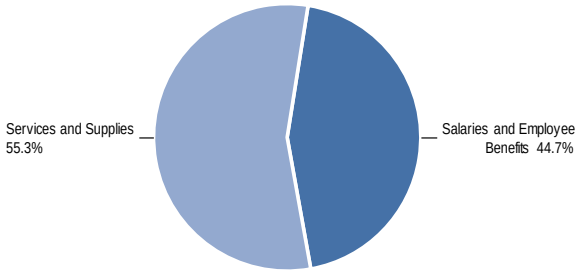
Recommended 2019-20 Positions

Classification Code	Classification Label		FTE
70F21	COURIER		4.00
80023	SENIOR MAILROOM CLERK		1.00
		Total	5.00

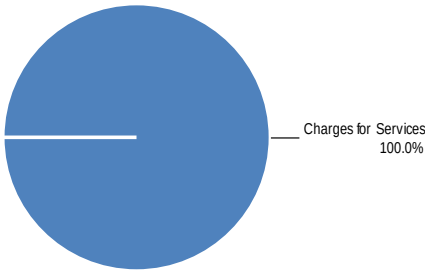
Mail

(Budget Unit 8509— Fund 001— Appropriation Unit CAO035)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	85,986	85,986	85,986
Services and Supplies	0	0	0	106,544	106,544	106,544
Other Charges	0	0	0	(190,912)	(190,912)	(190,912)
Subtotal	$0	$0	$0	$1,618	$1,618	1,618

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	0	0	0	2,499	2,499	2,499
Subtotal	$0	$0	$0	$2,499	$2,499	2,499
General Fund Contributions	$0	$0	$0	($881)	($881)	(881)
Total Source of Funds	$0	$0	$0	$1,618	$1,618	1,618

Unit Description

Mail Services is responsible for the collection, distribution, pre-sorting, and automated postage metering for all outbound United State Postal Service (USPS) mail as well as United Parcel Service shipments. Costs for this unit are entirely covered through charges for services.

Mail unit was previously budgeted under the Resource Management Agency unit 8178. The relocation of the Mail Operation Services into CAO will maximize internal resources by combing pick-up and delivery services of both the Records Retention Center staff and the Mail Operations staff into a more cohesive, one-stop service for our customers.

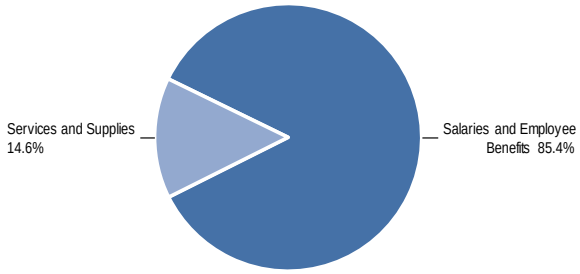
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
80022	MAILROOM CLERK	1.50
	Total	1.50

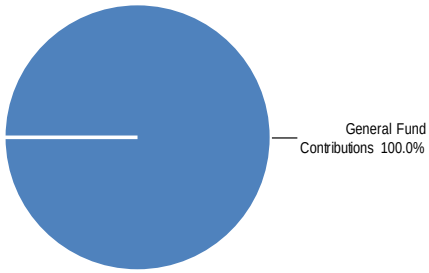
Housing and Economic Dev Admin

(Budget Unit 8514— Fund 001— Appropriation Unit CAO038)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	1,085,685	984,496	984,496
Services and Supplies	0	0	0	474,258	168,258	168,258
Other Charges	0	0	0	(617,990)	(617,990)	(617,990)
Subtotal	$0	$0	$0	$941,953	$534,764	534,764

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$0	$0	$941,953	$534,764	534,764
Total Source of Funds	$0	$0	$0	$941,953	$534,764	534,764

Unit Description

This unit contains the staff and administrative costs of the Housing and Economic Development Division. Staff within this unit are responsible for the County's affordable and inclusionary housing programs, community development, homelessness program, economic development, grants, Development Set Aside Agencies funding, and small business loans. Other responsibilities include staffing the Economic Opportunity Committee (EOC), EOC Administrative Subcommittee, Housing Advisory Committee (HAC), Urban/County Community Development Block Grant (CDBG) Committee, and the Consolidated Oversight Board for the County of Monterey.

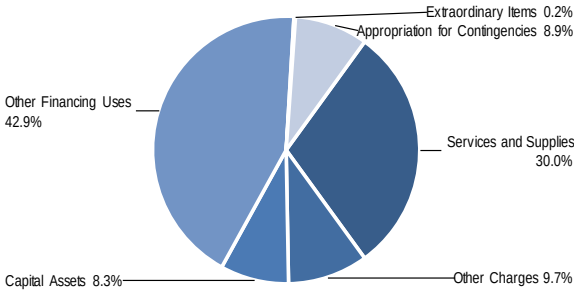
Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

Recommended 2019-20 Positions

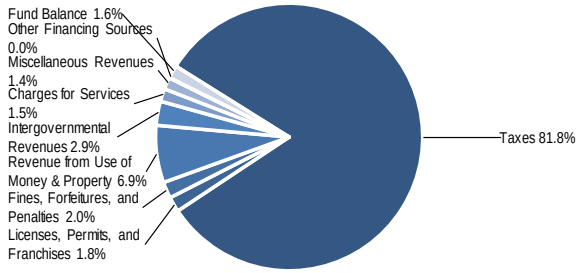
Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14M22	HOUSING PROGRAM MANAGER	1.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	1.00
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	1.00
80A32	SENIOR SECRETARY	1.00
	Total	7.00

CAO Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,444	1,512	82,360	0	0	(1,512)
Services and Supplies	14,372,177	17,839,910	22,312,004	22,751,389	22,738,599	4,898,689
Other Charges	6,131,337	6,035,000	6,480,800	7,375,028	7,375,028	1,340,028
Capital Assets	1,544,721	2,747,653	5,264,821	6,300,000	6,300,000	3,552,347
Other Financing Uses	48,577,001	37,149,168	36,535,386	33,200,924	32,530,950	(4,618,218)
Extraordinary Items	0	2,400,000	2,400,000	161,106	161,106	(2,238,894)
Appropriation for Contingencies	0	4,650,681	0	6,720,468	6,720,468	2,069,787
Subtotal	$70,626,680	$70,823,924	$73,075,371	$76,508,915	$75,826,151	5,002,227

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	210,506,787	200,326,609	206,071,490	215,836,794	215,836,794	15,510,185
Licenses, Permits, and Franchises	4,802,083	4,852,484	4,802,083	4,802,083	4,802,083	(50,401)
Fines, Forfeitures, and Penalties	5,031,683	5,087,219	5,106,777	5,220,794	5,220,794	133,575
Revenue from Use of Money & Property	16,617,318	19,725,194	19,901,396	18,291,846	18,291,846	(1,433,348)
Intergovernmental Revenues	19,158,891	5,113,379	5,452,484	7,683,712	7,683,712	2,570,333
Charges for Services	4,072,814	3,364,090	4,016,555	4,077,068	4,077,068	712,978
Miscellaneous Revenues	4,665,167	3,840,104	3,750,384	3,750,299	3,750,299	(89,805)
Other Financing Sources	7,676,004	1,596,617	2,269,896	95,000	95,000	(1,501,617)
Subtotal	$272,530,746	$243,905,696	$251,371,065	$259,757,596	$259,757,596	15,851,900
Cancellation of Reserve	9,264,034	12,623,871	12,623,871	16,266,511	16,266,511	3,642,640
Fund Balance	(3,412,232)	(1,000,000)	(1,081,400)	4,132,668	4,132,668	5,132,668
General Fund Contributions	($198,491,834)	($172,081,772)	($177,214,294)	($187,381,349)	($188,064,113)	(15,982,341)
Total Source of Funds	$79,890,714	$83,447,795	$85,699,242	$92,775,426	$92,092,662	8,644,867

Division Description

The County Administrative Office (CAO) non-departmental operations consist of annual debt service, contributions to fire agencies, Laguna Seca Track operations, contributions to other funds within the County and to external agencies, appropriation for contingencies, memberships in governmental organizations (e.g., California State Association of Counties), required support for trial courts, fleet operations, and appropriation of realignment monies for health and social services programs. Beginning in FY 2019-20, the Economic Development Department will be integrated into CAO non-departmental.

Summary of Recommendation

The FY 2019-20 Recommended Budget for the CAO's non-departmental operations is $75,826,151, an increase of $5,002,227 from the prior year. The increase includes $9,066,262 for the reorganization of Economic Development Department functions into the CAO, and reduction of cost plan recoveries in the amount

of $1,343,172. Cost plan recoveries are treated as expenditure offsets; reductions in recoveries therefore increases expenditures. Partially offsetting these increases are reductions in Laguna Seca Track operations and winding down of County membership funding for the Salinas Valley Basin Groundwater Sustainability Agency.

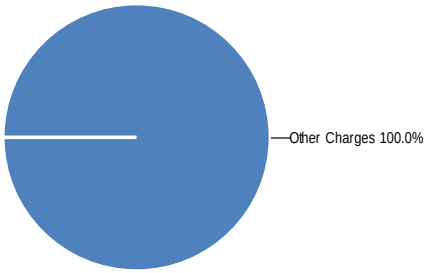
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Contributions - Proposition 172 (CA0007)	2,860,749	2,976,816	2,976,816	3,144,425	3,144,425	167,609	001	8028
Contributions-Other Agencies (CA0007)	765,618	734,031	472,019	574,006	574,006	(160,025)	001	8029
Trial Courts (CA0008)	7,783,454	7,846,286	7,977,720	8,055,577	8,055,577	209,291	001	8031
Contingencies (CA0020)	0	4,650,681	0	6,720,468	6,720,468	2,069,787	001	8034
County Memberships (CA0013)	561,508	889,776	860,838	123,382	123,382	(766,394)	001	8035
Medical Care Services (CA0016)	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	0	001	8037
Other Financing Uses (CA0017)	39,131,445	22,314,762	29,898,352	22,011,507	21,341,533	(973,229)	001	8038
Other General Expenditures (CA0014)	0	77,500	165,940	396,340	396,340	318,840	001	8039
Homeland Security Grant (CA0023)	500,384	517,020	403,174	640,292	640,292	123,272	024	8412
Laguna Seca Track (CA0029)	15,098,163	24,007,772	22,265,451	18,748,000	18,748,000	(5,259,772)	001	8441
Auxiliary Services (CA0027)	24,711	160,979	28,718	28,008	28,008	(132,971)	001	8472
Vehicle Replacement Planning (CA0032)	0	2,747,653	4,125,695	3,100,000	3,100,000	352,347	478	8483
Development Set-Aside (CA0036)	0	0	0	2,328,887	2,316,097	2,316,097	001	8512
Inclusionary Housing (CA0039)	0	0	0	959,060	959,060	959,060	009	8515
Revolving Loan Program (CA0040)	0	0	0	1,250,500	1,250,500	1,250,500	011	8516
Community Development Reuse (CA0041)	0	0	0	1,172,103	1,172,103	1,172,103	013	8517
Community Development Grant (CA0042)	0	0	0	2,175,327	2,175,327	2,175,327	013	8518
Boronda HS-A (CA0043)	0	0	0	5,025	5,025	5,025	176	8519
Castro/Paj HS-A (CA0044)	0	0	0	1,175,360	1,175,360	1,175,360	175	8520
Subtotal	$70,626,680	$70,823,924	$73,075,371	$76,508,915	$75,826,151	5,002,227		

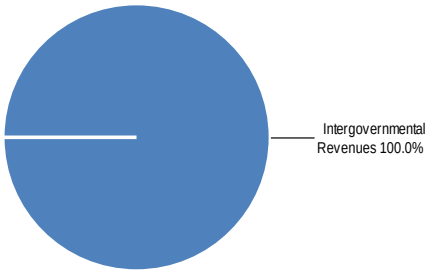
Contributions - Proposition 172

(Budget Unit 8028— Fund 001— Appropriation Unit CAO007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Charges	2,860,749	2,976,816	2,976,816	3,144,425	3,144,425	167,609
Subtotal	$2,860,749	$2,976,816	$2,976,816	$3,144,425	$3,144,425	167,609

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	3,144,425	2,976,816	2,976,816	3,144,425	3,144,425	167,609
Subtotal	$3,144,425	$2,976,816	$2,976,816	$3,144,425	$3,144,425	167,609
General Fund Contributions	($283,676)	$0	$0	$0	$0	0
Total Source of Funds	$2,860,749	$2,976,816	$2,976,816	$3,144,425	$3,144,425	167,609

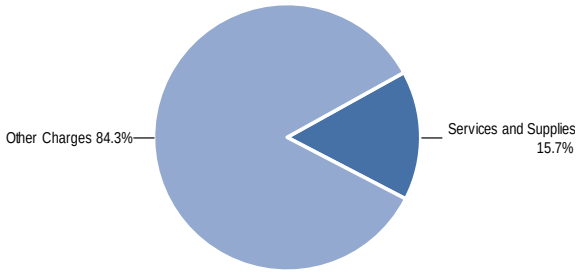
Unit Description

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 $3,144,425 in FY 2019-20.

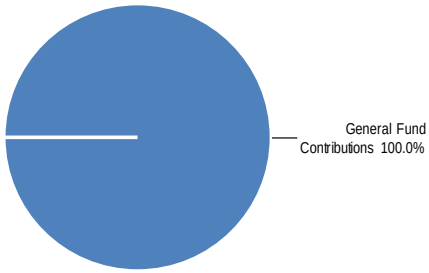
Contributions-Other Agencies

(Budget Unit 8029— Fund 001— Appropriation Unit CAO007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	138,410	0	70,000	90,000	90,000	90,000
Other Charges	627,208	734,031	402,019	484,006	484,006	(250,025)
Subtotal	$765,618	$734,031	$472,019	$574,006	$574,006	(160,025)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Miscellaneous Revenues	250,000	0	0	0	0	0
Subtotal	$250,000	$0	$0	$0	$0	0
General Fund Contributions	$515,618	$734,031	$472,019	$574,006	$574,006	(160,025)
Total Source of Funds	$765,618	$734,031	$472,019	$574,006	$574,006	(160,025)

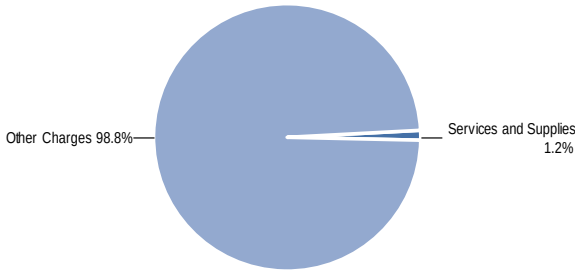
Unit Description

This unit tracks contributions made to other agencies, including: Association of Monterey Bay Area Governments; Court Appointed Special Advocates; Local Agency Formation Commission; Monterey Bay Unified Air Pollution Control District; Pajaro River Watershed Flood Prevention Authority; Pajaro/Sunny Mesa Community Services District; CA Cannabis Authority JPA.

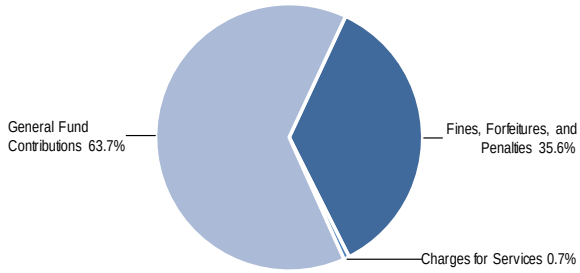
Trial Courts

(Budget Unit 8031— Fund 001— Appropriation Unit CAO008)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	16,758	22,800	16,764	94,619	94,619	71,819
Other Charges	7,766,696	7,823,486	7,960,956	7,960,958	7,960,958	137,472
Subtotal	$7,783,454	$7,846,286	$7,977,720	$8,055,577	$8,055,577	209,291

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,707,557	2,734,701	2,754,259	2,868,276	2,868,276	133,575
Revenue from Use of Money & Property	4,996	8,300	5,507	6,853	6,853	(1,447)
Charges for Services	75,623	103,285	66,413	54,620	54,620	(48,665)
Miscellaneous Revenues	2,606	0	1,034	1,785	1,785	1,785
Subtotal	$2,790,782	$2,846,286	$2,827,213	$2,931,534	$2,931,534	85,248
General Fund Contributions	$4,992,672	$5,000,000	$5,150,507	$5,124,043	$5,124,043	124,043
Total Source of Funds	$7,783,454	$7,846,286	$7,977,720	$8,055,577	$8,055,577	209,291

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 2019-20 recommended expenditures and revenues are $8,055,577 and $2,931,534 respectively, requiring $5,124,043 in General Fund Contributions.

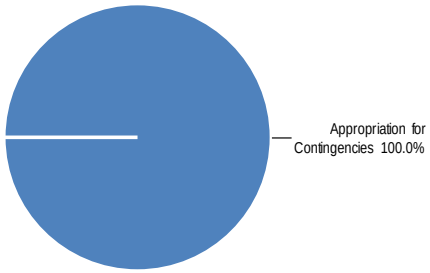
The Trial Courts budget provides for local Trial Courts activities that affect County expenditures and revenues, including: Trial Courts MOE payments; County Facility Payments (CFPs); 50-50 revenue share with the State; revenue collection related costs for specified fines and fees; judicial benefits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

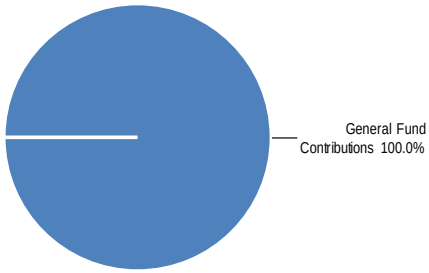
Contingencies

(Budget Unit 8034— Fund 001— Appropriation Unit CAO020)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Appropriation for Contingencies	0	4,650,681	0	6,720,468	6,720,468	2,069,787
Subtotal	$0	$4,650,681	$0	$6,720,468	$6,720,468	2,069,787

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Sources	7,200,000	0	0	0	0	0
Subtotal	$7,200,000	$0	$0	$0	$0	0
General Fund Contributions	($7,200,000)	$4,650,681	$0	$6,720,468	$6,720,468	2,069,787
Total Source of Funds	$0	$4,650,681	$0	$6,720,468	$6,720,468	2,069,787

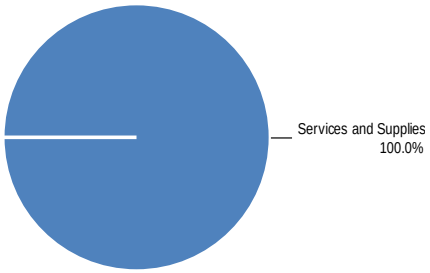
Unit Description

The County maintains a portion of the General Fund as an appropriation for operational contingencies to provide the County with sufficient working capital and a margin of safety for such impacts as natural disasters, economic shocks resulting in significant revenue shortfalls and/or program changes. Monterey County's financial policies specify an annual appropriation for contingencies equivalent to 1% of total General Fund estimated revenues. In the event of an emergency and/or unexpected revenue decline, the appropriation for contingencies may be used at the discretion of and by action of the BOS. These funds are utilized only after all other budget sources have been examined.

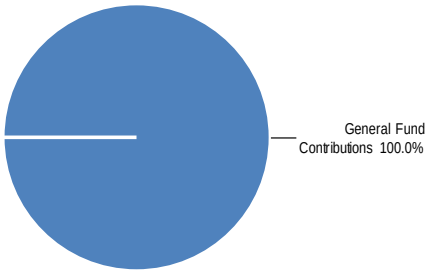
County Memberships

(Budget Unit 8035— Fund 001— Appropriation Unit CAO013)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	141,508	889,776	190,838	123,382	123,382	(766,394)
Other Charges	420,000	0	670,000	0	0	0
Subtotal	$561,508	$889,776	$860,838	$123,382	$123,382	(766,394)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	0	250,000	250,000	0	0	(250,000)
Subtotal	$0	$250,000	$250,000	$0	$0	(250,000)
General Fund Contributions	$561,508	$639,776	$610,838	$123,382	$123,382	(516,394)
Total Source of Funds	$561,508	$889,776	$860,838	$123,382	$123,382	(766,394)

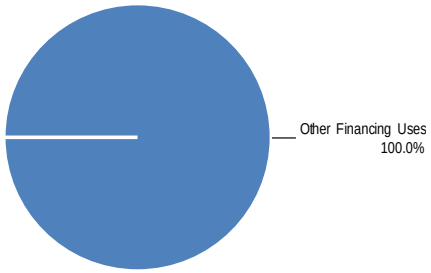
Unit Description

This unit provides payment for annual memberships to California State Association of Counties (CSAC), National Association of Counties (NACO), Fort Ord Reuse Authority (FORA), and California Coastal Trail Association (CCTA). These organizations provide information on issues of interest to the County and provide an opportunity for the County to network with other boards and administrative staff. FY 2019-20 includes reduction for the conclusion of two-year funding commitment to the Salinas Valley Basin Groundwater Sustainability Agency.

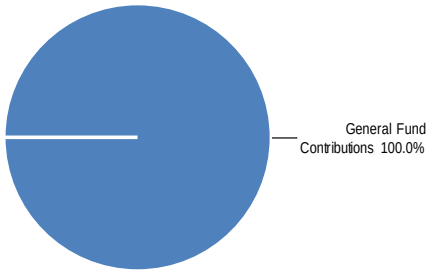
Medical Care Services

(Budget Unit 8037— Fund 001— Appropriation Unit CAO016)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	0
Subtotal	$3,900,648	$3,900,648	$3,900,648	$3,900,648	$3,900,648	0

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$3,900,648	$3,900,648	$3,900,648	$3,900,648	$3,900,648	0
Total Source of Funds	$3,900,648	$3,900,648	$3,900,648	$3,900,648	$3,900,648	0

Unit Description

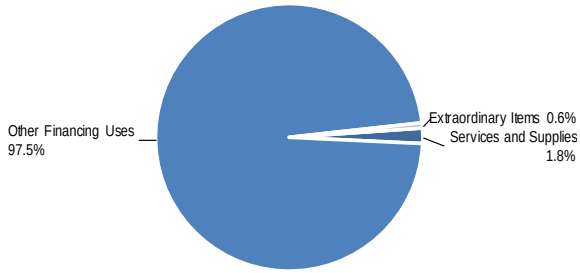
Pursuant to Welfare and Institutions Code Section 17000, counties are required to provide medical care to indigent residents lawfully residing in the County when such persons are not supported by some other means. In prior fiscal years, the Medical Care Services unit provided a General Fund payment to Natividad Medical Center and the Health Department to cover costs associated with indigent medical care. Beginning in FY 2012-13, a change in accounting for realignment dollars resulted in this unit being used to appropriate Vehicle License Fee (VLF) for the Health Department and the Department of Social Services; the County's portion of the Sales Tax Revenue match for health services; and the Sales Tax Revenue match for Mental Health Services. However, changes in statutes eliminated the requirement for counties to deposit VLF into the General Fund; therefore, they are deposited directly into their respective trust fund accounts.

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

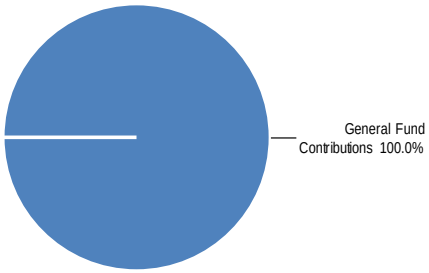
Other Financing Uses

(Budget Unit 8038— Fund 001— Appropriation Unit CAO017)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	8,219	350,000	393,750	472,259	472,259	122,259
Other Charges	(5,553,127)	(5,530,136)	(5,530,136)	(4,206,031)	(4,206,031)	1,324,105
Other Financing Uses	44,676,353	25,094,898	32,634,738	25,584,173	24,914,199	(180,699)
Extraordinary Items	0	2,400,000	2,400,000	161,106	161,106	(2,238,894)
Subtotal	$39,131,445	$22,314,762	$29,898,352	$22,011,507	$21,341,533	(973,229)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Sources	0	225,000	225,000	0	0	(225,000)
Subtotal	$0	$225,000	$225,000	$0	$0	(225,000)
General Fund Contributions	$39,131,445	$22,089,762	$29,673,352	$22,011,507	$21,341,533	(748,229)
Total Source of Funds	$39,131,445	$22,314,762	$29,898,352	$22,011,507	$21,341,533	(973,229)

Unit Description

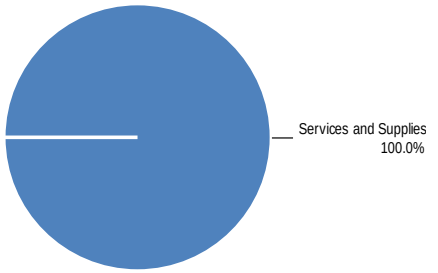
This unit is mainly utilized to make payments and contributions from the General Fund to other County Funds for debt service, capital projects and general subsidies. Funding may also be included for issues requiring additional review, analysis, County services and issues that are exempt from the Brown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

The FY 2019-20 Recommended Budget for this unit is $21.3 million, a reduction of $973,229 from the prior year. The reduction reflects the completion of transfers for the East/West Wing construction project. Additionally, this unit includes annual transfers of $6.2 million to the Road Fund and $10.1 million for debt service.

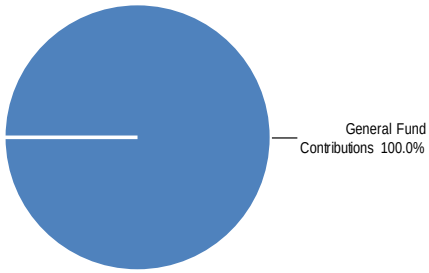
Other General Expenditures

(Budget Unit 8039— Fund 001— Appropriation Unit CAO014)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	48,250	165,940	425,790	425,790	377,540
Other Charges	0	29,250	0	(29,450)	(29,450)	(58,700)
Subtotal	$0	$77,500	$165,940	$396,340	$396,340	318,840

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$77,500	$165,940	$396,340	$396,340	318,840
Total Source of Funds	$0	$77,500	$165,940	$396,340	$396,340	318,840

Unit Description

This unit provides for general purpose expenses that are not allocated to an existing department or program including external audit services and the Budget Committee.

External audit services include financial statements, Single Audits, and non-CAFR entities.

The Budget Committee budget allows for engagement of outside firms to conduct audits to ensure independence and oversight of County's financial reporting process. The committee will assist the Board to fulfill responsibilities regarding financial reporting, internal control systems, and the audit process.

Non-Program Revenue

(Budget Unit 8041— Fund 001— Appropriation Unit CAO019)

Use of Funds

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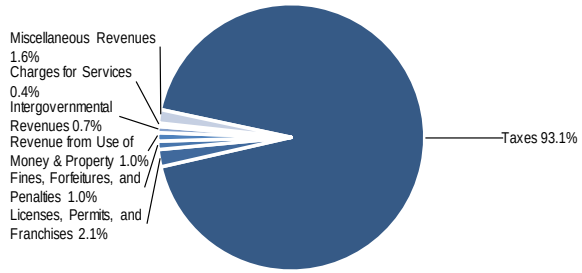
Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	210,506,787	200,326,609	206,071,490	215,836,794	215,836,794	15,510,185
Licenses, Permits, and Franchises	4,802,083	4,852,484	4,802,083	4,802,083	4,802,083	(50,401)
Fines, Forfeitures, and Penalties	2,324,126	2,352,518	2,352,518	2,352,518	2,352,518	0
Revenue from Use of Money & Property	2,829,670	2,099,794	2,290,789	2,336,605	2,336,605	236,811
Intergovernmental Revenues	11,681,749	1,369,543	1,725,668	1,725,668	1,725,668	356,125
Charges for Services	1,059,638	884,769	884,769	958,448	958,448	73,679
Miscellaneous Revenues	4,412,561	3,840,104	3,748,514	3,748,514	3,748,514	(91,590)
Subtotal	$237,616,614	$215,725,821	$221,875,831	$231,760,630	$231,760,630	16,034,809
General Fund Contributions	($237,616,614)	($215,725,821)	($221,875,831)	($231,760,630)	($231,760,630)	(16,034,809)
Total Source of Funds	$0	$0	$0	$0	$0	0

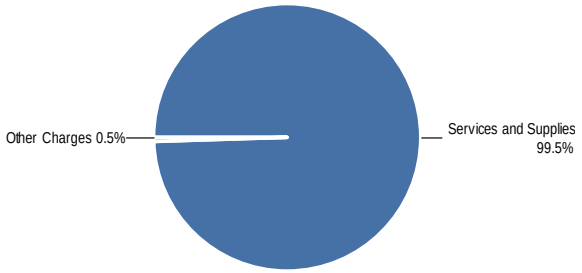
Unit Description

This unit includes all non-program revenues that are not directly associated with operating departments. Non-program revenues are discretionary funds. Primary sources of non-program revenues include property taxes, sales taxes, Transient Occupancy Tax, interest earnings, property transfer tax, utility franchises, tobacco settlement monies, cannabis tax revenue, open space subventions, discretionary State and federal aid, and property tax administrative cost recoveries.

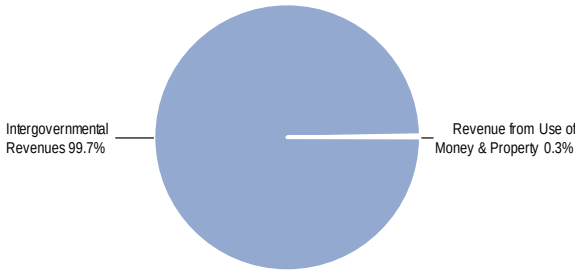
Homeland Security Grant

(Budget Unit 8412— Fund 024— Appropriation Unit CAO023)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	80,848	0	0	0
Services and Supplies	424,224	515,467	258,680	637,158	637,158	121,691
Other Charges	8,516	1,553	1,145	3,134	3,134	1,581
Capital Assets	67,644	0	62,501	0	0	0
Subtotal	$500,384	$517,020	$403,174	$640,292	$640,292	123,272

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	2,580	0	0	2,000	2,000	2,000
Intergovernmental Revenues	498,005	517,020	500,000	638,292	638,292	121,272
Subtotal	$500,585	$517,020	$500,000	$640,292	$640,292	123,272
Fund Balance	(201)	0	(96,826)	0	0	0
Total Source of Funds	$500,384	$517,020	$403,174	$640,292	$640,292	123,272

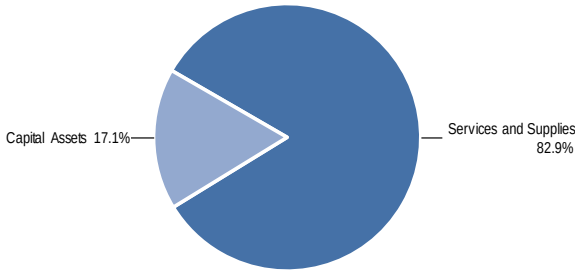
Unit Description

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

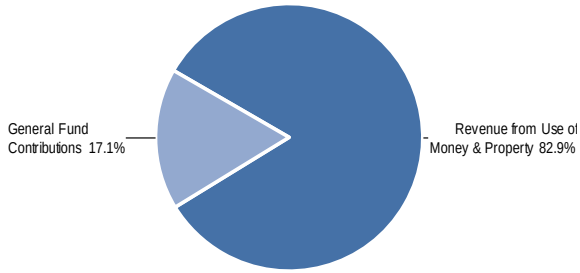
Laguna Seca Track

(Budget Unit 8441— Fund 001— Appropriation Unit CAO029)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,444	1,512	1,512	0	0	(1,512)
Services and Supplies	13,637,271	15,852,638	21,187,314	15,531,459	15,531,459	(321,179)
Other Charges	1,295	0	0	16,541	16,541	16,541
Capital Assets	1,458,153	0	1,076,625	3,200,000	3,200,000	3,200,000
Other Financing Uses	0	8,153,622	0	0	0	(8,153,622)
Subtotal	$15,098,163	$24,007,772	$22,265,451	$18,748,000	$18,748,000	(5,259,772)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	13,761,735	17,585,100	17,585,100	15,548,000	15,548,000	(2,037,100)
Miscellaneous Revenues	0	0	836	0	0	0
Other Financing Sources	1,525	0	0	0	0	0
Subtotal	$13,763,260	$17,585,100	$17,585,936	$15,548,000	$15,548,000	(2,037,100)
General Fund Contributions	$1,334,903	$6,422,672	$4,679,515	$3,200,000	$3,200,000	(3,222,672)
Total Source of Funds	$15,098,163	$24,007,772	$22,265,451	$18,748,000	$18,748,000	(5,259,772)

Unit Description

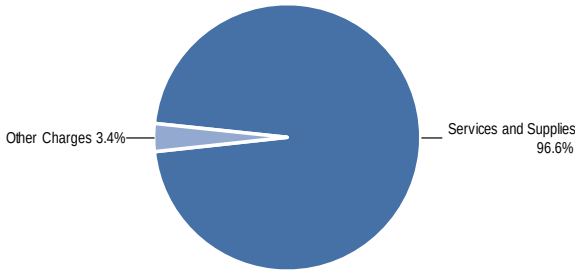
In 1974, under President Nixon's Legacy of Parks program, Monterey County acquired 542 acres from the Federal government (formerly Fort Ord land) to create the Laguna Seca Recreation Area. A rifle range, archery range, and a motocross track were constructed to enhance facility use. The Laguna Seca Track Rental Program was established on the existing raceway. In 1981, Laguna Seca Recreation Area celebrated the grand opening of an added campground, lake and picnic areas. The County and the Sports Car Racing Association of the Monterey Peninsula (SCRAMP), operate under a management agreement and have had the joint duty of operating and maintaining the raceway and park facilities, utility systems and maintenance program.

For FY 2019-20, this unit includes $3.2 million for various projects including the racetrack overlay.

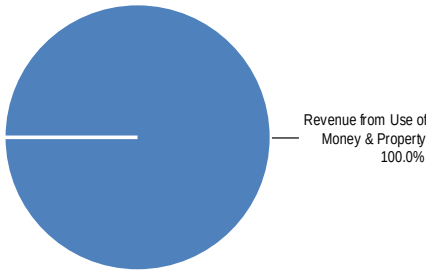
Auxiliary Services

(Budget Unit 8472— Fund 001— Appropriation Unit CAO027)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	5,786	160,979	28,718	27,063	27,063	(133,916)
Other Charges	0	0	0	945	945	945
Capital Assets	18,924	0	0	0	0	0
Subtotal	$24,711	$160,979	$28,718	$28,008	$28,008	(132,971)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	18,337	32,000	20,000	28,008	28,008	(3,992)
Subtotal	$18,337	$32,000	$20,000	$28,008	$28,008	(3,992)
General Fund Contributions	$6,374	$128,979	$8,718	$0	$0	(128,979)
Total Source of Funds	$24,711	$160,979	$28,718	$28,008	$28,008	(132,971)

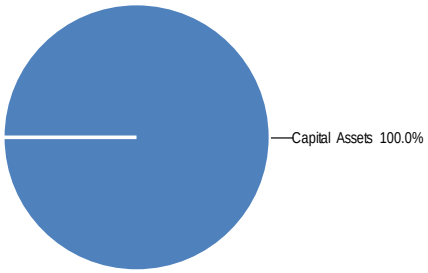
Unit Description

The Auxiliary Service unit provides contracted services for Jo's Cafe and the cafeteria and daycare at the Schilling Place complex.

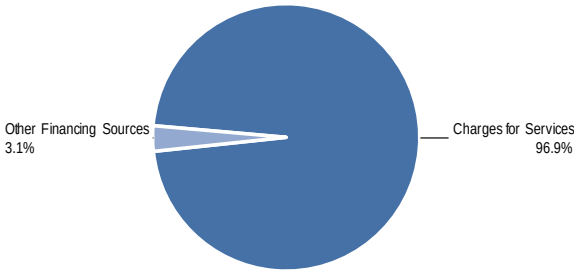
Vehicle Replacement Planning

(Budget Unit 8483— Fund 478— Appropriation Unit CAO032)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Capital Assets	0	2,747,653	4,125,695	3,100,000	3,100,000	352,347
Subtotal	$0	$2,747,653	$4,125,695	$3,100,000	$3,100,000	352,347

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	2,937,552	2,376,036	3,065,373	3,005,000	3,005,000	628,964
Other Financing Sources	474,479	1,371,617	2,044,896	95,000	95,000	(1,276,617)
Subtotal	$3,412,031	$3,747,653	$5,110,269	$3,100,000	$3,100,000	(647,653)
Fund Balance	(3,412,031)	(1,000,000)	(984,574)	0	0	1,000,000
Total Source of Funds	$0	$2,747,653	$4,125,695	$3,100,000	$3,100,000	352,347

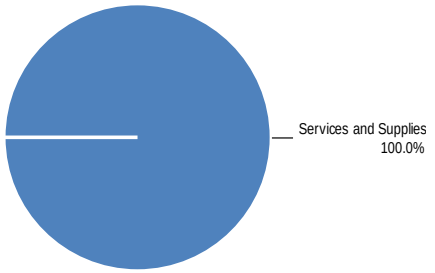
Unit Description

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.

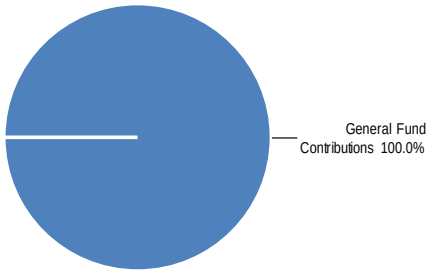
Development Set-Aside

(Budget Unit 8512— Fund 001— Appropriation Unit CAO036)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	2,328,887	2,316,097	2,316,097
Subtotal	$0	$0	$0	$2,328,887	$2,316,097	2,316,097

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$0	$0	$2,328,887	$2,316,097	2,316,097
Total Source of Funds	$0	$0	$0	$2,328,887	$2,316,097	2,316,097

Unit Description

The Development Set-Aside (DSA) unit provides funding for economic development, tourism marketing filmmaking cultural arts programs, and small business outreach that strengthen the workforce in Monterey County and broaden the County's economic base to increase revenue and promote the creation and retention of jobs. The Board of Supervisors designated the Arts Council of Monterey County (ACMC), the Monterey County Convention and Visitors Bureau (MCCVB), the Monterey County Film Commission (MCFC), and the Monterey County Business Council (MCBC) to implement specific aspects of the DSA program. Funding is provided on a formula basis for MCCVB, ACMC, MCFC, and a flat rate for MCBC. More details can be found in the Contributions/Obligations, Liabilities, and Other section.

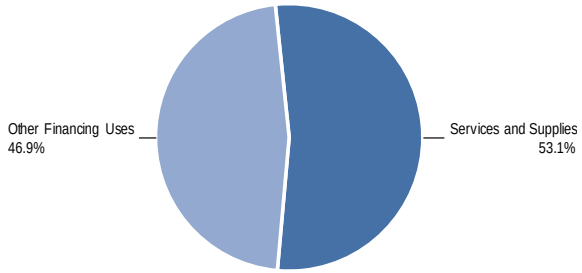
The Arts Council provides cultural arts programs throughout the County. The MCCVB implements a destination-marketing program to attract new and repeat visitors to Monterey County. The MCFC markets the County as an ideal location for filming commercials, made-for-TV movies, feature films, and still catalogs. The Monterey County Business Council facilitates implementation of the Competitive Clusters Program, and accelerating regional development of small business and the creation and retention of jobs through the joint efforts of the MCBC and Monterey Bay Procurement Technical Assistance Center (PTAC).

Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

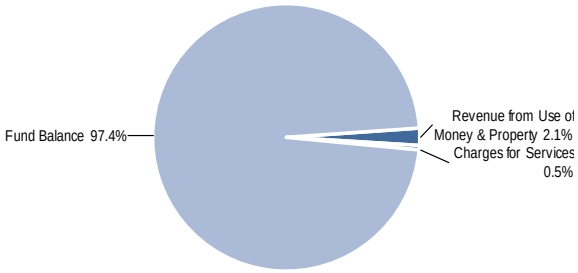
Inclusionary Housing

(Budget Unit 8515— Fund 009— Appropriation Unit CAO039)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	509,060	509,060	509,060
Other Financing Uses	0	0	0	450,000	450,000	450,000
Subtotal	$0	$0	$0	$959,060	$959,060	959,060

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	20,000	20,000	20,000
Charges for Services	0	0	0	5,000	5,000	5,000
Subtotal	$0	$0	$0	$25,000	$25,000	25,000
Fund Balance	0	0	0	934,060	934,060	934,060
Total Source of Funds	$0	$0	$0	$959,060	$959,060	959,060

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.

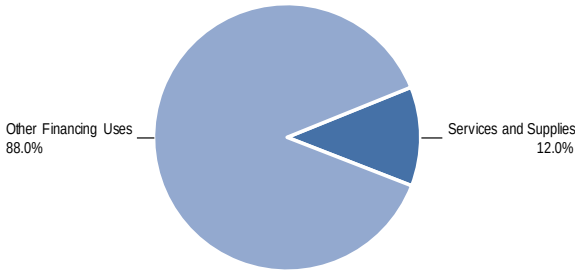
Revenue from the funds are distributed to eligible for-profit and non-profit developers to assist with the cost of providing affordable housing to households earning less than 120% of the County median income. The County Housing Advisory Committee reviews affordable housing proposals. The Fund also supports 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.

Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

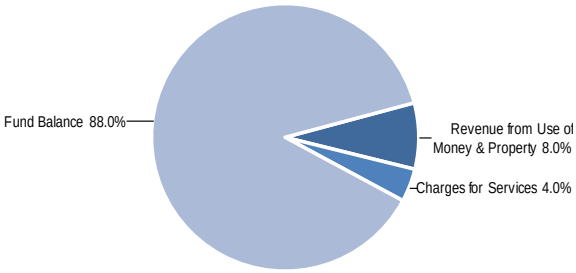
Revolving Loan Program

(Budget Unit 8516— Fund 011— Appropriation Unit CAO040)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	150,000	150,000	150,000
Other Charges	0	0	0	500	500	500
Other Financing Uses	0	0	0	1,100,000	1,100,000	1,100,000
Subtotal	$0	$0	$0	$1,250,500	$1,250,500	1,250,500

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	100,180	100,180	100,180
Charges for Services	0	0	0	50,000	50,000	50,000
Subtotal	$0	$0	$0	$150,180	$150,180	150,180
Fund Balance	0	0	0	1,100,320	1,100,320	1,100,320
Total Source of Funds	$0	$0	$0	$1,250,500	$1,250,500	1,250,500

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.

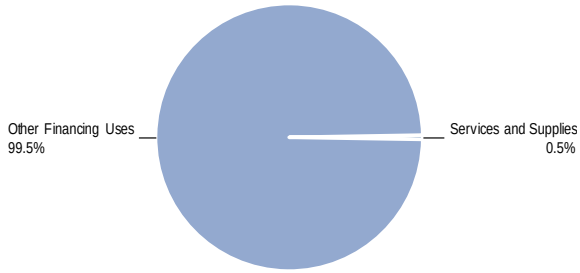
The RLF is intended to help diversify and strengthen the economic base of the local area by assisting businesses that are unable to secure suitable private financing for start-up and expansion costs. RLF loans range in size from $10,000 to $250,000 and have created or helped retain more than 1,000 jobs since 1990.

Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

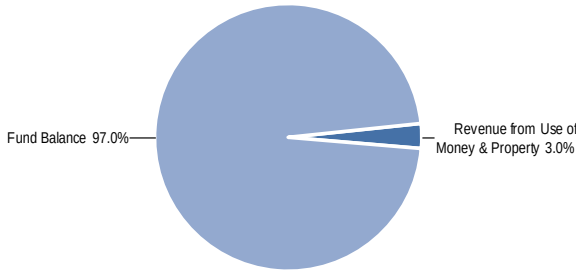
Community Development Reuse

(Budget Unit 8517— Fund 013— Appropriation Unit CAO041)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	6,000	6,000	6,000
Other Financing Uses	0	0	0	1,166,103	1,166,103	1,166,103
Subtotal	$0	$0	$0	$1,172,103	$1,172,103	1,172,103

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	35,000	35,000	35,000
Subtotal	$0	$0	$0	$35,000	$35,000	35,000
Fund Balance	0	0	0	1,137,103	1,137,103	1,137,103
Total Source of Funds	$0	$0	$0	$1,172,103	$1,172,103	1,172,103

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.

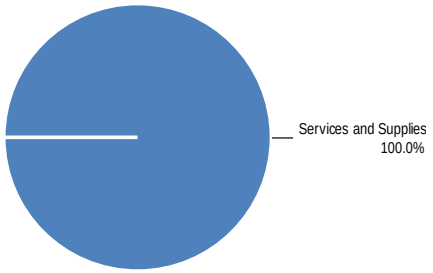
Grant funds are loaned to low and very low-income households for first-time homebuyer down payment assistance activities and to nonprofits for affordable housing projects. All program income must be spent on eligible activities in accordance with State regulations and adopted Program Income Reuse Plans and Guidelines.

Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

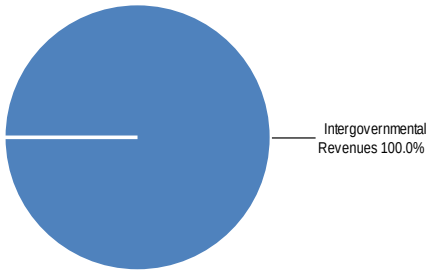
Community Development Grant

(Budget Unit 8518— Fund 013— Appropriation Unit CAO042)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	2,175,327	2,175,327	2,175,327
Subtotal	$0	$0	$0	$2,175,327	$2,175,327	2,175,327

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	2,175,327	2,175,327	2,175,327
Subtotal	$0	$0	$0	$2,175,327	$2,175,327	2,175,327
Total Source of Funds	$0	$0	$0	$2,175,327	$2,175,327	2,175,327

Unit Description

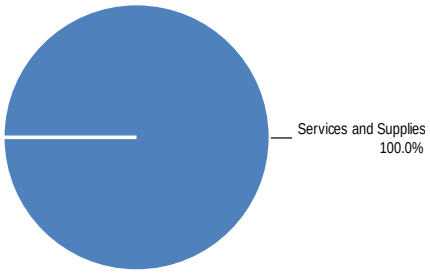
The Community Development Grant unit provides for community and economic development projects funded through federal CDBG, State HOME, and other grant programs and funding sources. This unit provides funding for public infrastructure, community facilities, housing projects for very low, low, and moderate-income households, and public service programs. Funding must be utilized in accordance with funding source guidelines.

Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

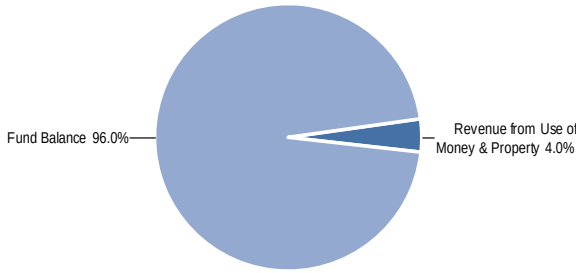
Boronda HS-A

(Budget Unit 8519— Fund 176— Appropriation Unit CAO043)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	5,025	5,025	5,025
Subtotal	$0	$0	$0	$5,025	$5,025	5,025

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	200	200	200
Subtotal	$0	$0	$0	$200	$200	200
Fund Balance	0	0	0	4,825	4,825	4,825
Total Source of Funds	$0	$0	$0	$5,025	$5,025	5,025

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.

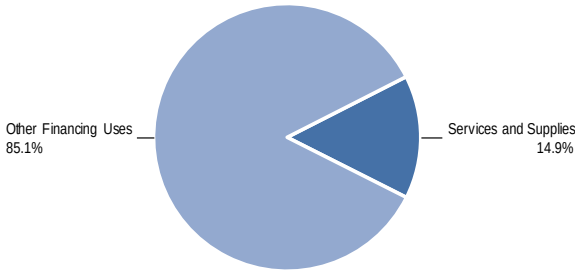
Since the State dissolution of Redevelopment Agencies and the loss of funds, the County took required actions to become the Housing Successor Agency. Any repayment of loans can be used to reinvest in housing.

Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

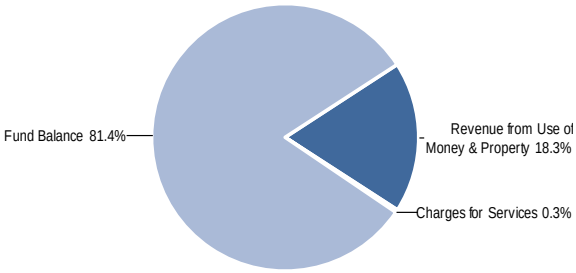
Castro/Paj HS-A

(Budget Unit 8520— Fund 175— Appropriation Unit CAO044)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	175,360	175,360	175,360
Other Financing Uses	0	0	0	1,000,000	1,000,000	1,000,000
Subtotal	$0	$0	$0	$1,175,360	$1,175,360	1,175,360

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	215,000	215,000	215,000
Charges for Services	0	0	0	4,000	4,000	4,000
Subtotal	$0	$0	$0	$219,000	$219,000	219,000
Fund Balance	0	0	0	956,360	956,360	956,360
Total Source of Funds	$0	$0	$0	$1,175,360	$1,175,360	1,175,360

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.

Due to budget constraints in FY 2018-19, the Housing and Economic Development Office was moved from the former Economic Development Department into the CAO's IGLA division.

Human Resources

Departmental Overview:

The Human Resources Department's primary duties include handling the employment process, classification and compensation, managing employee benefits programs, maintaining employee records, coordinating employee training, labor relations, employee counseling on rights and personnel matters and conducting human resources strategic planning.

Programs and Functions:

The Administration Division is responsible for countywide human resources leadership, direction, and support through the promulgation of policies, performance of liaison activities with County departments and other agencies, processing of public inquiries and information requests, logistics support, gathering and analyzing data, performing research and analysis, and developing programs.

The Employee and Labor Relations Division researches, negotiates, implements and enforces labor agreements, trains supervisors and managers, and represents the County in the meet and confer process, grievances, and in disciplinary matters.

The Human Resources Services Division utilizes a variety of methods and strategies to attract, recruit, and employ a talented and diverse workforce that delivers essential services to the public. This division also provides and monitors a competitive and fair compensation system and maintains a standardized and equitable classification system.

The Learning and Organizational Development Division provides professional development through quality, cost-effective training that values diversity and growth opportunities for employees and enhances knowledge and skills for excellence in meeting the needs of the community.

The Employee Benefits Division administers a full range of benefit programs and services to eligible employees, retirees, and their dependents.

The HR Information Systems Division supports all County departments through the implementation of secure and effective processes and technologies in areas such as data management, reporting and analysis, workforce management, recruiting, compensation, benefits administration, and compliance.

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

ECONOMIC DEVELOPMENT

Ensure County employees receive a competitive salary and benefits package to thrive, live, and grow in our community.

ADMINISTRATION

Attract, employ, develop, and retain a diverse and talented workforce to serve our community.

HEALTH AND HUMAN SERVICES

Collaborate with our healthcare professionals in support of creating and developing programs that promote healthy work environments and lifestyles.

PUBLIC SAFETY

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

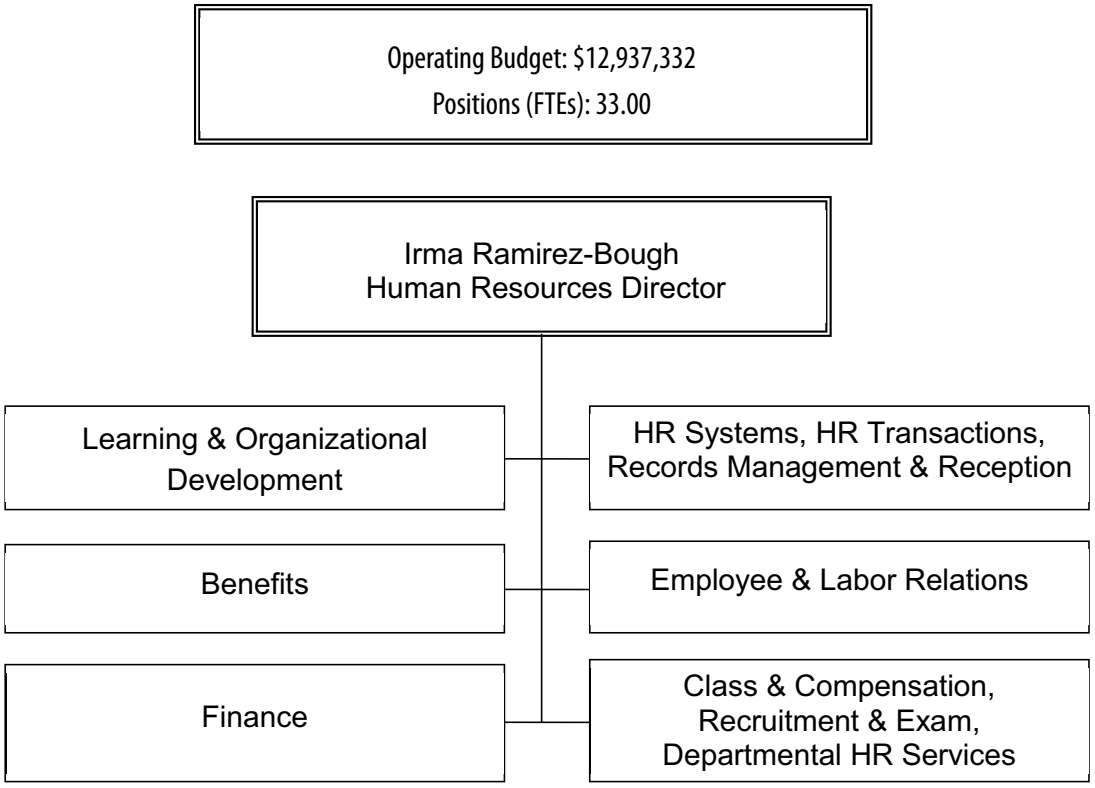
EMPLOYMENT AND INFORMATION SYSTEMS

LABOR RELATIONS

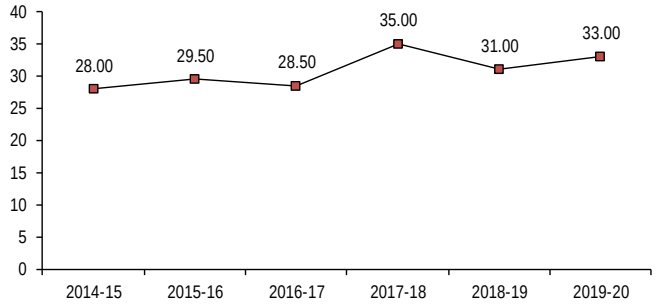
BENEFITS

EMPLOYEE RELATIONS

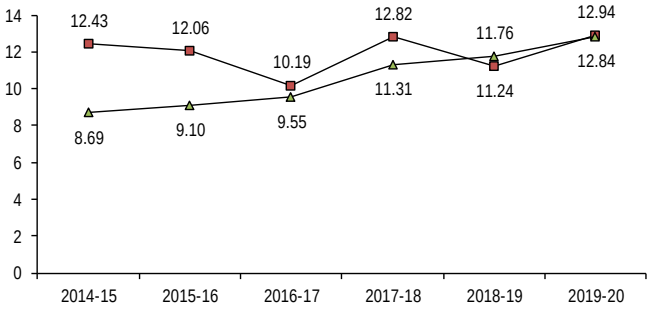
LEARNING AND ORGANIZATIONAL DEVELOPMENT



Staffing Trends



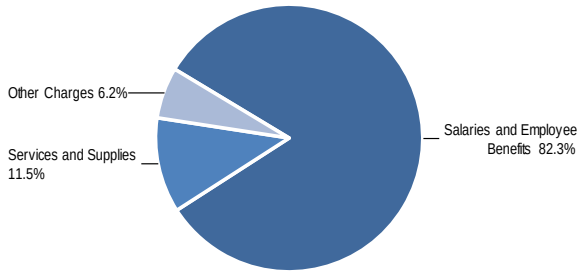
Expenditure/Revenue History (in millions)



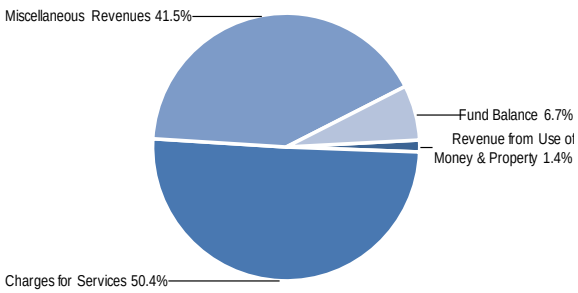
The Human Resources Department develops and delivers human resources services and programs designed to support the strategic initiatives of the County.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Number of recruitments conducted.	333	191	112
Number of applications received.	20,450	13,617	6,920
Number of new hires (permanent and temporary employees).	818	662	379
Number of promotions (competitive, flexible, and reclassifications).	486	483	239
Number of voluntary separations (retirement and resignation).	497	509	285
Percentage of supervisory staff who have successfully completed Key Practices for Successful Supervision (KPSS). Target = 100%	67%	75%	Program suspended

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	8,804,062	4,709,485	9,428,187	12,278,753	10,648,485	5,939,000
Services and Supplies	1,716,965	6,356,159	1,309,574	1,487,678	1,487,678	(4,868,481)
Other Charges	2,296,736	867,733	498,840	801,169	801,169	(66,564)
Subtotal	$12,817,763	$11,933,377	$11,236,601	$14,567,600	$12,937,332	1,003,955

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	201,546	144,000	185,799	196,500	196,500	52,500
Charges for Services	5,854,740	6,392,818	6,411,617	6,930,215	6,930,215	537,397
Miscellaneous Revenues	5,253,396	5,947,372	5,162,721	5,711,790	5,711,790	(235,582)
Subtotal	$11,309,682	$12,484,190	$11,760,137	$12,838,505	$12,838,505	354,315
Fund Balance	196,533	177,698	424,469	915,453	915,453	737,755
General Fund Contributions	$1,311,547	($728,511)	($948,005)	$813,642	($816,626)	(88,115)
Total Source of Funds	$12,817,763	$11,933,377	$11,236,601	$14,567,600	$12,937,332	1,003,955

Summary of Recommendation

The Recommended Budget for the Human Resources Department (HRD) is $12,937,332, financed by $12,838,505 in revenue, $915,453 in fund balance, and a positive contribution to the general fund of $816,626. The Recommended Budget represents an appropriation increase of $1,003,955 compared to the FY 2018-19 Adopted Budget due to an increase in the cost of benefits in the Benefits Internal Service Fund (ISF). The Recommended Budget reflects revenue growth of $354,315 compared to the FY 2018-19 Adopted Budget. However, costs for benefits administration and claims exceed revenues, resulting in an estimated use of $915,453 in fund balance.

The Recommended Budget includes 33 positions, a net increase of two positions from the FY 2018-19 Adopted Budget. An Associate Personnel Analyst position was transferred from the Civil Rights Office as a mid-year adjustment and the Recommended Budget includes a position augmentation (Senior Personnel Analyst) to support the classification and compensation team.

Budget Impacts

The Learning and Organizational Development Division continues to be unstaffed and unable to carry out its strategic initiatives identified in the HRD's Strategic Plan.

Two vacant HR Program Manager positions were reallocated to an Associate Personnel Analyst and a Management Analyst to close the funding gap created by increasing cost pressures such as pay raises, healthcare premium costs, and pension contributions.

The Department does not expect to have salary savings it has relied on in the past to cover the costs of unexpected expenses. The Recommended Budget includes one out of 13 requested augmentations for new positions to increase the service levels in various divisions.

Department Operational Accomplishments

Completed 20 classification and compensation studies and updated 25 classification specifications.

Assisted departments with specialized training needs to establish consistent and proactive approaches to performance management and employee engagement.

Implemented the UNUM Buy-up plan and new Employee Assistance Program (EAP) provider.

Created and implemented an online Family and Romantic Relationship employee training.

Worked with the Civil Rights Office to develop a robust Talent Acquisition Database (TAD) to improve outreach strategies to all groups, including underrepresented groups such as veterans, people of color, women and persons with disabilities.

Managed the County's annual Employee Engagement survey in conjunction with the Department Head Executive Leadership Committee to develop initiatives, training, programs, best practices and policies to enrich employees' work experience.

Department Operational Goals

Collaborate with the Civil Rights Office to establish Governing Alliance for Racial Equity (GARE) strategies in Human Resources Services.

Create and implement a classification and compensation action plan that will be responsive to the needs of the County.

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

Produce a schedule of "brown bag lunches" designed to train County managers and supervisors on various Employee and Labor Relations topics.

Establish a pilot case management process for providing timely guidance to departments in response to disciplinary questions and complicated employee relations cases.

Conduct a Request for Proposals (RFP) for the County's Dental and Vision Plans.

Implement the recruitment service management system that will track customer requests, schedule responses, and help achieve improved customer satisfaction.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Employee & Labor Relations (HRD001)	564,379	688,696	593,060	679,517	534,307	(154,389)	001	8401
Human Resources Services (HRD001)	1,747,536	1,769,744	1,665,934	3,277,420	2,237,387	467,643	001	8402
Learning & Organizational Development (HRD001)	696,934	59,548	90,606	357,174	66,754	7,206	001	8403
Employee Benefits (HRD001)	738,167	781,222	783,477	783,493	783,493	2,271	001	8404
Dental (HRD002)	4,964,881	5,286,101	5,023,568	5,439,257	5,439,257	153,156	477	8413
Vision (HRD002)	926,430	1,024,658	1,026,269	1,039,654	1,039,654	14,996	477	8414
Employee Assistance Program (HRD002)	92,685	98,922	107,824	102,643	102,643	3,721	477	8415
Disability (HRD002)	263,488	372,671	375,060	420,420	420,420	47,749	477	8416
Unemployment (HRD002)	479,434	614,254	500,494	614,610	614,610	356	477	8417
Misc Benefits (HRD002)	489,363	598,816	487,199	824,671	824,671	225,855	477	8418
Other Post-Employment Benefits (HRD002)	4,289,920	4,666,466	4,664,192	5,312,703	5,312,703	646,237	477	8419
Human Resources Administration (HRD001)	(2,435,453)	(4,631,836)	(4,631,488)	(4,809,982)	(4,964,587)	(332,751)	001	8445
HR Information System (HRD001)	0	604,115	550,406	526,020	526,020	(78,095)	001	8496
Subtotal	$12,817,763	$11,933,377	$11,236,601	$14,567,600	$12,937,332	1,003,955		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Employee & Labor Relations	564,379	688,696	593,060	679,517	534,307	(154,389)
Human Resources Services	1,747,536	1,769,744	1,665,934	3,277,420	2,237,387	467,643
Learning & Organizational Development	696,934	59,548	90,606	357,174	66,754	7,206
Employee Benefits	738,167	781,222	783,477	783,493	783,493	2,271
Dental	4,964,881	5,286,101	5,023,568	5,439,257	5,439,257	153,156
Vision	926,430	1,024,658	1,026,269	1,039,654	1,039,654	14,996
Employee Assistance Program	92,685	98,922	107,824	102,643	102,643	3,721
Disability	263,488	372,671	375,060	420,420	420,420	47,749

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Unemployment	479,434	614,254	500,494	614,610	614,610	356
Misc Benefits	489,363	598,816	487,199	824,671	824,671	225,855
Other Post-Employment Benefits	4,289,920	4,666,466	4,664,192	5,312,703	5,312,703	646,237
Human Resources Administration	(2,435,453)	(4,631,836)	(4,631,488)	(4,809,982)	(4,964,587)	(332,751)
HR Information System	0	604,115	550,406	526,020	526,020	(78,095)
Subtotal	$12,817,763	$11,933,377	$11,236,601	$14,567,600	$12,937,332	1,003,955

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	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	7.00	7.00	9.00	2.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	2.00	2.00	3.00	1.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	3.00	0.00	0.00	0.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	0.00	2.00	2.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	0.00	0.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	2.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	0.00	0.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	5.00	5.00	0.00
14M61	HR PROGRAM MANAGER	5.00	5.00	3.00	-2.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	0.00	0.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total	35.00	31.00	33.00	2.00

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1060	1060-8401-001-AUG13	New Associate Personnel Analyst	New Position	145,210	1.00	0	0.00
1060	1060-8402-001-AUG1	New Associate Personnel Analyst	New Position	145,210	1.00	0	0.00
1060	1060-8402-001-AUG10	New Personnel Tech-Confidential	New Position	104,661	1.00	0	0.00
1060	1060-8402-001-AUG11	New Personnel Tech-Confidential	New Position	104,661	1.00	0	0.00
1060	1060-8402-001-AUG12	New Personnel Tech-Confidential	New Position	104,661	1.00	0	0.00
1060	1060-8402-001-AUG2	New Associate Personnel Analyst	New Position	145,210	1.00	0	0.00
1060	1060-8402-001-AUG3	New Senior Personnel Analyst	New Position	154,605	1.00	154,605	1.00
1060	1060-8402-001-AUG7	New Associate Personnel Analyst	New Position	145,210	1.00	0	0.00
1060	1060-8402-001-AUG8	New Associate Personnel Analyst	New Position	145,210	1.00	0	0.00
1060	1060-8402-001-AUG9	New Associate Personnel Analyst	New Position	145,210	1.00	0	0.00
1060	1060-8403-001-AUG4	New Management Analyst II	New Position	145,210	1.00	0	0.00
1060	1060-8403-001-AUG5	New Management Analyst II	New Position	145,210	1.00	0	0.00
1060	1060-8445-001-AUG6	New Management Analyst III	New Position	154,605	1.00	0	0.00
			Grand Total	**1,784,873**	**13.00**	**154,605**	**1.00**

Human Resources Departmental

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,548,538	4,699,729	4,427,901	6,583,397	4,953,129	253,400
Services and Supplies	437,525	200,673	255,259	238,096	238,096	37,423
Other Charges	(3,674,500)	(5,628,913)	(5,631,165)	(6,007,851)	(6,007,851)	(378,938)
Subtotal	$1,311,562	($728,511)	($948,005)	$813,642	($816,626)	(88,115)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	15	0	0	0	0	0
Subtotal	$15	$0	$0	$0	$0	0
General Fund Contributions	$1,311,547	($728,511)	($948,005)	$813,642	($816,626)	(88,115)
Total Source of Funds	$1,311,562	($728,511)	($948,005)	$813,642	($816,626)	(88,115)

Division Description

The Human Resources departmental section includes the Employee and Labor Relations, Human Resources Services, Learning and Organizational Development, Employee Benefits, HR Administration, and HR Information Systems divisions. Responsibilities and programs for each of these divisions are detailed in their budget unit descriptions.

Summary of Recommendation

The Recommended Budget for the Human Resources departmental units includes $5,191,225 in expenditures and $6,007,851 in reimbursements from the Countywide Cost Allocation Plan (COWCAP) and the Benefits ISF, creating a net positive contribution to the general fund of $816,626. Salary and benefit costs increased $253,400 over the FY 2018-19 Adopted Budget due to the addition of two positions and rising costs in benefits such as pension contributions and health care premium costs.

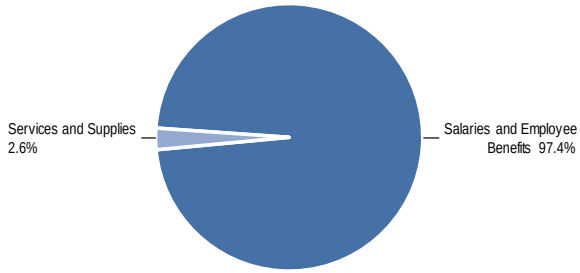
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Employee & Labor Relations (HRD001)	564,379	688,696	593,060	679,517	534,307	(154,389)	001	8401
Human Resources Services (HRD001)	1,747,536	1,769,744	1,665,934	3,277,420	2,237,387	467,643	001	8402
Learning & Organizational Development (HRD001)	696,934	59,548	90,606	357,174	66,754	7,206	001	8403
Employee Benefits (HRD001)	738,167	781,222	783,477	783,493	783,493	2,271	001	8404
Human Resources Administration (HRD001)	(2,435,453)	(4,631,836)	(4,631,488)	(4,809,982)	(4,964,587)	(332,751)	001	8445
HR Information System (HRD001)	0	604,115	550,406	526,020	526,020	(78,095)	001	8496
Subtotal	$1,311,562	($728,511)	($948,005)	$813,642	($816,626)	(88,115)		

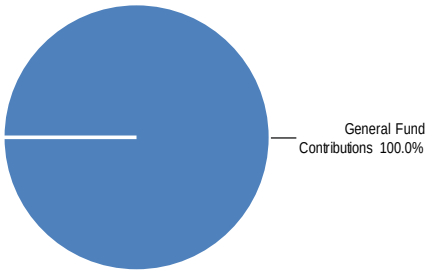
Employee & Labor Relations

(Budget Unit 8401— Fund 001— Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	542,057	679,411	549,907	665,736	520,526	(158,885)
Services and Supplies	22,322	9,285	43,153	13,781	13,781	4,496
Subtotal	$564,379	$688,696	$593,060	$679,517	$534,307	(154,389)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$564,379	$688,696	$593,060	$679,517	$534,307	(154,389)
Total Source of Funds	$564,379	$688,696	$593,060	$679,517	$534,307	(154,389)

Unit Description

To promote a high-quality workforce, the Employee and Labor Relations Division is responsible for fostering a positive employer/employee work environment by promoting collaborative relationships between employees, management, and employee organizations. Employee and Labor Relations is responsible for administering 13 labor agreements for 17 bargaining units, resolving contract disputes, interpreting statutes and policies, and providing guidance, training and recommendations pertaining to performance management and progressive discipline.

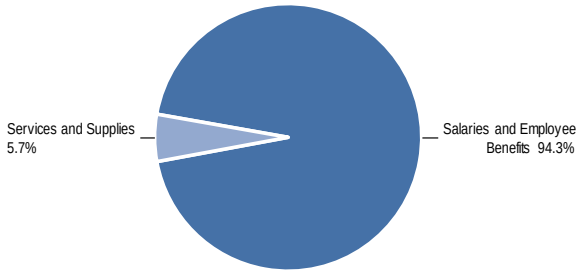
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14M61	HR PROGRAM MANAGER	1.00
	Total	3.00

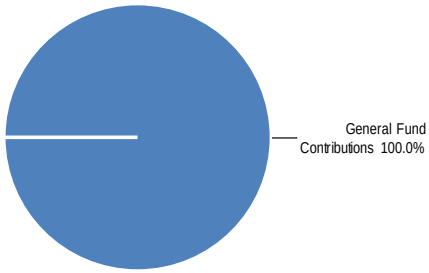
Human Resources Services

(Budget Unit 8402— Fund 001— Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,853,826	1,680,930	1,575,374	3,150,447	2,110,414	429,484
Services and Supplies	188,023	88,814	90,560	126,973	126,973	38,159
Other Charges	(294,314)	0	0	0	0	0
Subtotal	$1,747,536	$1,769,744	$1,665,934	$3,277,420	$2,237,387	467,643

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	15	0	0	0	0	0
Subtotal	$15	$0	$0	$0	$0	0
General Fund Contributions	$1,747,521	$1,769,744	$1,665,934	$3,277,420	$2,237,387	467,643
Total Source of Funds	$1,747,536	$1,769,744	$1,665,934	$3,277,420	$2,237,387	467,643

Unit Description

The Human Resources Services Division provides innovative, responsive, fair and consistent recruitment selection services to County departments, employees, and job applicants to ensure the County employs a qualified and diverse workforce that delivers essential services to the community. This Division provides and monitors a competitive and fair compensation system and maintains a standardized and equitable classification system which defines the scope and nature of job assignments, provides ongoing updates of classification specifications, identifies job expectations, and supports career development options which enables the County to employ and retain qualified employees.

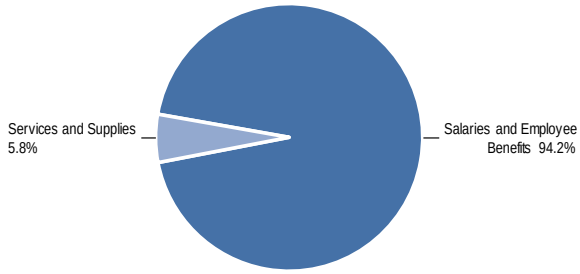
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	6.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14G02	MANAGEMENT ANALYST I	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00
14M61	HR PROGRAM MANAGER	1.00
	Total	15.00

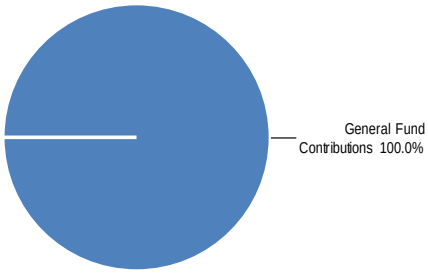
Learning & Organizational Development

(Budget Unit 8403— Fund 001— Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	644,918	55,206	87,555	353,307	62,887	7,681
Services and Supplies	51,991	4,342	8,994	3,867	3,867	(475)
Other Charges	25	0	(5,943)	0	0	0
Subtotal	$696,934	$59,548	$90,606	$357,174	$66,754	7,206

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$696,934	$59,548	$90,606	$357,174	$66,754	7,206
Total Source of Funds	$696,934	$59,548	$90,606	$357,174	$66,754	7,206

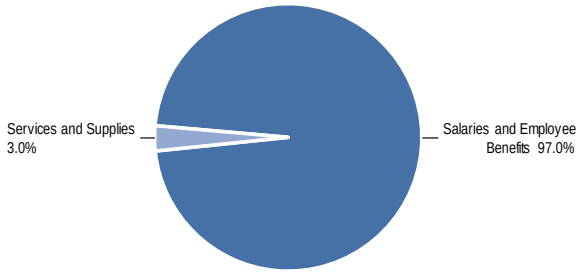
Unit Description

The Learning and Organizational Development (LOD) Division is responsible for customized learning solutions to support succession planning, career development, and maximization of resources. The LOD was suspended due to the shift in staffing at the beginning of FY 2018-19 in response to budget constraints. Under salary and employee benefits, this division has budgeted obligatory expenditures such as workers' compensation and liability insurance.

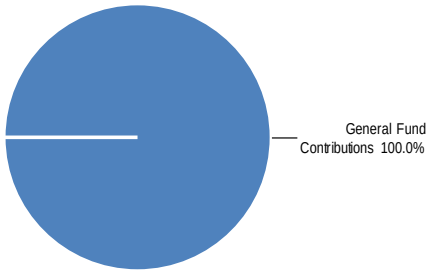
Employee Benefits

(Budget Unit 8404— Fund 001— Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	757,537	762,062	767,099	759,744	759,744	(2,318)
Services and Supplies	37,886	19,160	16,378	23,749	23,749	4,589
Other Charges	(57,255)	0	0	0	0	0
Subtotal	$738,167	$781,222	$783,477	$783,493	$783,493	2,271

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$738,167	$781,222	$783,477	$783,493	$783,493	2,271
Total Source of Funds	$738,167	$781,222	$783,477	$783,493	$783,493	2,271

Unit Description

The Employee Benefits Division administers the County's comprehensive benefit programs, provides benefits education, and helps resolve benefits-related problems for employees, retirees, and family members.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	2.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14M61	HR PROGRAM MANAGER	1.00
	Total	5.00

Human Resources Administration

(Budget Unit 8445— Fund 001— Appropriation Unit HRD001)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	750,200	975,997	949,824	1,167,641	1,013,036	37,039
Services and Supplies	137,302	21,080	43,910	30,228	30,228	9,148
Other Charges	(3,322,955)	(5,628,913)	(5,625,222)	(6,007,851)	(6,007,851)	(378,938)
Subtotal	($2,435,453)	($4,631,836)	($4,631,488)	($4,809,982)	($4,964,587)	(332,751)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	($2,435,453)	($4,631,836)	($4,631,488)	($4,809,982)	($4,964,587)	(332,751)
Total Source of Funds	($2,435,453)	($4,631,836)	($4,631,488)	($4,809,982)	($4,964,587)	(332,751)

Unit Description

The Human Resources Administration Division is responsible for countywide human resources leadership, direction, and support through the promulgation of policies, performance of liaison activities with County departments and other agencies, processing of public inquiries and information requests, logistics support, gathering and analyzing data, performing research and analysis, and developing programs. Other responsibilities include ensuring compliance with legal mandates, minimizing liability related to personnel functions, and maintaining of policies and procedures. The division provides staff support to the Board of Supervisors' Human Resources Committee.

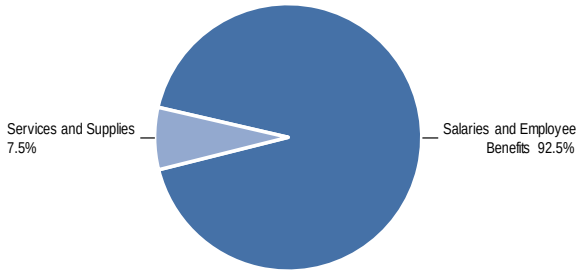
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
11A07	DIRECTOR OF HUMAN RESOURCES	1.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.00
14C31	MANAGEMENT ANALYST III	1.00
20B93	FINANCE MANAGER II	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	6.00

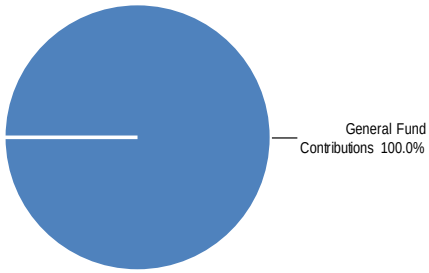
HR Information System

(Budget Unit 8496— Fund 001— Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	546,123	498,142	486,522	486,522	(59,601)
Services and Supplies	0	57,992	52,264	39,498	39,498	(18,494)
Subtotal	$0	$604,115	$550,406	$526,020	$526,020	(78,095)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$0	$604,115	$550,406	$526,020	$526,020	(78,095)
Total Source of Funds	$0	$604,115	$550,406	$526,020	$526,020	(78,095)

Unit Description

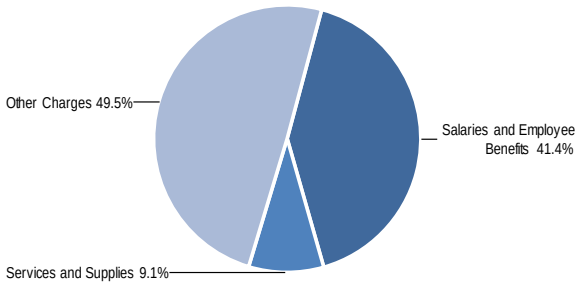
The HR Information Systems Division supports the strategic vision of the County through the implementation of secure, effective processes and enabling technologies in areas such as data management, reporting and analysis, workforce management, recruiting, compensation, benefits administration and compliance.

Recommended 2019-20 Positions

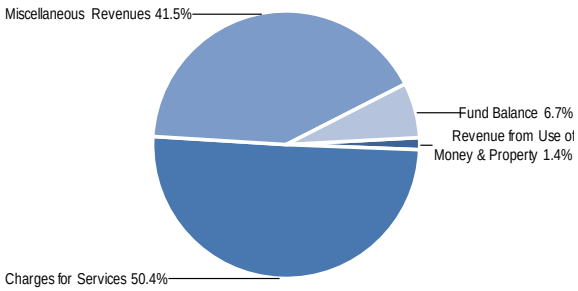
Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	2.00
14C31	MANAGEMENT ANALYST III	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
	Total	4.00

Human Resources Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,255,524	9,756	5,000,286	5,695,356	5,695,356	5,685,600
Services and Supplies	1,279,440	6,155,486	1,054,315	1,249,582	1,249,582	(4,905,904)
Other Charges	5,971,236	6,496,646	6,130,005	6,809,020	6,809,020	312,374
Subtotal	$11,506,201	$12,661,888	$12,184,606	$13,753,958	$13,753,958	1,092,070

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	201,546	144,000	185,799	196,500	196,500	52,500
Charges for Services	5,854,725	6,392,818	6,411,617	6,930,215	6,930,215	537,397
Miscellaneous Revenues	5,253,396	5,947,372	5,162,721	5,711,790	5,711,790	(235,582)
Subtotal	$11,309,667	$12,484,190	$11,760,137	$12,838,505	$12,838,505	354,315
Fund Balance	196,533	177,698	424,469	915,453	915,453	737,755
Total Source of Funds	$11,506,200	$12,661,888	$12,184,606	$13,753,958	$13,753,958	1,092,070

Division Description

The Human Resources non-departmental section consists of the Benefits Internal Services Fund (ISF). The ISF includes separate budget units for Dental, Vision, Employee Assistance Program, Disability, Unemployment, Miscellaneous Benefits, and Other Post-Employment Benefits.

Summary of Recommendation

The Recommended Budget for the Human Resources non-departmental units is $13,753,958, financed by $12,838,505 in revenues and the use of $915,453 in fund balance. The Recommended Budget reflects an increase of $1,092,070 in appropriations compared to the FY 2018-19 Adopted Budget due to a combination of increased costs of the County's benefits and an increase in the OPEB contribution as recommended by the actuarial valuation report.The charges to departments are based on employee utilization and plan design. Over the past years, employee premiums have not increased while claims costs have increased annually; hence, employee benefit costs are estimated to exceed revenue from County and employee premiums, leading to an estimated use of $915,453 in fund balance.

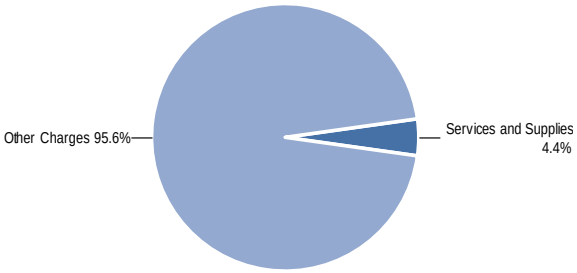
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Dental (HRD002)	4,964,881	5,286,101	5,023,568	5,439,257	5,439,257	153,156	477	8413
Vision (HRD002)	926,430	1,024,658	1,026,269	1,039,654	1,039,654	14,996	477	8414
Employee Assistance Program (HRD002)	92,685	98,922	107,824	102,643	102,643	3,721	477	8415
Disability (HRD002)	263,488	372,671	375,060	420,420	420,420	47,749	477	8416
Unemployment (HRD002)	479,434	614,254	500,494	614,610	614,610	356	477	8417
Misc Benefits (HRD002)	489,363	598,816	487,199	824,671	824,671	225,855	477	8418
Other Post-Employment Benefits (HRD002)	4,289,920	4,666,466	4,664,192	5,312,703	5,312,703	646,237	477	8419
Subtotal	$11,506,201	$12,661,888	$12,184,606	$13,753,958	$13,753,958	1,092,070		

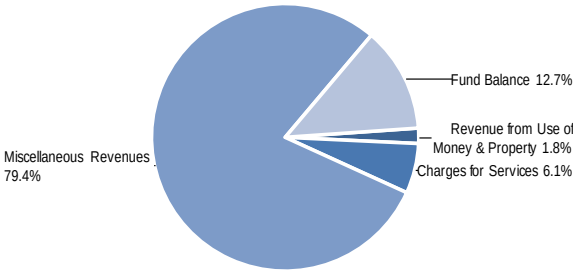
Dental

(Budget Unit 8413— Fund 477— Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	269,360	286,101	281,450	240,660	240,660	(45,441)
Other Charges	4,695,521	5,000,000	4,742,118	5,198,597	5,198,597	198,597
Subtotal	$4,964,881	$5,286,101	$5,023,568	$5,439,257	$5,439,257	153,156

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	107,578	75,000	109,289	100,000	100,000	25,000
Charges for Services	323,063	390,167	405,479	330,000	330,000	(60,167)
Miscellaneous Revenues	4,229,031	4,655,905	3,925,414	4,317,955	4,317,955	(337,950)
Subtotal	$4,659,673	$5,121,072	$4,440,182	$4,747,955	$4,747,955	(373,117)
Fund Balance	305,208	165,029	583,386	691,302	691,302	526,273
Total Source of Funds	$4,964,881	$5,286,101	$5,023,568	$5,439,257	$5,439,257	153,156

Unit Description

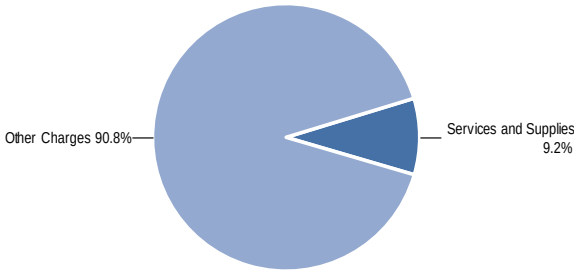
The Dental Unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenditures related to the County's self-insured dental program. Contributions are calculated on a cost recovery basis through charges allocated to County departments, as well as employee contributions, based on utilization and benefit design. A given department's allocation may change from year to year due to changes in the number of employees and cost of benefits.

The estimated ending fund balance for this Unit is $6,581,178. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

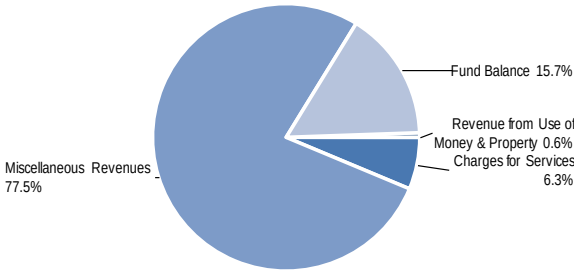
Vision

(Budget Unit 8414— Fund 477— Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	142,393	154,658	151,460	96,000	96,000	(58,658)
Other Charges	784,037	870,000	874,809	943,654	943,654	73,654
Subtotal	$926,430	$1,024,658	$1,026,269	$1,039,654	$1,039,654	14,996

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	6,453	6,000	6,000	6,000	6,000	0
Charges for Services	67,804	133,119	136,606	65,000	65,000	(68,119)
Miscellaneous Revenues	759,742	834,409	732,520	805,772	805,772	(28,637)
Subtotal	$833,999	$973,528	$875,126	$876,772	$876,772	(96,756)
Fund Balance	92,431	51,130	151,143	162,882	162,882	111,752
Total Source of Funds	$926,430	$1,024,658	$1,026,269	$1,039,654	$1,039,654	14,996

Unit Description

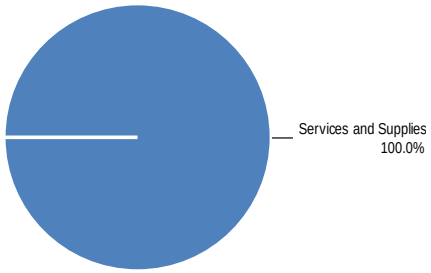
The Vision Unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenditures related to the County's self-insured vision program. Contributions are calculated on a cost recovery basis through charges allocated to County departments, as well as employee contributions, based on utilization and benefit design. A given department's allocation may change from year to year due to changes in number of employees and cost of benefits.

The estimated ending fund balance for this Unit is $103,111. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

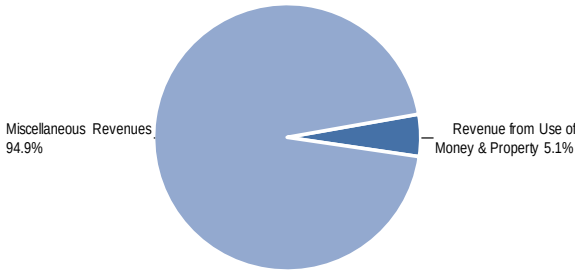
Employee Assistance Program

(Budget Unit 8415— Fund 477— Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	92,685	98,922	107,824	102,643	102,643	3,721
Subtotal	$92,685	$98,922	$107,824	$102,643	$102,643	3,721

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	4,506	3,500	4,780	5,500	5,500	2,000
Charges for Services	0	10,350	10,350	0	0	(10,350)
Miscellaneous Revenues	87,945	89,941	94,324	102,643	102,643	12,702
Subtotal	$92,450	$103,791	$109,454	$108,143	$108,143	4,352
Fund Balance	235	(4,869)	(1,630)	(5,500)	(5,500)	(631)
Total Source of Funds	$92,685	$98,922	$107,824	$102,643	$102,643	3,721

Unit Description

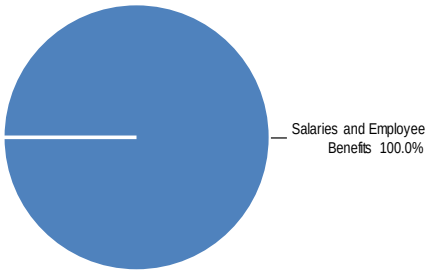
The Employee Assistance Program (EAP) Unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenditures related to the County's EAP. Contributions are calculated on a cost recovery basis through charges allocated to County departments based on a flat fee per employee. A given department's allocation may change from year to year due to any changes in number of employees and cost of benefits.

The estimated ending fund balance for this Unit is $350,530. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

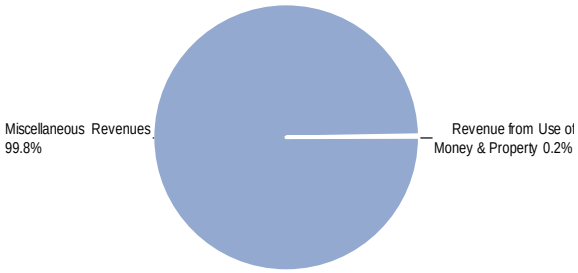
Disability

(Budget Unit 8416— Fund 477— Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	369,602	420,420	420,420	420,420
Services and Supplies	263,488	372,671	5,458	0	0	(372,671)
Subtotal	$263,488	$372,671	$375,060	$420,420	$420,420	47,749

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	2,574	2,500	1,571	1,000	1,000	(1,500)
Charges for Services	29,048	5,554	5,554	0	0	(5,554)
Miscellaneous Revenues	176,678	367,117	345,463	420,420	420,420	53,303
Subtotal	$208,301	$375,171	$352,588	$421,420	$421,420	46,249
Fund Balance	55,187	(2,500)	22,472	(1,000)	(1,000)	1,500
Total Source of Funds	$263,488	$372,671	$375,060	$420,420	$420,420	47,749

Unit Description

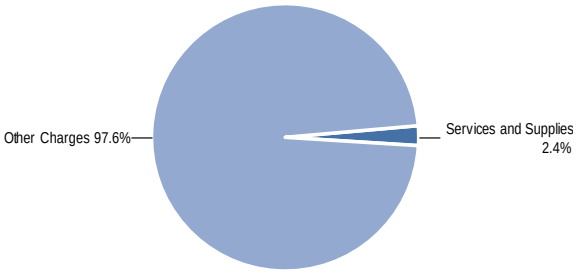
The Disability Unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenditures related to the County's disability (long-term and short-term) program. Contributions are calculated on a cost recovery basis through charges allocated to County departments based on a flat fee per eligible employee. A given department's allocation may change from year to year due to any changes in number of eligible employees and cost of benefits.

The estimated ending fund balance for this Unit is $94,817. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

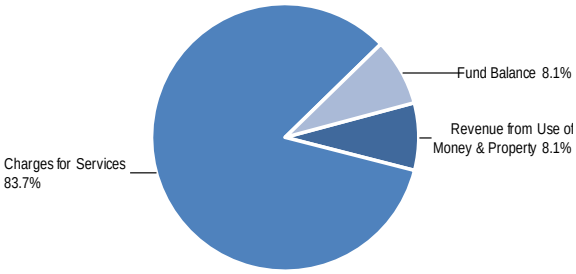
Unemployment

(Budget Unit 8417— Fund 477— Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	12,357	14,254	14,062	14,610	14,610	356
Other Charges	467,077	600,000	486,432	600,000	600,000	0
Subtotal	$479,434	$614,254	$500,494	$614,610	$614,610	356

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	37,633	30,000	43,197	50,000	50,000	20,000
Charges for Services	612,559	614,992	614,992	514,610	514,610	(100,382)
Subtotal	$650,192	$644,992	$658,189	$564,610	$564,610	(80,382)
Fund Balance	(170,758)	(30,738)	(157,695)	50,000	50,000	80,738
Total Source of Funds	$479,434	$614,254	$500,494	$614,610	$614,610	356

Unit Description

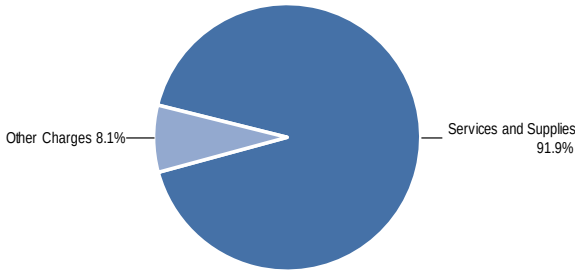
The Unemployment Unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenditures related to the County's Unemployment Insurance. Contributions are calculated on a cost recovery basis through charges allocated to County departments based on employee count. A given department's allocation may change from year to year due to any changes in number of employees and cost of benefits.

The estimated ending fund balance for this Unit is $3,026,521. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

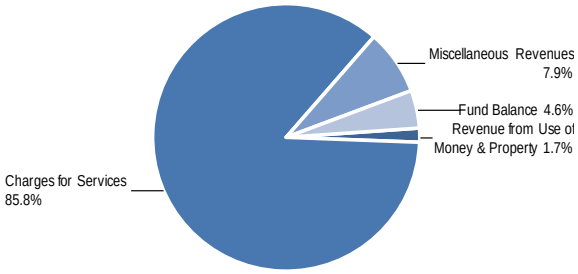
Misc Benefits

(Budget Unit 8418— Fund 477— Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	464,761	572,170	460,553	757,902	757,902	185,732
Other Charges	24,602	26,646	26,646	66,769	66,769	40,123
Subtotal	$489,363	$598,816	$487,199	$824,671	$824,671	225,855

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	13,731	15,000	12,833	14,000	14,000	(1,000)
Charges for Services	531,250	572,170	572,170	707,902	707,902	135,732
Miscellaneous Revenues	0	0	65,000	65,000	65,000	65,000
Subtotal	$544,980	$587,170	$650,003	$786,902	$786,902	199,732
Fund Balance	(55,617)	11,646	(162,804)	37,769	37,769	26,123
Total Source of Funds	$489,363	$598,816	$487,199	$824,671	$824,671	225,855

Unit Description

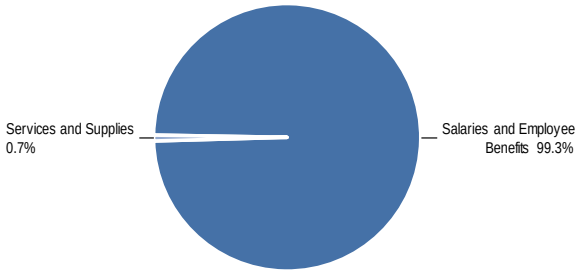
The Miscellaneous Unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenses related to other miscellaneous benefit programs such as the Flexible Spending Account, Dependent Care Assistance Program, Voluntary Benefit Options, and health insurance administration fees. Contributions are calculated on a cost recovery basis through charges allocated to County departments based on employee count. A given department's allocation may change from year to year due to changes in number of employees and cost of benefits administration.

The estimated ending fund balance for this Unit is $1,321,361. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

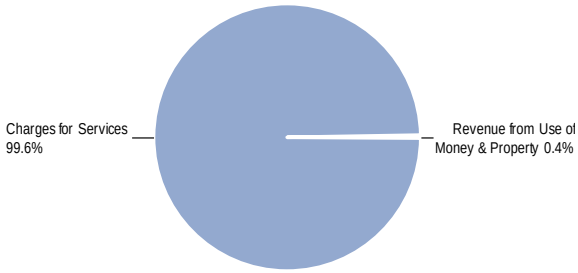
Other Post-Employment Benefits

(Budget Unit 8419— Fund 477— Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,255,524	9,756	4,630,684	5,274,936	5,274,936	5,265,180
Services and Supplies	34,396	4,656,710	33,508	37,767	37,767	(4,618,943)
Subtotal	$4,289,920	$4,666,466	$4,664,192	$5,312,703	$5,312,703	646,237

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	29,072	12,000	8,129	20,000	20,000	8,000
Charges for Services	4,291,000	4,666,466	4,666,466	5,312,703	5,312,703	646,237
Subtotal	$4,320,072	$4,678,466	$4,674,595	$5,332,703	$5,332,703	654,237
Fund Balance	(30,153)	(12,000)	(10,403)	(20,000)	(20,000)	(8,000)
Total Source of Funds	$4,289,919	$4,666,466	$4,664,192	$5,312,703	$5,312,703	646,237

Unit Description

The Other Post-Employment Benefits (OPEB) Unit is a component of the Benefits Internal Service Fund (ISF) that contains revenue and expenses related to OPEB. The County's OPEB are limited to the State mandated amount that the County pays for retirees' health care, including payments for current retirees and Board of Supervisors' authorized pre-funding of benefit costs for future retirees. Biennial actuarial analyses are performed which determine the County's annual contribution. This amount is charged to County departments based on employee count and transmitted to the California Employers' Retirement Benefit Trust for investment purposes.

The estimated ending fund balance for this Unit is $335,636. Whenever there is excess revenue in a specific fiscal year, it is kept in the Benefits ISF to be used in future years when expenditures exceed revenue.

Civil Rights Office

Department Overview:

The Civil Rights Office helps the County pursue equity in all County operations by developing a culture of diversity and inclusion. The Civil Rights Office accomplishes this by helping the County respect civil rights and pursuing equal opportunity for all by training the workforce, advising County departments, and enforcing the County's nondiscrimination, sexual harassment, equal opportunity for persons with disabilities, and effective communication policies.

Programs and Functions:

The Civil Rights Office develops and provides two mandatory trainings: the California-mandated prevention of harassment and discrimination training, and the civil rights training. The Office advises departments on how to apply the law, County ordinances and policies, and principles of equity in their operations. The Office reviews and resolves complaints of unlawful discrimination, harassment, and retaliation.

In addition to handling issues of equity, diversity, and inclusivity within the County workforce, as mandated by Title VII of the Civil Rights Act of 1964, the Civil Rights Office also reviews issues of equity, diversity, and inclusivity as it relates to Monterey County residents, as mandated by Title VI of the Civil Rights Act. In that role, the Civil Rights Office acts as a conduit to help residents address issues of discrimination in the provision of and equitable access to County services.

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

ADMINISTRATION

Administration of the County's Equal Opportunity Plan and Title VI Implementation Plan.

HEALTH AND HUMAN SERVICES

Provide training that seeks to improve and maintain work satisfaction at a high level by creating a more respectful and inclusive workplace culture. The equity and inclusion training helps participants both understand and gain tools to address implicit bias and institutional racism.

INFRASTRUCTURE

Supports departments tasked with planning and developing physical infrastructure by focusing on fairness and equitable access to infrastructure. Aid in the compliance with the Americans with Disabilities Act, ensuring County buildings and services are accessible to people with disabilities.

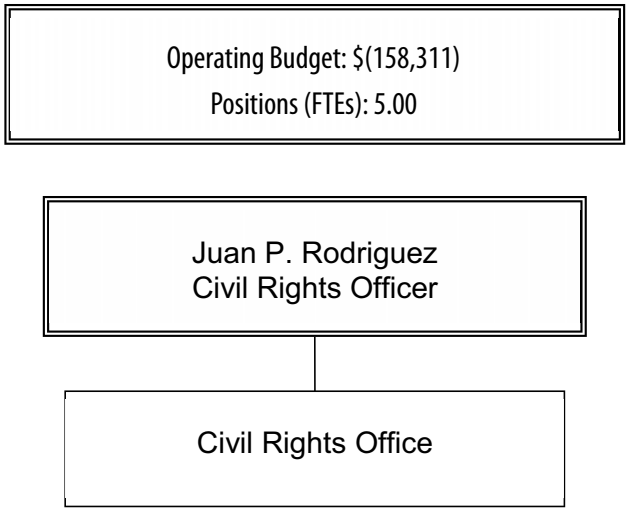
PUBLIC SAFETY

Support the County's public safety branches to achieve their goal, while interacting with the public, of creating a safe environment for people to achieve their potential, allowing businesses and communities to thrive and grow.

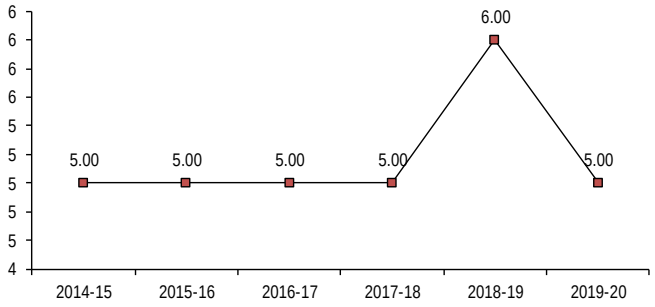
train

aduise

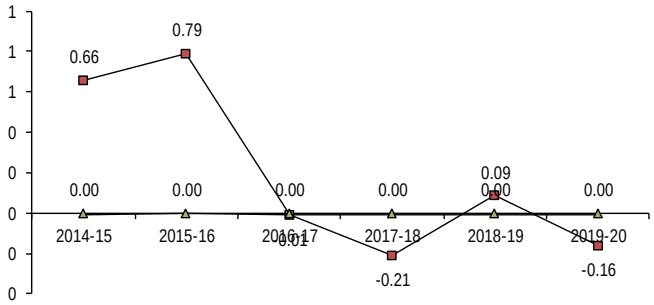
enforce



Staffing Trends



Expenditure/Revenue History (in millions)



The Civil Rights Office helps the County respect civil rights, provide equal opportunity for all, and pursue equity in all operations by developing culture of diversity and inclusion.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Percent of County non-management employees completing the Prevention of Sexual Harassment training requirement. Target = 85%	73%	73%	99%
Percent of County managers/supervisors completing the Prevention of Sexual Harassment training requirement. Target = 85%	77%	72%	98%
Average cycle of time for processing and completing complaints of discrimination submitted to the Civil Rights Office. Target = 90 days	33%	33%	82%

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	790,346	1,048,309	856,870	937,829	783,224	(265,085)
Services and Supplies	102,402	71,780	71,981	181,067	92,567	20,787
Other Charges	(1,099,132)	(841,588)	(841,588)	(1,034,102)	(1,034,102)	(192,514)
Subtotal	($206,384)	$278,501	$87,263	$84,794	($158,311)	(436,812)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	($206,384)	$278,501	$87,263	$84,794	($158,311)	(436,812)
Total Source of Funds	($206,384)	$278,501	$87,263	$84,794	($158,311)	(436,812)

Summary of Recommendation

The FY 2019-20 Recommended Budget for the Civil Rights Office is budgeted to end the year with a surplus of $158,311. This surplus is due to a $1,034,102 County Cost Plan (COWCAP) credit that is higher than the Department's $875,791 in employee, services, and supply costs. This budget represents a $436,812 decrease from the previous fiscal year due to the transfer of two positions to other departments and an increased cost plan credit. An Associate Equal Opportunity Analyst position was transferred to the Human Resources Department to share subject matter expertise as well as the appropriations for a Management Analyst III that was moved during the 2018-19 fiscal year.

Budget Impacts

The Recommended Budget maintains basic service levels with the recommendation to augment $17,500 to develop a federally-mandated Equal Opportunity Plan and $20,000 to aid in providing civil rights training to the County workforce.

Unfunded augmentations include funding for professional training of Civil Rights Office staff, American Sign Language interpretation, a new position to develop and administer a Countywide whistleblower program, and funding to contract with independent workplace investigators in cases where a conflict of interest exists.

The Office will work with other County departments to identify shared resources to lessen the impact to services.

Department Operational Accomplishments

In its effort to advance racial equity in Monterey County government, the Board of Supervisors tasked the Civil Rights Office with providing civil rights training that highlights implicit bias, inequities in our community, and showing County employees how they can be part of the solution. As a small office, the Civil Rights Office partnered with the Policy Evaluation and Planning Unit of the Health Department and the County Administrative Office to train most County supervisors and managers. The Civil Rights Office, the Administrative Office, and the Health Department will continue this collaboration to train all County employees within the next fiscal years.

Additionally, in collaboration with Information Technology and Human Resources Departments, the Civil Rights Office developed the Talent Acquisition Database, a crowdsourced mobile-friendly application that leverages existing and facilitates future relationships with community and industry partners to reach, recruit, and hire the best and most diverse talent to better serve the community.

Department Operational Goals

Assist the Equal Opportunity and Civil Rights Advisory Commission in developing and monitoring annual departmental Equal Opportunity Plans, which now include Title VI and Title VII of the Civil Rights Act of 1964 components.

Continue to provide civil rights training to the County workforce, integrating principles of Governing for Racial Equity, implicit bias,

and local civil rights history, and continue reviewing and revising to assist County employees to better serve our community.

Continue to provide timely, unbiased, and informed support and investigations to employees and the public.

Continue to provide conflict resolution alternatives outside of the complaint process, as allowed by federal and State laws, and County ordinances and policies.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Equal Opportunity Office (EQU001)	(206,384)	278,501	87,263	0	0	(278,501)	001	8066
Civil Rights Office (CRO001)	0	0	0	84,794	(158,311)	(158,311)	001	8505
Subtotal	($206,384)	$278,501	$87,263	$84,794	($158,311)	(436,812)		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Equal Opportunity Office	(206,384)	278,501	87,263	0	0	(278,501)
Civil Rights Office	0	0	0	84,794	(158,311)	(158,311)
Subtotal	($206,384)	$278,501	$87,263	$84,794	($158,311)	(436,812)

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	3.00	2.00	-1.00
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	6.00	5.00	-1.00

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1080	1080-8505-001-AUG1	Senior Equal Opportunity Analyst	New Position	154,605	1.00	0	0.00
1080	1080-8505-001-AUG2	Continuing Training / Education	Status Quo	31,000	0.00	0	0.00
1080	1080-8505-001-AUG3	Federally Required Equal Opportunity Plan	Status Quo	17,500	0.00	17,500	0.00
1080	1080-8505-001-AUG4	American Sign Language Interpretation	Status Quo	7,500	0.00	0	0.00
1080	1080-8505-001-AUG5	Independent Workplace Investigator	Status Quo	50,000	0.00	0	0.00
1080	1080-8505-001-AUG6	County Training Support	Status Quo	20,000	0.00	20,000	0.00
			Grand Total	**280,605**	**1.00**	**37,500**	**0.00**

Auditor-Controller

Departmental Overview:

The Office of the Auditor-Controller is an elected position in the Executive Branch of the Monterey County Government. The mandated duties of the position are performed under legal authority set forth in the California Government Code, the Revenue and Taxation Code, and the Monterey County Code, and in accordance with uniform Generally Accepted Accounting Principles (GAAP) and other authoritative bodies on a State and national level. Section 26881 of the Government Code notes that the Auditor-Controller shall "prescribe, and shall exercise a general supervision, including the ability to review departmental and countywide internal controls, over the accounting forms and the methods of keeping the accounts..." The Board of Supervisors may assign additional responsibilities.

Programs and Functions:

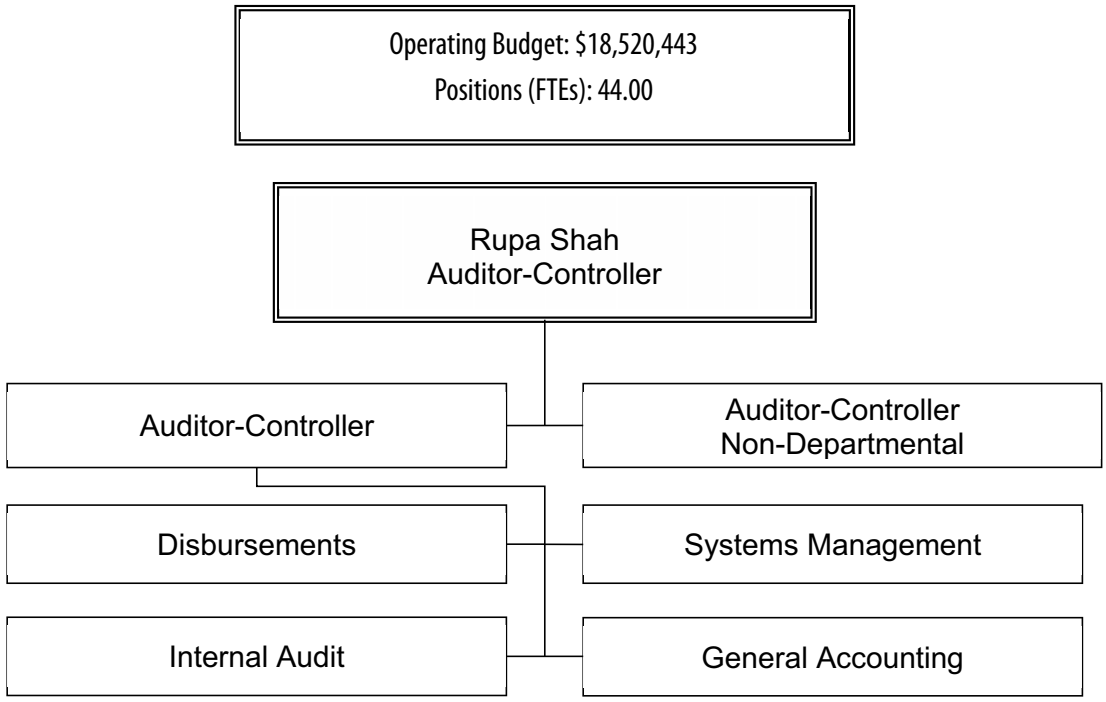
The Office of the Auditor-Controller consists of five divisions: Auditor-Controller (Administration), Disbursements, General Accounting, Internal Audit, and Systems Management. The Administration Division is responsible for strategic planning, policy guidance and facilitating office environments. The Disbursements Division oversees Accounts Payable, Payroll and Property Tax. The General Accounting Division provides support and financial oversight via the County's official system of record, adhering to policies, procedures and processes in accordance with GAAP, County policies and State and federal guidelines. The Internal Audit Division is responsible for executing audit programs for County departments, special districts, and other agencies. The Systems Management Division maintains the official financial system record for the County.

In addition, the Auditor-Controller performs (non-departmental) functions such as Public Improvement Corporation (PIC) Debt Service and annual audits.

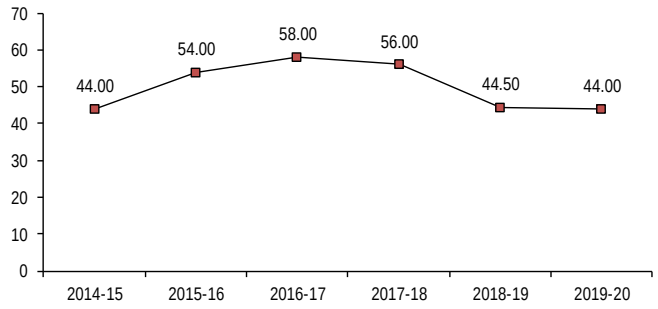
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

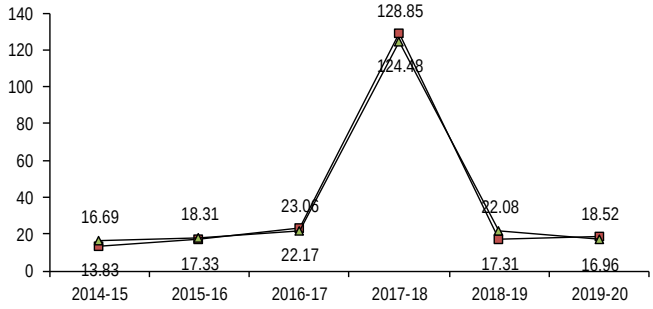
The Office of the Auditor-Controller promotes an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency which includes budget control and control over the official system of record. This commitment is reflected in this Office's Strategic Plan and the Government Finance Officers Association (GFOA) award winning Comprehensive Annual Financial Report (CAFR).



Staffing Trends



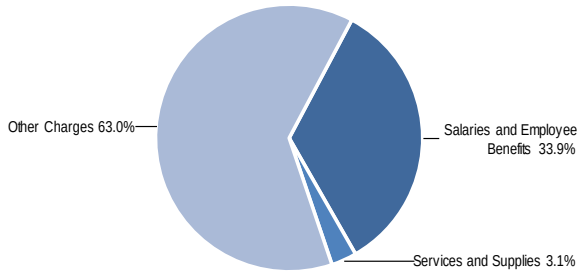
Expenditure/Revenue History (in millions)



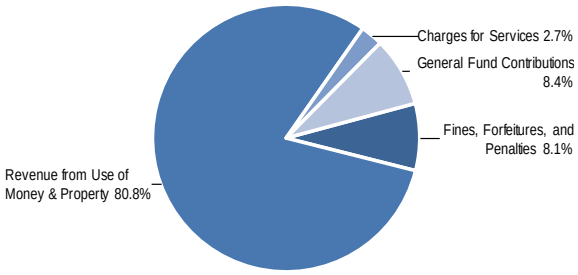
The Office of the Auditor-Controller performs local, State and federally mandated duties, promotes an organization that practices efficient and effective resource management, and is recognized for accountability and transparency.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Claims paid by electronic payments. Target = 884.	472	851	585
Percentage of Direct Deposits to banks. Target = 100%.	93%	90%	92%
Standardize pay practices. Target = reduce the number of pay, leave, deduction and benefit events based on MOU.	104,152	107,693	105,975

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	7,406,893	6,123,821	6,143,237	6,998,356	6,287,297	163,476
Services and Supplies	4,711,880	953,031	1,041,301	571,261	571,261	(381,770)
Other Charges	23,718,290	9,827,040	10,124,460	11,661,885	11,661,885	1,834,845
Other Financing Uses	93,008,386	0	0	0	0	0
Subtotal	$128,845,450	$16,903,892	$17,308,998	$19,231,502	$18,520,443	1,616,551

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	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	7,323,213	14,741,844	14,741,844	14,962,318	14,962,318	220,474
Charges for Services	11,259,740	500,847	500,847	500,847	500,847	0
Miscellaneous Revenues	6,328	0	0	0	0	0
Other Financing Sources	105,894,763	0	5,340,441	0	0	0
Subtotal	$124,484,043	$16,742,691	$22,083,132	$16,963,165	$16,963,165	220,474
Fund Balance	4,694,117	(5,193)	(4,845,634)	0	0	5,193
General Fund Contributions	($332,711)	$166,394	$71,500	$2,268,337	$1,557,278	1,390,884
Total Source of Funds	$128,845,450	$16,903,892	$17,308,998	$19,231,502	$18,520,443	1,616,551

Summary of Recommendation

The Recommended Budget for the Office of the Auditor-Controller is $18,520,443, financed by $16,963,165 in revenue and a general fund contribution (GFC) of $1,557,278. Appropriations grew by $1,616,551 mainly due to a credit reduction in the Countywide Cost Allocation Plan (COWCAP), and cost increases in Public Improvement Corporation (PIC) Debt Service, pension plans and health insurance. Revenues increase by $220,474 in correlation with the PIC Debt Service increase. GFC increases by $1,390,884 offsetting the COWCAP credit loss.

The Recommended Budget includes a $99,522 augmentation to restore a filled Payroll Technician-Confidential position.

Budget Impacts

The Recommended Budget includes the deletion of a vacant 0.5 full-time equivalent (FTE) Auditor-Controller Analyst I position impacting the ability to perform mandated functions such as segregating cannabis activity from the COWCAP and associated reporting. Only the minimum cannabis mandated activity is being performed.

The Department requested augmentations for five new positions which are not included in the Recommended Budget. An ERP Business Analyst was requested to alleviate workload and reliance on single analyst overseeing the finance module. Three Internal Audit positions were requested to enhance services by providing objective, independent internal audit assurance and consulting services in house. An Accountant Auditor I was requested to help ensure State and federal reporting compliance for COWCAP and grant reimbursement.

Department Operational Accomplishments

Held quarterly Accounts Payable & Contracts/Purchasing Focus Group meetings regarding policies, procedures and vendors use of Electronic Fund Transfers (EFT) when applicable.

Met quarterly with department timekeepers and finance managers regarding adjustments, CalPERS, employee leaves, Memorandum of Understanding (MOU) changes that impact payroll processing and employee paychecks.

Assessments were loaded and balanced, tax rates approved by the Board of Supervisors, and FY 2018-19 tax information updated in

Megabyte. Secured extension ran in mid-September and secured property tax bills were created.

The FY 2018-19 Tax Rate Book was prepared and published on the Auditor-Controller's website in October 2018. Property tax apportionments were calculated and distributed by December 19, 2018.

Began Auditor-Controller website migration with completion date of May 30, 2019.

Prepared the Comprehensive Annual Financing Report (CAFR) for FY 2017-18 and received an unmodified opinion by December 31, 2018. Applied for Financial Reporting Excellence Award from Government Finance Office Association (GFOA) with results expected by summer 2019.

Assisted with completion of the FY 2017-18 Annual Audit and Single Audit conducted by an independent auditing firm.

Prepared the State Financial Transactions report for the County and Special Districts for FY 2017-18 by January 31, 2019.

Prepared and compiled the COWCAP for use in FY 2019-20, by December 31, 2019.

Prepared the FY 2018-19 Adopted Budget book and published on the Auditor-Controller's website on January 4, 2019.

Conducted countywide meetings with finance managers regarding the new Governmental Accounting Standards Board (GASB) guidance on leases, COWCAP, year-end preparation meeting, and training on proper revenue recognition.

Department Operational Goals

Collaborate with County Counsel, Contracts/Purchasing, Information Technology Department (ITD), Treasurer-Tax Collector and JP Morgan, in testing a pilot vendor for Single Use Account implementation by September 1, 2019.

Meet quarterly with department timekeepers and finance managers to disseminate information regarding MOU, Fair Labor Standards Act (FLSA) changes, and training on travel reimbursements to comply with the Monterey County Travel and Business Expense Reimbursement Policy.

By September 2019, have special assessments loaded and balanced, tax rates approved by the Board of Supervisors, and FY 2019-20 information updated in property tax system to run the secured extension process for creating the secured property tax roll.

Prepare the CAFR for FY 2018-19 and receive an unmodified opinion by December 31, 2019. Apply for and receive the Annual Award on Financial Reporting Excellence from GFOA.

By December 31, 2019, assist with completion of the FY 2018-19 Annual Audit and Single Audit conducted by an independent auditing firm.

Prepare the State Financial Transactions report for the County and Special Districts for FY 2018-19 by January 31, 2020.

Prepare and compile the COWCAP for use in FY 2020-21 budget development, by January 31, 2019.

Prepare the FY 2019-20 Adopted Budget book and publish a copy on the Auditor-Controller's website by December 1, 2019.

Meet at least twice a year with department finance managers to continue education efforts and disseminate information regarding the accounting and financial reporting procedures and changes in the accounting standards.

Pending Issues

Pending completion of the State Controller's review and approval of the preliminary COWCAP in June 2019, the adopted budget may be impacted.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
PIC Debt Service (AUD005)	123,508,633	16,241,844	16,241,844	16,462,318	16,462,318	220,474	251	8007
Annual Audits (AUD002)	175,692	211,201	59,116	48,055	48,055	(163,146)	001	8010
Auditor Controller (AUD001)	(4,283,118)	(4,936,861)	(4,902,651)	(3,538,911)	(3,538,911)	1,397,950	001	8011
Debt Management (AUD001)	5,721	0	0	0	0	0	001	8371
Disbursements (AUD001)	2,525,088	2,871,537	2,861,425	2,906,613	2,906,613	35,076	001	8372
Systems Management (AUD001)	15,839	712,827	658,695	846,883	679,278	(33,549)	001	8373
General Accounting (AUD001)	1,517,967	1,642,357	1,566,010	1,764,393	1,645,588	3,231	001	8374
Internal Audit (AUD001)	209,392	166,180	329,752	742,151	317,502	151,322	001	8375
Enterprise Resource Planning (AUD008)	5,170,238	(5,193)	494,807	0	0	5,193	478	8479
Subtotal	$128,845,450	$16,903,892	$17,308,998	$19,231,502	$18,520,443	1,616,551		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Annual Audits	175,692	211,201	59,116	48,055	48,055	(163,146)
Auditor Controller	(4,283,118)	(4,936,861)	(4,902,651)	(3,538,911)	(3,538,911)	1,397,950
PIC Debt Service	123,508,633	16,241,844	16,241,844	16,462,318	16,462,318	220,474
Debt Management	5,721	0	0	0	0	0
Disbursements	2,525,088	2,871,537	2,861,425	2,906,613	2,906,613	35,076
Systems Management	15,839	712,827	658,695	846,883	679,278	(33,549)
General Accounting	1,517,967	1,642,357	1,566,010	1,764,393	1,645,588	3,231
Internal Audit	209,392	166,180	329,752	742,151	317,502	151,322
Enterprise Resource Planning	5,170,238	(5,193)	494,807	0	0	5,193
Subtotal	$128,845,450	$16,903,892	$17,308,998	$19,231,502	$18,520,443	1,616,551

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

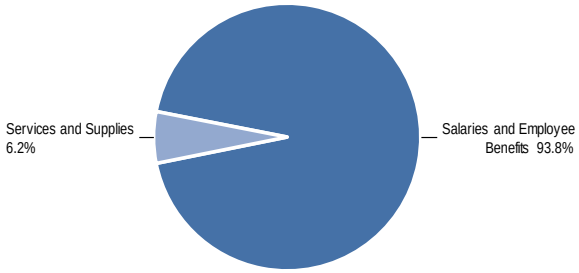
Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	8.00	4.00	4.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	4.00	0.00	0.00	0.00
16D25	DATABASE ADMINISTRATOR III	1.00	0.00	0.00	0.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	7.00	6.00	6.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	7.00	6.50	6.00	-0.50
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	4.00	3.00	3.00	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	1.00	1.00	1.00	0.00
80J96	PAYROLL TECHNICIAN-CONFIDENTIAL	9.00	9.00	9.00	0.00
80J97	SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL	2.00	2.00	2.00	0.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00	1.00	1.00	0.00
	Total	56.00	44.50	44.00	-0.50

Augmentation Request

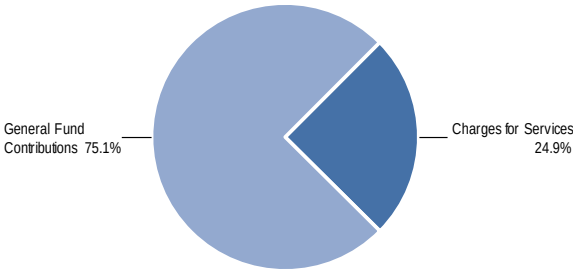
Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1110	1110-8372-001-AUG5	Status Quo Filled Payroll Technician Conf	Filled Position	99,522	1.00	99,522	1.00
1110	1110-8373-001-AUG8	New Position ERP Business Analyst	New Position	167,605	1.00	0	0.00
1110	1110-8374-001-AUG7	New Position Accountant Auditor II	New Position	118,805	1.00	0	0.00
1110	1110-8375-001-AUG2	New Position Auditor-Controller Analyst I	New Position	161,241	1.00	0	0.00
1110	1110-8375-001-AUG3	New Position Internal Auditor II	New Position	118,805	1.00	0	0.00
1110	1110-8375-001-AUG4	New Position Internal Auditor III	New Position	144,603	1.00	0	0.00
			Grand Total	**810,581**	**6.00**	**99,522**	**1.00**

Auditor-Controller Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	7,406,893	6,123,821	6,143,237	6,998,356	6,287,297	163,476
Services and Supplies	2,502,576	350,402	366,612	416,890	416,890	66,488
Other Charges	(9,918,582)	(6,018,183)	(5,996,618)	(4,694,117)	(4,694,117)	1,324,066
Subtotal	($9,112)	$456,040	$513,231	$2,721,129	$2,010,070	1,554,030

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	492,962	500,847	500,847	500,847	500,847	0
Miscellaneous Revenues	6,328	0	0	0	0	0
Subtotal	$499,290	$500,847	$500,847	$500,847	$500,847	0
General Fund Contributions	($508,402)	($44,807)	$12,384	$2,220,282	$1,509,223	1,554,030
Total Source of Funds	($9,112)	$456,040	$513,231	$2,721,129	$2,010,070	1,554,030

Division Description

The Office of the Auditor-Controller is organized into five divisions: Auditor-Controller (Administration), Disbursement, General Accounting, Internal Audit, and Systems Management.

Summary of Recommendation

The Recommended Budget for the Office of the Auditor-Controller's departmental units is $2,010,070, an increase of $1,554,030 from the FY 2018-19 Adopted Budget. The increase is due to pension plans, health insurance, Enterprise Resource Planning (ERP) reserve charges and a reduction of the Countywide Cost Allocation Plan credit.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Auditor Controller (AUD001)	(4,283,118)	(4,936,861)	(4,902,651)	(3,538,911)	(3,538,911)	1,397,950	001	8011
Debt Management (AUD001)	5,721	0	0	0	0	0	001	8371
Disbursements (AUD001)	2,525,088	2,871,537	2,861,425	2,906,613	2,906,613	35,076	001	8372
Systems Management (AUD001)	15,839	712,827	658,695	846,883	679,278	(33,549)	001	8373
General Accounting (AUD001)	1,517,967	1,642,357	1,566,010	1,764,393	1,645,588	3,231	001	8374
Internal Audit (AUD001)	209,392	166,180	329,752	742,151	317,502	151,322	001	8375
Subtotal	($9,112)	$456,040	$513,231	$2,721,129	$2,010,070	1,554,030		

Auditor Controller

(Budget Unit 8011— Fund 001— Appropriation Unit AUD001)

Use of Funds

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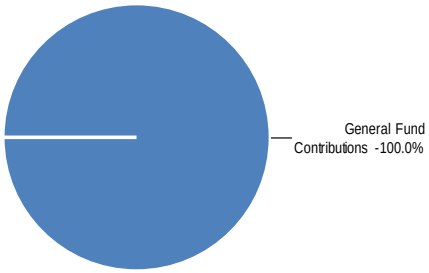
Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	846,522	852,807	881,351	919,726	919,726	66,919
Services and Supplies	410,709	228,515	234,181	235,480	235,480	6,965
Other Charges	(5,540,350)	(6,018,183)	(6,018,183)	(4,694,117)	(4,694,117)	1,324,066
Subtotal	($4,283,118)	($4,936,861)	($4,902,651)	($3,538,911)	($3,538,911)	1,397,950

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	336,096	328,970	328,970	329,901	329,901	931
Miscellaneous Revenues	28	0	0	0	0	0
Subtotal	$336,124	$328,970	$328,970	$329,901	$329,901	931
General Fund Contributions	($4,619,243)	($5,265,831)	($5,231,621)	($3,868,812)	($3,868,812)	1,397,019
Total Source of Funds	($4,283,118)	($4,936,861)	($4,902,651)	($3,538,911)	($3,538,911)	1,397,950

Unit Description

Auditor-Controller (Administration) Division is responsible for Department administration, strategic planning and policy guidance. Responsibilities include: employee development, budget development and management, general administrative support services, contract development, and high level staff supervision. Administration also provides overall guidance and direction to the County's System of Record, Enterprise Resource Planning (ERP) which includes: Performance Budget, Advantage Financial and Advantage Human Resource Management (HRM), SymPro Debt and Investment, and Convey Taxport.

The Division 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 including fire districts, recreation districts and regional park districts providing consultation for financing, property taxes and Successor (former Redevelopment) Agency issues.

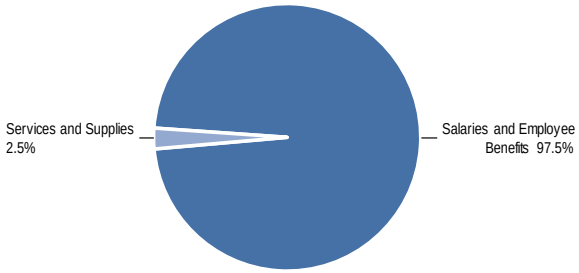
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
10B02	AUDITOR-CONTROLLER	1.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80J21	ACCOUNT CLERK	1.00
	Total	4.00

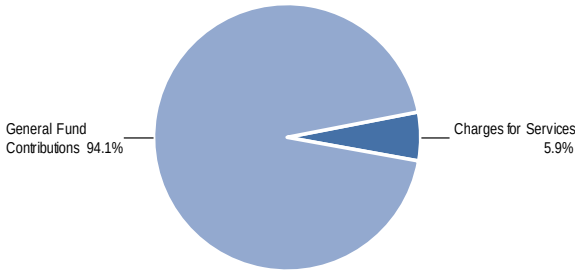
Disbursements

(Budget Unit 8372— Fund 001— Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,713,266	2,822,368	2,824,988	2,833,859	2,833,859	11,491
Services and Supplies	41,896	49,169	36,437	72,754	72,754	23,585
Other Charges	(230,074)	0	0	0	0	0
Subtotal	$2,525,088	$2,871,537	$2,861,425	$2,906,613	$2,906,613	35,076

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	156,866	161,877	161,877	170,946	170,946	9,069
Subtotal	$156,866	$161,877	$161,877	$170,946	$170,946	9,069
General Fund Contributions	$2,368,222	$2,709,660	$2,699,548	$2,735,667	$2,735,667	26,007
Total Source of Funds	$2,525,088	$2,871,537	$2,861,425	$2,906,613	$2,906,613	35,076

Unit Description

The Disbursements Division is responsible for Accounts Payable, Payroll and Property Tax and provides service to independent special districts.

The Accounts Payable section audits and prepares vendor payments, credit card payments and required Internal Revenue Service (IRS) and California State Franchise Tax Board report information.

The Payroll section prepares bi-weekly checks, calculates benefit and year-end tax information, reviews and processes employee reimbursement claim payments, and reconciles payroll functions. The Payroll section also calculates and reports required payroll taxes, CalPERS payments, employee benefit payments as well as annual IRS and Franchise Tax Board reports. Garnishments, liens, and levies are also processed.

The Property Tax Section is responsible for calculating property taxes and processing property tax refunds, maintaining the property tax rolls and tax allocation systems, and allocating and accounting for property tax apportionments. This section publishes the Monterey County Tax Rates book each year based on additional information provided by the County Assessor and from direct taxing entities (cities, special districts, fire districts, school districts, etc.). After property taxes are collected, this section accounts for and apportions (distributes) property taxes to the appropriate taxing entities. No property tax funds may be disbursed without the approval of the Auditor-Controller's Office.

As a result of the dissolution of redevelopment agencies in the State, the Auditor-Controller's Office has been given a variety of additional responsibilities. The Auditor-Controller administers the Redevelopment Property Tax Trust Fund for the benefit of the holders of the former redevelopment agency enforceable obligations and taxing entities that receive pass-through payments and distributions of property taxes pursuant to legislation.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
20B21	ACCOUNTANT AUDITOR II	1.00
20B22	ACCOUNTANT AUDITOR III	3.00

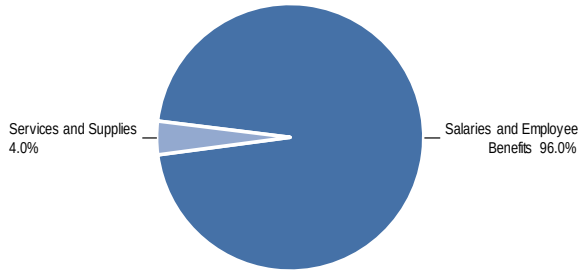
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J22	SENIOR ACCOUNT CLERK	3.00
80J30	ACCOUNTING TECHNICIAN	1.00
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.00
80J96	PAYROLL TECHNICIAN-CONFIDENTIAL	9.00
80J97	SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL	2.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00
	Total	24.00

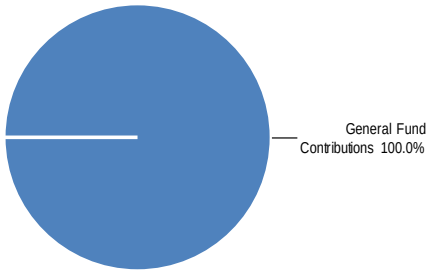
Systems Management

(Budget Unit 8373— Fund 001— Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,178,284	690,036	636,864	819,441	651,836	(38,200)
Services and Supplies	1,978,064	22,791	21,831	27,442	27,442	4,651
Other Charges	(4,140,510)	0	0	0	0	0
Subtotal	$15,839	$712,827	$658,695	$846,883	$679,278	(33,549)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$15,839	$712,827	$658,695	$846,883	$679,278	(33,549)
Total Source of Funds	$15,839	$712,827	$658,695	$846,883	$679,278	(33,549)

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. Systems Management 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 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.

Systems Management is staffed by ERP Business Analysts who provide countywide end user business solutions, assure business requirements are met and operations are effective and efficient.

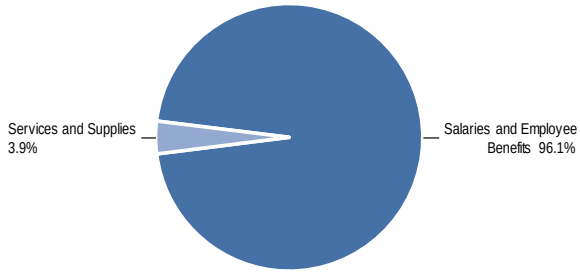
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14P32	ERP BUSINESS ANALYST	4.00
	Total	4.00

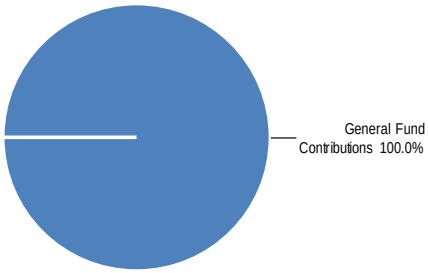
General Accounting

(Budget Unit 8374— Fund 001— Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,465,881	1,599,371	1,517,843	1,699,814	1,581,009	(18,362)
Services and Supplies	59,734	42,986	47,327	64,579	64,579	21,593
Other Charges	(7,648)	0	840	0	0	0
Subtotal	$1,517,967	$1,642,357	$1,566,010	$1,764,393	$1,645,588	3,231

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Miscellaneous Revenues	6,300	0	0	0	0	0
Subtotal	$6,300	$0	$0	$0	$0	0
General Fund Contributions	$1,511,667	$1,642,357	$1,566,010	$1,764,393	$1,645,588	3,231
Total Source of Funds	$1,517,967	$1,642,357	$1,566,010	$1,764,393	$1,645,588	3,231

Unit Description

General Accounting maintains the County's official system of record, produces, approves and enforces accounting policies, procedures and processes, ensures financial reporting in accordance with Generally Accepted Accounting Principles (GAAP), and ensures County policies and State and federal guidelines are followed. The Unit also prepares the Adopted Budget Book, enforces budgetary controls, and reconciles fixed asset activity to County inventory. General Accounting is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR) and compilation of program data for the Single Audit Report in accordance with Uniform Guidance. The Unit 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. This Unit is also responsible for continuing debt disclosure filings for the County as well as making the debt payments for the County and school districts. In addition, the Unit calculates GANN Limit for the County and Board of Supervisors governed special districts, prepares the State Controller Financial Transactions Reports, monitors countywide external checking accounts, coordinates Countywide Senate Bill (SB) 90 claiming activities, performs public safety accounting and reporting for Proposition 172, performs Realignment Sales Tax accounting, and monitors the County's franchise fee collection.

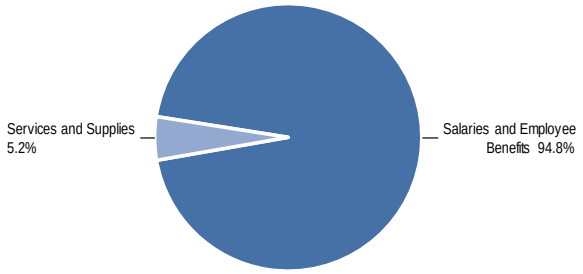
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
20B22	ACCOUNTANT AUDITOR III	3.00
20B24	AUDITOR-CONTROLLER ANALYST I	5.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	10.00

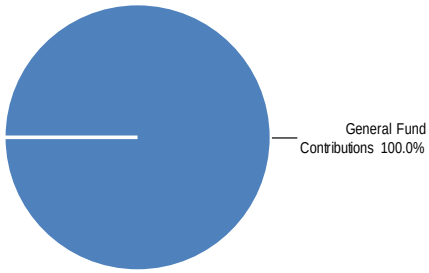
Internal Audit

(Budget Unit 8375— Fund 001— Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	198,788	159,239	282,191	725,516	300,867	141,628
Services and Supplies	10,603	6,941	26,836	16,635	16,635	9,694
Other Charges	0	0	20,725	0	0	0
Subtotal	$209,392	$166,180	$329,752	$742,151	$317,502	151,322

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	0	10,000	10,000	0	0	(10,000)
Subtotal	$0	$10,000	$10,000	$0	$0	(10,000)
General Fund Contributions	$209,392	$156,180	$319,752	$742,151	$317,502	161,322
Total Source of Funds	$209,392	$166,180	$329,752	$742,151	$317,502	151,322

Unit Description

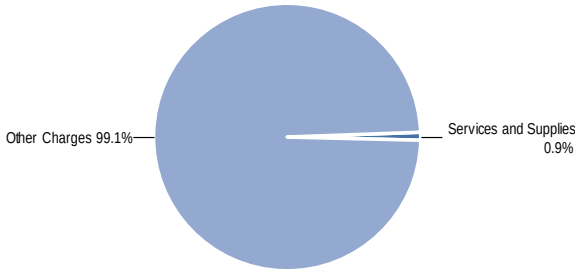
The Internal Audit Unit promotes efficiency and effectiveness by developing and executing audit programs designed to examine, verify, and analyze financial records, operating procedures, and systems of internal control for County departments, special districts, and other agencies. Audit reports presented to management include unbiased, objective analyses, appraisals, comments, and recommendations pertaining to departmental achievement of stated objectives and effectiveness of existing internal controls.

Recommended 2019-20 Positions

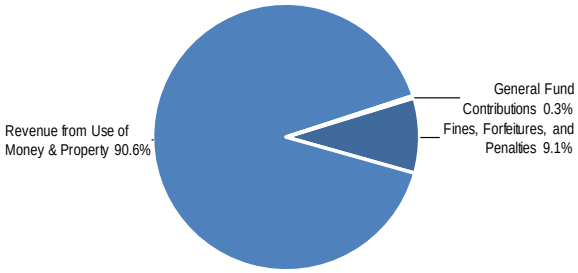
Classification Code	Classification Label	FTE
20B31	INTERNAL AUDITOR II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
	Total	2.00

Auditor-Controller Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	2,209,304	602,629	674,689	154,371	154,371	(448,258)
Other Charges	33,636,872	15,845,223	16,121,078	16,356,002	16,356,002	510,779
Other Financing Uses	93,008,386	0	0	0	0	0
Subtotal	$128,854,562	$16,447,852	$16,795,767	$16,510,373	$16,510,373	62,521

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	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	7,323,213	14,741,844	14,741,844	14,962,318	14,962,318	220,474
Charges for Services	10,766,778	0	0	0	0	0
Other Financing Sources	105,894,763	0	5,340,441	0	0	0
Subtotal	$123,984,754	$16,241,844	$21,582,285	$16,462,318	$16,462,318	220,474
Fund Balance	4,694,117	(5,193)	(4,845,634)	0	0	5,193
General Fund Contributions	$175,692	$211,201	$59,116	$48,055	$48,055	(163,146)
Total Source of Funds	$128,854,562	$16,447,852	$16,795,767	$16,510,373	$16,510,373	62,521

Division Description

The Office of the Auditor-Controller non-departmental operations includes two units: Public Improvement Corporation Debt Service, and Annual Audits.

Summary of Recommendation

The Recommended Budget for the Auditor-Controller non-departmental operations is $16,510,373, an increase of $62,521. Expenditure growth is due to an increase in County Certificate of Participation (COP) debt offset by the deletion of miscellaneous audit cost, and the transfer of the Monterey County Financial Record Audit and the Enterprise Resource Planning Internal Service Fund to the County Administrative Office. Revenue increased by $220,474 correlating with the increase in County COP debt.

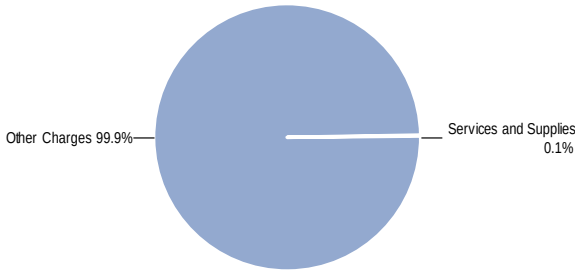
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
PIC Debt Service (AUD005)	123,508,633	16,241,844	16,241,844	16,462,318	16,462,318	220,474	251	8007
Annual Audits (AUD002)	175,692	211,201	59,116	48,055	48,055	(163,146)	001	8010
Enterprise Resource Planning (AUD008)	5,170,238	(5,193)	494,807	0	0	5,193	478	8479
Subtotal	$128,854,562	$16,447,852	$16,795,767	$16,510,373	$16,510,373	62,521		

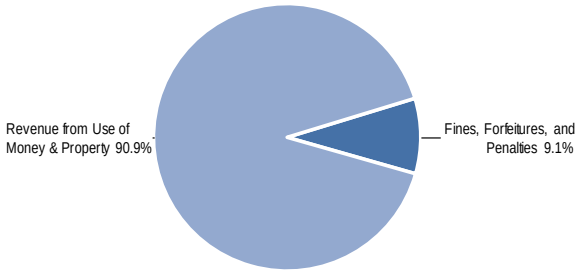
PIC Debt Service

(Budget Unit 8007— Fund 251— Appropriation Unit AUD005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	536,976	19,000	19,000	19,000	19,000	0
Other Charges	29,963,271	16,222,844	16,222,844	16,443,318	16,443,318	220,474
Other Financing Uses	93,008,386	0	0	0	0	0
Subtotal	$123,508,633	$16,241,844	$16,241,844	$16,462,318	$16,462,318	220,474

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	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	7,372,763	14,741,844	14,741,844	14,962,318	14,962,318	220,474
Other Financing Sources	105,894,763	0	0	0	0	0
Subtotal	$113,267,525	$16,241,844	$16,241,844	$16,462,318	$16,462,318	220,474
Fund Balance	10,241,108	0	0	0	0	0
Total Source of Funds	$123,508,633	$16,241,844	$16,241,844	$16,462,318	$16,462,318	220,474

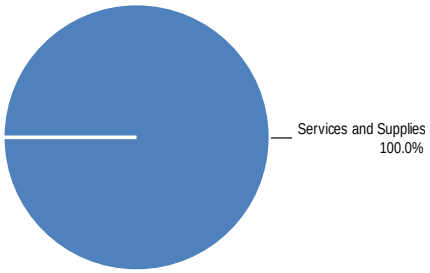
Unit Description

The Public Improvement Corporation (PIC) Debt Service funds debt payments and related expenses for Certificates of Participation (COPs) issued by the PIC. COPs are long-term financial commitments whereby the County transfers title of a particular property to the PIC. The PIC then leases the facility back to the County and sells participation in the lease revenue stream to investors in the form of bonds.

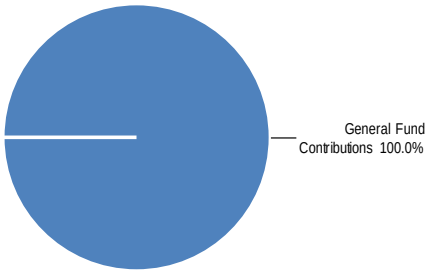
Annual Audits

(Budget Unit 8010— Fund 001— Appropriation Unit AUD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	329,003	583,629	155,689	135,371	135,371	(448,258)
Other Charges	(153,312)	(372,428)	(96,573)	(87,316)	(87,316)	285,112
Subtotal	$175,692	$211,201	$59,116	$48,055	$48,055	(163,146)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$175,692	$211,201	$59,116	$48,055	$48,055	(163,146)
Total Source of Funds	$175,692	$211,201	$59,116	$48,055	$48,055	(163,146)

Unit Description

Annual Audits includes funding for the Sales and Use Tax audit, SB 90 State Mandate claiming services, and contracted audits required by the Auditor-Controller. The Sales and Use Tax audit identifies and recovers sales and use tax allocation errors, helps maximize tax revenues from specific projects and business situations, and provides ongoing data, analyses, and staff expertise to support fiscal planning and economic development. State law (SB 90) provides for reimbursement of costs incurred by local agencies for various State-mandated services.

Enterprise Resource Planning

(Budget Unit 8479— Fund 478— Appropriation Unit AUD008)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	1,343,325	0	500,000	0	0	0
Other Charges	3,826,913	(5,193)	(5,193)	0	0	5,193
Subtotal	$5,170,238	($5,193)	$494,807	$0	$0	5,193

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	(49,550)	0	0	0	0	0
Charges for Services	10,766,778	0	0	0	0	0
Other Financing Sources	0	0	5,340,441	0	0	0
Subtotal	$10,717,228	$0	$5,340,441	$0	$0	0
Fund Balance	(5,546,991)	(5,193)	(4,845,634)	0	0	5,193
Total Source of Funds	$5,170,237	($5,193)	$494,807	$0	$0	5,193

Unit Description

The Enterprise Resources Planning (ERP) upgrade to v3.10 has been completed. As of FY 2019-20, this sub-fund of Internal Service Fund (ISF) 478 is being transferred to County Administrative were reserves for future upgrades and equipment replacement will be established.

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 the Treasurer-Tax Collector, who is elected at large by the voters of Monterey County, and also serves as a department head within the County organization. The Department of the Treasurer-Tax Collector includes 49 staff members dedicated to performing the duties of the three divisional units: Property Tax, Revenue Division, and Treasury.

Property Tax - Administration and enforcement of State law and County Code providing for collection of all County property taxes, unincorporated County transient occupancy taxes (TOT), and effective January 1, 2017, commercial cannabis business taxes for cannabis businesses operating in unincorporated County areas. Treasurer-Tax Collector activities in this regard provide the County's largest sources of annual discretionary revenues, supporting the County's ability to achieve a balanced budget that sustains core services and efficiently allocates resources to address local priorities and Board established strategic initiatives. Effective April 1, 2017, the Property Tax Unit is also responsible for administration of the County's Business License Ordinance, including initial issuance, annual review, and renewal of business licenses for all cannabis related operations permitted in unincorporated areas of the County.

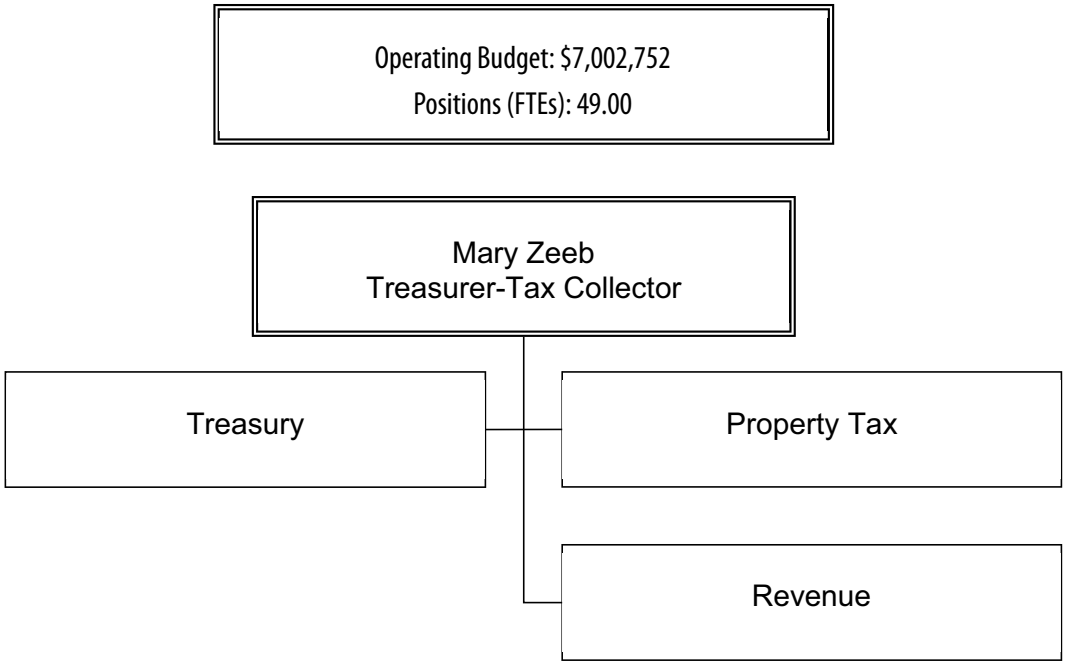
Revenue Division - In-house collection services for various operating departments that charge for their services, including Health, Probation, Public Defender, Sheriff, and Social Services. The bulk of the Revenue Division's activities involve the billing and collection of court-ordered fines and fees through agreement with the local Superior Court of California, which provides for the Division to recover its costs from a portion of collections.

Treasury - Safeguards and prudently invests all deposits for the County of Monterey, the County's school districts and various special districts, and manages a pooled portfolio that provides for the safety and liquidity of all cash assets.

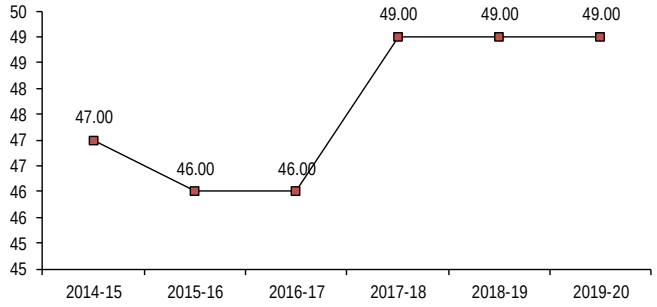
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

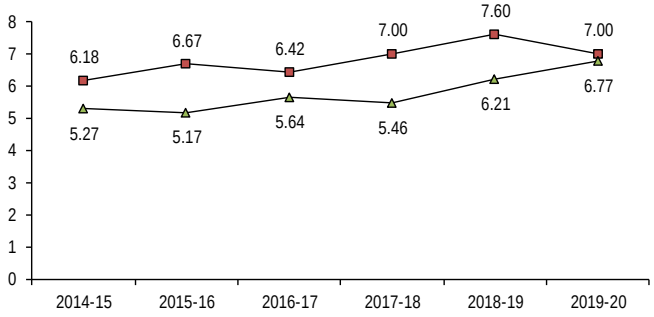
The Treasurer-Tax Collector is committed to efficient and effective resource management, and is recognized for responsiveness, strong customer orientation, accountability, and transparency. The departmental culture includes a wide focus on continual evaluation of operational functions to improve efficiency and effectiveness of County services, increase general fund revenue and minimize the cost of collections to every extent possible, and deliver excellent customer services.



Staffing Trends



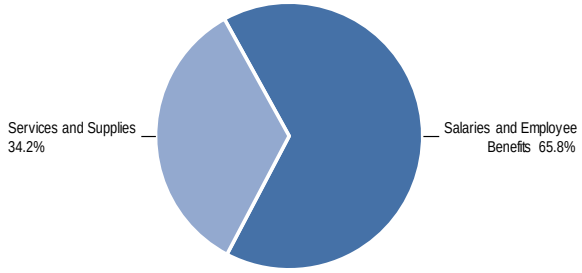
Expenditure/Revenue History (in millions)



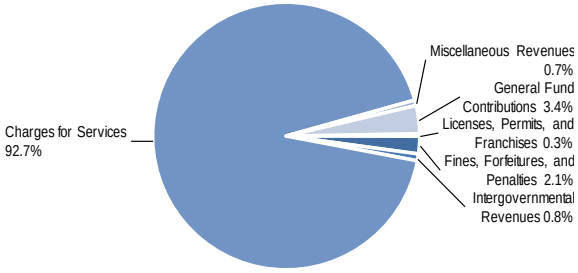
The Department tracks key performance measures to monitor the success and effectiveness of departmental activities and professional services relevant to Treasury banking and investment services, the collection of property and transient occupancy (TOT) taxes by the Tax Division, and customer service ratings related to Court ordered fines, fees, and restitution collected through the collections program.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Treasury – Percentage of invested portfolio maintaining a weighted average maturity (WAM) of two years or less. Target = 100%	100%	100%	100%
Tax – Percentage of property taxes collected – SECURED. Target (annual) = 97%	99.2%	99.1%	56.3%
Tax – Percentage of property taxes collected – UNSECURED. Target = 96%	98.6%	98.0%	96.7%
Revenue – Percentage of customers who rate services received as excellent.Target = 90%	97.1%	97.3%	98.0%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,883,426	5,857,239	5,507,423	6,051,340	6,004,235	146,996
Services and Supplies	2,970,094	3,108,191	3,045,909	3,172,967	3,126,719	18,528
Other Charges	(856,308)	(947,926)	(950,388)	(2,128,202)	(2,128,202)	(1,180,276)
Subtotal	$6,997,213	$8,017,504	$7,602,944	$7,096,105	$7,002,752	(1,014,752)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	40	120	120	40	40	(80)
Licenses, Permits, and Franchises	5,986	4,520	15,000	20,779	20,779	16,259
Fines, Forfeitures, and Penalties	144,314	147,568	148,518	148,727	148,727	1,159
Intergovernmental Revenues	98,076	0	0	57,500	57,500	57,500
Charges for Services	5,165,056	5,957,477	5,568,580	6,492,303	6,492,303	534,826
Miscellaneous Revenues	41,641	507,959	475,569	47,083	47,083	(460,876)
Subtotal	$5,455,113	$6,617,644	$6,207,787	$6,766,432	$6,766,432	148,788
General Fund Contributions	$1,542,099	$1,399,860	$1,395,157	$329,673	$236,320	(1,163,540)
Total Source of Funds	$6,997,213	$8,017,504	$7,602,944	$7,096,105	$7,002,752	(1,014,752)

Summary of Recommendation

The Recommended Budget for the Treasurer-Tax Collector (TTC) is $7,002,752 financed by $6,766,432 in revenue and a general fund contribution (GFC) of $236,320. Expenditures decreased by $1,014,752 mainly due to a decrease in Countywide Cost Allocation Plan (COWCAP) charges partially offset by increased costs for pension plans, other post-employment benefits (OPEB), Worker's Compensation, healthcare insurance, general liability, property insurance and the Enterprise Resource Planning (ERP) reserve.

Departmental revenue is projected to increase by $148,788. Of this total $82,048 (55%) is collections reimbursement to the Revenue Division, matched with estimated additional expenditures for collections activities on behalf of the local Superior Courts. Allowable service charges and fees for the Property Tax Unit are projected to increase by $81,216, offsetting a decrease of $14,476 in revenue for Treasury services due to an increase in the County's General Fund percentage of the investment portfolio.

Budget Impacts

In order to preserve staffing levels, the Recommended Budget for TTC does not include funding for unanticipated systems or equipment failure, new workload, and/or other cost increases within the fiscal year. If such circumstances pose a threat to current levels of service and mandated operations, the TTC will work within the guidelines of the Board of Supervisors' adopted financial policies to request additional funding.

Department Operational Accomplishments

Treasury operations preserved the safety of all invested assets while ensuring adequate liquidity for expenditure obligations.

Department collected over 99% of Secured Real Property Tax, ensuring timely collection of hundreds of millions of dollars that support all Monterey County department functions, schools, special districts, successor agencies, cities, and libraries.

TTC continued to engage across all units to develop, review, and map internal processes. Written procedures support individual division activities, as well as fiscal, human resources, and operational functions.

The Continuity of Operations Plan (COOP) was fully updated and submitted to Office of Emergency Services; TTC Division

managers reviewed their roles in continuity planning, emergency preparedness, and response.

Managers continued to cross-train staff as needed in support of continuity of operations and succession planning.

Employees participated in strengthing communication, improve job skills, technical acumen, personal interactions to meet and maintain wellness goals. TTC staff is on schedule to complete close to 200 hours of professional development training by June 30, 2019.

Analyzed Transient Occupancy Tax (TOT) processes and outcomes following implementation of Host Compliance System, revealing a significant increase in new TOT accounts and affiliated revenues. Similar reviews of costs and outcomes associated with cannabis tax collection and business license processes are ongoing.

Established a process for routinely reviewing and updating the departmental fee schedule, to maximize cost recovery when possible and appropriate.

Revenue Division actively maintained communication with the Probation Department to deliver efficient and cost-effective collections services. Activities included quarterly meetings, completion of the Ecliptics training guide, and focused training enabling the Probation Department to independently research account information.

The detailed and lengthy process for updating the Memorandum of Understanding (MOU) between the TTC and the Superior Court of California - Monterey County for the collection of court ordered debt remains a work in progress. In support of this process, Court staff created a document for tracking draft changes to the existing MOU.

Maintained active review of legislative actions impacting the collections of property and commercial cannabis taxes; where applicable, staff attended training sessions and educational seminars to ensure compliance.

TTC made progress in identifying and implementing technologies that increase efficiencies departmentwide. Improvements during the fiscal year included the following:

Developed and implemented a business plan with electronic worklists and collection workflow automation.

Installed a Voice Response (IVR-Dialer) system with messages recorded in Spanish and English and meetings to review related initial activation requirements.

Developed and distributed outreach materials for customers with multiple parcels and/or large cash payments, to increase security and to streamline related customer time as well as staff time and workload.

Coordinated with taxpayers with property tax payments for multiple parcels to streamline payment processing through the County Reciprocal Tax Accounting (CORTAC) service.

Completed the automation of the Mobile Home Tax Clearance process, including online application and electronic signature capability.

Purchased an additional, higher level currency counter to improve accuracy and increase security in processing large cash payments.

Implemented a credit card payment option and online application process for TOT operations.

Developed databases to track training, records room inventory, customer service survey responses, and contract activities.

Department Operational Goals

Continue to improve and fortify employee engagement as part of regular departmental activities, including idea-sharing and team building through staff meetings, recognition events, cross-training, quarterly team meetings, and annual one-on-one performance reviews.

Preserve the safety of all invested assets while ensuring adequate liquidity to meet all expenditure obligations.

Support continuity of operations with cross-training where needed to ensure support of critical functions; continue to apprise staff of their roles in emergency preparedness.

Activities in support of the collection of commercial cannabis tax, and the issuance of business licenses and renewals continue to evolve with the local industry and Board policy. Internal policies and practices will continue to be reviewed and refined as needed for efficiency and cost effectiveness.

In support of effective operations and best practice, the Revenue Division will coordinate with the Probation Department and the local Superior Court to complete activities for discharge of accountability of uncollectible accounts.

Continue to review and draft updates to the MOU with the local Superior Court for collection of court ordered debt; maintain open communication to address emerging issues and challenges.

Implement processes as needed in response to continued changes in legislation that impact internal operations for the collection of property taxes and commercial cannabis taxes.

Continue to implement technologies and automated solutions, including upgrade of the Revenue Plus Collector System (RPCS), to reduce staff time for cash verification.

Explore the use of Megabyte bankruptcy and tax auction modules; review equipment used for the tax remittance process; continue to evaluate the customer service portal for the Mobile Home Tax Clearance process and taxpayer electronic options.

Explore measures to improve services in support of commercial cannabis tax and business license payments, as well as processes for resolving accounts more quickly.

Analyze processes and implement measures that improve efficiencies in the collection of Secured Real Property Tax.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Property Tax (TRE001)	2,407,545	2,798,871	2,648,037	2,797,759	2,704,406	(94,465)	001	8263
Revenue (TRE001)	3,379,977	4,021,313	3,748,540	4,101,856	4,101,856	80,543	001	8264
Treasury (TRE001)	1,209,691	1,197,320	1,206,367	196,490	196,490	(1,000,830)	001	8266
Subtotal	$6,997,213	$8,017,504	$7,602,944	$7,096,105	$7,002,752	(1,014,752)		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Property Tax	2,407,545	2,798,871	2,648,037	2,797,759	2,704,406	(94,465)
Revenue	3,379,977	4,021,313	3,748,540	4,101,856	4,101,856	80,543
Treasury	1,209,691	1,197,320	1,206,367	196,490	196,490	(1,000,830)
Subtotal	$6,997,213	$8,017,504	$7,602,944	$7,096,105	$7,002,752	(1,014,752)

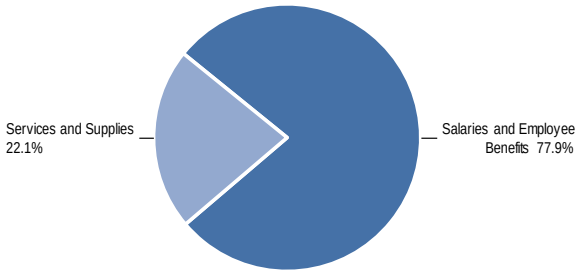
Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	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	3.00	3.00	3.00	0.00
14C45	TREASURY MANAGER	1.00	1.00	1.00	0.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B41	TREASURY OFFICER II	3.00	3.00	3.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
20B96	FINANCE SYSTEMS MANAGER	1.00	1.00	1.00	0.00
25A32	REVENUE OFFICER II	9.00	9.00	9.00	0.00
25A33	SUPERVISING REVENUE OFFICER	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	9.00	9.00	9.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	7.00	7.00	7.00	0.00
	Total	49.00	49.00	49.00	0.00

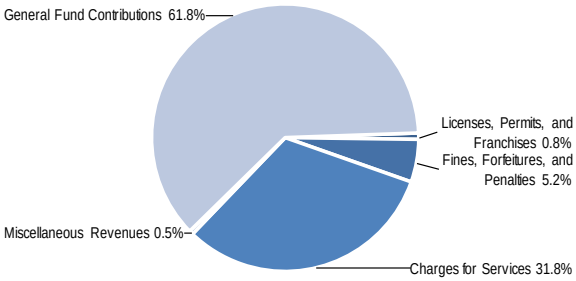
Property Tax

(Budget Unit 8263— Fund 001— Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,263,742	2,482,140	2,401,294	2,561,218	2,514,113	31,973
Services and Supplies	642,067	830,137	760,149	757,627	711,379	(118,758)
Other Charges	(498,264)	(513,406)	(513,406)	(521,086)	(521,086)	(7,680)
Subtotal	$2,407,545	$2,798,871	$2,648,037	$2,797,759	$2,704,406	(94,465)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	40	120	120	40	40	(80)
Licenses, Permits, and Franchises	5,986	4,520	15,000	20,779	20,779	16,259
Fines, Forfeitures, and Penalties	135,600	138,368	138,368	139,727	139,727	1,359
Charges for Services	830,517	797,160	804,160	860,278	860,278	63,118
Miscellaneous Revenues	9,590	12,523	12,523	13,083	13,083	560
Subtotal	$981,734	$952,691	$970,171	$1,033,907	$1,033,907	81,216
General Fund Contributions	$1,425,811	$1,846,180	$1,677,866	$1,763,852	$1,670,499	(175,681)
Total Source of Funds	$2,407,545	$2,798,871	$2,648,037	$2,797,759	$2,704,406	(94,465)

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 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. Effective April 1, 2017, the Property Tax Division also administers and enforces the County's Business License Ordinance. The Ordinance currently requires initial issuance, annual review, and renewal of business licenses for all cannabis operations permitted in unincorporated areas of the County.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
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

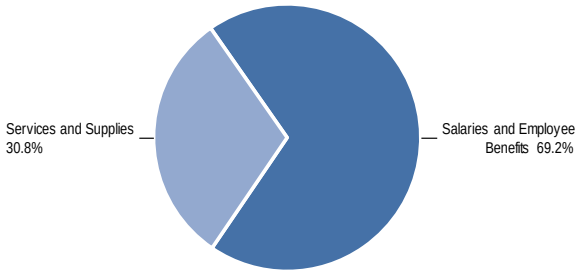
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
20B95	FINANCE MANAGER I	1.00
20B96	FINANCE SYSTEMS MANAGER	1.00
80J21	ACCOUNT CLERK	2.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	4.00
	Total	18.00

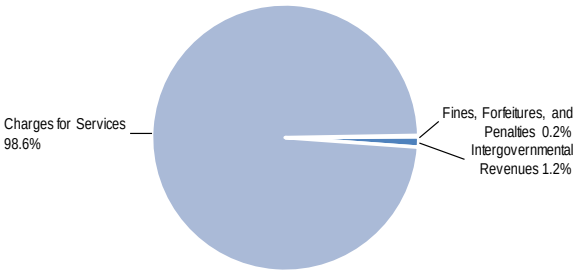
Revenue

(Budget Unit 8264— Fund 001— Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,139,714	2,870,624	2,580,211	2,985,687	2,985,687	115,063
Services and Supplies	1,297,917	1,219,498	1,239,600	1,326,010	1,326,010	106,512
Other Charges	(57,654)	(68,809)	(71,271)	(209,841)	(209,841)	(141,032)
Subtotal	$3,379,977	$4,021,313	$3,748,540	$4,101,856	$4,101,856	80,543

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	8,714	9,200	10,150	9,000	9,000	(200)
Intergovernmental Revenues	98,076	0	0	57,500	57,500	57,500
Charges for Services	3,453,375	4,120,782	3,746,172	4,607,955	4,607,955	487,173
Miscellaneous Revenues	1,663	466,000	435,046	3,575	3,575	(462,425)
Subtotal	$3,561,829	$4,595,982	$4,191,368	$4,678,030	$4,678,030	82,048
General Fund Contributions	($181,852)	($574,669)	($442,828)	($576,174)	($576,174)	(1,505)
Total Source of Funds	$3,379,977	$4,021,313	$3,748,540	$4,101,856	$4,101,856	80,543

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.

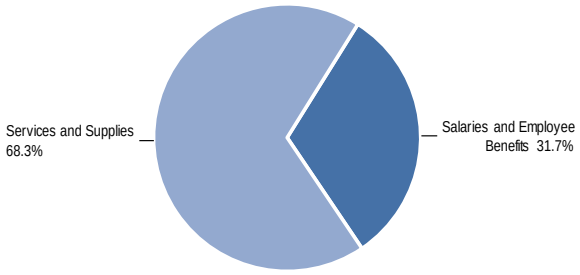
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	1.00
25A32	REVENUE OFFICER II	9.00
25A33	SUPERVISING REVENUE OFFICER	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J21	ACCOUNT CLERK	7.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	27.00

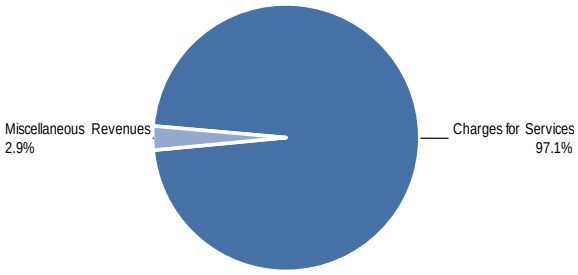
Treasury

(Budget Unit 8266— Fund 001— Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	479,970	504,475	525,918	504,435	504,435	(40)
Services and Supplies	1,030,111	1,058,556	1,046,160	1,089,330	1,089,330	30,774
Other Charges	(300,390)	(365,711)	(365,711)	(1,397,275)	(1,397,275)	(1,031,564)
Subtotal	$1,209,691	$1,197,320	$1,206,367	$196,490	$196,490	(1,000,830)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	881,163	1,039,535	1,018,248	1,024,070	1,024,070	(15,465)
Miscellaneous Revenues	30,388	29,436	28,000	30,425	30,425	989
Subtotal	$911,551	$1,068,971	$1,046,248	$1,054,495	$1,054,495	(14,476)
General Fund Contributions	$298,140	$128,349	$160,119	($858,005)	($858,005)	(986,354)
Total Source of Funds	$1,209,691	$1,197,320	$1,206,367	$196,490	$196,490	(1,000,830)

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 2019-20 Positions

Classification Code	Classification Label	FTE
14C45	TREASURY MANAGER	1.00
20B41	TREASURY OFFICER II	3.00
	Total	4.00

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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 $66 billion, generating over $660 million for local government agencies and schools.

Programs and Functions:

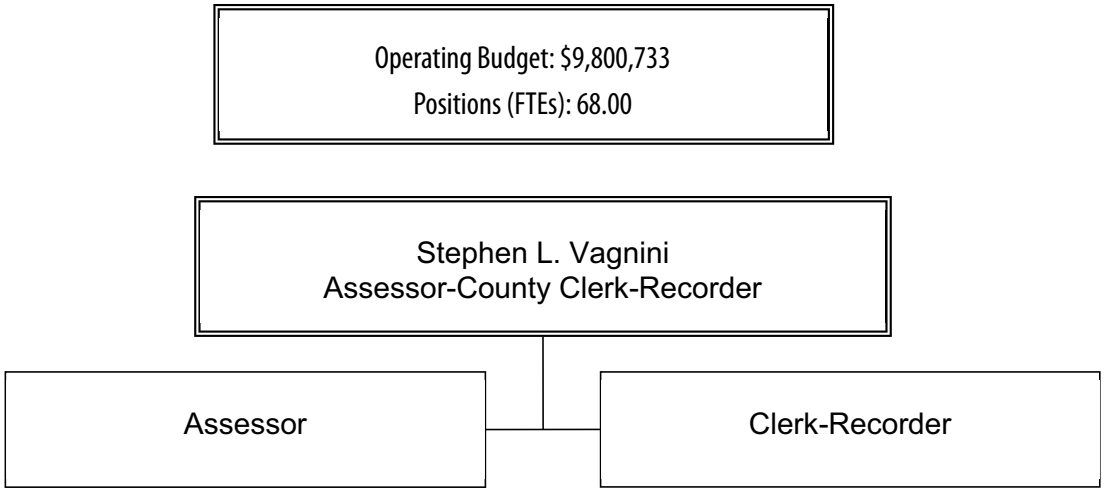
The Assessor's Office calculates the values of all real and business personal property for tax purposes. Property tax is the backbone financing for counties and incorporated cities in California and accounts for approximately two-thirds of the discretionary revenue in Monterey County. It is mandated by the State Constitution that property will be assessed "ad valorem" (based on value) of land and improvements.

The operations of the County Clerk-Recorder's Office are financed almost entirely by program revenue. In addition, the County Clerk-Recorder's Office collects documentary transfer tax that generates considerable revenue for the County and other jurisdictions. The responsibilities of the County Clerk-Recorder's Office include issuing licenses and fictitious business name statements, filing statements of economic interest, filing oaths of office and notary bonds, and registering process servers. The Recorder's duties include maintenance of public records of all real property within the County and transfers of encumbrances on property. The Recorder is also responsible for recording vital statistics such as births, deaths, and marriages.

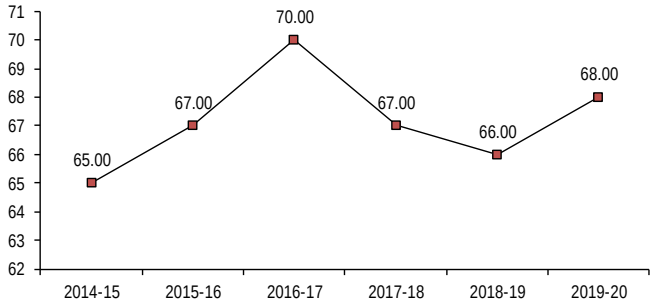
Department's Contributions to Monterey County's Strategic Initiatives:

ECONOMIC DEVELOPMENT AND ADMINISTRATION

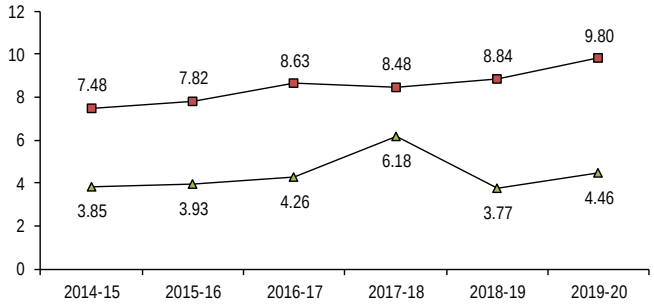
The Office of the Assessor-County Clerk-Recorder is committed to streamlining County operations for greater accountability and efficiency of service delivery and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.



Staffing Trends



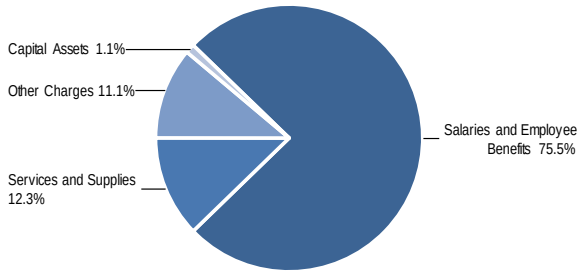
Expenditure/Revenue History (in millions)



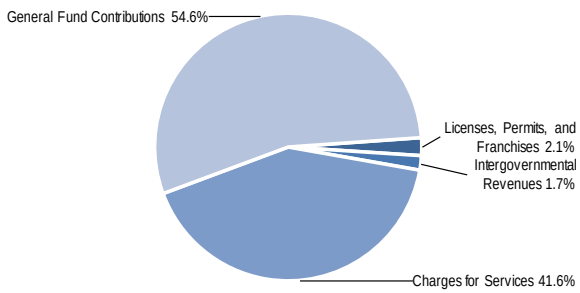
The goal of the Assessor-County Clerk-Recorder is to streamline operations for greater accountability, efficient service delivery, and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Percent of customers rating customer service as "Excellent." Target = 95%	98%	98%	98%
Percent of Real Property Assessments appraised on time. Target = 100%	100%	100%	100%
Percent of Assessment Appeals reconciled within 18 months of receipt. Target = 100%	100%	100%	100%
Percent of Exemption forms 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.	62%	71%	68%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	6,248,611	7,149,691	7,071,542	7,401,909	7,401,909	252,218
Services and Supplies	1,490,984	765,265	925,999	1,203,281	1,203,281	438,016
Other Charges	728,311	771,026	762,964	1,085,543	1,085,543	314,517
Capital Assets	9,740	110,000	74,500	110,000	110,000	0
Subtotal	$8,477,647	$8,795,982	$8,835,005	$9,800,733	$9,800,733	1,004,751

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	163,424	180,000	174,869	210,000	210,000	30,000
Intergovernmental Revenues	165,044	65,000	246,357	170,000	170,000	105,000
Charges for Services	5,851,910	3,820,000	3,328,048	4,071,656	4,071,656	251,656
Miscellaneous Revenues	2,324	5,000	22,770	5,000	5,000	0
Subtotal	$6,182,701	$4,070,000	$3,772,044	$4,456,656	$4,456,656	386,656
General Fund Contributions	$2,294,946	$4,725,982	$5,062,961	$5,344,077	$5,344,077	618,095
Total Source of Funds	$8,477,647	$8,795,982	$8,835,005	$9,800,733	$9,800,733	1,004,751

Summary of Recommendation

The Recommended Budget for Assessor-County Clerk-Recorder is $9,800,733, financed by $4,456,656 in revenue and a general fund contribution (GFC) of $5,344,077. The Recommended Budget reflects a $1,004,751 increase in expenditures for earned step increases, pension plans, health insurance, and modernization costs. Revenue increased by $386,656 mainly due to the recognition of restricted revenue.

As of Fiscal Year (FY) 2019-20, Fund 027 has been established to recognize and track restricted revenue solely for the use of the County Clerk/Recorder for office modernization, micrographics, vital record and electronic recording delivery system expenses. Fund 027 includes revenue of $325,000 off-set by matching expenditures.

Augmentations in the amount of $284,027 are included in the Recommended Budget to continue supporting five positions at-risk due to the fiscal pressures previously described.

Budget Impacts

Staff workload has continued to increase with the loss of positions over the years, and Proposition 8 reviews and appeals requiring greater analysis.

Department Operational Accomplishments

Completed 2018 local assessment roll on time, with a net assessed value of over $660 billion. The Assessor's Office reviewed the assessed valuation of 10,000 properties with reduced values under the provisions of Proposition 8, Proposition 13 and revenue and Tax Code Section 51.

Expanded electronic recording with continued increase in agents and submitters participating in e-recording. In February of 2019, the Health Department was added to the list of G2G (government to government) electronic recording submitters.

Continued back-file redaction of social security numbers from all recorded documents dating back to January 1980, as required by Government Code section 27301. Back-file redaction is complete for all recorded documents from May 1, 1988 through December 31, 2008.

Maintained a status quo level in ongoing effort to digitize paper vital record certificates for FY 2018-19.

Participated in the reorganization study of all office/clerical positions with the goal of establishing a career ladder and succession planning.

Provided quality customer service to County taxpayers maintaining a 98% positive rating on customer survey cards.

Created a multi-faceted feedback program to strengthen communication throughout the Department providing staff opportunities to brainstorm process improvement efforts, share progress reports and performance feedback on an ongoing basis as suggested by the Employee Engagement Survey administered in May 2018.

Department Operational Goals

By June 30, 2020, produce a completed assessment roll of residential, commercial and industrial properties in the County of Monterey for FY 2019-20.

Increase discovery of previously untaxed unpermitted construction projects by 10% by June 30, 2020, increasing tax roll and County contributions to local schools.

Grow the percentage of electronically recorded documents by 10% in the Recorder's Office per legislation drafted to open electronic recording to more individuals.

By December 31, 2019, achieve full compliance with Government Code section 27301, which requires the redaction of social security numbers located on real property documents back to January 1, 1980.

Upgrade the Recorder's Digital Reel/Fiche application to improve search functionality.

Maintain a status quo level in efforts to digitize paper vital record certificates for FY 2019-20.

Continue to carry out, implement and monitor the Employee Engagement Action Plan to improve working relations and communication between management and employees.

Provide quality customer service to all taxpayers as evidenced by maintaining a rating of 95% positive on customer survey cards.

Communicate status of operational goals to staff on a quarterly basis.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Assessor (ACR001)	5,601,238	6,300,137	6,230,235	6,647,155	6,647,155	347,018	001	8003
Clerk/Recorder (ACR002)	2,876,409	2,495,845	2,604,770	2,828,578	2,828,578	332,733	001	8004
Clerk/Recorder (ACR003)	0	0	0	325,000	325,000	325,000	027	8004
Subtotal	$8,477,647	$8,795,982	$8,835,005	$9,800,733	$9,800,733	1,004,751		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Assessor	5,601,238	6,300,137	6,230,235	6,647,155	6,647,155	347,018
Clerk/Recorder	2,876,409	2,495,845	2,604,770	3,153,578	3,153,578	657,733
Subtotal	$8,477,647	$8,795,982	$8,835,005	$9,800,733	$9,800,733	1,004,751

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K45	AUDITOR APPRAISER MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
28A21	APPRAISER II	13.00	12.00	13.00	1.00
28A22	APPRAISER III	5.00	5.00	5.00	0.00
28A80	SUPERVISING APPRAISER	2.00	2.00	2.00	0.00
28B21	AUDITOR-APPRAISER II	4.00	4.00	4.00	0.00
28B22	AUDITOR-APPRAISER III	1.00	1.00	1.00	0.00
43F21	MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	6.00	6.00	7.00	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	66.00	68.00	2.00

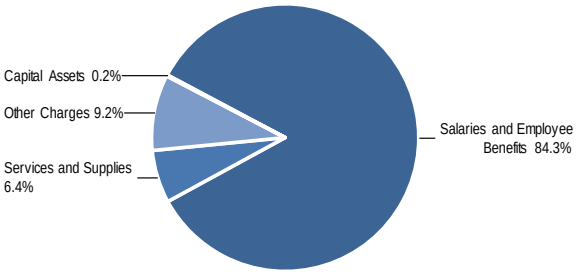
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1180	1180-8003-001-AUG1	Status Quo Grant Match	Filled Position	85,000	3.00	85,000	3.00
1180	1180-8003-001-AUG3	Status Quo Filled Property Transfer Clerk	Filled Position	75,733	1.00	75,733	1.00
1180	1180-8004-001-AUG4	Status Quo Filled Management Analyst I	Filled Position	123,294	1.00	123,294	1.00
			Grand Total	**284,027**	**5.00**	**284,027**	**5.00**

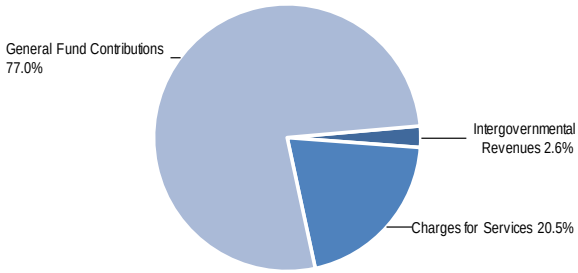
Assessor

(Budget Unit 8003— Fund 001— Appropriation Unit ACR001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,623,618	5,405,599	5,326,749	5,602,942	5,602,942	197,343
Services and Supplies	591,106	357,316	376,810	425,406	425,406	68,090
Other Charges	386,514	527,222	519,176	608,807	608,807	81,585
Capital Assets	0	10,000	7,500	10,000	10,000	0
Subtotal	$5,601,238	$6,300,137	$6,230,235	$6,647,155	$6,647,155	347,018

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	165,044	65,000	246,357	170,000	170,000	105,000
Charges for Services	1,245,660	1,410,000	1,232,261	1,360,000	1,360,000	(50,000)
Subtotal	$1,410,704	$1,475,000	$1,478,618	$1,530,000	$1,530,000	55,000
General Fund Contributions	$4,190,534	$4,825,137	$4,751,617	$5,117,155	$5,117,155	292,018
Total Source of Funds	$5,601,238	$6,300,137	$6,230,235	$6,647,155	$6,647,155	347,018

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 2019-20 Positions

Classification Code	Classification Label	FTE
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14K45	AUDITOR APPRAISER MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
28A21	APPRAISER II	13.00
28A22	APPRAISER III	5.00
28A80	SUPERVISING APPRAISER	2.00
28B21	AUDITOR-APPRAISER II	4.00
28B22	AUDITOR-APPRAISER III	1.00
43F21	MAP DRAFTING TECHNICIAN	1.00

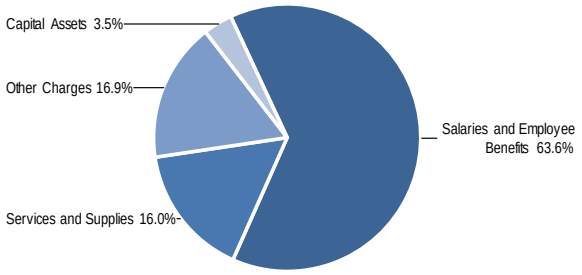
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	5.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
80R11	ASSESSMENT CLERK	1.00
80R22	PROPERTY TRANSFER CLERK	4.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.00
	Total	51.00

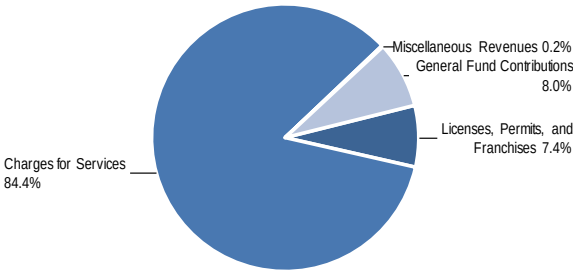
Clerk/Recorder

(Budget Unit 8004— Fund 001— Appropriation Unit ACR002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,624,993	1,744,092	1,744,793	1,798,967	1,798,967	54,875
Services and Supplies	899,879	407,949	549,189	452,875	452,875	44,926
Other Charges	341,797	243,804	243,788	476,736	476,736	232,932
Capital Assets	9,740	100,000	67,000	100,000	100,000	0
Subtotal	$2,876,409	$2,495,845	$2,604,770	$2,828,578	$2,828,578	332,733

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	163,424	180,000	174,869	210,000	210,000	30,000
Charges for Services	4,606,250	2,410,000	2,095,787	2,386,656	2,386,656	(23,344)
Miscellaneous Revenues	2,324	5,000	22,770	5,000	5,000	0
Subtotal	$4,771,998	$2,595,000	$2,293,426	$2,601,656	$2,601,656	6,656
General Fund Contributions	($1,895,588)	($99,155)	$311,344	$226,922	$226,922	326,077
Total Source of Funds	$2,876,409	$2,495,845	$2,604,770	$2,828,578	$2,828,578	332,733

Unit Description

The County Clerk-Recorder creates, maintains, and has custody of files which constitute the official public record of certain legal/ financial documents such as deeds, notices of default, notices of completion, abstracts of judgment, liens, subdivision maps, etc. These files are of importance to the conduct of local commerce and are vital to the real estate industry. The County Clerk-Recorder's functions also include, but are not limited to: maintaining records of births, deaths and certain marriages; certification of copies of public records; and issuance of marriage licenses.

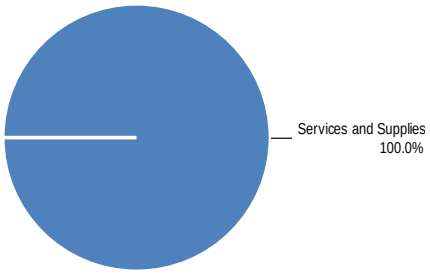
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
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

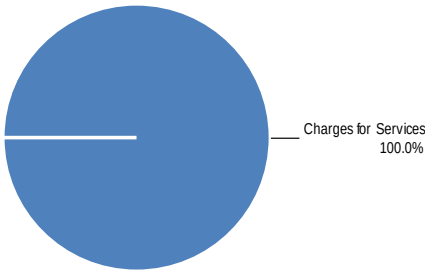
Clerk/Recorder

(Budget Unit 8004— Fund 027— Appropriation Unit ACR003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	325,000	325,000	325,000
Subtotal	$0	$0	$0	$325,000	$325,000	325,000

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	0	0	0	325,000	325,000	325,000
Subtotal	$0	$0	$0	$325,000	$325,000	325,000
Total Source of Funds	$0	$0	$0	$325,000	$325,000	325,000

Unit Description

Beginning FY 2019-20, Fund 027 was established to serve as the repository and appropriation unit for the County Clerk/Recorder's restricted revenue. In accordance with GASB 33, restricted recording fee revenue must be recognized and tracked. These funds are restricted by law under GC 27361.4 (a), GC 27361 (c), GC 27397, and H&S 103625 (h) solely for the use of the County Clerk/Recorder's Office for modernization, micrographics, vital record, and electronic recording delivery system expenses. The Recommended Budget for FY 2019-20, in the amount of $325,000, represents the estimated funding available to fund eligible expenditures during the budget year.

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County Counsel

Departmental Overview:

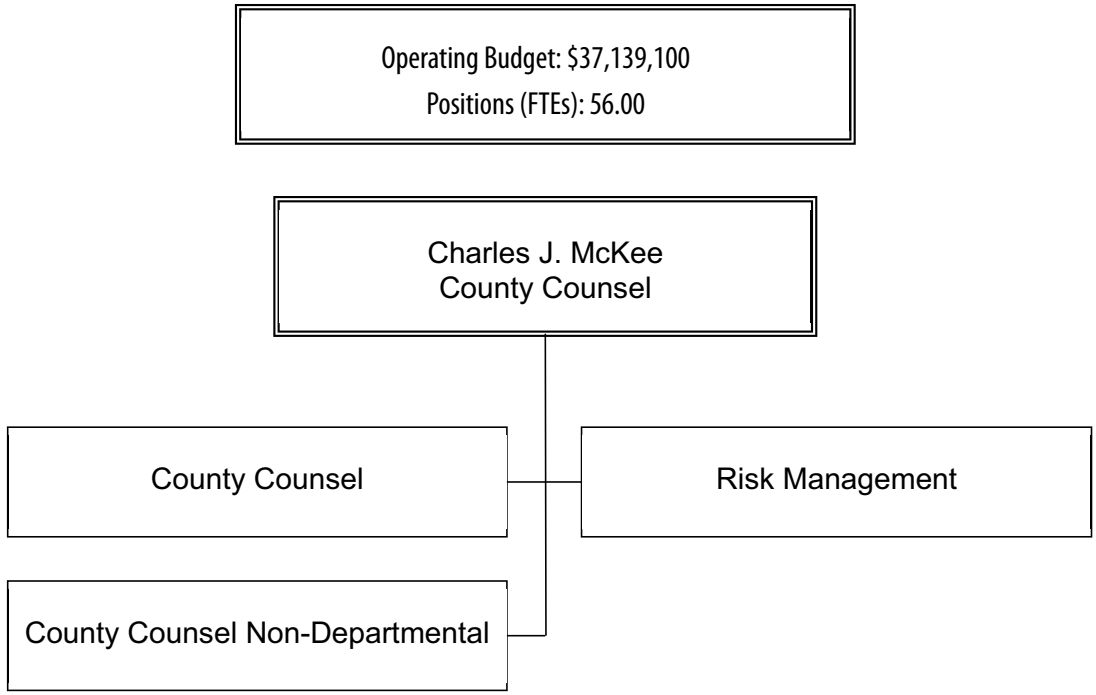
The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors (BOS), and all County officers, departments, agencies, boards, and commissions, as well as liaison and support to the Civil Grand Jury. In addition to providing legal advice, the Office also represents the County in civil and special litigation in State and federal courts, various administrative proceedings, and coordinates the services of outside legal counsel.

Programs and Functions:

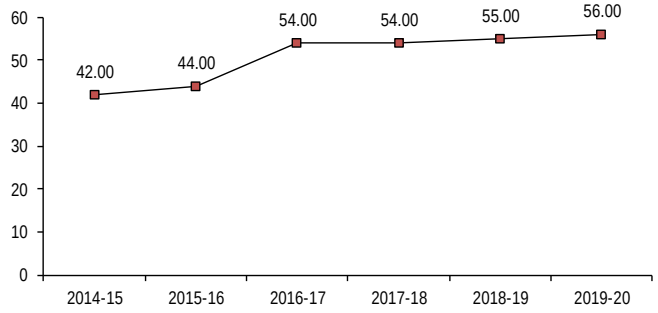
The County Counsel's Office consists of four divisions. The General Government, Litigation and Land Use Divisions provide legal counsel to County departments, and representation in litigation matters. The Risk Management Division is responsible for the oversight and management of all County insurance and self-insurance programs, claims management, safety, ergonomics, and other risk transfer and loss control activities that protect the County and mitigate losses. The Office manages and advises the Monterey County Civil Grand Jury and provides legal and insurance related services for the Water Resource Agency.

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

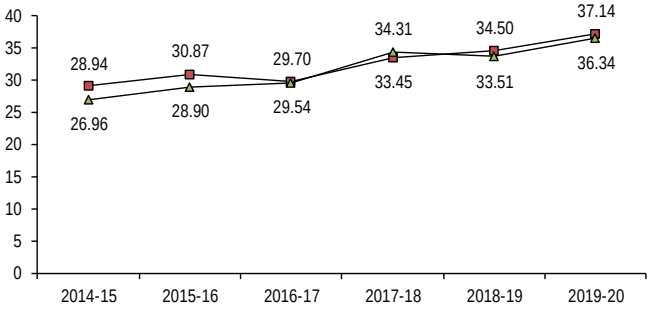
The Office of County Counsel addresses each of the Strategic Initiative Policy Areas: Economic Development, Administration, Health & Human Services, Infrastructure and Public Safety. The primary goal of the Office of the County Counsel is providing services with the highest degree of competence and integrity in a timely and responsive manner in order to enable the Board of Supervisors, County officials and departments, and outside agencies to effectively carry out their functions and achieve their goals.



Staffing Trends



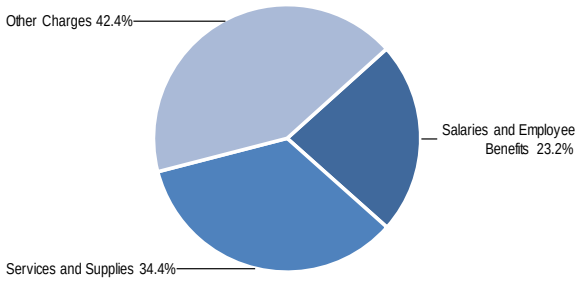
Expenditure/Revenue History (in millions)



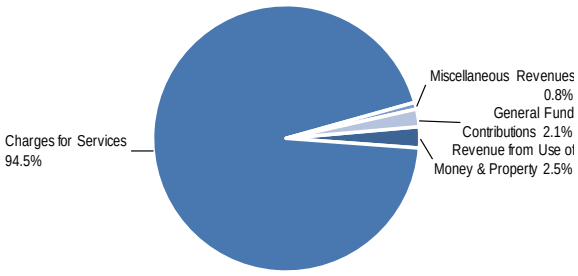
Legal advisor and primary litigator for the Board of Supervisors, elected County officials, and all County departments and agencies on issues of law or public policy. County Counsel also advises various boards, special districts and commissions operating within the County. In doing so, County Counsel enables its clients to carry out their responsibilities in a manner fully consistent with the law. The Risk Division manages general liability and workers' compensation programs, safety, ergonomics, and procures insurance.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Number of Litigation matters opened/pending.	577	591	226
Number of Liability Claims opened/pending.	152	137	57
Number of new and returning assignments and percentage of completion within cycle of two weeks.	3,766 71%	4,195 75%	1,516 75%
Number of Workers' Compensation claims open or pending status.	887	898	909
Annual Average Workers' Compensation Costs per new claim.	$8,713	$6,995	$9,060

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	7,064,454	7,912,618	7,557,510	8,962,698	8,628,790	716,172
Services and Supplies	10,102,579	12,228,758	11,910,450	12,778,982	12,778,982	550,224
Other Charges	16,287,023	13,585,597	15,036,813	15,731,328	15,731,328	2,145,731
Subtotal	$33,454,057	$33,726,973	$34,504,773	$37,473,008	$37,139,100	3,412,127

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	1,347,306	971,760	971,760	944,159	944,159	(27,601)
Intergovernmental Revenues	10,967	0	0	0	0	0
Charges for Services	30,931,956	31,521,956	31,568,296	35,099,710	35,099,710	3,577,754
Miscellaneous Revenues	1,530,601	300,000	974,032	300,000	300,000	0
Other Financing Sources	486,147	0	0	0	0	0
Subtotal	$34,306,977	$32,793,716	$33,514,088	$36,343,869	$36,343,869	3,550,153
Fund Balance	124,590	0	0	0	0	0
General Fund Contributions	($977,510)	$933,257	$990,685	$1,129,139	$795,231	(138,026)
Total Source of Funds	$33,454,057	$33,726,973	$34,504,773	$37,473,008	$37,139,100	3,412,127

Summary of Recommendation

The Recommended Budget for the Office of the County Counsel is $37,139,100, financed by $36,343,869 in revenue and a general fund contribution (GFC) of $795,231. Expenditures in the Recommended Budget grew by $3,412,127 due to increases in health insurance, earned salary step increases, pension plans, excess insurance costs, Third Party Administrator (TPA) fees, Workers' Compensation (WC) claims, General Liability (GL) claims, and the funding of GL Non-Recoverable at the actuarial recommended amount (In FY 2018-19, GL Non-Recoverable amount was reduced by 50% from the recommended level of funding to help meet countywide needs). Revenue is estimated to grow by $3,550,153 as cost increases in TPC, WC, and GL are allocated out and charges for legal services are estimated to grow.

The Recommended Budget includes 56 positions and includes an augmentation for $93,609 to fund a new Legal Secretary-Confidential.

Budget Impacts

The Recommended Budget reflects the loss of a Management Analyst II position and reclassification of a Deputy County Counsel IV to I. It does not include augmentations for an additional Deputy County Counsel IV and Legal Support Coordinator impacting County Counsel's ability to provide timely, quality legal service to outside agencies and departments as well as its obligation to service the Board of Supervisors' goals.

Department Operational Accomplishments

Responded to the majority of legal requests within fifteen (15) days of receipt. Many matters are not returned within fifteen days because they are ongoing and/or complex.

Responded to or completed claims within 30 days, using a committee including the general liability carrier which meets every two weeks to discuss and make decisions.

County Counsel deputies and staff completed required State Bar trainings and/or the County mandatory trainings. Completion of mandatory training deadlines are tracked.

Testing of water in Lake Nacimiento has been completed and the project has been closed by the Regional Water Quality Control Board.

Department Operational Goals

Respond to legal requests within fifteen (15) days of receipt to assist elected officials, County offices and departments in achieving their goals and objectives.

Manage and conclude claims and litigation in a fair manner, which respects both the rights of claimants and litigants and provides fiscal accountability to the public.

Maintain the professional and technical competence of all employees through appropriate continuing education, modern technology, and electronic case management and assignment tools, in order to provide innovative solutions to legal problems.

Pending Issues

Testing of the water at Lake San Antonio resulting from a fuel system leak continues due to recent increased water levels. Additional funding may be required during Fiscal Year (FY) 2019-20.

Policy Considerations

As per the State Controller's Office and the County's own actuarial service provider (Bickmore), the County's GL and WC Internal Service Funds (ISF) should be operating at an 80% confidence level after 10 years. The County programs have remained at 70% over the last 15 years.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Counsel (COU001)	(873,768)	838,921	430,456	1,000,306	666,398	(172,523)	001	8057
County Counsel (COU002)	0	0	0	15,516	15,516	15,516	001	8057
County Counsel (COU005)	0	0	0	80,623	80,623	80,623	001	8057
Grand Jury (COU005)	146,451	159,336	156,569	170,549	170,549	11,213	001	8405
Risk Management (COU001)	0	0	0	277,999	277,999	277,999	001	8407
Risk Management (COU002)	0	0	0	(277,999)	(277,999)	(277,999)	001	8407
General Liability (COU003)	14,502,457	11,357,716	11,818,395	14,521,869	14,521,869	3,164,153	475	8408
Workers Compensation (COU004)	19,560,835	21,176,000	21,389,353	21,482,000	21,482,000	306,000	476	8409
Enterprise Risk (COU006)	118,083	195,000	710,000	202,145	202,145	7,145	001	8429
Subtotal	$33,454,057	$33,726,973	$34,504,773	$37,473,008	$37,139,100	3,412,127		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
County Counsel	(873,768)	838,921	430,456	1,096,445	762,537	(76,384)
Risk Management	0	0	0	0	0	0
Grand Jury	146,451	159,336	156,569	170,549	170,549	11,213
General Liability	14,502,457	11,357,716	11,818,395	14,521,869	14,521,869	3,164,153
Workers Compensation	19,560,835	21,176,000	21,389,353	21,482,000	21,482,000	306,000
Enterprise Risk	118,083	195,000	710,000	202,145	202,145	7,145
Subtotal	$33,454,057	$33,726,973	$34,504,773	$37,473,008	$37,139,100	3,412,127

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	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	0.00	0.00	0.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	0.00	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	4.00	3.00	1.00	-2.00
14C31	MANAGEMENT ANALYST III	0.00	1.00	2.00	1.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

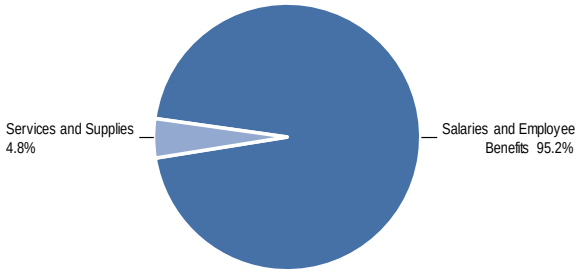
Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14C32	SAFETY OFFICER	1.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
39B20	DEPUTY COUNTY COUNSEL I	0.00	0.00	1.00	1.00
39B21	DEPUTY COUNTY COUNSEL II	1.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	16.00	15.00	-1.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	2.00	2.00	3.00	1.00
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	5.00	1.00
80B99	SENIOR LEGAL SECRETARY-CONFIDIDENTIAL	2.00	2.00	2.00	0.00
99WXC	ALLOCATION ON LOAN WORK COMP	10.00	10.00	10.00	0.00
	Total	54.00	55.00	56.00	1.00

Augmentation Request

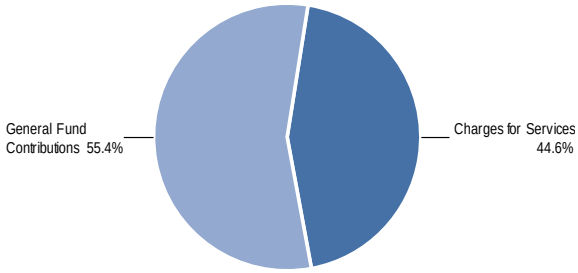
Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1210	1210-8057-001-AUG1	AUG-New Deputy County Counsel IV	New Position	230,465	1.00	0	0.00
1210	1210-8057-001-AUG2	AUG-New Legal Secretary Confidential	New Position	93,609	1.00	93,609	1.00
1210	1210-8057-001-AUG3	AUG-New Legal Support Coordinator	New Position	103,443	1.00	0	0.00
			Grand Total	**427,517**	**3.00**	**93,609**	**1.00**

County Counsel Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	6,992,810	7,838,550	7,481,107	8,880,147	8,546,239	707,689
Services and Supplies	535,740	504,331	496,277	427,054	427,054	(77,277)
Other Charges	(8,402,318)	(7,503,960)	(7,546,928)	(8,210,756)	(8,210,756)	(706,796)
Subtotal	($873,768)	$838,921	$430,456	$1,096,445	$762,537	(76,384)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	295,817	260,000	306,340	340,000	340,000	80,000
Miscellaneous Revenues	61,492	0	0	0	0	0
Subtotal	$357,308	$260,000	$306,340	$340,000	$340,000	80,000
General Fund Contributions	($1,231,077)	$578,921	$124,116	$756,445	$422,537	(156,384)
Total Source of Funds	($873,768)	$838,921	$430,456	$1,096,445	$762,537	(76,384)

Division Description

The County Counsel Departmental section includes the Office of the County Counsel and Risk Management.

The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors, and all County officers, departments, agencies, boards, and commissions. In addition to administrative and support staff, the Departmental section consists of three divisions - Land Use, Litigation, and General Government, and oversees the Risk Management Division and provides support to the Grand Jury.

Risk Management oversees insurance, self-insurance, claims management, Workers Compensation (WC), General Liability (GL), safety, ergonomics, and other risk transfer and loss control activities that protect the County and mitigate losses. Additional responsibilities include administration of the general insurance programs such as fire, earthquake, property, boiler/machinery, and performance bonds. Risk Management, with assistance of County Counsel, negotiates and places excess insurance and manages and directs GL and WC claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

Summary of Recommendation

The Fiscal Year (FY) 2019-20 Recommended Budget for County Counsel Departmental is $762,537, a decrease of $76,384. The decrease in cost is due primarily to the elimination of external legal services and an increase in reimbursements for services provided to other County departments. The Recommended Budget includes $2,172,880 in expenditures for Risk Management, offset by reimbursements from the GL and WC Internal Service Funds (ISFs).

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Counsel (COU001)	(873,768)	838,921	430,456	1,000,306	666,398	(172,523)	001	8057
County Counsel (COU002)	0	0	0	15,516	15,516	15,516	001	8057

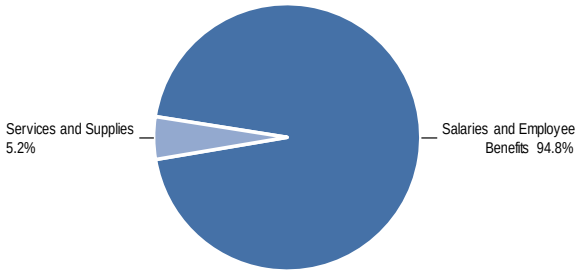
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Counsel (COU005)	0	0	0	80,623	80,623	80,623	001	8057
Risk Management (COU001)	0	0	0	277,999	277,999	277,999	001	8407
Risk Management (COU002)	0	0	0	(277,999)	(277,999)	(277,999)	001	8407
Subtotal	($873,768)	$838,921	$430,456	$1,096,445	$762,537	(76,384)		

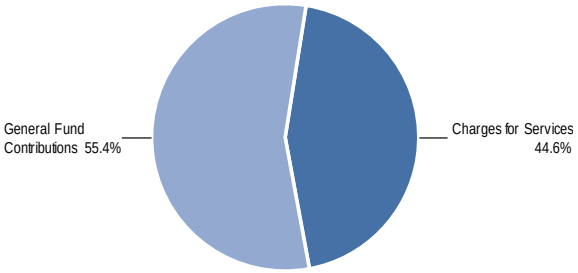
County Counsel

(Budget Unit 8057— Fund 001— Appropriation Unit COU005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	5,924,844	5,894,421	5,778,544	6,783,021	6,449,113	554,692
Services and Supplies	425,346	437,902	440,841	351,300	351,300	(86,602)
Other Charges	(7,223,958)	(5,493,402)	(5,788,929)	(6,037,876)	(6,037,876)	(544,474)
Subtotal	($873,768)	$838,921	$430,456	$1,096,445	$762,537	(76,384)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	295,817	260,000	306,340	340,000	340,000	80,000
Miscellaneous Revenues	61,492	0	0	0	0	0
Subtotal	$357,308	$260,000	$306,340	$340,000	$340,000	80,000
General Fund Contributions	($1,231,077)	$578,921	$124,116	$756,445	$422,537	(156,384)
Total Source of Funds	($873,768)	$838,921	$430,456	$1,096,445	$762,537	(76,384)

Unit Description

The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors, and all County officers, departments, agencies, boards, and commissions. The Office represents the County in civil and special litigation in State and federal courts, various administrative proceedings, and coordinates the services of outside legal counsel. Divisions within the Office include: Administration and Support (comprised of business, legal and office support staff); Land Use, Litigation and Employment; General Government; and Risk Management.

The Office also provides legal services, by contract or statute, to other public entities, including the Transportation Agency of Monterey County, Local Agency Formation Commission, Water Resources Agency, the Monterey Bay Unified Air Pollution Control District, and the Salinas Valley Basin Groundwater Sustainability Agency. Also, the Office serves as legal counsel to the Civil Grand Jury and special districts whose governing boards are composed, in whole or in part, by persons appointed by the Board of Supervisors.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
11A04	COUNTY COUNSEL	1.00
12C38	ASSISTANT COUNTY COUNSEL	1.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
39B20	DEPUTY COUNTY COUNSEL I	1.00
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	5.00
80B99	SENIOR LEGAL SECRETARY-CONFIDIDENTIAL	2.00
	Total	34.00

Risk Management

(Budget Unit 8407— Fund 001— Appropriation Unit COU002)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,067,966	1,944,129	1,702,563	2,097,126	2,097,126	152,997
Services and Supplies	110,394	66,429	55,436	75,754	75,754	9,325
Other Charges	(1,178,360)	(2,010,558)	(1,757,999)	(2,172,880)	(2,172,880)	(162,322)
Subtotal	$0	$0	$0	$0	$0	0

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	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

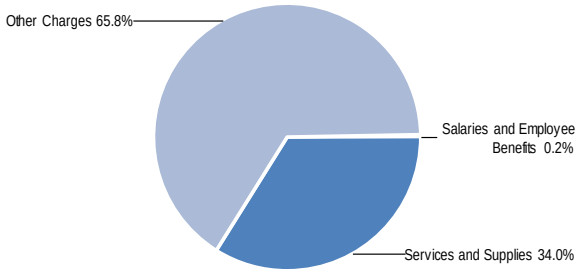
Risk Management oversees and manages County insurance programs, claims management, safety, ergonomics, contract risk review, and other risk transfer and loss control activities that protect the County and mitigate losses. Responsibilities of this Division include: management, oversight, and administration of safety programs; Worker Compensation (WC) insurance and self-insurance; General Liability (GL) insurance; healthcare liability and medical malpractice insurance; and directors' and officers' liability coverage. Additional responsibilities include administration of the general insurance programs such as fire, earthquake, property, boiler/machinery, and performance bonds. Risk Management also negotiates and places excess insurance and manages and directs GL and WC claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

Recommended 2019-20 Positions

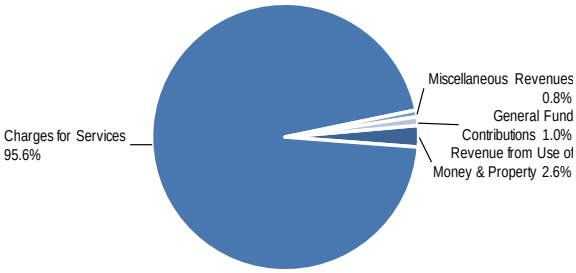
Classification Code	Classification Label	FTE
14B62	ASSOCIATE RISK & BENEFITS ANALYST	1.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14B64	PRINCIPAL RISK & BENEFITS ANLYST	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C32	SAFETY OFFICER	1.00
14C85	WORKERS COMPENSATION MANAGER	1.00
14C86	ERGONOMICS MANAGER	1.00
20B95	FINANCE MANAGER I	1.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	3.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
99ZWC	ALLOCATION ON LOAN WORK COMP	10.00
	Total	22.00

County Counsel Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	71,644	74,068	76,403	82,551	82,551	8,483
Services and Supplies	9,566,839	11,724,427	11,414,173	12,351,928	12,351,928	627,501
Other Charges	24,689,342	21,089,557	22,583,741	23,942,084	23,942,084	2,852,527
Subtotal	$34,327,825	$32,888,052	$34,074,317	$36,376,563	$36,376,563	3,488,511

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	1,347,306	971,760	971,760	944,159	944,159	(27,601)
Intergovernmental Revenues	10,967	0	0	0	0	0
Charges for Services	30,636,139	31,261,956	31,261,956	34,759,710	34,759,710	3,497,754
Miscellaneous Revenues	1,469,109	300,000	974,032	300,000	300,000	0
Other Financing Sources	486,147	0	0	0	0	0
Subtotal	$33,949,668	$32,533,716	$33,207,748	$36,003,869	$36,003,869	3,470,153
Fund Balance	124,590	0	0	0	0	0
General Fund Contributions	$253,567	$354,336	$866,569	$372,694	$372,694	18,358
Total Source of Funds	$34,327,825	$32,888,052	$34,074,317	$36,376,563	$36,376,563	3,488,511

Division Description

The Office of the County Counsel non-departmental section consists of individual non-operational units including: Civil Grand Jury, General Liability (GL) Internal Service Fund (ISF), Workers Compensation (WC) ISF, and Enterprise Risk. Specific details on each of the non-departmental units are provided in the individual unit narratives.

Summary of Recommendation

The Recommended Budget for County Counsel non-departmental is $36,376,563 funded by revenues of $36,003,869 and a general fund contribution (GFC) of $372,694. Cost increases occurred in excess insurance, Third Party Administrator (TPA), WC, non-recoverable GL totaling $3,488,511.

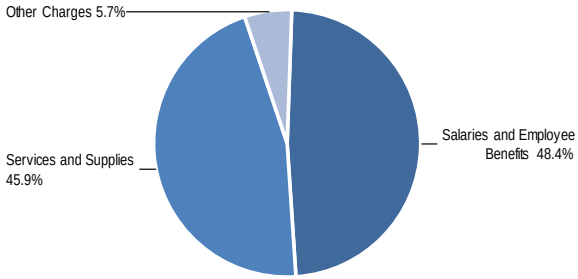
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Grand Jury (COU005)	146,451	159,336	156,569	170,549	170,549	11,213	001	8405
General Liability (COU003)	14,502,457	11,357,716	11,818,395	14,521,869	14,521,869	3,164,153	475	8408
Workers Compensation (COU004)	19,560,835	21,176,000	21,389,353	21,482,000	21,482,000	306,000	476	8409
Enterprise Risk (COU006)	118,083	195,000	710,000	202,145	202,145	7,145	001	8429
Subtotal	$34,327,825	$32,888,052	$34,074,317	$36,376,563	$36,376,563	3,488,511		

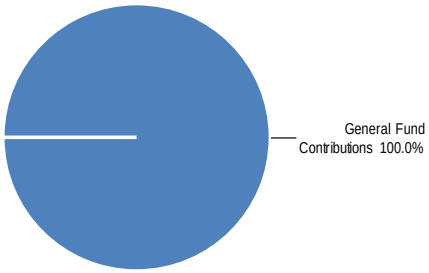
Grand Jury

(Budget Unit 8405— Fund 001— Appropriation Unit COU005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	71,644	74,068	76,403	82,551	82,551	8,483
Services and Supplies	63,874	86,732	81,630	78,249	78,249	(8,483)
Other Charges	10,932	(1,464)	(1,464)	9,749	9,749	11,213
Subtotal	$146,451	$159,336	$156,569	$170,549	$170,549	11,213

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$146,451	$159,336	$156,569	$170,549	$170,549	11,213
Total Source of Funds	$146,451	$159,336	$156,569	$170,549	$170,549	11,213

Unit Description

The Civil Grand Jury is a constitutionally-mandated body of citizens who volunteer for a one-year term of service. It is assembled annually to investigate the finances, operations, and affairs of local cities, the County, and other local governmental agencies. Typical work products of the Civil Grand Jury include mid-year and final reports and recommendations to the Board of Supervisors, area city councils, and special districts.

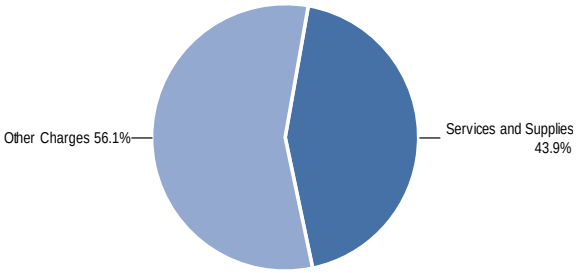
In prior years, Civil Grand Jury activities were administered by the Superior Court (on a reimbursement basis). Effective with the empaneling of the 2012 Civil Grand Jury, County Counsel assumed liaison and administrative functions previously handled by the Superior Court.

In FY 2012-13, a Management Analyst was allocated to provide administrative and analytical support. Half of the cost for this position is funded in this unit, with the other half funded in the County Counsel unit.

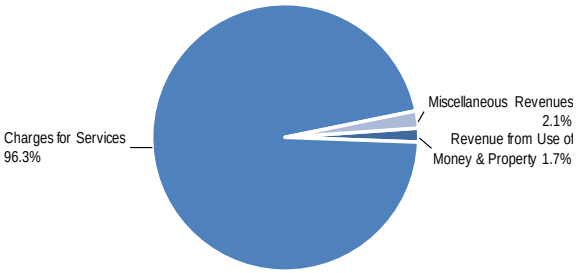
General Liability

(Budget Unit 8408— Fund 475— Appropriation Unit COU003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	5,052,563	5,859,927	5,877,778	6,376,726	6,376,726	516,799
Other Charges	9,449,894	5,497,789	5,940,617	8,145,143	8,145,143	2,647,354
Subtotal	$14,502,457	$11,357,716	$11,818,395	$14,521,869	$14,521,869	3,164,153

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	360,301	271,760	271,760	244,159	244,159	(27,601)
Charges for Services	11,902,139	10,785,956	10,785,956	13,977,710	13,977,710	3,191,754
Miscellaneous Revenues	300,505	300,000	760,679	300,000	300,000	0
Other Financing Sources	486,147	0	0	0	0	0
Subtotal	$13,049,092	$11,357,716	$11,818,395	$14,521,869	$14,521,869	3,164,153
Fund Balance	1,453,365	0	0	0	0	0
Total Source of Funds	$14,502,457	$11,357,716	$11,818,395	$14,521,869	$14,521,869	3,164,153

Unit Description

The General Liability Internal Service Fund is directed and managed by Risk Management and contains expenses for claims, settlements, judgments, administration, legal defense costs, excess insurance premiums and general insurance programs. Liability judgments, settlements, and claims against the County are paid from the GL ISF (Fund 475). Recoveries from external entities are recorded as offsetting revenues in the ISF. ISFs are funded outside the County General Fund and their costs are allocated to departments.

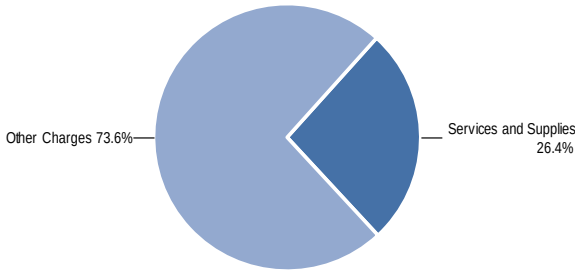
Funding of GL claims is based upon the total incurred value of loss and funding as determined by the County's actuaries, based upon loss history and future exposure and is currently funded at a 70% confidence level for FY 2019-20. Allocations are comprised of two categories: recoverable and non-recoverable. Both are based on experience and exposure. A given department's allocation may change from year to year due to the following factors: (1) change in payroll and number of employees; (2) change in the department's percentage of total claims paid out over the last seven years; or (3) change in the actuarially-determined total allocation. Debt service, associated with settlement of the Lake Nacimiento and Lake San Antonio litigation, is included with the ISF. This non-recoverable allocation is apportioned on a full-time employee (FTE) basis.

The County maintains a Self-Insured Retention (SIR) of $1.5 million per occurrence and excess coverage, with limits of $150 million through excess insurance providers. The County self-insures events that are not covered by external insurance providers.

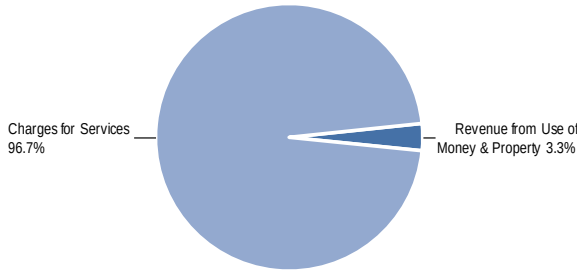
Workers Compensation

(Budget Unit 8409— Fund 476— Appropriation Unit COU004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	4,371,402	5,588,141	4,750,138	5,677,326	5,677,326	89,185
Other Charges	15,189,433	15,587,859	16,639,215	15,804,674	15,804,674	216,815
Subtotal	$19,560,835	$21,176,000	$21,389,353	$21,482,000	$21,482,000	306,000

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	987,005	700,000	700,000	700,000	700,000	0
Charges for Services	18,734,000	20,476,000	20,476,000	20,782,000	20,782,000	306,000
Miscellaneous Revenues	1,168,604	0	213,353	0	0	0
Subtotal	$20,889,609	$21,176,000	$21,389,353	$21,482,000	$21,482,000	306,000
Fund Balance	(1,328,775)	0	0	0	0	0
Total Source of Funds	$19,560,834	$21,176,000	$21,389,353	$21,482,000	$21,482,000	306,000

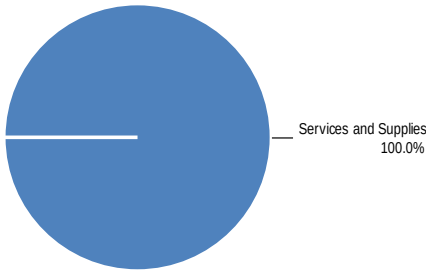
Unit Description

The Workers' Compensation Internal Service Fund covers expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. Workers' Compensation-related liability, judgments, settlements, and claims are paid from the WC ISF (Fund 476). Support contributions to this Fund are calculated on a cost recovery basis through charges apportioned to County departments and funds based on experience and exposure. Recoveries from external entities are recorded as offsetting revenues in the ISF. ISFs are funded outside the County General Fund and their costs are allocated to departments. Funding is based upon total incurred value of loss and funding, as determined by the County's actuaries, based upon loss history and future exposure and currently funded at a 70% confidence level. A given department's allocation may change from year to year due to the following factors: (1) change in payroll and number of employees; (2) change in the department's percentage of total claims paid out over the last seven years; or (3) change in the actuarially-determined total allocation.

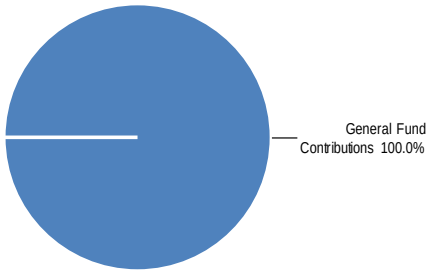
Enterprise Risk

(Budget Unit 8429— Fund 001— Appropriation Unit COU006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	79,000	189,627	704,627	219,627	219,627	30,000
Other Charges	39,083	5,373	5,373	(17,482)	(17,482)	(22,855)
Subtotal	$118,083	$195,000	$710,000	$202,145	$202,145	7,145

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	10,967	0	0	0	0	0
Subtotal	$10,967	$0	$0	$0	$0	0
General Fund Contributions	$107,116	$195,000	$710,000	$202,145	$202,145	7,145
Total Source of Funds	$118,083	$195,000	$710,000	$202,145	$202,145	7,145

Unit Description

The Enterprise Risk unit is responsible for the tracking of fuel spill costs at Lake Nacimiento and Lake San Antonio as well as County risk related settlements and costs that cannot be passed through for federal and State reimbursement.

Clerk of the Board

Departmental Overview:

The Clerk of the Board of Supervisors (COB) performs duties as provided in the California Government Code and/or by formal directives of the Board of Supervisors through the County Administrative Office (CAO).

The Clerk of the Board strives to provide the highest level of customer service to the public, County departments and public agencies. The COB preserves the integrity of the local legislative process by issuing notices of pending matters and decisions made by the legislative body to assure timely access to information by the public.

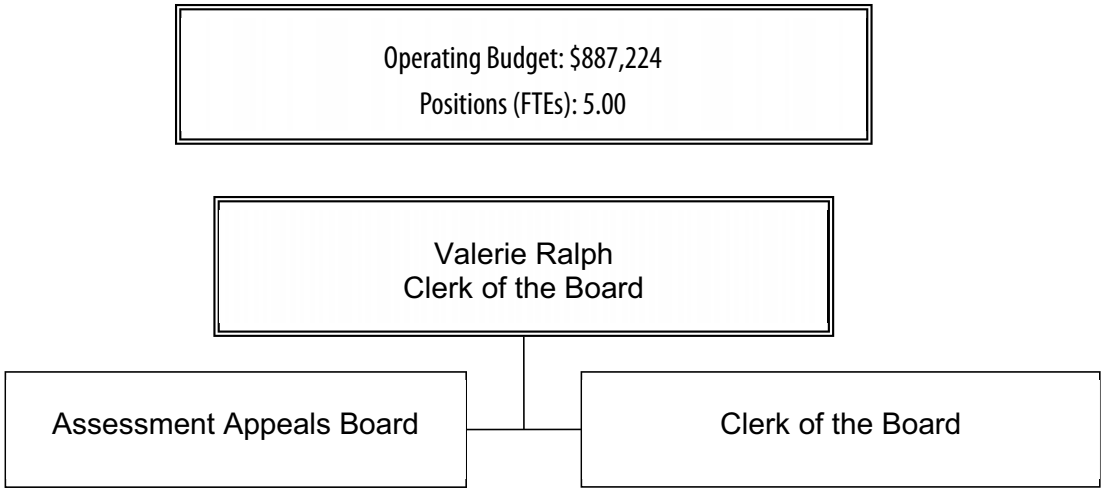
Programs and Functions:

The COB's Office is responsible for carrying out mandated functions including, but not limited to: supporting the Board of Supervisors and County departments in the Board agenda process; maintaining and archiving County records; managing boards, commission and special district appointments and related Maddy Act posting of vacancies; serving as Filing Officer for Statements of Economic Interests Fair Political Practices Commission (Form 700); serving as Administrative Officer in the processing of Assessment Appeals applications and acting as Clerk to the Assessment Appeals Board; serving as Secretary to the City Selection Committee; receiving and responding to Public Records Act Requests; serving as Clerk to various other special districts; and providing administrative support for land use appeals and Williamson Act applications.

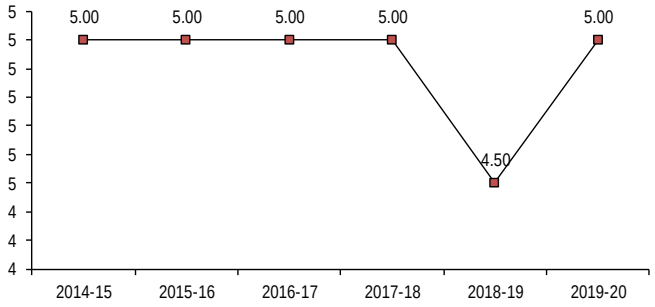
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

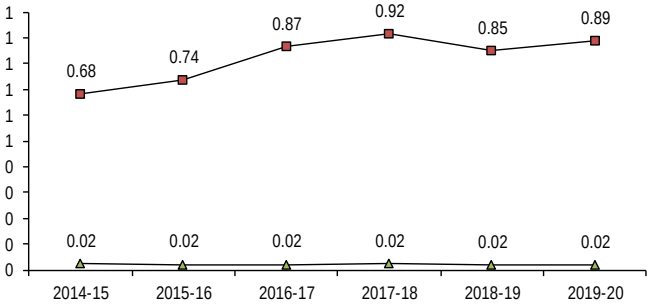
Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency. The COB also uses innovative technologies and other resources, and provides timely public access to information.



Staffing Trends



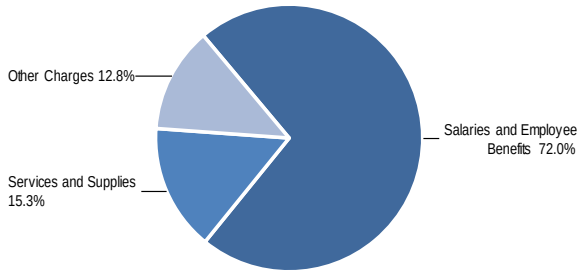
Expenditure/Revenue History (in millions)



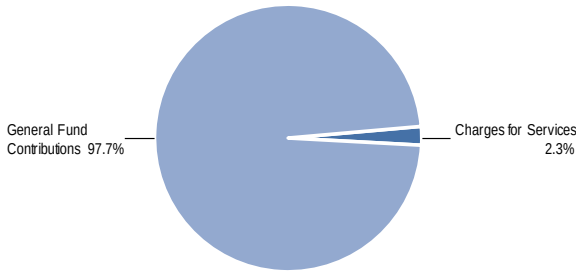
The Clerk of the Board (COB) is the keeper of public trust, facilitating access to information through technology, transparency and excellent customer service. The COB is committed to providing excellent customer service and access to information.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Number of Regular, Special, and BOS governed Agencies and Special District meeting Agendas posted pursuant to Brown Act's 72 hour requirement	145	130	124
Number of applications for changed assessments received and processed.	506	609	447
Percent of Assessment Appeals reconciled within the two-year time period. Target = 100%	N/A	100%	100%
Number of Public Record Act Requests received (PRAR).	39	39	30
FPPC - Number of Form 700s processed received and processed (hard copy).	312	392	564
Number of Boards, Committees & Commission appointments processed and posted pursuant to the Maddy Act.	181	184	171

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	549,848	554,093	510,137	638,564	638,564	84,471
Services and Supplies	190,363	155,272	137,434	135,509	135,509	(19,763)
Other Charges	176,179	203,428	203,428	113,151	113,151	(90,277)
Subtotal	$916,390	$912,793	$850,999	$887,224	$887,224	(25,569)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	50	0	0	0	0	0
Charges for Services	21,965	20,000	20,045	20,000	20,000	0
Miscellaneous Revenues	1,416	0	60	0	0	0
Subtotal	$23,431	$20,000	$20,105	$20,000	$20,000	0
General Fund Contributions	$892,959	$892,793	$830,894	$867,224	$867,224	(25,569)
Total Source of Funds	$916,390	$912,793	$850,999	$887,224	$887,224	(25,569)

Summary of Recommendation

The Recommended Budget for the Clerk of the Board (COB) includes $887,224 in appropriations, financed by $20,000 in revenue associated with assessment appeals filings, and a general fund contribution (GFC) of $867,224. Expenditures decreased by $25,569 due to decreases in interpreter service costs, public noticing and a $90,277 decrease in Countywide Cost Allocation Plan (COWCAP) charges offsetting increases in health insurance, pension plans and earned salary increases.

The Recommended Budget includes an augmentation of $64,708 to restore a half-time Management Analyst I position to full-time.

The Recommended Budget includes five positions, including the previously-mentioned position augmentation.

Budget Impacts

There are no budget impacts.

Department Operational Accomplishments

Transitioned eight County meeting bodies for the Board of Supervisors to template agendas reducing processing time by nearly half.

Transitioned three County meeting bodies for the Resource Management Agency to template agendas reducing processing time by a fifth.

Created template agendas and minutes for all County meeting bodies allowing for processing in Case Management System therefore reducing processing time by a fourth.

Implemented paperless record requests execution reducing processing time by nearly half.

Enhanced Case Management System for easier searches on the County's webpage.

Initiated cross-training of staff.

Department Operational Goals

Examine internal workflow procedures to reduce the need for paper duplication.

Evaluate the preservation of and access to the County's historically valuable records and files.

Review the public's access to Board of Supervisors records through online resources, including continued enhancements to the Board's records management system.

Study and develop alternative solutions to implement Clerk of the Board operations in the case of disaster to avoid customer service disruption.

Develop limited english proficiency services.

Review manual processes for the Assessment Appeals Board to implement technology automation and promote efficiencies.

Pending Issues

There are no pending issues.

Policy Considerations

The Department will be exploring historic records preservation and development of the Assessment Appeal Board automation. Should the Board of Supervisor wish to proceed with any projects, funding will have to be identified.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Assessment Appeals Board (COB001)	14,969	24,414	20,021	16,454	16,454	(7,960)	001	8019
Clerk of the Board (COB001)	901,421	888,379	830,978	870,770	870,770	(17,609)	001	8020
Subtotal	$916,390	$912,793	$850,999	$887,224	$887,224	(25,569)		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Clerk of the Board	901,421	888,379	830,978	870,770	870,770	(17,609)
Assessment Appeals Board	14,969	24,414	20,021	16,454	16,454	(7,960)
Subtotal	$916,390	$912,793	$850,999	$887,224	$887,224	(25,569)

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	0.50	0.00	-0.50
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
80A32	SENIOR SECRETARY	1.00	1.00	0.00	-1.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	2.00	3.00	1.00
	Total	5.00	4.50	5.00	0.50

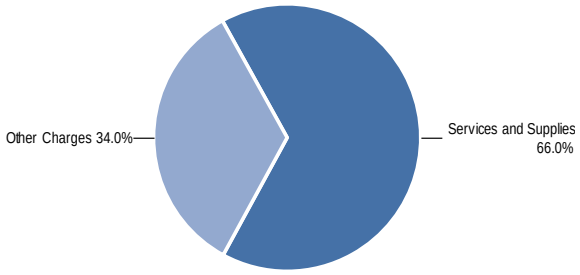
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1300	1300-8020-001-AUG1	Vacant MAI 0.5 FTE to a 1.00 FTE MAI	Vacant Position	64,708	0.50	64,708	0.50
			Grand Total	**64,708**	**0.50**	**64,708**	**0.50**

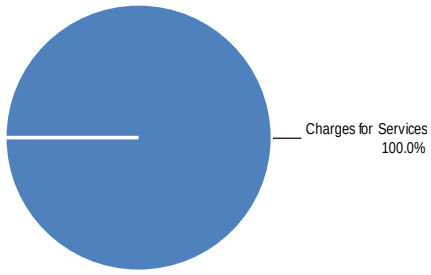
Assessment Appeals Board

(Budget Unit 8019— Fund 001— Appropriation Unit COB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	894	0	930	0	0	0
Services and Supplies	5,754	12,844	7,521	10,862	10,862	(1,982)
Other Charges	8,321	11,570	11,570	5,592	5,592	(5,978)
Subtotal	$14,969	$24,414	$20,021	$16,454	$16,454	(7,960)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	21,840	20,000	20,000	20,000	20,000	0
Subtotal	$21,840	$20,000	$20,000	$20,000	$20,000	0
General Fund Contributions	($6,871)	$4,414	$21	($3,546)	($3,546)	(7,960)
Total Source of Funds	$14,969	$24,414	$20,021	$16,454	$16,454	(7,960)

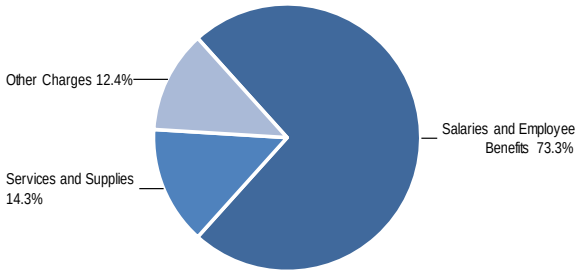
Unit Description

The Assessment Appeals Board (AAB) 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 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.

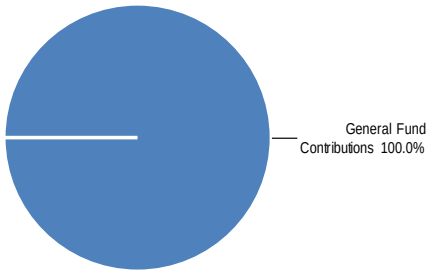
Clerk of the Board

(Budget Unit 8020— Fund 001— Appropriation Unit COB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	548,954	554,093	509,207	638,564	638,564	84,471
Services and Supplies	184,609	142,428	129,913	124,647	124,647	(17,781)
Other Charges	167,858	191,858	191,858	107,559	107,559	(84,299)
Subtotal	$901,421	$888,379	$830,978	$870,770	$870,770	(17,609)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	50	0	0	0	0	0
Charges for Services	125	0	45	0	0	0
Miscellaneous Revenues	1,416	0	60	0	0	0
Subtotal	$1,591	$0	$105	$0	$0	0
General Fund Contributions	$899,829	$888,379	$830,873	$870,770	$870,770	(17,609)
Total Source of Funds	$901,421	$888,379	$830,978	$870,770	$870,770	(17,609)

Unit Description

The Clerk of the Board (COB) is responsible for performing mandated functions, as outlined in the California Government & Revenue & Taxation Codes including, but not limited to: preparing Board of Supervisors meeting agendas & minutes; records maintenance; managing the assessment appeals process (see unit 8019); maintaining and tracking appointments to approximately 75 boards, commissions, committees, and over 80 special districts; processing/routing Public Records Act Requests and information requests from the public and outside agencies. The COB 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 2019-20 Positions

Classification Code	Classification Label	FTE
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00
14G02	MANAGEMENT ANALYST I	1.00
80E83	BOARD OF SUPERVISORS CLERK	3.00
	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.

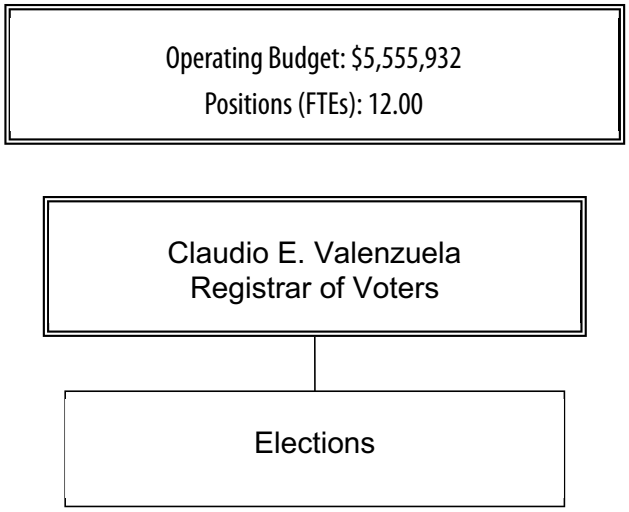
VOTER REGISTRATION SERVICES: Responsible for maintaining and updating voter registration data and ensuring compliance with the National Voter Registration Act.

BILINGUAL OUTREACH AND EDUCATION: Responsible for coordinating the specialized language effort for target audiences that meet the requirements of the federal and State Voting Rights Act and for delivering community presentations and voter registration drive trainings.

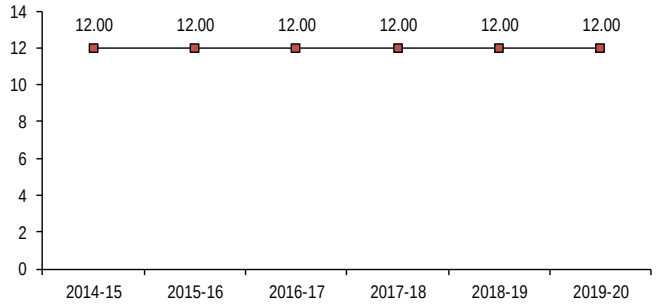
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

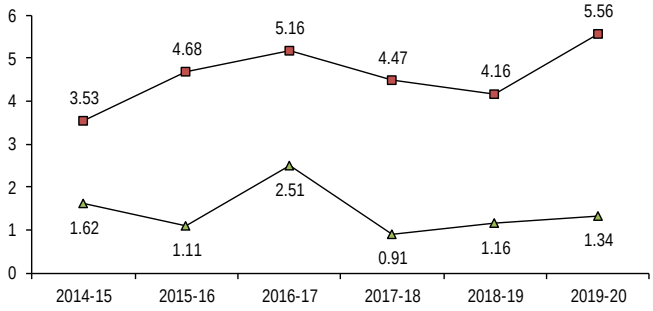
Elections supports the Board Strategic Initiative of Administration by conducting transparent elections that are accountable to both the integrity of the process and to the public. To fulfill the mission, the Department recruits and trains a large, diverse, skilled workforce to offer innovative, cost effective services that positively impact local agencies and voters while streamlining resources.



Staffing Trends



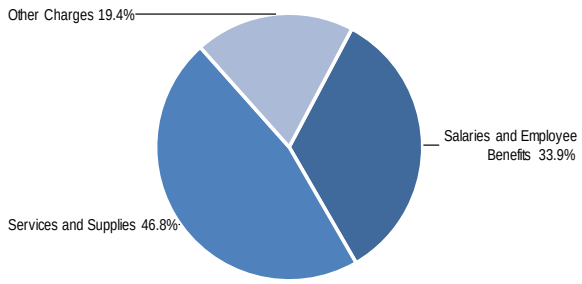
Expenditure/Revenue History (in millions)



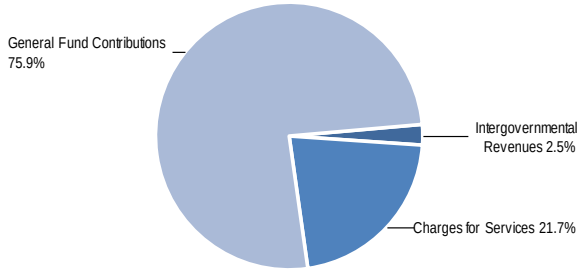
Monterey County Elections serves voters in the administration of elections. Outreach efforts work to educate and empower these voters and those who are eligible to register to vote but have not yet done so; especially those who are underrepresented in the voting population.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Number of registered voters.	185,786	180,402	187,286
Percent of voter turnout.	73.8%	37.1%	62.8%
Number of presentations to community organizations in target groups and areas. Target = 75	76	99	47
Outreach delivered to target areas (low registration and participation). Target = 100%	100%	100%	67%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,535,177	1,616,359	1,798,541	1,881,487	1,881,487	265,128
Services and Supplies	2,116,785	2,678,069	2,498,141	2,598,306	2,598,306	(79,763)
Other Charges	121,764	(139,050)	(139,050)	1,076,139	1,076,139	1,215,189
Capital Assets	437,631	0	0	0	0	0
Other Financing Uses	262,348	0	0	0	0	0
Subtotal	$4,473,705	$4,155,378	$4,157,632	$5,555,932	$5,555,932	1,400,554

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	329,154	7,500	10,700	137,500	137,500	130,000
Charges for Services	564,141	1,148,635	1,148,635	1,204,000	1,204,000	55,365
Miscellaneous Revenues	20,709	0	0	0	0	0
Subtotal	$914,004	$1,156,135	$1,159,335	$1,341,500	$1,341,500	185,365
General Fund Contributions	$3,559,700	$2,999,243	$2,998,297	$4,214,432	$4,214,432	1,215,189
Total Source of Funds	$4,473,705	$4,155,378	$4,157,632	$5,555,932	$5,555,932	1,400,554

Summary of Recommendation

The Recommended Budget for the Elections Department is $5,555,932, financed by $1,341,500 in revenue and $4,214,432 in general fund contribution (GFC). The Recommended Budget represents an appropriation increase of $1,400,554 mostly due to Countywide Cost Allocation Plan (COWCAP) charges and voting systems replacement grant funded expenditures.

The Recommended Budget includes an increase in revenues of $185,365 for grant reimbursements for the replacement of voting systems. The Department's GFC of $4,214,432 represents an increase of $1,215,189 from the previous year due to an increase in COWCAP charges. Since the Department administers all federal, State, and local elections, expenditures and revenues vary based on the number and type of scheduled and unscheduled elections in a given year.

Budget Impacts

State law mandates local agencies reimburse the County for all election services; however, there is no mandate for the State to reimburse counties for conducting State or federal elections. Nor do the local political parties pay for costs associated with the election of central committee or county council members on a public ballot. Funding of the Presidential Primary Election scheduled in March 2020 must be provided by the General Fund, though local revenues will offset a portion of costs. The Department must still comply with all mandates and regulations related to election administration, regardless of the suspension of State reimbursements.

Department Operational Accomplishments

The Department is positioned to conduct scheduled and unscheduled elections. Elections successfully administered the November 6, 2018 Statewide General Election. Elections are conducted in compliance with federal, State and local laws. This is the Department's primary functional goal and is ongoing.

The Department had several records this year, including record registration with 190,575 registered voters, 73% vote by mail registration, and Conditional Voter Registration saw a nearly 400% increase from the June 2018 Election. The Department's efforts to continually enhance transparency and procedural efficiencies were showcased with the launch of the new Monterey County Elections website. The Department continues efforts to modernize business processes to maintain statutory compliance.

The Department's commitment to community outreach was highlighted in the successful High School Voter Education Weeks Registration Competition. The program has grown each year since

its inauguration with a 50% increase in participating schools from 2017 to 2018 and a 67% increase in participation from the previous year to current year. Additional outreach activities include community events, presentations, and training, putting the Department on track to exceed its fiscal year goal of 70 activities and near its previous record of 95 activities during the 2017-2018 fiscal year.

The Department has taken leadership roles in the California Association of Clerks and Elections Officials (CACEO), including the Registrar of Voters who is the chairperson of the Bay Area counties. In addition, the Bilingual Outreach Program Manager serves on the State Language Accessibility Advisory Committee. Additional staff members are actively participating in CACEO committees working on voting accessibility, language services, and petition standardization. In addition, the Department coordinated and hosted an Elections Systems Summit for 11 California counties to identify and prioritize election official goals. Two members of the Department presented election best practices related to proofing and ballot processing, which saved the Department approximately a quarter of a million dollars in the most recent election.

Department Operational Goals

The Department continues to seek improvements in infrastructure to enhance the administration of elections. One election is anticipated in the 2019-2020 fiscal year, the March 3, 2020 Presidential 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 in no less than 70 outreach events.

The Department will implement 26 new State laws, many of which impose additional State mandates that will be required during the next fiscal year. Most notably, the Department is prepared to offer paid return postage for all mailed ballots and a Remote Accessible Vote by Mail program for Military and Overseas voters as well as voters with specific needs. The Department will work to implement new legislation while minimizing impacts to local jurisdictions.

The Department's efforts to modernize technology to realize efficiencies and cost savings have included, since 2016, replacing the voter registration database to allow integration with California's statewide database. The final hardware component, the accessible voting machines, were abruptly decertified by the Secretary of State and require replacement prior to the 2020 elections. As archaic voting systems are retired, cost savings will be tracked and reported.

The Department will monitor State legislation that is in line with the Board's Legislative priorities such as those that permit jurisdictions in California, including counties, to conduct all-mail ballot elections. Likewise, it will continue to develop accessibility advisory committees to improve transparency, access and public education activities. The Department will continue to be involved at the CACEO to support legislation to fund elections at the federal and State level to minimize costs for local agencies.

Pending Issues

SPECIAL ELECTIONS

The potential for the Governor to call a statewide special election to occur within the remaining budget year or next remains unknown. Under existing law, elections conducted on behalf of the State are not reimbursable.

VOTING SYSTEMS

The Department continues to seek a viable funding mechanism to fund voting systems replacement of remaining aging components. Due to a new matching grant from the Secretary of State and decertification of accessible voting machines, additional options will be explored during the fiscal year.

NEW LAW

The State continues to introduce and pass legislation that would require additional technology and services at polling places around the County. The Department continues to participate in the CACEO Legislative Committee as new legislation affecting Elections is introduced. Significant among these is expanding Conditional Voter Registration to polling places.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

		Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Elections (ELE001)		4,473,705	4,155,378	4,157,632	5,555,932	5,555,932	1,400,554	001	8064
	Subtotal	$4,473,705	$4,155,378	$4,157,632	$5,555,932	$5,555,932	1,400,554		

Budget Units

		Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Elections		4,473,705	4,155,378	4,157,632	5,555,932	5,555,932	1,400,554
	Subtotal	$4,473,705	$4,155,378	$4,157,632	$5,555,932	$5,555,932	1,400,554

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	Total	12.00	12.00	12.00	0.00

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Emergency Communications

Departmental Overview:

The Department operates the countywide consolidated emergency communications system. Emergency and non-emergency call answering and dispatch services are provided to the County Sheriff, 11 of the 12 incorporated city police departments, fire agencies for all 12 cities, three County fire districts, one volunteer fire brigade, the Monterey Regional Airport District police department, Salinas Valley State Prison, and California State University, Monterey Bay police department. These services are provided under the Agreement for 9-1-1 Emergency Communications Dispatch Services (911 Agreement).

Programs and Functions:

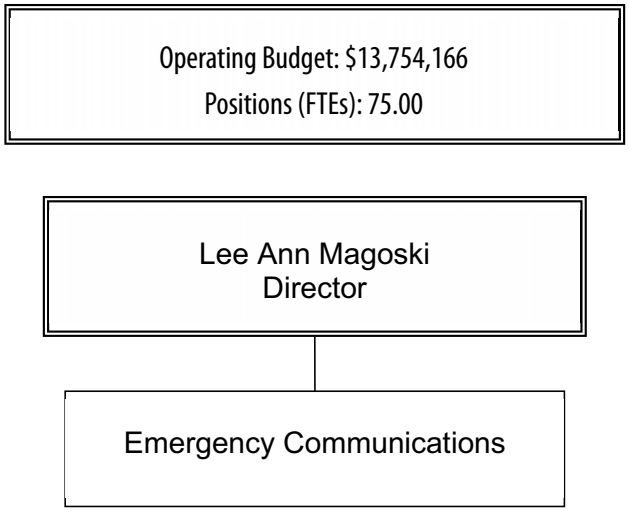
The 911 Service Agreement requires that the County provide all answering services for the Emergency 9-1-1 telephone number, including: urgent and non-emergency answering of a secondary back-up telephone number for agency police, fire, medical or other emergency service response units; and dispatch of agency police, fire and emergency medical field units, including status reporting and associated activity after-hours dispatch of the agencies' public works crews. The Department also provides and maintains consoles and associated radio dispatch equipment located in its communications center.

Under the 911 Services Agreement, each dollar of expense of operating the emergency communications center is paid for by approximately 30 cents of County funding and 70 cents in user agency revenue.

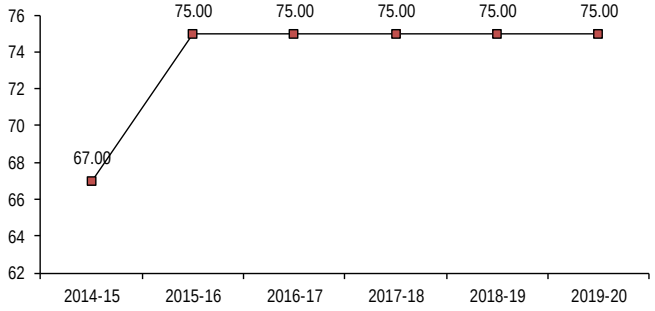
Department's Contribution to Monterey County's Strategic Initiatives:

PUBLIC SAFETY

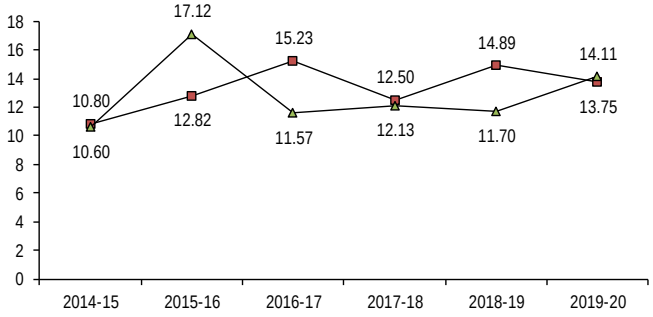
Creating a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general, with the key objective to engage public safety stakeholders, partners, and the whole community in resiliency building activities including emergency reporting.



Staffing Trends



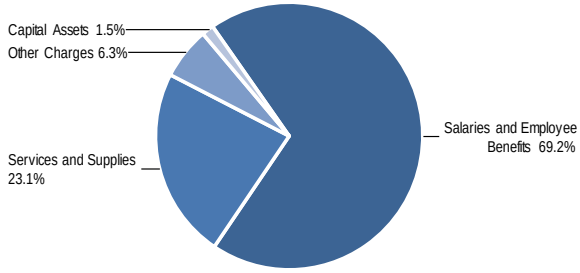
Expenditure/Revenue History (in millions)



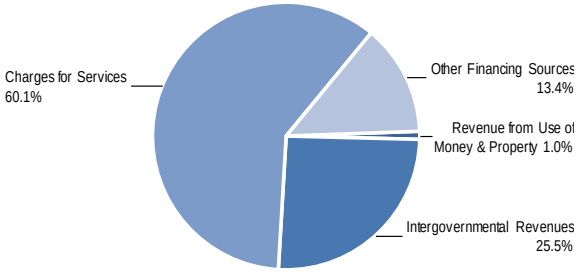
The Department operates a countywide, consolidated emergency communications center answering 9-1-1 (to include text-to-911) and non-emergency calls and providing law enforcement, fire protection, and emergency medical dispatch services.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Number of emergency calls answered.	180.599	181,736	91.533
Number of non-emergency calls answered.	567,562	542,095	266,432
Number of Emergency calls requiring language translation services provided.	20,821	20,171	10,515
Percentage of emergency calls answered within 15 seconds. Target = 95%	90%	93%	94%
Number of law enforcement service calls generated.	334,520	508,517	263,089
Number of fire protection service calls generated.	53,226	49,826	27,645
Number of Text to 9-1-1 Calls received	30	1,522	642

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	9,040,548	9,338,987	9,338,987	9,517,390	9,517,390	178,403
Services and Supplies	2,937,920	2,293,208	3,315,541	3,176,495	3,176,495	883,287
Other Charges	(39,115)	425,910	578,692	860,281	860,281	434,371
Capital Assets	559,114	1,441,811	1,652,685	319,974	200,000	(1,241,811)
Subtotal	$12,498,468	$13,499,916	$14,885,905	$13,874,140	$13,754,166	254,250

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	219,004	151,820	159,520	134,520	134,520	(17,300)
Intergovernmental Revenues	3,726,929	3,490,458	3,465,458	3,568,998	3,603,838	113,380
Charges for Services	6,083,529	6,878,167	8,077,602	8,473,216	8,473,216	1,595,049
Miscellaneous Revenues	2,101,895	0	0	0	0	0
Other Financing Sources	0	0	0	2,016,411	1,896,437	1,896,437
Subtotal	$12,131,358	$10,520,445	$11,702,580	$14,193,145	$14,108,011	3,587,566
Fund Balance	(14,531)	1,344,511	1,324,918	(353,845)	(248,845)	(1,593,356)
General Fund Contributions	$381,640	$1,634,960	$1,858,407	$0	$0	(1,634,960)
Total Source of Funds	$12,498,467	$13,499,916	$14,885,905	$13,839,300	$13,859,166	359,250

Summary of Recommendation

The Fiscal Year (FY) 2019-20 Recommended Budget for the Emergency Communications Department is $13,754,166 financed by $14,108,011 in revenue, including a County contribution of $1,896,437 included as an operating transfer in. Next fiscal year, expenditures increase $254,250 due to higher costs associated with personnel costs, pensions, and insurance programs.

Effective FY 2019-20, the Department is operating the consolidated emergency communications system under a special revenue fund. The Recommended Budget of $13,754,166 reflects two special revenue funds: the Emergency Communications Operations fund of $12,277,898 and the Next Generation (NGEN) Radio System operations and maintenance of $1,476,268. Pursuant to the 9-1-1 Service Agreement, 70% of the operational costs are shared by user agencies that contract with the Department for Dispatch Services. The NGEN operations and maintenance is funded by fees collected from participating agencies for the NGEN Radio System.

The Recommended Budget includes $393,173 to continue supporting 4 authorized positions at-risk due to fiscal pressures, which were funded partially by reimbursement revenue and an augmentation in the County's contribution of $83,112. The retained positions will ensure continuity of services at the current levels for emergency and non-emergency call answering and dispatch. The Recommended Budget also includes funding to be placed in a reserve for future unfunded projects or equipment that is critical to maintaining 24/7 emergency communications.

Additionally, the Department's budget for next year does not include expenditures related to the NGEN project, since the project has been completed in the current year.

Budget Impacts

The Department requested funding in the amount of $119,974 to cover the entire cost for a security fence around the perimeter of the building, which also houses the Office of Emergency Services (OES). There are increasing documented disturbances that impact safety. The security fence would help ensure the safety of the 24/7 facility.

Department Operational Accomplishments

The Department continues to recruit, hire, and train new Dispatchers. This is a challenge given the complexity of the job and the success rate for new hires is roughly 60% in an 18-month training program. In order to maintain staffing levels to serve the community, mandatory overtime remains high.

During the 2018 calendar year the Dispatch Center received 670,554 calls of which 148,147 were 9-1-1 calls and 1,319 Text to 9-1-1 calls. 95% of 9-1-1 calls were answered in 15 seconds or less.

The Department was able to conclude an agreement with CAL Fire to provide Computer Aided Dispatch (CAD) to CAD services to enhance call processing and response times.

Department Operational Goals

The Department will continue to conduct new employee academies throughout the year with the goal to recruit, hire and train against existing vacancies in order to reduce the amount of mandatory overtime.

To ensure the highest level of service available, the Department's goal is to establish an alternate dispatch location and/or create redundancies with the 9-1-1 phone system and CAD system for disaster recovery.

The Department also plans to replace its 9-1-1 phone system with State funding that is provided every five years, to ensure up to date capability. The goal of this upgrade is to improve call processing times and text to 9-1-1 integration.

Work is ongoing in relation to entering into an agreement with the Presidio of Monterey (POM) to provide POM with access to the County CAD and mobile data applications for their law enforcement and fire protection dispatch operations.

Successful completion of technology projects with CAL FIRE and POM will provide greater sharing of information and a higher level of interoperability between responding public safety agencies than is currently available.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Emergency Communication (EME001)	11,653,415	10,975,981	12,286,887	0	0	(10,975,981)	001	8065
Emergency Communication (EME002)	168,583	1,369,511	1,349,918	0	0	(1,369,511)	405	8426
NGEN Operations & Maintenance (EME003)	676,470	1,154,424	1,249,100	1,476,268	1,476,268	321,844	026	8480
Emergency Communications (EME004)	0	0	0	12,397,872	12,277,898	12,277,898	028	8507
Subtotal	$12,498,468	$13,499,916	$14,885,905	$13,874,140	$13,754,166	254,250		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Emergency Communication	11,653,415	10,975,981	12,286,887	0	0	(10,975,981)
Emergency Communication	168,583	1,369,511	1,349,918	0	0	(1,369,511)
NGEN Operations & Maintenance	676,470	1,154,424	1,249,100	1,476,268	1,476,268	321,844
Emergency Communications	0	0	0	12,397,872	12,277,898	12,277,898
Subtotal	$12,498,468	$13,499,916	$14,885,905	$13,874,140	$13,754,166	254,250

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14A26	DIRECTOR OF 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

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
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

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1520	1520-8507-028-AUG1	Status Quo Vacant CDII	Vacant Position	117,952	4.00	83,112	4.00
1520	1520-8507-028-AUG2	Capital Project Safety Fence	Capital Improvements	119,974	0.00	0	0.00
1520	1520-8507-028-AUG6	Reserve Fund	New Program/Service	105,000	0.00	105,000	0.00
			Grand Total	**342,926**	**4.00**	**188,112**	**4.00**

Emergency Communication

(Budget Unit 8065— Fund 001— Appropriation Unit EME001)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	9,040,548	9,338,987	9,338,987	0	0	(9,338,987)
Services and Supplies	1,788,082	1,211,084	2,127,441	0	0	(1,211,084)
Other Charges	376,275	425,910	670,459	0	0	(425,910)
Capital Assets	448,509	0	150,000	0	0	0
Subtotal	$11,653,415	$10,975,981	$12,286,887	$0	$0	(10,975,981)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	125,150	126,820	134,520	0	0	(126,820)
Intergovernmental Revenues	3,620,966	3,490,458	3,465,458	0	0	(3,490,458)
Charges for Services	5,423,763	5,723,743	6,828,502	0	0	(5,723,743)
Miscellaneous Revenues	2,101,895	0	0	0	0	0
Subtotal	$11,271,774	$9,341,021	$10,428,480	$0	$0	(9,341,021)
General Fund Contributions	$381,640	$1,634,960	$1,858,407	$0	$0	(1,634,960)
Total Source of Funds	$11,653,415	$10,975,981	$12,286,887	$0	$0	(10,975,981)

Unit Description

Effective FY 2019-20, the operation and administration of the countywide consolidated emergency communication system is under a Special Revenue Fund.

Emergency Communication

(Budget Unit 8426— Fund 405— Appropriation Unit EME002)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	136,475	0	0	0	0	0
Other Charges	(78,497)	0	(91,767)	0	0	0
Capital Assets	110,605	1,369,511	1,441,685	0	0	(1,369,511)
Subtotal	$168,583	$1,369,511	$1,349,918	$0	$0	(1,369,511)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	82,011	25,000	25,000	0	0	(25,000)
Intergovernmental Revenues	105,963	0	0	0	0	0
Subtotal	$187,974	$25,000	$25,000	$0	$0	(25,000)
Fund Balance	(19,391)	1,344,511	1,324,918	0	0	(1,344,511)
Total Source of Funds	$168,583	$1,369,511	$1,349,918	$0	$0	(1,369,511)

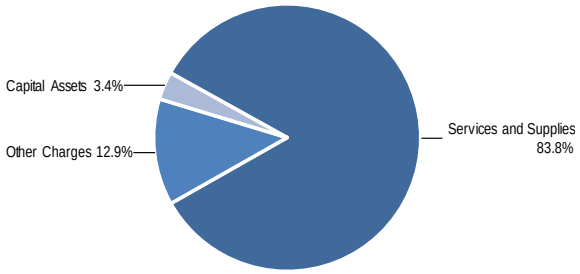
Unit Description

The NGEN project, completed in FY 2018-19, 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. Due to project completion, there is no revenue or expenses anticipated. The capital project fund associated with the construction and implementation of the new radio system will be closed out.

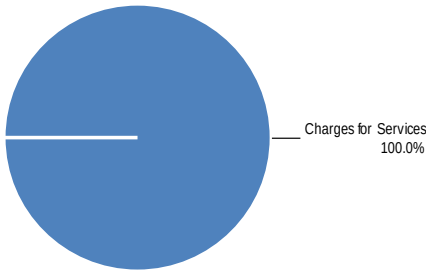
NGEN Operations & Maintenance

(Budget Unit 8480— Fund 026— Appropriation Unit EME003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	1,013,363	1,082,124	1,188,100	1,236,446	1,236,446	154,322
Other Charges	(336,893)	0	0	189,822	189,822	189,822
Capital Assets	0	72,300	61,000	50,000	50,000	(22,300)
Subtotal	$676,470	$1,154,424	$1,249,100	$1,476,268	$1,476,268	321,844

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	11,843	0	0	0	0	0
Charges for Services	659,767	1,154,424	1,249,100	1,476,268	1,476,268	321,844
Subtotal	$671,610	$1,154,424	$1,249,100	$1,476,268	$1,476,268	321,844
Fund Balance	4,860	0	0	0	0	0
Total Source of Funds	$676,470	$1,154,424	$1,249,100	$1,476,268	$1,476,268	321,844

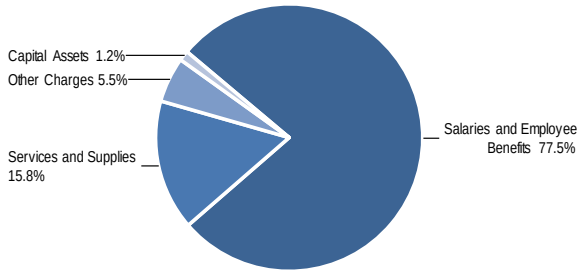
Unit Description

This Unit provides for the operations and maintenance of the Next Generation (NGEN) Radio Project. This unit includes costs for operation and maintenance of the system and includes the Very High Frequency (VHF) radio system, control stations, microwave stations for backhaul, replacement of dispatch consoles, and network and information technology security systems.

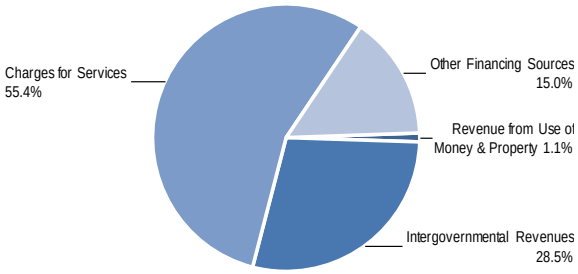
Emergency Communications

(Budget Unit 8507— Fund 028— Appropriation Unit EME004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	9,517,390	9,517,390	9,517,390
Services and Supplies	0	0	0	1,940,049	1,940,049	1,940,049
Other Charges	0	0	0	670,459	670,459	670,459
Capital Assets	0	0	0	269,974	150,000	150,000
Subtotal	$0	$0	$0	$12,397,872	$12,277,898	12,277,898

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	134,520	134,520	134,520
Intergovernmental Revenues	0	0	0	3,568,998	3,603,838	3,603,838
Charges for Services	0	0	0	6,996,948	6,996,948	6,996,948
Other Financing Sources	0	0	0	2,016,411	1,896,437	1,896,437
Subtotal	$0	$0	$0	$12,716,877	$12,631,743	12,631,743
Fund Balance	0	0	0	(353,845)	(248,845)	(248,845)
Total Source of Funds	$0	$0	$0	$12,363,032	$12,382,898	12,382,898

Unit Description

Effective FY 2019-20, the operation and administration of the countywide consolidated emergency communication system is under a Special Revenue Fund.

This 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 2019-20 Positions

Classification Code	Classification Label	FTE
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.00
14A26	DIRECTOR OF 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

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Information Technology

Departmental Overview:

The Information Technology Department (ITD) is responsible for delivering strategic information technology solutions to support internal County operations and business activities. ITD resources support high availability for utilization and minimizes the risk of business interruption. ITD is developing a sustainable, customer focused environment to enhance and improve the quality of technology services used by County departments for the benefit of all County residents, businesses, and visitors.

Programs and Functions:

ITD consists of: Administration, Applications, Service Delivery, Infrastructure, and Security.

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

ECONOMIC DEVELOPMENT

In conjunction with telecommunication service providers, continue to extend the broadband footprint throughout the County.

ADMINISTRATION

Deliver modern technology infrastructure to enhance the ability to serve the public and provide robust voice, data, video, and radio services.

HEALTH AND HUMAN SERVICES

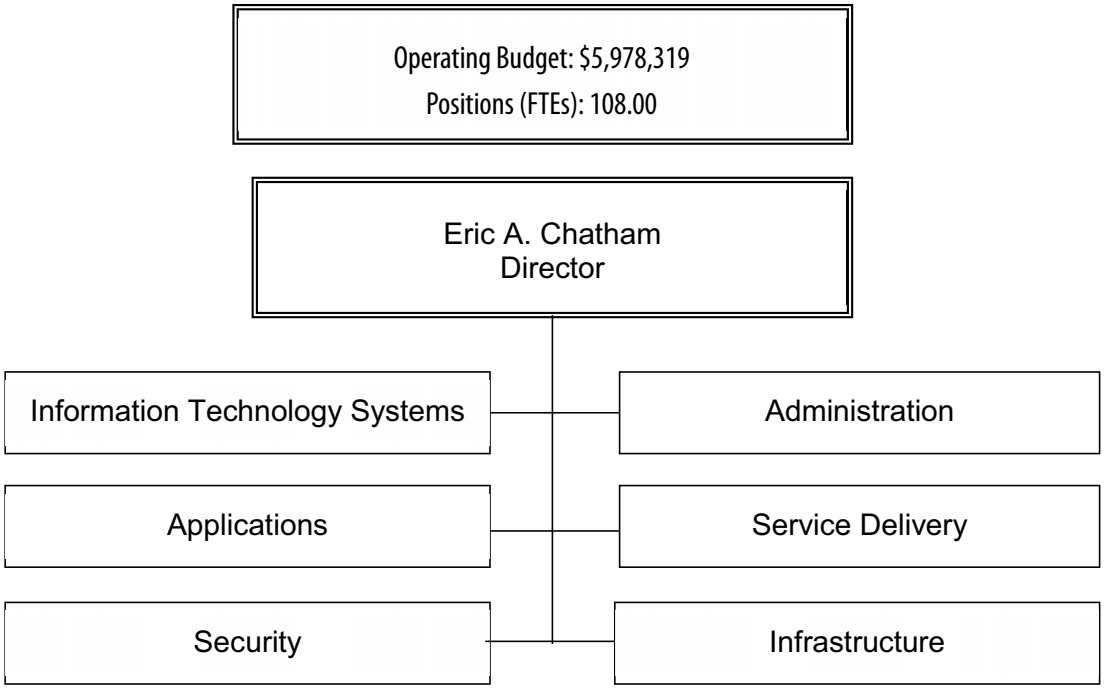
Develop data warehousing and data exchange platforms to increase the ability for data sharing across all departments that serve County constituents.

INFRASTRUCTURE

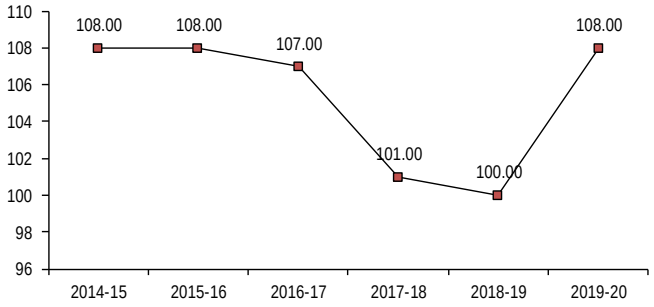
Deploy sustainable cost-effective technologies by migrating aging infrastructure and applications to virtualized and software as a service (SaaS) environments.

PUBLIC SAFETY

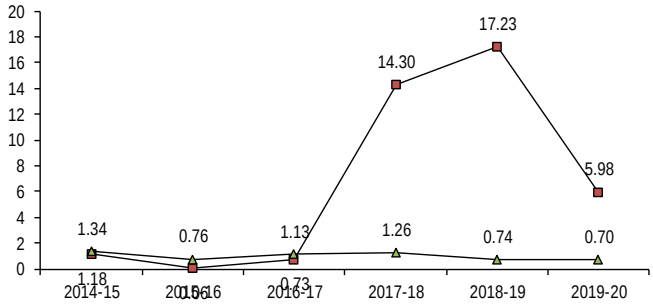
Deliver technologies that improve the overall safety of County constituents and improve the ability of public safety officials to respond to events with the implementation of the Next Generation Digital Radio System (NGEN).



Staffing Trends



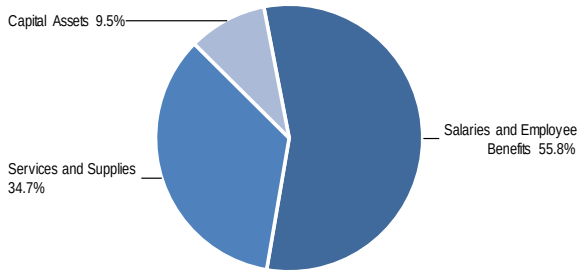
Expenditure/Revenue History (in millions)



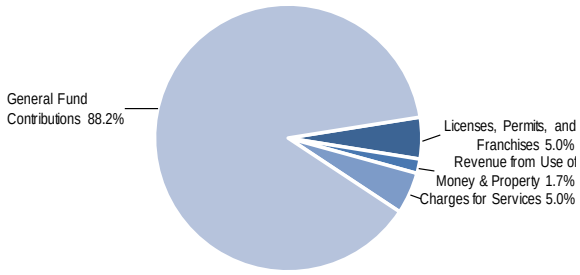
The Information Technology Department (ITD) enables County business through proven information and telecommunication technologies provided in a strategic, cost-effective, and efficient manner. ITD supports internal County operations and associated business activities, outside public agencies, residents, and visitors.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Percentage of surveyed customers that rate ITD services provided as satisfied or very satisfied. Target = 90%.	96%	94%	95%
Total ITD spent as a percent of total County revenue. Target = 2%.	2.02%	2.03%	2.03%
Percentage of time network service was available. Target = 99.9%.	99.86%	99.89%	99.82%
Percentage of advanced malware events contained within 2 business hours. Target = 100%	100%	100%	100%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	13,095,140	14,135,315	13,467,547	16,035,901	15,786,030	1,650,715
Services and Supplies	9,581,370	9,737,694	9,952,110	9,835,258	9,835,258	97,564
Other Charges	(18,134,833)	(8,077,334)	(7,707,514)	(22,333,505)	(22,333,505)	(14,256,171)
Capital Assets	9,760,141	1,521,734	1,521,734	3,540,536	2,690,536	1,168,802
Other Financing Uses	0	0	0	(124,936)	0	0
Subtotal	$14,301,817	$17,317,409	$17,233,877	$6,953,254	$5,978,319	(11,339,090)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	342,090	300,000	300,000	300,000	300,000	0
Revenue from Use of Money & Property	32,506	134,117	134,117	104,492	104,492	(29,625)
Charges for Services	884,514	382,636	305,883	300,000	300,000	(82,636)
Miscellaneous Revenues	29	0	0	0	0	0
Subtotal	$1,259,139	$816,753	$740,000	$704,492	$704,492	(112,261)
General Fund Contributions	$13,042,678	$16,500,656	$16,493,877	$6,248,762	$5,273,827	(11,226,829)
Total Source of Funds	$14,301,817	$17,317,409	$17,233,877	$6,953,254	$5,978,319	(11,339,090)

Summary of Recommendation

The Recommended Budget for the Information Technology Department (ITD) is $5,978,319 financed by $704,492 in revenue and a general fund contribution (GFC) of $5,273,827. Appropriations decrease by $11,339,090 over the Fiscal Year (FY) 2018-19 Adopted Budget due to a shift in the Countywide Cost Allocation Plan (COWCAP), a reduction in general fund department reimbursement for operations and projects, and an increase in Capital Improvement Projects (CIP) costs. As a result of ITD no longer charging general fund departments for operating and capital project costs, the COWCAP shifted from being a charge to a credit, thus reducing the Department's GFC allocation.

Salary and benefit costs increased $1,650,715 from the FY 2018-19 Adopted Budget largely due to the transfer of five positions into ITD from the Resource Management Agency and the recommended addition of three new positions requested through budget augmentations to assist with increased service levels in various divisions. These factors, coupled with benefit increases, such as employee pension costs, make up the increase.

Costs for capital improvements increased by $1,168,802 over the FY 2018-19 Adopted Budget as the department plans to seismically retrofit existing radio tower sites and upgrade the data center. External revenue is estimated to decrease by $112,261 compared to the FY 2018-19 Adopted Budget due to a shift in outside agency billing.

Budget Impacts

ITD requested $2,633,500 in augmentation requests for capital improvement projects. About $1.2 million is not included in the Recommended Budget. Unfunded capital projects include the refurbishing of the ITD facility, which needs interior and exterior renovations and repairs to the parking lot.

Department Operational Accomplishments

Completed implementation of Next Generation Radio System (NGEN) providing reliable and secure interoperable communications to 2,900 public safety users and first responders.

Deployed Site Boss as a standard site monitoring solution that enhanced efficiency and resilience of telecom sites and networks.

Completed retrofit of the Huckleberry Hill radio tower and site, improving site safety and transmissions for multiple public safety agencies and public utilities.

Deployed Zoom Cloud-based enterprise video conference solution at multiple County locations to offer a consistent and reliable enterprise experience.

Completed GIS upgrade to ArcGIS Pro, established GIS Portal and built failover capabilities. Migrated the County's website to VisionLive Cloud and intranet to SharePoint Online. Deployed workflow automation and digital signature solution (DocuSign) to central service departments.

Department Operational Goals

Deploy standardized video collaboration conference solution at Schilling Place, Government Center, and other County locations.

Begin Phase 1 upgrade/replacement of the aging microwave link infrastructure.

Replace all Windows 7 systems with Windows 10 and will continue to migrate 75% of physical servers and applications to the Virtual Server Cluster.

Implement a modern Learning Management System (LMS) and an enterprise Contract Management System (CMS).

Engage County departments to streamline and automate processes, improve employee experience, and continue developing custom business solutions for County departments and agencies.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
ITD Administration (INF002)	638,529	1,888,387	1,584,515	1,916,658	1,791,723	(96,664)	001	8432
Applications (INF002)	1,241,085	5,643,343	5,160,467	5,618,862	5,618,862	(24,481)	001	8433
Service Delivery (INF002)	1,575,347	7,162,321	6,926,016	6,428,089	6,178,089	(984,232)	001	8434
Enterprise Operations (INF002)	2,469,617	(4,324)	0	0	0	4,324	001	8435
Infrastructure (INF002)	5,388,325	7,415,296	7,892,411	4,954,701	4,954,701	(2,460,595)	001	8436
Security (INF002)	(152,046)	982,165	914,447	582,630	582,630	(399,535)	001	8437
Information Technology (INF002)	3,140,960	(5,769,779)	(5,243,979)	(12,547,686)	(13,147,686)	(7,377,907)	001	8439
Subtotal	$14,301,817	$17,317,409	$17,233,877	$6,953,254	$5,978,319	(11,339,090)		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Applications	1,241,085	5,643,343	5,160,467	5,618,862	5,618,862	(24,481)
Service Delivery	1,575,347	7,162,321	6,926,016	6,428,089	6,178,089	(984,232)
Enterprise Operations	2,469,617	(4,324)	0	0	0	4,324
Infrastructure	5,388,325	7,415,296	7,892,411	4,954,701	4,954,701	(2,460,595)
Security	(152,046)	982,165	914,447	582,630	582,630	(399,535)
Information Technology	3,140,960	(5,769,779)	(5,243,979)	(12,547,686)	(13,147,686)	(7,377,907)
ITD Administration	638,529	1,888,387	1,584,515	1,916,658	1,791,723	(96,664)
Subtotal	$14,301,817	$17,317,409	$17,233,877	$6,953,254	$5,978,319	(11,339,090)

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	2.00	1.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14K21	DIVISION MANAGER	4.00	3.00	3.00	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	2.00	1.00	1.00	0.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00	1.00	1.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
16C44	SOFTWARE PROGRAMMER ANALYST II	0.00	2.00	4.00	2.00
16C45	SOFTWARE PROGRAMMER ANALYST III	13.00	17.00	17.00	0.00
16C54	SYSTEMS PROGRAMMER ANALYST II	0.00	3.00	5.00	2.00
16C55	SYSTEMS PROGRAMMER ANALYST III	20.00	20.00	19.00	-1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	0.00	1.00	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	0.00	1.00	1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	2.00	2.00	2.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	3.00	2.00	-1.00
16E25	SECURITY ANALYST III	1.00	1.00	2.00	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	0.00	1.00	1.00
16G24	GIS ANALYST II	0.00	0.00	1.00	1.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	2.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	1.00	2.00	2.00	0.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A21	ENGINEERING AIDE II	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	1.00	0.00	0.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	5.00	5.00	5.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	0.00	2.00	2.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	3.00	3.00	3.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
43L18	COMMUNICATIONS TECHNICIAN III	7.00	7.00	6.00	-1.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	3.00	2.00	2.00	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	6.00	3.00	2.00	-1.00
43N26	DATA CENTER OPERTIONS TECHNICIAN III	4.00	0.00	0.00	0.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	0.00	0.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	0.00	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	2.00	1.00
80J30	ACCOUNTING TECHNICIAN	4.00	3.00	3.00	0.00
	Total	101.00	100.00	108.00	8.00

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1930	1930-8432-001-AUG2	New Management Analyst II	New Position	133,940	1.00	133,940	1.00
1930	1930-8432-001-AUG7	New Associate Personnel Analyst	New Position	72,605	1.00	0	0.00
1930	1930-8432-001-AUG8	New Personnel Technician Confidential	New Position	52,330	1.00	0	0.00
1930	1930-8433-001-AUG1	New Software Programmer Analyst II	New Position	127,805	1.00	127,805	1.00
1930	1930-8434-001-AUG12	CIP-Data Center Facility Upgrade	Capital Improvements	250,000	0.00	250,000	0.00
1930	1930-8434-001-AUG3	New Systems Programmer Analyst II	New Position	128,883	1.00	128,883	1.00
1930	1930-8436-001-AUG11	CIP-Enterprise Video Conference	Capital Improvements	250,000	0.00	0	0.00
1930	1930-8436-001-AUG6	CIP-Seismic Readiness	Capital Improvements	850,000	0.00	850,000	0.00

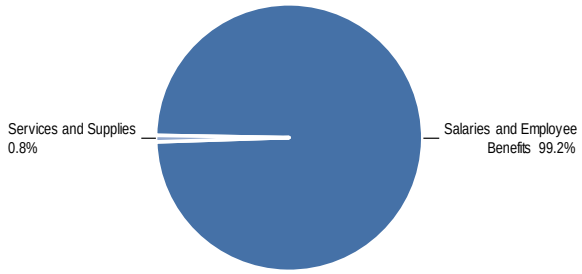
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
1930	1930-8436-001-AUG9	CIP-Wireless Network	Capital Improvements	646,000	0.00	323,000	0.00
1930	1930-8439-001-AUG10	CIP-ITD Facility Refurbish	Capital Improvements	600,000	0.00	0	0.00
1930	1930-8439-001-AUG13	CIP-ITD Facility HVAC	Capital Improvements	37,500	0.00	37,500	0.00
			Grand Total	**3,149,063**	**5.00**	**1,851,128**	**3.00**

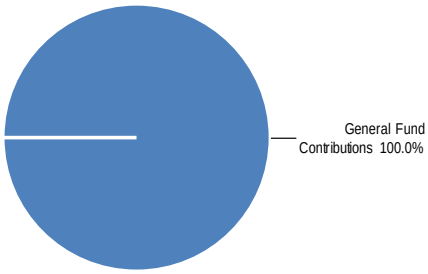
ITD Administration

(Budget Unit 8432— Fund 001— Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	606,122	1,826,713	1,521,255	2,027,479	1,777,608	(49,105)
Services and Supplies	32,644	61,674	63,260	14,115	14,115	(47,559)
Other Charges	(237)	0	0	0	0	0
Other Financing Uses	0	0	0	(124,936)	0	0
Subtotal	$638,529	$1,888,387	$1,584,515	$1,916,658	$1,791,723	(96,664)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$638,529	$1,888,387	$1,584,515	$1,916,658	$1,791,723	(96,664)
Total Source of Funds	$638,529	$1,888,387	$1,584,515	$1,916,658	$1,791,723	(96,664)

Unit Description

The Administration Division is comprised of Fiscal, Human Resources Management, Project Management, and Contracts Management.

Fiscal is responsible for oversight of department finances which include budget preparation, tracking of actual transactions, and financial forecasting as it relates to both internal department and customer charges. Capital infrastructure needs and asset tracking are also under this section of ITD.

Human Resources partners and collaborates with ITD management to provide diverse talent management and recruitment services, the development and retention of staff, and other HR support services such as benefit coordination.

Project Management provides project and portfolio for all large-scale, multi-disciplined IT infrastructure and application projects.

Contracts Management is responsible for processing all contracts and agreements, fleet management, facilities management and oversees cable and franchise programs.

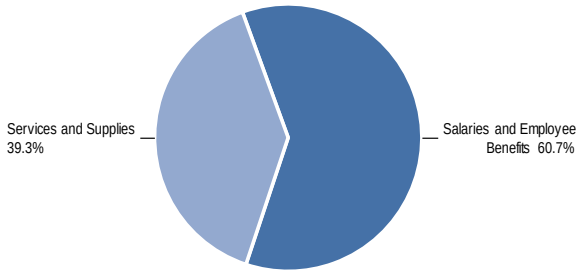
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	1.00
43G03	IT PROJECT MANAGEMENT ANALYST II	2.00
43G04	IT PROJECT MANAGEMENT ANALYST III	3.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	13.00

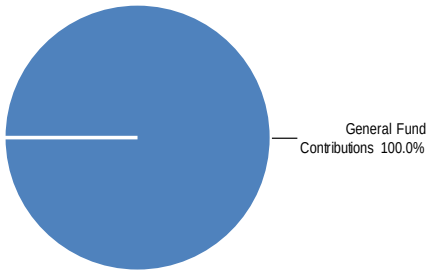
Applications

(Budget Unit 8433— Fund 001— Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,857,539	4,065,534	3,578,070	4,256,536	4,256,536	191,002
Services and Supplies	293,409	1,577,809	1,582,397	2,757,521	2,757,521	1,179,712
Other Charges	(1,909,863)	0	0	(1,395,195)	(1,395,195)	(1,395,195)
Subtotal	$1,241,085	$5,643,343	$5,160,467	$5,618,862	$5,618,862	(24,481)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	1,688	0	0	0	0	0
Subtotal	$1,688	$0	$0	$0	$0	0
General Fund Contributions	$1,239,398	$5,643,343	$5,160,467	$5,618,862	$5,618,862	(24,481)
Total Source of Funds	$1,241,085	$5,643,343	$5,160,467	$5,618,862	$5,618,862	(24,481)

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 the 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.

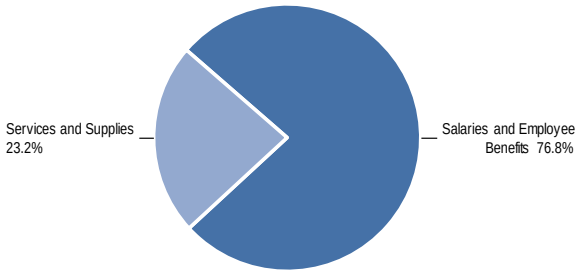
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00
16C44	SOFTWARE PROGRAMMER ANALYST II	4.00
16C45	SOFTWARE PROGRAMMER ANALYST III	16.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
16D25	DATABASE ADMINISTRATOR III	2.00
16G24	GIS ANALYST II	1.00
16G25	GIS ANALYST III	2.00
43G01	INFORMATION TECHNOLOGY MANAGER	2.00
	Total	30.00

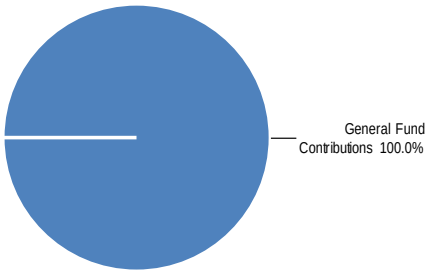
Service Delivery

(Budget Unit 8434— Fund 001— Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	3,338,307	4,387,053	4,144,928	5,462,483	5,462,483	1,075,430
Services and Supplies	266,778	2,760,768	2,766,588	1,653,612	1,653,612	(1,107,156)
Other Charges	(2,029,738)	0	0	(938,006)	(938,006)	(938,006)
Capital Assets	0	14,500	14,500	250,000	0	(14,500)
Subtotal	$1,575,347	$7,162,321	$6,926,016	$6,428,089	$6,178,089	(984,232)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	33,122	0	0	0	0	0
Subtotal	$33,122	$0	$0	$0	$0	0
General Fund Contributions	$1,542,225	$7,162,321	$6,926,016	$6,428,089	$6,178,089	(984,232)
Total Source of Funds	$1,575,347	$7,162,321	$6,926,016	$6,428,089	$6,178,089	(984,232)

Unit Description

The Service Delivery Division offers a portfolio of IT services that includes desktop management, service desk, and data center services. These complementary services provide fundamental information technology capabilities vital to our customers.

IT Service Desk serves as a single point-of-contact for requesting IT services, technical support, and the dissemination of IT systems status and availability information.

Desktop Management provides personal computer (PC) lifecycle management including the planning, acquisition, installation, support, maintenance and replacement of PC-based hardware and software.

Project Management Office (PMO) guides projects through the complete project management lifecycle utilizing best practices, and develops tools/processes to foster consistent, repeatable, and measurable project outcomes.

Enterprise Distributed Systems is responsible for analyzing, developing, providing, and supporting 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.

IT Procurement is responsible for providing logistical support and sourcing for IT related goods and services to all County agencies and operating the central IT warehouse facility. In addition, this group oversees the functionality of IT facilities, including backup generators, heating, ventilation, and air conditioning (HVAC), and uninterruptible power supply (UPS) systems.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	1.00
16C54	SYSTEMS PROGRAMMER ANALYST II	5.00

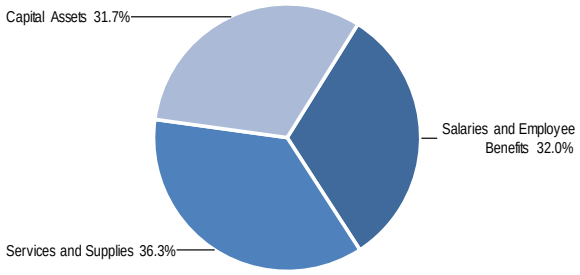
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
16C55	SYSTEMS PROGRAMMER ANALYST III	19.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	2.00
70F80	SENIOR STOREKEEPER	1.00
	Total	36.00

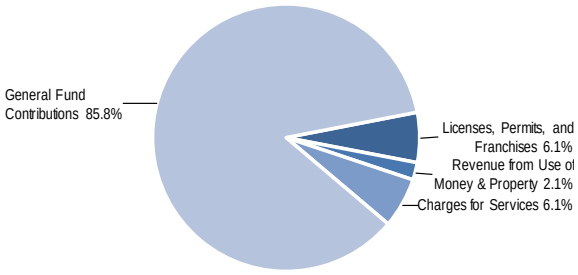
Infrastructure

(Budget Unit 8436— Fund 001— Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	3,359,935	2,699,806	3,171,902	2,976,763	2,976,763	276,957
Services and Supplies	5,207,078	3,238,256	3,243,275	3,384,911	3,384,911	146,655
Other Charges	(11,948,489)	0	0	(4,361,707)	(4,361,707)	(4,361,707)
Capital Assets	8,769,801	1,477,234	1,477,234	2,954,734	2,954,734	1,477,500
Subtotal	$5,388,325	$7,415,296	$7,892,411	$4,954,701	$4,954,701	(2,460,595)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	342,090	300,000	300,000	300,000	300,000	0
Revenue from Use of Money & Property	32,220	134,117	134,117	104,492	104,492	(29,625)
Charges for Services	593,439	382,636	305,883	300,000	300,000	(82,636)
Subtotal	$967,749	$816,753	$740,000	$704,492	$704,492	(112,261)
General Fund Contributions	$4,420,576	$6,598,543	$7,152,411	$4,250,209	$4,250,209	(2,348,334)
Total Source of Funds	$5,388,325	$7,415,296	$7,892,411	$4,954,701	$4,954,701	(2,460,595)

Unit Description

The Infrastructure Division provides IT infrastructure capabilities essential for the County's business communication needs. It offers backbone services which include network, telephone, microwave communication, and land mobile radio for public safety. It keeps the County connected by operating critical communication frameworks 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 local and wide area network, and providing 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 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 2019-20 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00

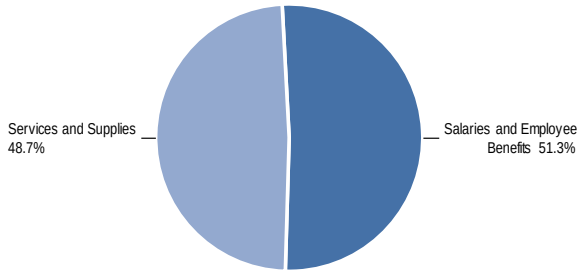
Recommended 2019-20 Positions

Classification Code	Classification Label		FTE
41N24	NETWORK SYSTEMS ENGINEER II		2.00
41N25	NETWORK SYSTEMS ENGINEER III		5.00
43A21	ENGINEERING AIDE II		1.00
43G01	INFORMATION TECHNOLOGY MANAGER		2.00
43L18	COMMUNICATIONS TECHNICIAN III		6.00
43L28	TELECOMMUNICATIONS TECHNICIAN III		2.00
43L35	TELECOMMUNICATIONS SPECIALIST III		1.00
43L36	TELECOMMUNICATIONS SPECIALIST IV		1.00
80E80	PRINCIPAL OFFICE ASSISTANT		1.00
		Total	22.00

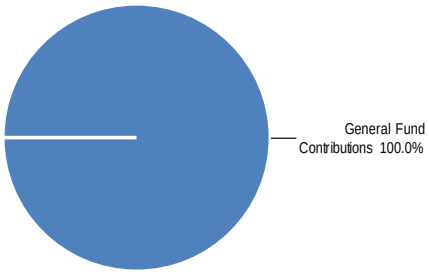
Security

(Budget Unit 8437— Fund 001— Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	449,932	506,686	438,071	470,430	470,430	(36,256)
Services and Supplies	370,575	445,479	446,376	446,780	446,780	1,301
Other Charges	(972,553)	0	0	(334,580)	(334,580)	(334,580)
Capital Assets	0	30,000	30,000	0	0	(30,000)
Subtotal	($152,046)	$982,165	$914,447	$582,630	$582,630	(399,535)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	1,361	0	0	0	0	0
Subtotal	$1,361	$0	$0	$0	$0	0
General Fund Contributions	($153,406)	$982,165	$914,447	$582,630	$582,630	(399,535)
Total Source of Funds	($152,046)	$982,165	$914,447	$582,630	$582,630	(399,535)

Unit Description

Information Security ensures the availability of County business information by guiding County businesses in how to properly manage the security risks of their information assets, actively monitoring those assets for compromise, and leading the effective business recovery of information assets that have been compromised.

Recommended 2019-20 Positions

Classification Code	Classification Label		FTE
14K52	CHIEF SECURITY AND PRIVACY OFFICER		1.00
16E25	SECURITY ANALYST III		2.00
		Total	3.00

Information Technology

(Budget Unit 8439— Fund 001— Appropriation Unit INF002)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	862,684	649,523	613,321	842,210	842,210	192,687
Services and Supplies	1,527,104	1,658,032	1,850,214	1,578,319	1,578,319	(79,713)
Other Charges	324,058	(8,077,334)	(7,707,514)	(15,304,017)	(15,304,017)	(7,226,683)
Capital Assets	427,114	0	0	335,802	(264,198)	(264,198)
Subtotal	$3,140,960	($5,769,779)	($5,243,979)	($12,547,686)	($13,147,686)	(7,377,907)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	286	0	0	0	0	0
Charges for Services	248,357	0	0	0	0	0
Miscellaneous Revenues	29	0	0	0	0	0
Subtotal	$248,672	$0	$0	$0	$0	0
General Fund Contributions	$2,892,287	($5,769,779)	($5,243,979)	($12,547,686)	($13,147,686)	(7,377,907)
Total Source of Funds	$3,140,960	($5,769,779)	($5,243,979)	($12,547,686)	($13,147,686)	(7,377,907)

Unit Description

The Information Technology Unit accounts for costs not directly related to any of the IT divisions. Executive management costs are captured in this unit, as well as certain facility expenses.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
	Total	4.00

District Attorney

Departmental Overview:

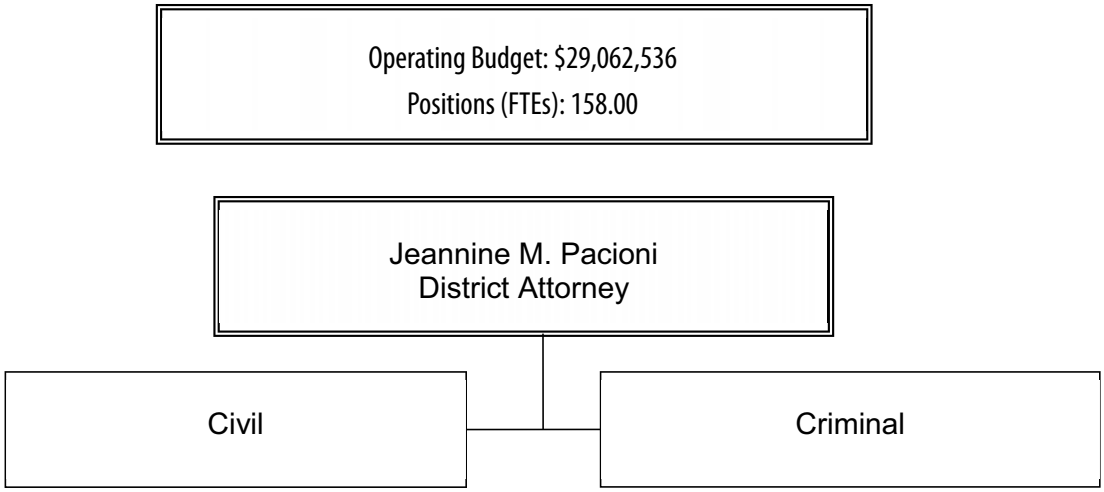
The District Attorney is responsible for attending the courts and conducting all local criminal prosecutions. The District Attorney is a State Constitutional Officer when prosecuting crimes defined under State law. The Office additionally provides legal advice to all law enforcement agencies and provides training programs for their personnel, thus increasing the probability of successful prosecutions. The Office also provides extensive ongoing training to staff in the following areas: Mandatory Continuing Legal Education (MCLE); California Peace Officers Standards and Training (POST); information technology; policies and ordinances; conflict resolution; customer service; and all County mandated trainings.

Programs and Functions:

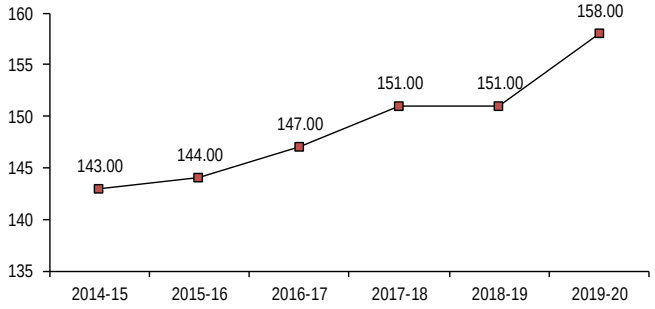
The Office consists of attorneys, investigators, legal support staff and victim advocates. The main office is in Salinas adjacent to the Superior Courts, with branch offices in Monterey and King City.

Criminal prosecution consists of multiple programs dedicated to adult and juvenile criminal violations, reviewing and filing thousands of cases every year. The prosecutorial functions of the District Attorney also include, but are not limited to: acting as legal advisor to the Grand Jury, both civil and criminal, and assisting in their investigations when requested; working with the United States Attorney to co-prosecute cases in federal courts; investigating and prosecuting violations of the open meeting laws; reviewing and responding to writs and appeals and extraditions; investigating and prosecuting white collar crimes; conducting narcotic commitment and sanity proceedings; confiscating assets of drug dealers; investigating public corruption matters involving government officials; undertaking "conflict of interest" criminal investigations for law enforcement agencies; and responding to various County departments as well as municipal departments throughout the County to handle potential criminal violations within their departments and agencies.

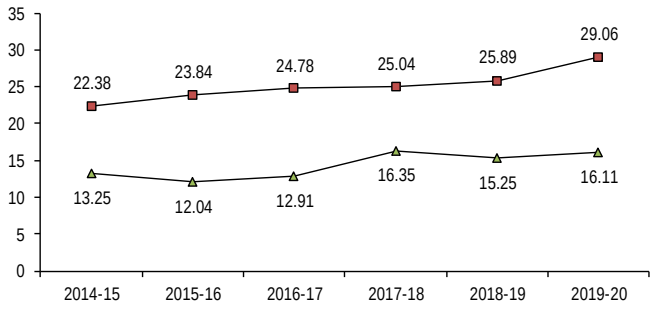
Under the leadership of District Attorney Jeannine Pacioni, the office is engaged in numerous community and multi-agency projects to protect and enhance public safety.



Staffing Trends



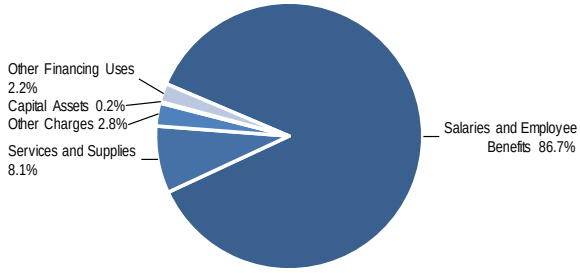
Expenditure/Revenue History (in millions)



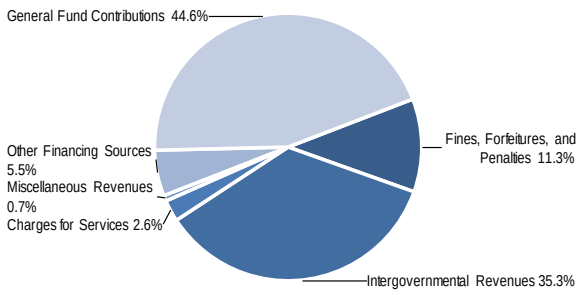
The improved drop-out rates of Monterey County demonstrate our improvements in case management. Some of our schools use a GPA of 1.0 to graduate, state govt uses 2.0. The Net County Cost, as compared to the cases filed, demonstrates our efficiency, to other comparable DA offices.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Truancy: Number of active cases monitored.	7,418	7,586	7,191
Truancy: Monterey County Graduation Rate.	41.8%	N/A	N/A
Truancy: California Graduation Rate.	46.8%	N/A	N/A
Truancy: Monterey County Drop-Out Rate.	1.6%	N/A	N/A
Truancy: California Drop-Out Rate.	2.4%	N/A	N/A
Efficiency: District Attorney net county cost per case filed with courts.	$813.17	N/A	N/A
Efficiency: California Counties (other DAs) net county cost per case with courts.	$1,383.38	N/A	N/A

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	21,957,115	23,172,973	22,557,365	25,228,557	25,194,493	2,021,520
Services and Supplies	3,343,208	2,950,943	2,884,486	2,359,670	2,359,670	(591,273)
Other Charges	(664,360)	(144,840)	(58,855)	808,373	808,373	953,213
Capital Assets	52,526	37,800	78,713	50,000	50,000	12,200
Other Financing Uses	350,000	533,466	428,470	650,000	650,000	116,534
Subtotal	$25,038,490	$26,550,342	$25,890,179	$29,096,600	$29,062,536	2,512,194

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	3,336,150	3,118,842	3,118,039	3,274,497	3,274,497	155,655
Revenue from Use of Money & Property	126	135	211	204	204	69
Intergovernmental Revenues	10,691,058	9,585,593	9,663,011	10,206,803	10,267,943	682,350
Charges for Services	756,871	736,260	396,760	767,687	767,687	31,427
Miscellaneous Revenues	483,885	393,292	522,493	196,209	196,209	(197,083)
Other Financing Sources	1,083,324	1,522,931	1,550,810	1,608,008	1,608,008	85,077
Subtotal	$16,351,414	$15,357,053	$15,251,324	$16,053,408	$16,114,548	757,495
Fund Balance	(27,497)	127,466	0	0	0	(127,466)
General Fund Contributions	$8,714,573	$11,065,823	$10,638,855	$13,043,192	$12,947,988	1,882,165
Total Source of Funds	$25,038,489	$26,550,342	$25,890,179	$29,096,600	$29,062,536	2,512,194

Summary of Recommendation

The Recommended Budget for the Office of the District Attorney (DA) is $29,062,536 financed by $16,114,548 in revenue and a general fund contribution (GFC) of $12,947,988. The Recommended Budget contains significantly higher costs associated with benefits, pensions, and insurance programs. The Recommended Budget includes augmentations of $495,070 to restore two filled Deputy District Attorney positions and restore funding for trial expenses, which could not be funded with existing resources.

The Recommended Budget for the Office of the DA includes funding for 158.0 positions, which represents an increase of 7.0 FTE over the adopted budget. In the current year, the Office added an attorney and an investigator for the cannabis program as well as three positions funded by grants (2.0 Victims Advocate and 1.0 Legal Secretary) to expand services in the victims unit. Additionally, the Office is adding two new positions in FY 2019-20, including an Investigative Captain and a Forensic Accountant, funded with program revenue and cannabis revenue. These positions will work within the Civil Unit to improve investigative capabilities.

Budget Impacts

The Recommended Budget does not include overtime funding requested for outdoor cannabis grow enforcement activities. The increasing level of both legal and illegal cannabis activities requiring the investigative resources of the Office of the DA have continued to grow. Without additional resources, the Office will be challenged to manage the workload.

Department Operational Accomplishments

The Criminal Unit successfully prosecuted many high-profile cases during the year, including murder, gang crimes and public integrity prosecutions.

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 $1.8 million, which directly supports the efforts of the District Attorney in combating fraud in our county. The estimated settlements total for this fiscal year is in excess of $1.9 million dollars.

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 Office of the DA successfully reduced truancy in schools. In FY 2017-18 there were 1,248 students with improved attendance after contact with the education and intervention of the Truancy Program.

Odie and Namaste, the Office's comfort dogs, continue to assist victims in their time of need, especially child victims, in virtually every aspect of our court system.

Department Operational Goals

Continue implementation digital transmission of 100% of cases from both the Sheriff's Office and Salinas Police into case management software. Continue to encourage other agencies to adopt the process.

Engage outside resources to digitally record old case files and destroy old cases files currently in long term file storage.

Maintain office operational efficiency below State averages. Analysis of the efficiency of the office operations demonstrates that the Monterey District Attorney's Office is already one of the most efficient in the state.

Pending Issues

FILELESS OPERATIONS: The Office of the DA continues to pursue a completely digital case management system, including the electronic filing of cases by law enforcement. Currently only the Sheriff's Office files electronically, but all other law enforcement agencies are progressing toward this goal.

DIGITAL EVIDENCE: The Office of the DA is currently working with other DA's across the State to assess the ongoing issue of processing digital evidence. As a direct result of the increased use of body cameras and the implementation of Proposition 47, offices across the state are facing dramatic increases in handling digital evidence. Despite the addition of new staff members, managing this increased work load and the future impacts remain uncertain.

REALIGNMENT: The implementation of AB109 in October 2011, shifting state prisoners to local authorities, has led to a change in how the criminal justice system and the public safety agencies protect the community. The elimination of parole and return of state prison inmates to local authorities for management continues to challenge the entire county. The implementation of propositions 47 and 57, causing significant reductions in the severity of many offenses was approved, has many in law enforcement concerned for the safety of our citizens.

CRIMINAL JUSTICE REFORM: Many criminal justice reform measures passed since 2012 apply retroactively. This means the Office of the DA receives petitions for resentencing and review in cases already adjudicated, since those defendants have the same right to relief afforded to defendants whose conduct occurs after the effective date of the new law. Also, some criminal justice reform measures specifically direct post-conviction relief. These measures create unfunded State mandates to the Office of the DA, resulting in challenges to absorb the extra workload with existing staff. Reforms include felony murder accomplice re-sentencings, reduction of a life term to a determinate term under Proposition 36, reductions to misdemeanors for prior drug possession and theft, post-conviction review of youth offenders, parole for CDCR inmates under Proposition 57, requests to seal arrest records, cannabis conviction re-sentencing, motions to strike prior convictions for firearm and serious felony enhancements, and adjudication of mental health diversion eligibility.

MARIJUANA LEGALIZATION: Recent staffing level increases in Cannabis enforcement have significantly improved the Office's capabilities to enforce the law in this rapidly changing area of public safety.

Policy Considerations

There are no Policy Considerations

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Civil (DIS001)	2,687,084	3,296,477	3,243,893	4,328,506	4,294,442	997,965	001	8062
Criminal (DIS001)	22,001,405	22,720,399	22,217,816	24,118,094	24,118,094	1,397,695	001	8063
Criminal (DIS002)	350,000	533,466	428,470	650,000	650,000	116,534	022	8063
Subtotal	$25,038,490	$26,550,342	$25,890,179	$29,096,600	$29,062,536	2,512,194		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Civil	2,687,084	3,296,477	3,243,893	4,328,506	4,294,442	997,965
Criminal	22,351,405	23,253,865	22,646,286	24,768,094	24,768,094	1,514,229
Subtotal	$25,038,490	$26,550,342	$25,890,179	$29,096,600	$29,062,536	2,512,194

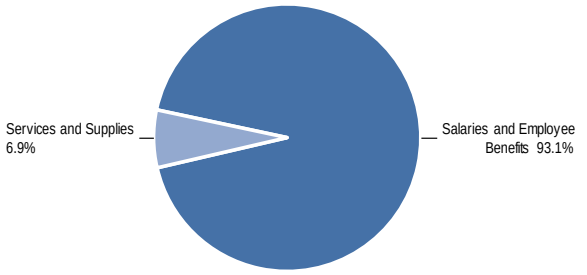
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2240	2240-8062-001-AUG1	Investigative Captain - Civil - New	New Position	0	1.00	0	1.00
2240	2240-8062-001-AUG5	Forensic Accountant	New Position	73,188	1.00	73,188	1.00
2240	2240-8062-001-AUG6	Cannabis Outdoor Grow	New Program/Service	34,064	0.00	0	0.00
2240	2240-8063-001-AUG2	Filled Attorney	Filled Position	193,454	1.00	193,454	1.00
2240	2240-8063-001-AUG3	Filled Attorney	Filled Position	80,884	1.00	80,884	1.00
2240	2240-8063-001-AUG4	Trial Expenses	Status Quo	147,544	0.00	147,544	0.00
			Grand Total	**529,134**	**4.00**	**495,070**	**4.00**

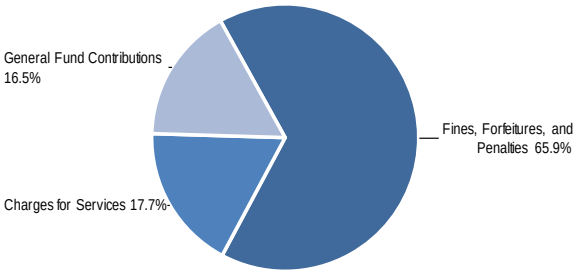
Civil

(Budget Unit 8062— Fund 001— Appropriation Unit DIS001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,515,682	2,942,175	2,907,905	4,030,086	3,996,022	1,053,847
Services and Supplies	171,403	316,502	302,608	298,420	298,420	(18,082)
Capital Assets	0	37,800	33,380	0	0	(37,800)
Subtotal	$2,687,084	$3,296,477	$3,243,893	$4,328,506	$4,294,442	997,965

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,965,806	2,533,639	2,595,846	2,829,383	2,829,383	295,744
Charges for Services	268,986	500,000	385,206	758,035	758,035	258,035
Miscellaneous Revenues	600	0	250,000	0	0	0
Subtotal	$3,235,392	$3,033,639	$3,231,052	$3,587,418	$3,587,418	553,779
General Fund Contributions	($548,308)	$262,838	$12,841	$741,088	$707,024	444,186
Total Source of Funds	$2,687,084	$3,296,477	$3,243,893	$4,328,506	$4,294,442	997,965

Unit Description

To protect Monterey consumers, the Consumer Protection Unit handles both civil and criminal enforcement to include cases involving fraud in telemarketing, mail solicitation, charity fundraising, false sweepstakes, retail false advertising, pyramid schemes, real estate and mortgage fraud, investment transactions, securities, drug and healthcare claims, warranties, insurance packing, internet auctions and purchases, and schemes targeting senior citizens or immigrant communities.

The Environmental Protection Unit enforces laws to protect our local environment. Cases involve hazardous material and hazardous waste violations, pollution, and other areas that impact the health of the community. Successful conclusion of consumer and environmental cases will often involve collaboration with multiple agencies or counties throughout the State.

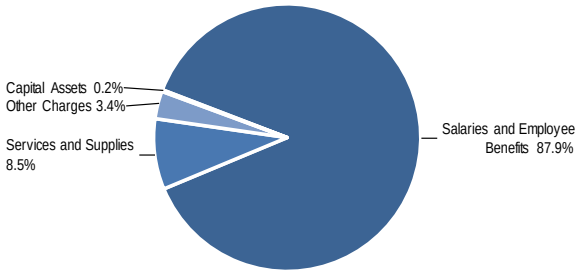
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12A04	ASSISTANT DISTRICT ATTORNEY	1.00
20B12	ACCOUNTANT III	2.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	7.00
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	1.00
39C01	LEGAL ASSISTANT	1.00
39D31	DEPUTY DISTRICT ATTORNEY IV	7.00
80B22	LEGAL SECRETARY	2.00
	Total	21.00

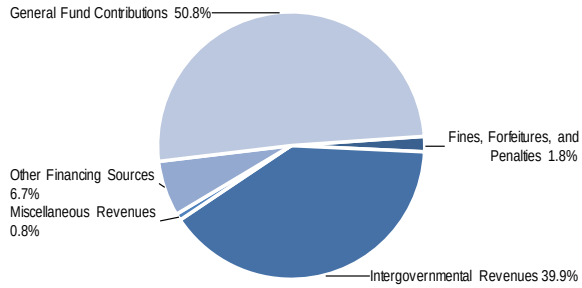
Criminal

(Budget Unit 8063— Fund 001— Appropriation Unit DIS001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	19,441,434	20,230,798	19,649,460	21,198,471	21,198,471	967,673
Services and Supplies	3,171,806	2,634,441	2,581,878	2,061,250	2,061,250	(573,191)
Other Charges	(664,360)	(144,840)	(58,855)	808,373	808,373	953,213
Capital Assets	52,526	0	45,333	50,000	50,000	50,000
Subtotal	$22,001,405	$22,720,399	$22,217,816	$24,118,094	$24,118,094	1,397,695

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	370,344	585,203	522,193	445,114	445,114	(140,089)
Revenue from Use of Money & Property	126	135	211	204	204	69
Intergovernmental Revenues	10,313,561	9,179,593	9,234,541	9,556,803	9,617,943	438,350
Charges for Services	487,885	236,260	11,554	9,652	9,652	(226,608)
Miscellaneous Revenues	483,285	393,292	272,493	196,209	196,209	(197,083)
Other Financing Sources	1,083,324	1,522,931	1,550,810	1,608,008	1,608,008	85,077
Subtotal	$12,738,525	$11,917,414	$11,591,802	$11,815,990	$11,877,130	(40,284)
General Fund Contributions	$9,262,881	$10,802,985	$10,626,014	$12,302,104	$12,240,964	1,437,979
Total Source of Funds	$22,001,405	$22,720,399	$22,217,816	$24,118,094	$24,118,094	1,397,695

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 2019-20 Positions

Classification Code	Classification Label	FTE
10B04	DISTRICT ATTORNEY	1.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.00
12A04	ASSISTANT DISTRICT ATTORNEY	2.00
14C30	MANAGEMENT ANALYST II	1.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRCT ATTORNEY	1.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00
20B10	ACCOUNTANT I	2.00
20B93	FINANCE MANAGER II	1.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	16.00

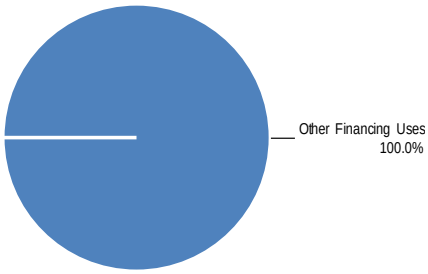
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	2.00
34G10	INVESTIGATIVE AIDE	5.00
39C01	LEGAL ASSISTANT	3.00
39D31	DEPUTY DISTRICT ATTORNEY IV	46.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	2.00
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00
60K02	VICTIM ASSISTANCE ADVOCATE	9.00
60K03	VICTIM/WITNESS ASSISTANCE PROGRAM COORDINATOR	1.00
80B11	LEGAL TYPIST	7.00
80B22	LEGAL SECRETARY	26.00
80B24	SUPERVISING LEGAL SECRETARY	3.00
	Total	137.00

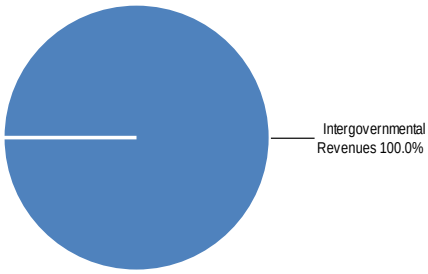
Criminal

(Budget Unit 8063— Fund 022— Appropriation Unit DIS002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	350,000	533,466	428,470	650,000	650,000	116,534
Subtotal	$350,000	$533,466	$428,470	$650,000	$650,000	116,534

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	377,497	406,000	428,470	650,000	650,000	244,000
Subtotal	$377,497	$406,000	$428,470	$650,000	$650,000	244,000
Fund Balance	(27,497)	127,466	0	0	0	(127,466)
Total Source of Funds	$350,000	$533,466	$428,470	$650,000	$650,000	116,534

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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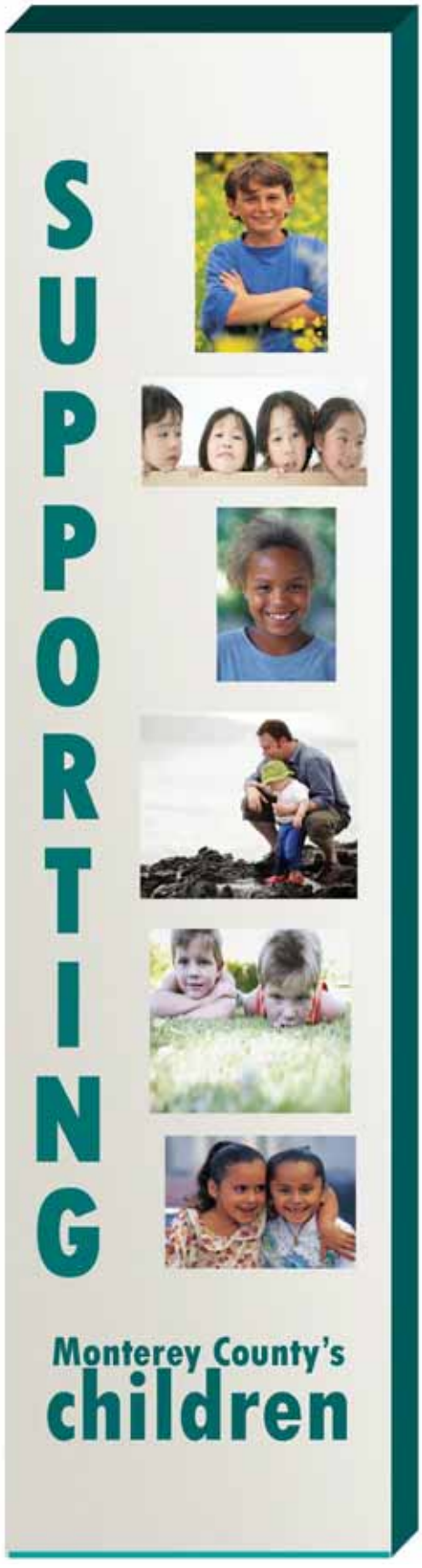
Child Support Services



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.

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

ADMINISTRATION

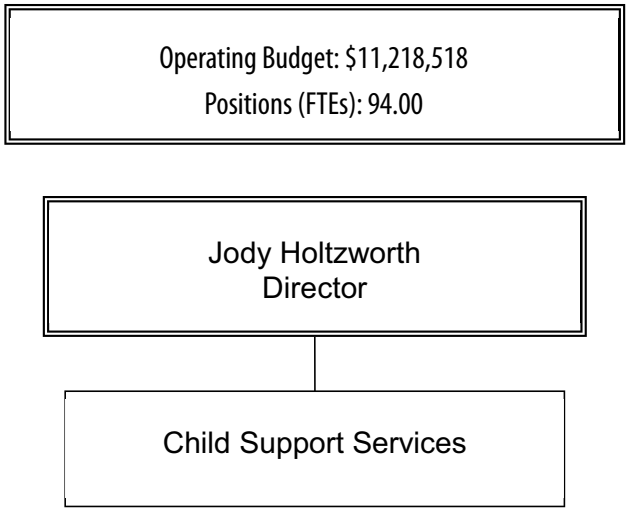
DCSS is committed to cost-effectiveness, continuous improvement, and setting standards for greater accountability. Customer survey results help to provide excellent customer service.

HEALTH AND HUMAN SERVICES

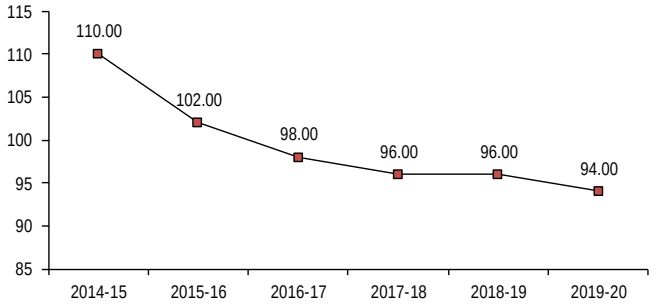
Child support payments ensure children receive the financial support they need, helping to reduce child poverty and improving outcomes for children. Child support is one of the largest sources of income for families in poverty; having that additional source of income on a regular basis helps enhance the quality of life and wellness of those families.

PUBLIC SAFETY

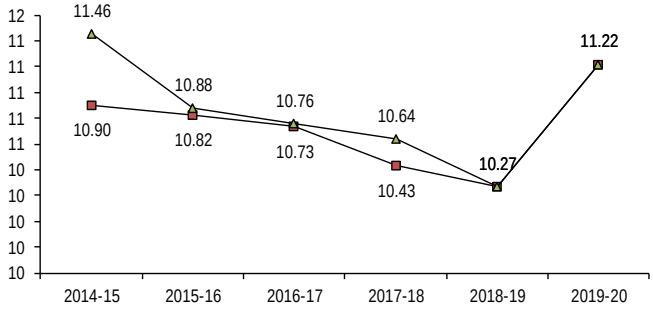
Studies show parents who pay child support are more likely to increase their involvement in their children's lives. As a result, children who have both parents involved are less likely to engage in substance abuse, be incarcerated, have a teen pregnancy, and achieve better results in school.



Staffing Trends



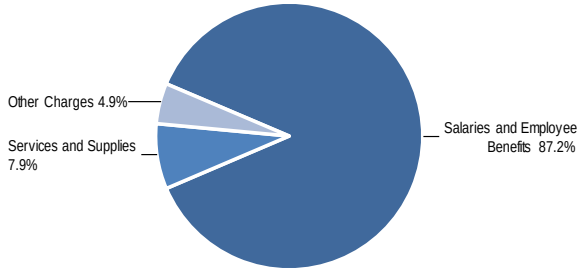
Expenditure/Revenue History (in millions)



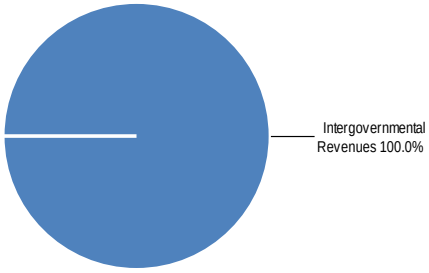
The performance measures are directly aligned with the mission of the child support program and meeting these goals each year results in increased services to customers, greater dollars collected, and optimization of federal incentive dollars.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Outreach events provided to the community. Target = 90.	N/A	104	50
Customer Survey Satisfaction Rate - Meeting Very Good or above. Target = 95%.	N/A	96%	95%
Collections distributed (in millions). Target = $43.9	$42.9	$43.09	$21.5
Cost Effectiveness (collections compared to expenditures). Target = $3.68	$3.91	$4.38	$4.17

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	8,782,922	9,697,725	8,910,035	9,780,779	9,780,779	83,054
Services and Supplies	1,562,372	1,165,533	977,638	887,705	887,705	(277,828)
Other Charges	83,821	282,269	282,269	550,034	550,034	267,765
Capital Assets	0	0	98,000	0	0	0
Subtotal	$10,429,115	$11,145,527	$10,267,942	$11,218,518	$11,218,518	72,991

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	25,333	0	0	0	0	0
Intergovernmental Revenues	10,599,958	11,145,527	10,267,942	11,218,518	11,218,518	72,991
Charges for Services	731	0	0	0	0	0
Other Financing Sources	15,059	0	0	0	0	0
Subtotal	$10,641,081	$11,145,527	$10,267,942	$11,218,518	$11,218,518	72,991
General Fund Contributions	($211,966)	$0	$0	$0	$0	0
Total Source of Funds	$10,429,115	$11,145,527	$10,267,942	$11,218,518	$11,218,518	72,991

Summary of Recommendation

The Recommended Budget for the Department of Child Support Services (DCSS) is $11,218,518 which is fully funded with State and federal funds. As required by legislation effective January 1, 2000, this budget has been submitted to the State for approval.

Child Support Services is funded entirely with State and federal funds based on reimbursement of claimed expenditures. The State is increasing its allocation this year and the following two years. State funding increases $72,991 over the Fiscal Year (FY) 2018-19 Adopted Budget. The additional funding helps maintain core services by offsetting costs increases in salaries, employee health insurance, external department services, an increase in the Countywide Cost Allocation Plan (COWCAP), and other inflationary pressures.

Budget Impacts

The Recommended Budget reflects a decrease of two vacant positions, including a Departmental Information Systems Coordinator and a Legal Process Clerk due to the Department streamlining its operations.

Department Operational Accomplishments

With a caseload of over 15,000 children, DCSS distributed over $43.5 million in child support payments during federal fiscal year 2018. Consistent and reliable child support payments help reduce poverty and promote family self-sufficiency in vulnerable households.

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, collecting $4.27 for every dollar spent.

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 results from July 2018 - February 2019 show a 93% 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 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.

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.

Use racial equity tools when applicable to analyze and improve policies and practices.

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.

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.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Child Support Services (CHI001)	10,429,115	11,145,527	10,267,942	11,218,518	11,218,518	72,991	001	8018
Subtotal	$10,429,115	$11,145,527	$10,267,942	$11,218,518	$11,218,518	72,991		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Child Support Services	10,429,115	11,145,527	10,267,942	11,218,518	11,218,518	72,991
Subtotal	$10,429,115	$11,145,527	$10,267,942	$11,218,518	$11,218,518	72,991

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	0.00	-1.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	7.00	7.00	6.00	-1.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
25C23	CHILD SUPPORT OFFICER II	40.00	40.00	42.00	2.00
25C24	CHILD SUPPORT OFFICER III	7.00	7.00	8.00	1.00
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.00	5.00	5.00	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	2.00	2.00	2.00	0.00
34G22	SENIOR CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
39A47	CHIEF CHILD SUPPORT ATTORNEY	1.00	1.00	1.00	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	0.00	-1.00
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	3.00	3.00	2.00	-1.00
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	96.00	96.00	94.00	-2.00

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Public Defender

Departmental Overview:

The Department, through the Offices of the Public Defender and the Alternate Defender, represents over 10,000 individuals accused of crimes or involved in probate, conservatorships, and limited civil matters.

Programs and Functions:

Felony Division cases include, but are not limited to, murder, manslaughter, sex, gang, Three Strikes, robbery, and burglary.

Misdemeanor Division cases include, but are not limited to, assault, battery, driving under the influence of drugs/alcohol, theft, vandalism, domestic violence and drug possession.

Juvenile Division represents youth in delinquency matters, including serious felony and misdemeanor matters, pairing educational, mental health and social needs of youths with available County resources.

Mental Health Division cases include, but not limited to, criminal matters, probate and conservatorships to ensure Public Defender's clients' health and finances are protected.

Therapeutic Courts Division seeks to reduce recidivism by channeling non-violent offenders through Drug Court, DUI Court, Veteran's Court, and mental health diversion programs.

Discretionary Services are provided to Veteran's, homeless, and others who require legal help to obtain gainful employment and rejoin productive society.

Post Sentence Relief Division provides Monterey County individuals with record expungement services, obtaining certificates of rehabilitation, and application for pardons to enable them to successfully re-enter the community as productive members of society.

Specialized Immigration Attorney provides critical information in plea dispositions and sentencing for Public Defender's non-citizen clients.

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

HEALTH AND HUMAN SERVICES

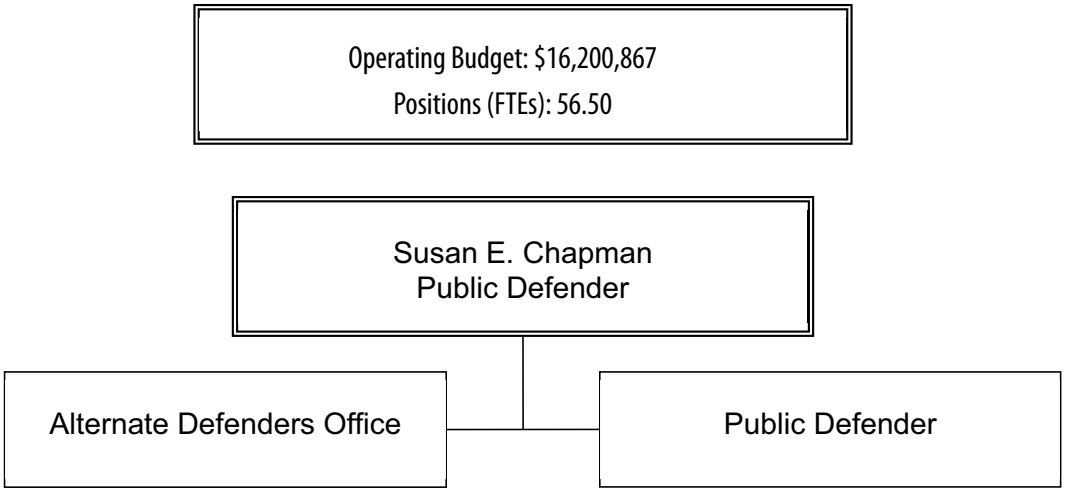
Protecting the mental and physical health of youth and adults unable to care for themselves by asserting their rights of access to effective healthcare, education, and behavioral health services.

PUBLIC SAFETY

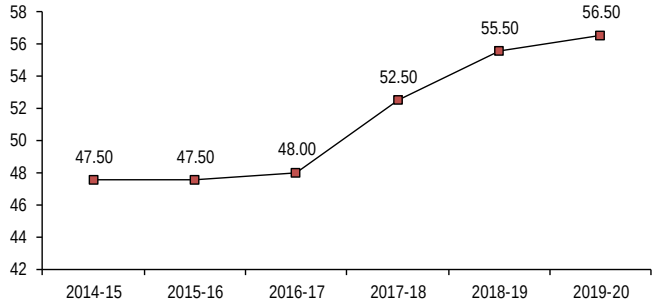
Protecting and defending the right to live in a society free of and safe from unlawful State interference, by vigorously defending individual rights and providing post relief services.

ECONOMIC DEVELOPMENT

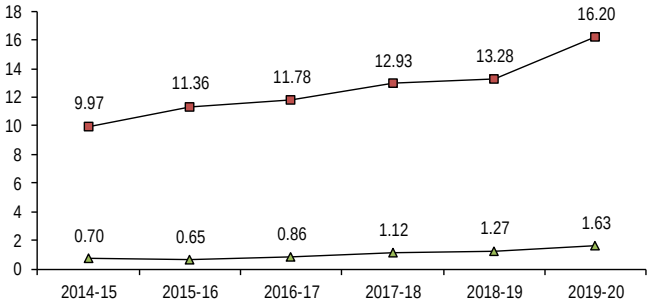
Avoiding unnecessary disruptions to employment and business activity by collaborating with Monterey County Public Safety Partners to keep clients in nonviolent cases out of custody and in the workforce.



Staffing Trends



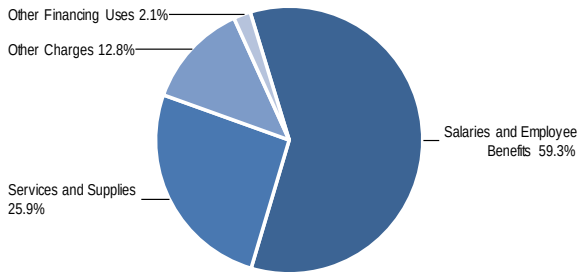
Expenditure/Revenue History (in millions)



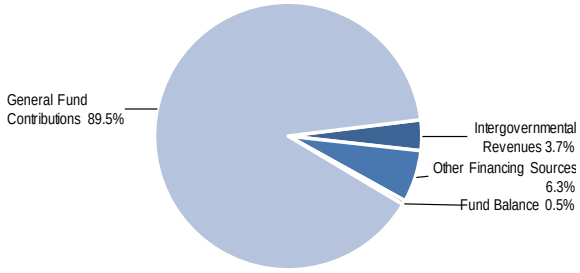
Criminal defense is the primary duty of the Public Defender Department. Lesser known, but equally important, are the Department's duties to represent minors in juvenile cases and mentally ill adults in probate conservatorships.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Number of new felony matters handled. Target = 1,575	2,018	2,089	1,022
Number of new misdemeanor matters handled. Target = 2,400	7,361	6,918	3,759
Number of new juvenile matters handled. Target = 420	748	674	313
Number of new mental health matters handled. Target = 100	86	130	53

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	8,061,496	9,084,949	9,092,183	10,226,378	9,611,163	526,214
Services and Supplies	3,924,465	3,669,675	3,894,675	4,198,179	4,189,407	519,732
Other Charges	788,743	297,216	297,216	2,068,038	2,068,038	1,770,822
Other Financing Uses	151,500	332,259	0	332,259	332,259	0
Subtotal	$12,926,204	$13,384,099	$13,284,074	$16,824,854	$16,200,867	2,816,768

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	737,636	474,541	471,326	599,550	599,550	125,009
Charges for Services	15,635	20,000	12,000	12,000	12,000	(8,000)
Miscellaneous Revenues	415	0	0	0	0	0
Other Financing Sources	367,401	805,094	790,346	1,017,829	1,017,829	212,735
Subtotal	$1,121,086	$1,299,635	$1,273,672	$1,629,379	$1,629,379	329,744
Fund Balance	(54,106)	192,970	0	82,709	82,709	(110,261)
General Fund Contributions	$11,859,224	$11,891,494	$12,010,402	$15,112,766	$14,488,779	2,597,285
Total Source of Funds	$12,926,204	$13,384,099	$13,284,074	$16,824,854	$16,200,867	2,816,768

Summary of Recommendation

The Recommended Budget for the Public Defender Department is $16,200,867, financed by $1,629,379 in estimated program revenue, $82,709 in departmental fund balance, and $14,488,779 in General Fund Contributions (GFC). This $2.8 million increase in expenditures is mostly due to a $1.7 million increased cost plan charge (COWCAP) (a corresponding GFC increase to cover the increase was allocated). Additional cost factors include costs associated with a departmental re-organization, negotiated salaries, pension contributions, employee health insurance, general liability insurance, trial related expenses.

The Recommended Budget includes $826,463 in augmentations to restore three filled attorney positions and sustain trial related expenses at stake due to the fiscal pressures mentioned above. The three attorney positions ensure the continuity of services to indigent clients in the trial courts. Additionally, by maximizing intergovernmental funding opportunities, one new Social Worker III position funded by Public Safety Realignment monies was added.

The Recommended Budget allows the Department to provide criminal defense and limited civil defense services to County indigent clients. Further, the addition of a Social Worker III allows the Department to provide clients with early assessments, evaluation and referral for treatment while cases are progressing through the Court system.

The Recommended Budget includes 56.5 positions, reflecting the addition of one position funded by public safety realignment monies.

Budget Impacts

The Recommended Budget will allow the Department to maintain current levels of service to County indigent clients. The Department has capital cases and special circumstance cases with costs estimated at $300,000. Further, the number of cases coming into the Public Defender's Office has increased due to passage of recent legislation that requires extensive research, case history review, and potential re-sentencing hearings for heavy felony cases. These are time intensive cases that involve motions, hearings, and writs that create a higher demand on the Department. Funding for anticipated costs of capital cases and servicing of increased cases due to recent legislation is not included in the Recommended Budget.

Department Operational Accomplishments

The Department participated in community outreach events that have facilitated County residents' ability to re-enter the job market, make positive contributions to the community, decreased the financial strain on the County as well as reduced recidivism. These activities support the Department's mission to expand outreach throughout Monterey County.

A specialized Immigration attorney has provided vital consultations to resolve criminal cases for more than 600 non-citizen, indigent clients to limit potential negative immigration consequences.

The post sentence relief team paved the way to clear records, reduce many felony convictions to misdemeanors, process certificates of rehabilitation and pursue other legal remedies as provided by law.

The Department participated in the Veterans Stand Down event and served over 100 Veterans. This is a vital service that includes referrals to a variety of necessary services: substance abuse treatment, mental health, employment, housing, and access to homeless courts where veterans can resolve minor violations. These critical services are often the catalyst that enables veterans to reenter mainstream society.

Department Operational Goals

A State public safety realignment funded Social Worker will expand the Public Defender's ability to encompass a holistic approach to criminal defense and allow early intervention, assessment, and evaluation for treatment in conjunction with the ability to develop mitigation evidence for the trial attorney.

Obtain additional grant funding for attorney, social worker, and legal secretary positions to address increased caseloads as a result of unfunded legislative mandates.

Pending Issues

Legislative Changes:

The passage of SB 1437 redefined the definition of murder. The law allows inmates serving sentences for felony murder to be re-sentenced if their crimes meet certain conditions. There are approximately 250 cases that may be affected by this new legislation in Monterey County.

AB 1810 created a mental health diversion program which suspends criminal proceedings while the defendant participates in up to a two-year treatment program. Upon successful completion, criminal charges are dismissed.

No funding was provided by the legislature for SB 1437 or AB 1810 cases. The Department has requested one additional attorney and legal secretary position to meet this increased workload and adequately fulfill the Department's constitutional mandated duties.

Digital Divide:

The Public Safety Partners are transitioning from paper to digital information storage, and emergency measures have been used to provide a digital storage program for massive amounts of digital data received from law enforcement. The Department continues its evolution to utilizing digital information and storage and will continue to work with Information Technology (IT) to develop a cost-effective solution. Costs associated with storage and transferring of data cohesively with our Public Safety Partners continues to be a challenge.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Alternate Defenders Office (PUB001)	3,007,249	2,962,404	2,969,638	2,934,423	2,934,423	(27,981)	001	8168
Alternate Defenders Office (PUB002)	0	1,500	0	1,500	1,500	0	022	8168
Public Defender (PUB001)	9,767,455	10,089,436	10,314,436	13,558,172	12,934,185	2,844,749	001	8169
Public Defender (PUB002)	151,500	330,759	0	330,759	330,759	0	022	8169
Subtotal	$12,926,204	$13,384,099	$13,284,074	$16,824,854	$16,200,867	2,816,768		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Alternate Defenders Office	3,007,249	2,963,904	2,969,638	2,935,923	2,935,923	(27,981)
Public Defender	9,918,955	10,420,195	10,314,436	13,888,931	13,264,944	2,844,749
Subtotal	$12,926,204	$13,384,099	$13,284,074	$16,824,854	$16,200,867	2,816,768

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A18	PUBLIC DEFENDER	1.00	1.00	1.00	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.00	0.00	0.00	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.00	6.00	6.00	0.00
34D78	CHIEF PUBLIC DEFENDER INVESTIGATOR	0.00	1.00	1.00	0.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.00	0.00	0.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	27.00	26.00	25.00	-1.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	0.00	3.00	4.00	1.00
60C22	SOCIAL WORKER III	0.00	0.00	1.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	8.00	9.00	9.00	0.00
80B23	SENIOR LEGAL SECRETARY	1.00	1.00	1.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	0.50	0.50	0.50	0.00
	Total	52.50	55.50	56.50	1.00

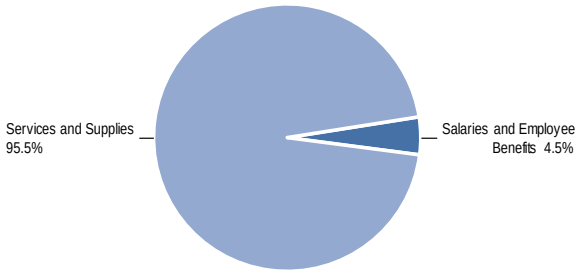
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2270	2270-8169-001-AUG1	New Social Worker-AB109	New Position	0	1.00	0	1.00
2270	2270-8169-001-AUG10	New Deputy Public Defender IV	New Position	176,322	1.00	0	0.00
2270	2270-8169-001-AUG11	New Deputy Public Defender IV	New Position	176,322	1.00	0	0.00
2270	2270-8169-001-AUG12	New Legal Secretary	New Position	76,041	1.00	0	0.00
2270	2270-8169-001-AUG13	New Legal Secretary	New Position	76,041	1.00	0	0.00
2270	2270-8169-001-AUG3	Filled Deputy Public Defender IV	Filled Position	235,247	1.00	235,247	1.00
2270	2270-8169-001-AUG4	Filled Deputy Public Defender IV	Filled Position	235,247	1.00	235,247	1.00
2270	2270-8169-001-AUG5	Filled Deputy Public Defender IV	Filled Position	139,154	1.00	139,154	1.00
2270	2270-8169-001-AUG6	Trial-Related Expenses	Status Quo	216,815	0.00	216,815	0.00
2270	2270-8169-001-AUG9	NEW Social Worker	New Position	119,261	1.00	0	0.00
			Grand Total	**1,450,450**	**9.00**	**826,463**	**4.00**

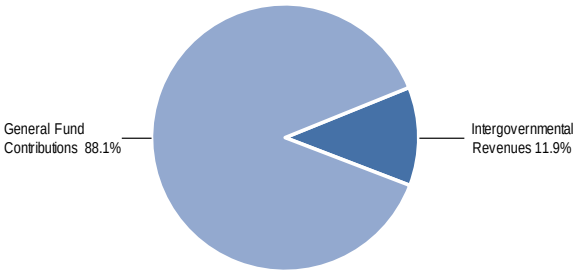
Alternate Defenders Office

(Budget Unit 8168— Fund 001— Appropriation Unit PUB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	156,290	164,513	171,747	133,486	133,486	(31,027)
Services and Supplies	2,850,959	2,797,891	2,797,891	2,800,937	2,800,937	3,046
Subtotal	$3,007,249	$2,962,404	$2,969,638	$2,934,423	$2,934,423	(27,981)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	532,030	350,000	471,326	350,000	350,000	0
Other Financing Sources	395	1,500	1,500	1,500	1,500	0
Subtotal	$532,424	$351,500	$472,826	$351,500	$351,500	0
General Fund Contributions	$2,474,824	$2,610,904	$2,496,812	$2,582,923	$2,582,923	(27,981)
Total Source of Funds	$3,007,249	$2,962,404	$2,969,638	$2,934,423	$2,934,423	(27,981)

Unit Description

The Court Assigned Counsel Unit, referred to as the Alternate Defender's Office, provides funds for appointed counsel and related defense costs, including but not limited to investigations, expert witnesses, forensic laboratory procedures, interpreters, and transcriptions for indigent clients who are not represented by the Public Defender due to a conflict of interest, or for other appropriate reasons.

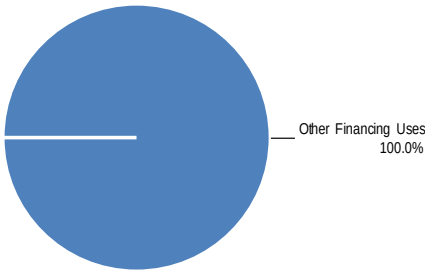
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14G02	MANAGEMENT ANALYST I	1.00
80J21	ACCOUNT CLERK	0.50
	Total	1.50

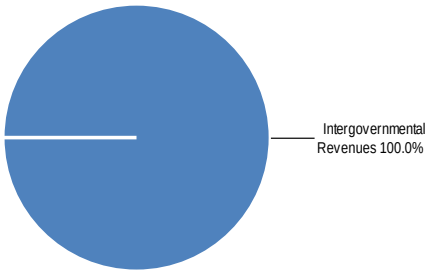
Alternate Defenders Office

(Budget Unit 8168— Fund 022— Appropriation Unit PUB002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	0	1,500	0	1,500	1,500	0
Subtotal	$0	$1,500	$0	$1,500	$1,500	0

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	0	1,500	0	1,500	1,500	0
Subtotal	$0	$1,500	$0	$1,500	$1,500	0
Total Source of Funds	$0	$1,500	$0	$1,500	$1,500	0

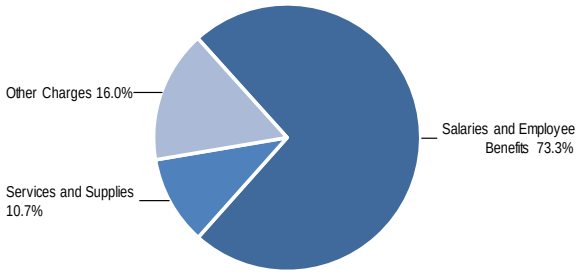
Unit Description

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.

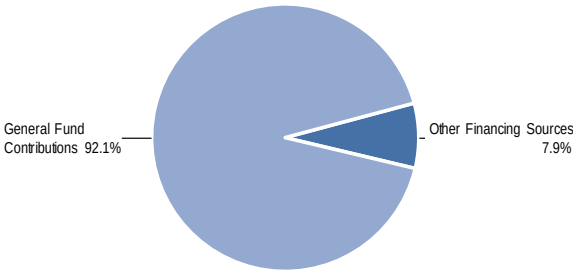
Public Defender

(Budget Unit 8169— Fund 001— Appropriation Unit PUB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	7,905,206	8,920,436	8,920,436	10,092,892	9,477,677	557,241
Services and Supplies	1,073,506	871,784	1,096,784	1,397,242	1,388,470	516,686
Other Charges	788,743	297,216	297,216	2,068,038	2,068,038	1,770,822
Subtotal	$9,767,455	$10,089,436	$10,314,436	$13,558,172	$12,934,185	2,844,749

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	15,635	20,000	12,000	12,000	12,000	(8,000)
Miscellaneous Revenues	415	0	0	0	0	0
Other Financing Sources	367,006	788,846	788,846	1,016,329	1,016,329	227,483
Subtotal	$383,056	$808,846	$800,846	$1,028,329	$1,028,329	219,483
General Fund Contributions	$9,384,399	$9,280,590	$9,513,590	$12,529,843	$11,905,856	2,625,266
Total Source of Funds	$9,767,455	$10,089,436	$10,314,436	$13,558,172	$12,934,185	2,844,749

Unit Description

The Public Defender provides legal representation to over 10,000 indigent persons accused of crimes or involved in probate, conservatorships, or limited civil matters in Monterey County. It also provides representation for mental health clients whose liberty may be restricted due to mental disease or defect in civil court. The function of the Department allows the County to meet its obligations imposed under the Constitutions of the United States and California and other applicable statutes like California Government Code section 27706.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
11A18	PUBLIC DEFENDER	1.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00
14G02	MANAGEMENT ANALYST I	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	6.00

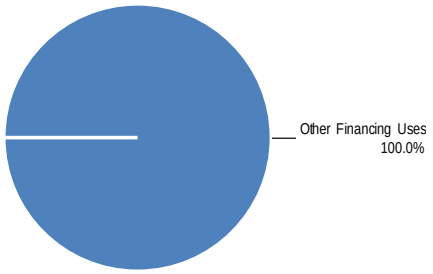
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
34D78	CHIEF PUBLIC DEFENDER INVESTIGATOR	1.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	4.00
60C22	SOCIAL WORKER III	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80B22	LEGAL SECRETARY	9.00
80B23	SENIOR LEGAL SECRETARY	1.00
80B24	SUPERVISING LEGAL SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
	Total	55.00

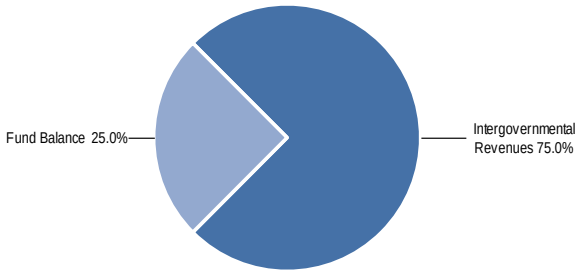
Public Defender

(Budget Unit 8169— Fund 022— Appropriation Unit PUB002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	151,500	330,759	0	330,759	330,759	0
Subtotal	$151,500	$330,759	$0	$330,759	$330,759	0

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	205,606	123,041	0	248,050	248,050	125,009
Other Financing Sources	0	14,748	0	0	0	(14,748)
Subtotal	$205,606	$137,789	$0	$248,050	$248,050	110,261
Fund Balance	(54,106)	192,970	0	82,709	82,709	(110,261)
Total Source of Funds	$151,500	$330,759	$0	$330,759	$330,759	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.

Sheriff-Coroner

Departmental Overview:

The Sheriff's Office provides public safety to the residents of Monterey County. Services include 24-hour uniformed patrol, investigation of crimes, criminal records management and community policing. It is also responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County. The Coroner's function investigates and determines the cause and manner of reportable deaths. The Sheriff-Coroner is an elected official per the authority of the California Government Code and Health and Safety Code.

Programs and Functions:

The Sheriff's Office provides law enforcement, investigations, custody services, court security, and law enforcement support.

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

ECONOMIC DEVELOPMENT

The Office provides essential public safety services and keeping the County safe enhances people's desire to live, work, and recreate in Monterey County.

ADMINISTRATION

The Sheriff's executive management team meets weekly to develop policies to improve services to the public. The team engages other County departments, the judiciary, and the public on a regular basis to assess current service delivery models. As an elected official, the Sheriff meets with the public to discuss public safety policy and get community input and feedback on operational issues.

HEALTH AND HUMAN SERVICES

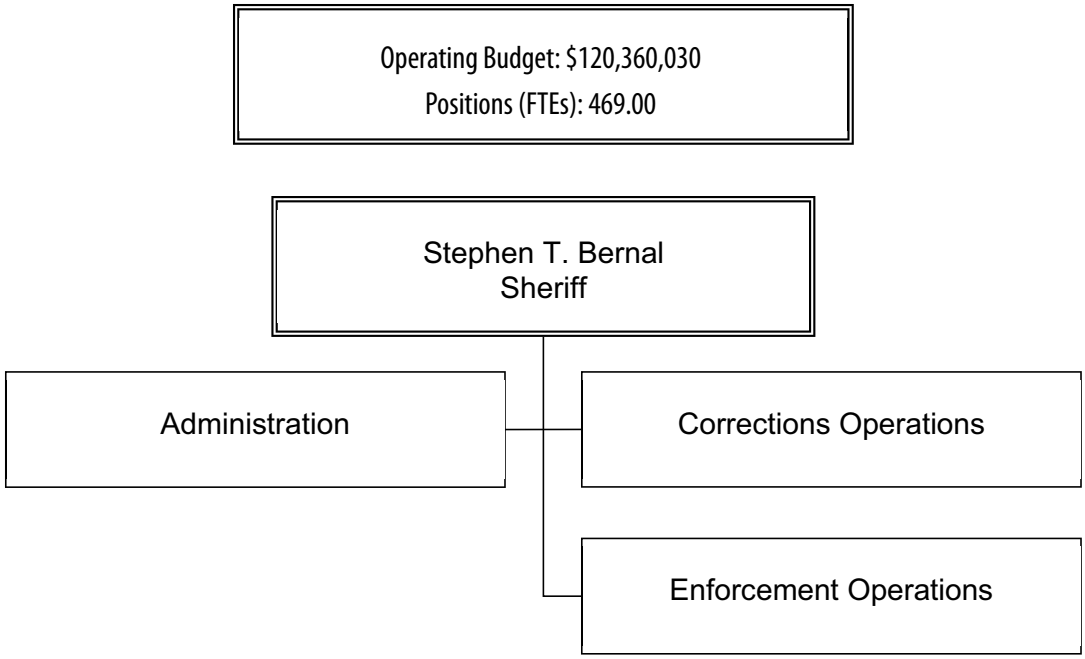
Monterey County Sheriff's Deputies are first responders and quickly deploy to disasters that jeopardize the health and safety of our community.

INFRASTRUCTURE

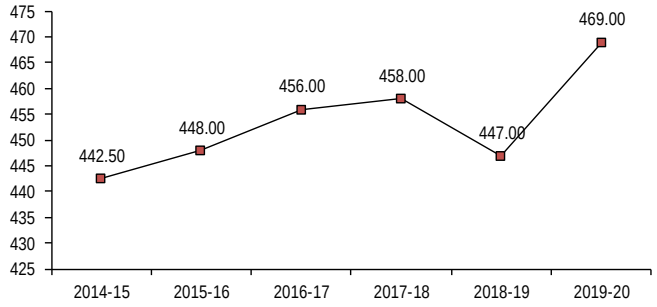
The Office provides infrastructure protection through rapid responses and collaborative efforts with other public safety partners at the local, State and federal levels.

PUBLIC SAFETY

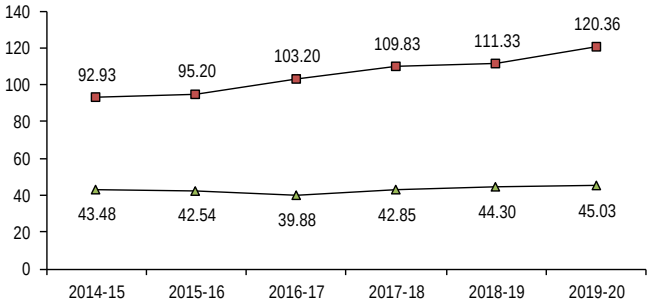
The Sheriff's Office promotes safe communities by providing patrol, investigations and crime prevention efforts.



Staffing Trends



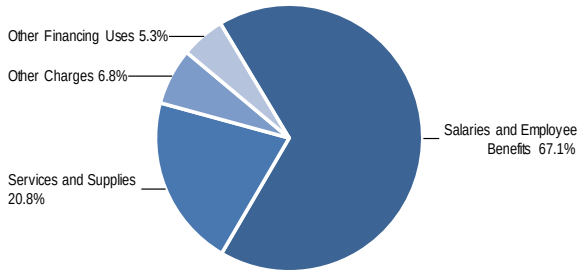
Expenditure/Revenue History (in millions)



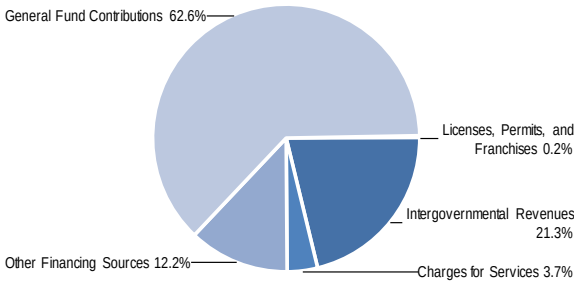
The Sheriff-Coroner Department is divided into three bureaus: Administration Operations, Enforcement Operations (patrol) and Correction Operations (jail).

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
COB - Number of County Jail bookings processed.	10,103	12,329	6,654
COB - Average number of days a released inmate is housed in jail.	24	28	18
COB - Number of Jail Program completions.	13,087	18,073	16,820
COB - Number of inmate visits.	30,544	19,450	11,456
EOB - Number of calls for service completed.	59,676	81,102	54,487
EOB - Number of Violent Crimes reported.	899	935	553
AOB - Number of applicant background checked.	153	106	60
AOB - Number of employees hired.	71	29	22
AOB - Number of Worker's Compensation Claims department-wide.	149	136	78

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	74,300,040	76,787,907	76,878,319	80,872,719	80,672,719	3,884,812
Services and Supplies	21,846,139	21,477,694	21,477,694	25,109,662	25,009,372	3,531,678
Other Charges	6,008,066	5,974,292	5,974,292	8,223,072	8,223,072	2,248,780
Capital Assets	845,747	345,836	345,836	43,203	43,203	(302,633)
Other Financing Uses	6,831,655	6,650,000	6,650,000	6,411,664	6,411,664	(238,336)
Subtotal	$109,831,647	$111,235,729	$111,326,141	$120,660,320	$120,360,030	9,124,301

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	239,163	237,000	237,000	260,000	260,000	23,000
Fines, Forfeitures, and Penalties	88,767	104,000	104,000	103,000	103,000	(1,000)
Revenue from Use of Money & Property	12,000	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	23,762,564	24,357,158	24,698,692	25,403,284	25,575,714	1,218,556
Charges for Services	4,114,369	4,170,975	4,419,853	4,413,606	4,413,606	242,631
Miscellaneous Revenues	12,791	7,000	7,000	3,000	3,000	(4,000)
Other Financing Sources	14,618,298	15,319,311	14,819,311	14,665,377	14,665,377	(653,934)
Subtotal	$42,847,951	$44,207,444	$44,297,856	$44,860,267	$45,032,697	825,253
Fund Balance	1,109,385	500,000	500,000	0	0	(500,000)
General Fund Contributions	$65,874,311	$66,528,285	$66,528,285	$75,800,053	$75,327,333	8,799,048
Total Source of Funds	$109,831,647	$111,235,729	$111,326,141	$120,660,320	$120,360,030	9,124,301

Summary of Recommendation

The Recommended Budget for the Sheriff's Office includes $120,360,030 in appropriations financed by $45,032,697 in revenues, and $75,327,333 in General Fund Contributions (GFC). This represents an increase of $9,124,301 over the FY 2018-19 Adopted Budget, primarily due to higher costs associated with employee pensions, employee health insurance, worker's compensation premiums, general liability insurance, and cost plan allocation charge.

The Recommended Budget includes $5.1 million in recommended augmentations to continue funding 43 filled deputy sheriff positions that were at-risk due to the fiscal cost pressures described above. The retained 43 positions are essential to maintain jail and patrol operations. The Recommended Budget also includes $2.0 million in augmentations to fund 17 custody and control specialists and six deputy sheriffs required for the jail expansion to open and receive inmates after construction of the jail addition concludes.

The Recommended Budget includes a total of 469.0 positions, representing an increase of 22 positions from the FY 2018-19 Adopted Budget. During the current year, the Sheriff's Office added a new Accounting Clerical Supervisor funded by AB109 and Inmate Welfare trust funds and two School Resource Officers funded by school districts. The Recommended Budget adds 23 new positions for the jail expansion, however, four vacancies (1 commander and 3 deputies) were eliminated due to a lack of State funding to maintain status quo operations in the courts.

Budget Impacts

The Recommended Budget allows the Sheriff to maintain status quo operations and funds the necessary positions to staff and open the jail expansion. The Sheriff has prioritized filling vacant positions to regain patrol positions. In 2015, the Sheriff had to reassign 25 patrol deputies to the county jail to meet security and safety needs highlighted in the Hernandez Litigation. At that time there were approximately 30 vacant deputy positions. Although

recruitment efforts have reduced vacancies to single digits, there are still the equivalent of 30 people that are unable to work a shift due to the number of people on leave, in academies, or other training. This Recommended Budget will allow the Sheriff to maintain hiring momentum with a goal of reducing vacancies and getting shifts covered.

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 repair for the jail facility have been an annual occurrence.

Department Operational Accomplishments

Continued to fill allocated positions and maintained Peace Officer vacancies in single digits during the year. Although many deputies are in some form of training and not yet filling required shifts, reducing the vacancies will eventually improve shift coverage.

Added a second School Resource Officer (SRO) at Carmel High School. The program was funded with a State tobacco grant. There are now SRO's both in Carmel and in North Monterey County.

Added a Tobacco Enforcement Deputy position utilizing State tobacco grant funds. This deputy works exclusively on tobacco enforcement and education to keep tobacco away from children.

Added a second explosives detection canine utilizing State homeland security grant funds.

Deployed the Search and Rescue Team to Butte County to assist with the recovery efforts in the wake of the Camp Fire.

Added two deputy positions, funded with cannabis revenue, to work collaboratively with other County cannabis partner departments to enforce the County cannabis regulations.

Purchased and deployed new mobile data computers in the whole patrol fleet. These computers help the deputies efficiently handle calls for service and then complete necessary reports.

Hosted job and resource fairs for the County jail inmates. This program connects current inmates with prospective employers and other community resources to help them transition from custody to the community upon release.

Purchased two TSA-style body scanners to screen against incoming weapons or other contraband in the County jail.

Started multi-disciplinary team meetings to collaborate between behavioral health, custody staff, and classification to address challenging mental health issues in jail by coordinating treatment protocols with custody housing.

Collaborated with Restorative Justice Partners to offer a Victim Impact Program to County jail inmates using AB109 funds allocated by the Community Corrections Partnership.

The Monterey County Jail Expansion project funded with AB 900 monies is on track to be completed early in FY 2019-20 and will be ready to house inmates in the coming fiscal year.

Department Operational Goals

Recruit and hire new personnel to staff the County jail expansion. Open the jail expansion and fully populate it with inmates.

Continue to fill vacant Peace Officer positions. Reduce vacancies to maintain adequate jail staffing and increase the number of patrol deputies working out in the community.

Continue to improve operations to meet the standards necessitated by the settlement reached in the Hernandez vs. County of Monterey litigation completed during FY 2015-16 with the goal of attaining substantial compliance resulting in the conclusion of court mandated monitoring.

Increase professional staff in fiscal, records, and warrants to keep up with additional workload resulting from the expanded jail and new programs such as cannabis and tobacco enforcement.

Open a Jail Based Competency Treatment (JBCT) program in partnership with the California Department of State Hospitals.

Pending Issues

The Public Safety Building lacks basic security, such as ballistic glass at the front counter, doors that secure properly, and protective measures to prevent unauthorized access to the roof of the building. An intruder can gain access to the Public Safety Building by simply scaling a one foot wall. This is a security risk. Both Sheriff's sub-stations have antiquated security systems as well. The Jail perimeter security fencing is substandard and falling, which endangers employees and risks escape from inmates. The Jail also suffers from large-scale infrastructure failures, such as boilers and generators. The HVAC system in the Public Safety Building and Jail is regularly failing. Employees are forced to use portable heaters in the winter and prop open doors in the summer. Electrical cords from heaters and fans pose a trip and fall hazard. The use of portable heaters to warm very cold areas poses a risk in work areas that contain chemicals, such as the crime lab. The opening of doors poses a risk to the security of the building and various work areas. Budgetary problems prevent the Office from addressing safety and security at the Office.

The State Trial Court funding is not sufficient to sustain the current staffing in the Court Services Division. Court Security funding is a top legislative priority for the California State Sheriff's Association. The Sheriff's Office is working with the CSSA legislative team to lobby for additional funding. Sheriff's staff will participate in the CSSA legislation days in May of 2019 and will meet with State law makers to seek additional State funding. The Office will continue to work with local Superior Court staff to ensure staffing falls within the funding allotment given by the State. Court Security has suffered from a 22% reduction in sworn Peace Officers from January of 2018 to January of 2019.

SB10 eliminated cash bail in California. Opponents of the law initiated a signature campaign for a referendum. The matter will be decided by California voters in the 2020 Election. However, a federal Court ruling in California has determined cash bail is unconstitutional. The Court requires pre-trial arrestees be afforded an individualized assessment. This will completely revamp pre-trial detainment and will lead to increased work.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Fiscal (SHE001)	1,184,755	1,034,410	1,034,410	1,220,082	1,220,082	185,672	001	8224
Civil (SHE001)	1,138,230	791,150	791,150	770,643	770,643	(20,507)	001	8225
Coroner (SHE002)	2,082,329	2,287,012	2,287,012	2,403,269	2,403,269	116,257	001	8226
Professional Standards (SHE001)	1,918,522	1,740,345	1,860,495	1,535,359	1,535,359	(204,986)	001	8227
Records and Warrants (SHE001)	2,152,148	2,169,220	2,049,070	2,284,321	2,284,321	115,101	001	8229
Custody Administration (SHE003)	8,522,022	8,418,578	8,418,578	10,838,583	10,838,583	2,420,005	001	8233
Custody Administration (SHE006)	171,891	210,000	6,650,000	250,565	250,565	40,565	022	8233
Court Services (SHE003)	5,225,152	4,848,246	4,348,246	4,630,668	4,630,668	(217,578)	001	8234
Court Services (SHE006)	5,225,152	4,900,000	0	4,446,839	4,446,839	(453,161)	022	8234
Transportation (SHE003)	2,719,833	2,344,499	2,344,499	4,488,819	4,488,819	2,144,320	001	8235
Inmate Medical (SHE004)	8,937,404	9,727,842	9,727,842	10,095,177	10,095,177	367,335	001	8237
Jail Operations (SHE003)	25,961,880	26,225,694	26,225,694	30,143,720	30,143,720	3,918,026	001	8238
Jail Operations (SHE006)	613,463	620,000	0	701,101	701,101	81,101	022	8238
Inmate Programs (SHE003)	946,588	1,089,186	1,089,186	904,135	904,135	(185,051)	001	8239
Jail Support Services (SHE003)	3,568,692	3,398,471	3,398,471	3,502,400	3,502,400	103,929	001	8240
Enforcement Operations and Administration (SHE001)	19,954,602	21,391,989	21,640,867	22,658,119	22,658,119	1,266,130	001	8242
Enforcement Operations and Administration (SHE006)	305,045	350,000	0	480,346	480,346	130,346	022	8242
Investigations (SHE001)	4,530,836	4,215,972	4,215,972	4,486,846	4,486,846	270,874	001	8245
Investigations (SHE006)	340,703	350,000	0	322,349	322,349	(27,651)	022	8245
Narcotics (SHE006)	175,401	220,000	0	210,464	210,464	(9,536)	022	8246
Community Services (SHE001)	4,366,958	4,407,156	4,748,690	1,870,886	1,570,596	(2,836,560)	001	8250
Sheriff's Office Administration (SHE001)	8,420,634	8,412,600	8,412,600	10,355,926	10,355,926	1,943,326	001	8273
Administration Bureau (SHE001)	1,369,409	1,520,247	1,520,247	1,644,691	1,644,691	124,444	001	8400
Special Enforcement (SHE001)	0	563,112	563,112	415,012	415,012	(148,100)	001	8497
Subtotal	$109,831,647	$111,235,729	$111,326,141	$120,660,320	$120,360,030	9,124,301		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fiscal	1,184,755	1,034,410	1,034,410	1,220,082	1,220,082	185,672
Civil	1,138,230	791,150	791,150	770,643	770,643	(20,507)
Coroner	2,082,329	2,287,012	2,287,012	2,403,269	2,403,269	116,257
Professional Standards	1,918,522	1,740,345	1,860,495	1,535,359	1,535,359	(204,986)
Records and Warrants	2,152,148	2,169,220	2,049,070	2,284,321	2,284,321	115,101
Custody Administration	8,693,913	8,628,578	15,068,578	11,089,148	11,089,148	2,460,570
Court Services	10,450,304	9,748,246	4,348,246	9,077,507	9,077,507	(670,739)
Inmate Medical	8,937,404	9,727,842	9,727,842	10,095,177	10,095,177	367,335
Jail Operations	26,575,343	26,845,694	26,225,694	30,844,821	30,844,821	3,999,127
Inmate Programs	946,588	1,089,186	1,089,186	904,135	904,135	(185,051)
Jail Support Services	3,568,692	3,398,471	3,398,471	3,502,400	3,502,400	103,929
Enforcement Operations and Administration	20,259,647	21,741,989	21,640,867	23,138,465	23,138,465	1,396,476

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Investigations	4,871,539	4,565,972	4,215,972	4,809,195	4,809,195	243,223
Narcotics	175,401	220,000	0	210,464	210,464	(9,536)
Community Services	4,366,958	4,407,156	4,748,690	1,870,886	1,570,596	(2,836,560)
Sheriff's Office Administration	8,420,634	8,412,600	8,412,600	10,355,926	10,355,926	1,943,326
Administration Bureau	1,369,409	1,520,247	1,520,247	1,644,691	1,644,691	124,444
Transportation	2,719,833	2,344,499	2,344,499	4,488,819	4,488,819	2,144,320
Special Enforcement	0	563,112	563,112	415,012	415,012	(148,100)
Subtotal	$109,831,647	$111,235,729	$111,326,141	$120,660,320	$120,360,030	9,124,301

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	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
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
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	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00	2.00	2.00	0.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00	2.00	2.00	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	118.00	120.00	122.00	2.00
36A23	SHERIFFS SERGEANT	40.00	38.00	37.00	-1.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	3.00	4.00	1.00
36A81	SHERIFFS CAPTAIN	1.00	1.00	1.00	0.00
36A82	SHERIFFS COMMANDER	11.00	11.00	10.00	-1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	144.00	142.00	145.00	3.00
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	1.00	1.00	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
80E22	OFFICE ASSISTANT III	3.00	3.00	3.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
80H25	MEDICAL TRANSCRIPTIONIST II	1.00	1.00	1.00	0.00
80I01	SENIOR CIVIL CLERK	2.00	1.00	1.00	0.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00	2.00	2.00	0.00
80I07	CORRECTIONS SPECIALIST	14.00	12.00	12.00	0.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	30.00	30.00	47.00	17.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	2.00	2.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	16.00	16.00	16.00	0.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	4.00	0.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Total	458.00	447.00	469.00	22.00

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2300	2300-8234-001-AUG6	Filled Deputy Sheriff-Corrections	Filled Position	159,382	1.00	159,382	1.00
2300	2300-8235-001-AUG37	Filled Deputy Sheriff- Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG1	New Custody and Control Specialists	New Position	1,161,407	17.00	1,161,407	17.00
2300	2300-8238-001-AUG10	Filled Deputy Sheriff-Corrections	Filled Position	0	1.00	0	1.00
2300	2300-8238-001-AUG11	Filled Deputy Sheriff-Corrections	Filled Position	0	1.00	0	1.00
2300	2300-8238-001-AUG12	Filled Deputy Sheriff-Corrections	Filled Position	0	1.00	0	1.00
2300	2300-8238-001-AUG13	Filled Deputy Sheriff-Corrections	Filled Position	91,620	1.00	91,620	1.00
2300	2300-8238-001-AUG14	Filled Deputy Sheriff-Corrections	Filled Position	111,780	1.00	111,780	1.00
2300	2300-8238-001-AUG15	Filled Deputy Sheriff-Corrections	Filled Position	111,780	1.00	111,780	1.00
2300	2300-8238-001-AUG16	Filled Deputy Sheriff-Corrections	Filled Position	111,780	1.00	111,780	1.00
2300	2300-8238-001-AUG17	Filled Deputy Sheriff-Corrections	Filled Position	111,780	1.00	111,780	1.00
2300	2300-8238-001-AUG18	Filled Deputy Sheriff- Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG2	New Deputy Sheriff-Corrections	New Position	807,844	6.00	807,844	6.00
2300	2300-8238-001-AUG20	Filled Deputy Sheriff-Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG21	Filled Deputy Sheriff-Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG22	Filled Deputy Sheriff-Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG24	Filled Deputy Sheriff-Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG25	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG26	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG27	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG28	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG29	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG30	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG31	Filled Deputy Sheriff-Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG32	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG33	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG34	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG36	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG38	Filled Deputy Sheriff-Corrections	Filled Position	166,360	1.00	166,360	1.00

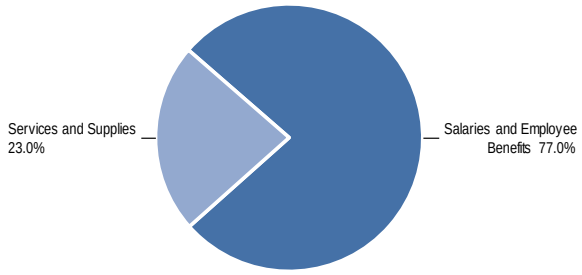
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2300	2300-8238-001-AUG39	Filled Deputy Sheriff-Corrections	Filled Position	139,276	1.00	139,276	1.00
2300	2300-8238-001-AUG40	Filled Deputy Sheriff-Corrections	Filled Position	139,276	1.00	139,276	1.00
2300	2300-8238-001-AUG41	Filled Deputy Sheriff-Corrections	Filled Position	166,360	1.00	166,360	1.00
2300	2300-8238-001-AUG42	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG43	Filled Deputy Sheriff-Corrections	Filled Position	139,276	1.00	139,276	1.00
2300	2300-8238-001-AUG44	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG45	Filled Deputy Sheriff-Corrections	Filled Position	133,058	1.00	133,058	1.00
2300	2300-8238-001-AUG48	Filled Deputy Sheriff-Corrections	Filled Position	139,276	1.00	139,276	1.00
2300	2300-8238-001-AUG49	Filled Deputy Sheriff-Corrections	Filled Position	139,276	1.00	139,276	1.00
2300	2300-8238-001-AUG5	Filled Deputy Sheriff- Corrections	Filled Position	0	1.00	0	1.00
2300	2300-8238-001-AUG50	Filled Deputy Sheriff-Corrections	Filled Position	139,276	1.00	139,276	1.00
2300	2300-8238-001-AUG52	Filled Deputy Sheriff-Corrections	Filled Position	139,276	1.00	139,276	1.00
2300	2300-8238-001-AUG6	Filled Deputy Sheriff- Corrections	Filled Position	0	1.00	0	1.00
2300	2300-8238-001-AUG8	Filled Deputy Sheriff- Corrections	Filled Position	0	1.00	0	1.00
2300	2300-8242-001-AUG51	Filled Deputy Sheriff- Operations	Filled Position	127,172	1.00	127,172	1.00
2300	2300-8242-001-AUG9	Filled Deputy Sheriff- Operations	Filled Position	111,780	1.00	111,780	1.00
2300	2300-8250-001-AUG53	Outdoor Grow Pilot Program - Cannabis	New Program/Service	300,290	0.00	0	0.00
			Grand Total	**7,408,541**	**66.00**	**7,108,251**	**66.00**

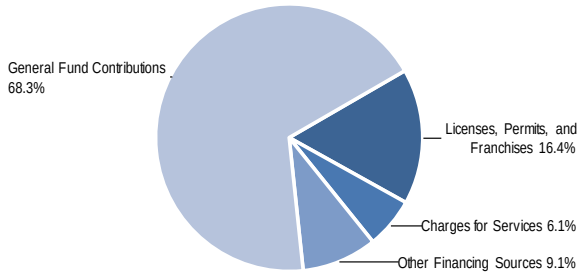
Fiscal

(Budget Unit 8224— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	826,709	777,716	777,716	940,036	940,036	162,320
Services and Supplies	300,893	256,694	256,694	280,046	280,046	23,352
Other Charges	(50)	0	0	0	0	0
Capital Assets	57,203	0	0	0	0	0
Subtotal	$1,184,755	$1,034,410	$1,034,410	$1,220,082	$1,220,082	185,672

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	185,329	180,000	180,000	200,000	200,000	20,000
Charges for Services	70,056	90,000	90,000	75,000	75,000	(15,000)
Miscellaneous Revenues	322	0	0	0	0	0
Other Financing Sources	0	0	0	111,233	111,233	111,233
Subtotal	$255,707	$270,000	$270,000	$386,233	$386,233	116,233
General Fund Contributions	$929,048	$764,410	$764,410	$833,849	$833,849	69,439
Total Source of Funds	$1,184,755	$1,034,410	$1,034,410	$1,220,082	$1,220,082	185,672

Unit Description

This unit supports most of the financial responsibilities of the Sheriff's Office, including: budget, payroll, personnel management, accounts payables/receivables, program billings, permits, special funds and grants. It also processes the purchasing of all items needed by the Sheriff's Office and administers the Inmate Welfare Fund for the Clerk of the Board. In addition, the Unit registers private security alarm systems and works to reduce false alarms through the assessment of fees for repeat false alarms.

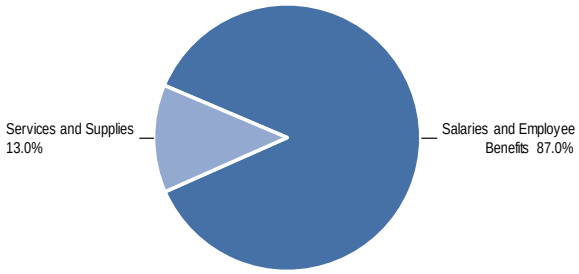
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
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	1.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	8.00

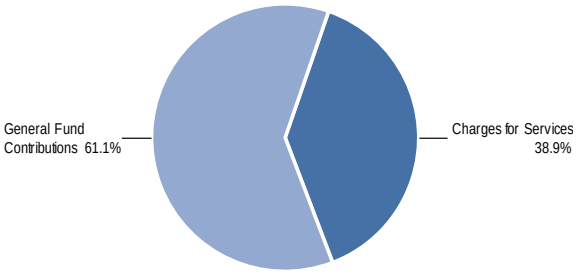
Civil

(Budget Unit 8225— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	655,649	622,670	622,670	670,273	670,273	47,603
Services and Supplies	152,992	118,480	118,480	100,370	100,370	(18,110)
Capital Assets	329,588	50,000	50,000	0	0	(50,000)
Subtotal	$1,138,230	$791,150	$791,150	$770,643	$770,643	(20,507)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	291,097	298,480	298,480	300,000	300,000	1,520
Subtotal	$291,097	$298,480	$298,480	$300,000	$300,000	1,520
General Fund Contributions	$847,132	$492,670	$492,670	$470,643	$470,643	(22,027)
Total Source of Funds	$1,138,230	$791,150	$791,150	$770,643	$770,643	(20,507)

Unit Description

This unit processes and serves civil procedures including small claims, earnings withholding orders, real property levies as well as bank levies and evictions. All these services are provided throughout the County including locations inside the incorporated cities.

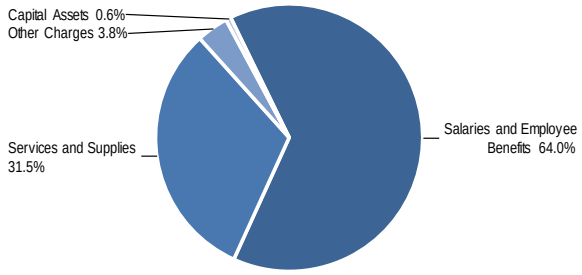
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14G02	MANAGEMENT ANALYST I	1.00
34G21	CIVIL PROCESS SERVER	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	1.00
80I01	SENIOR CIVIL CLERK	1.00
80J21	ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	6.00

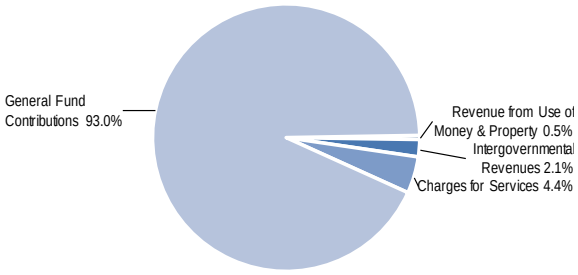
Coroner

(Budget Unit 8226— Fund 001— Appropriation Unit SHE002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,348,934	1,464,591	1,464,591	1,538,473	1,538,473	73,882
Services and Supplies	697,640	765,800	765,800	757,563	757,563	(8,237)
Other Charges	35,755	56,621	56,621	92,233	92,233	35,612
Capital Assets	0	0	0	15,000	15,000	15,000
Subtotal	$2,082,329	$2,287,012	$2,287,012	$2,403,269	$2,403,269	116,257

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	12,000	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	16,175	50,000	50,000	50,000	50,000	0
Charges for Services	70,956	70,000	70,000	106,620	106,620	36,620
Miscellaneous Revenues	213	2,000	2,000	2,000	2,000	0
Subtotal	$99,344	$134,000	$134,000	$170,620	$170,620	36,620
General Fund Contributions	$1,982,985	$2,153,012	$2,153,012	$2,232,649	$2,232,649	79,637
Total Source of Funds	$2,082,329	$2,287,012	$2,287,012	$2,403,269	$2,403,269	116,257

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 the County. There are also contractual obligations with local hospitals to provide forensic pathologist services.

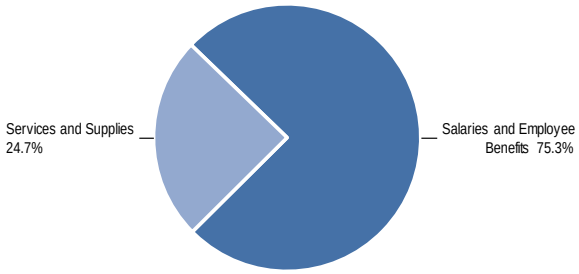
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
36A22	DEPUTY SHERIFF-OPERATIONS	4.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	1.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00
	Total	7.00

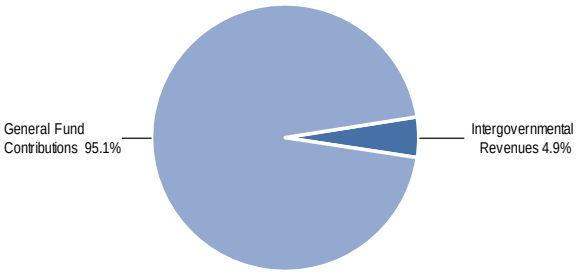
Professional Standards

(Budget Unit 8227— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,361,082	1,131,071	1,251,221	1,156,884	1,156,884	25,813
Services and Supplies	559,996	609,274	609,274	378,475	378,475	(230,799)
Other Charges	(2,556)	0	0	0	0	0
Subtotal	$1,918,522	$1,740,345	$1,860,495	$1,535,359	$1,535,359	(204,986)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	62,036	60,000	60,000	75,000	75,000	15,000
Charges for Services	34,822	0	0	0	0	0
Subtotal	$96,858	$60,000	$60,000	$75,000	$75,000	15,000
General Fund Contributions	$1,821,663	$1,680,345	$1,800,495	$1,460,359	$1,460,359	(219,986)
Total Source of Funds	$1,918,522	$1,740,345	$1,860,495	$1,535,359	$1,535,359	(204,986)

Unit Description

This unit oversees internal affairs, applicant and volunteer background checks, training, and public information requests. The unit commander is the Sheriff's Office Equal Employment Officer and the Loss Prevention Committee Chair.

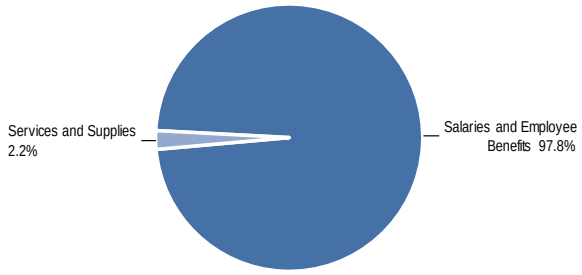
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
36A22	DEPUTY SHERIFF-OPERATIONS	1.00
36A23	SHERIFFS SERGEANT	2.00
36A82	SHERIFFS COMMANDER	1.00
80A32	SENIOR SECRETARY	1.00
	Total	5.00

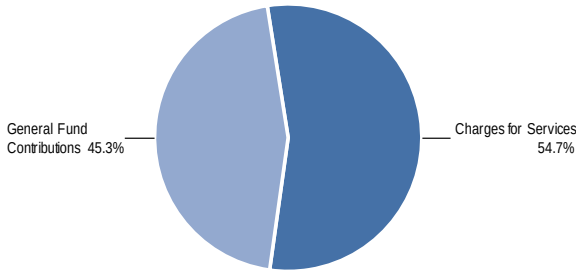
Records and Warrants

(Budget Unit 8229— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,135,412	2,157,720	2,037,570	2,233,340	2,233,340	75,620
Services and Supplies	20,766	11,500	11,500	50,981	50,981	39,481
Other Charges	(4,029)	0	0	0	0	0
Subtotal	$2,152,148	$2,169,220	$2,049,070	$2,284,321	$2,284,321	115,101

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	30	0	0	0	0	0
Intergovernmental Revenues	2,283	0	0	0	0	0
Charges for Services	1,467,686	1,250,000	1,250,000	1,250,000	1,250,000	0
Subtotal	$1,469,999	$1,250,000	$1,250,000	$1,250,000	$1,250,000	0
General Fund Contributions	$682,149	$919,220	$799,070	$1,034,321	$1,034,321	115,101
Total Source of Funds	$2,152,148	$2,169,220	$2,049,070	$2,284,321	$2,284,321	115,101

Unit Description

This unit provides support to all bureaus of the Sheriff's Office and all law enforcement and criminal justice agencies in Monterey County on a 24/7 basis. Functions include: processing live scan fingerprinting for the general public, providing arrest records and crime reports, submitting the State Department of Justice (DOJ) required statistics, entering restraining orders, and operating the public information counter. The Warrants Section is the central repository for all criminal, traffic and juvenile warrants issued in Monterey County. The Unit enters and maintains all warrants and they are confirmed by the Unit before being served.

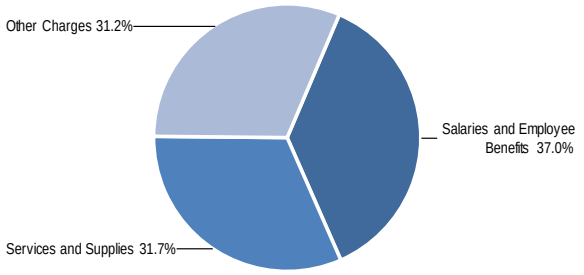
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
80I15	SHERIFFS RECORDS SPECIALIST I	2.00
80I16	SHERIFFS RECORDS SPECIALIST II	16.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
	Total	24.00

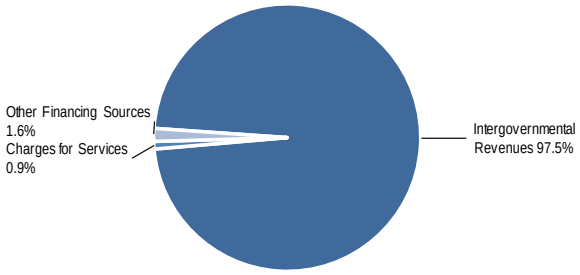
Custody Administration

(Budget Unit 8233— Fund 001— Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,993,573	4,084,543	4,084,543	4,013,423	4,013,423	(71,120)
Services and Supplies	2,195,053	1,633,562	1,633,562	3,439,876	3,439,876	1,806,314
Other Charges	3,333,396	2,700,473	2,700,473	3,385,284	3,385,284	684,811
Subtotal	$8,522,022	$8,418,578	$8,418,578	$10,838,583	$10,838,583	2,420,005

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	10,330,948	10,398,388	10,398,388	10,730,060	10,730,060	331,672
Charges for Services	43,465	100,000	100,000	100,000	100,000	0
Miscellaneous Revenues	423	0	0	0	0	0
Other Financing Sources	171,891	0	0	171,892	171,892	171,892
Subtotal	$10,546,728	$10,498,388	$10,498,388	$11,001,952	$11,001,952	503,564
General Fund Contributions	($2,024,706)	($2,079,810)	($2,079,810)	($163,369)	($163,369)	1,916,441
Total Source of Funds	$8,522,022	$8,418,578	$8,418,578	$10,838,583	$10,838,583	2,420,005

Unit Description

The Corrections Operations Bureau (COB) is managed by a chief, a captain, and commanders who are responsible for all aspects of corrections operations including: inmate care and custody, inmate transportation, court security, inmate programs, contract services administration and all support functions for the Monterey County jail, transportation and court security.

The COB develops policies and procedures and coordinates with County Counsel and other agencies on policies, procedures, claims and lawsuit responses. The COB ensures that mandated inspections are completed, develops remediation plans for noted deficiencies, coordinates new jail construction initiatives and oversees the inmate phone contract. In addition, the COB audits bureau functions and provides recommendations for improvements when necessary.

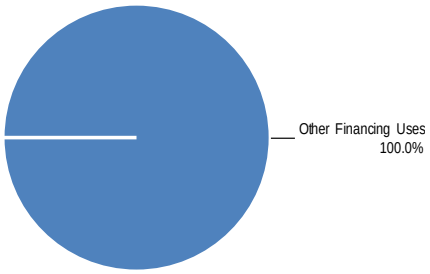
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12A10	CHIEF DEPUTY SHERIFF	1.00
36A81	SHERIFFS CAPTAIN	1.00
36A82	SHERIFFS COMMANDER	1.00
	Total	3.00

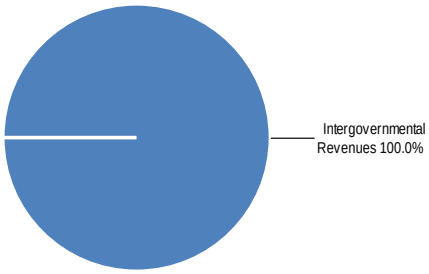
Custody Administration

(Budget Unit 8233— Fund 022— Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	171,891	210,000	6,650,000	250,565	250,565	40,565
Subtotal	$171,891	$210,000	$6,650,000	$250,565	$250,565	40,565

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	171,891	210,000	210,000	250,565	250,565	40,565
Subtotal	$171,891	$210,000	$210,000	$250,565	$250,565	40,565
Fund Balance	0	0	6,440,000	0	0	0
Total Source of Funds	$171,891	$210,000	$6,650,000	$250,565	$250,565	40,565

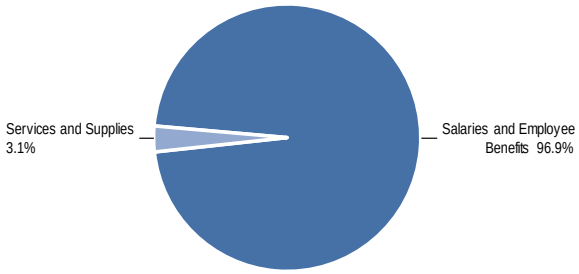
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

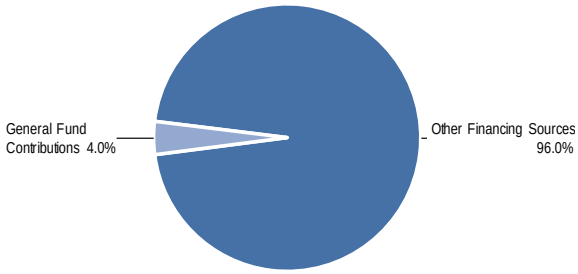
Court Services

(Budget Unit 8234— Fund 001— Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	5,059,392	4,836,846	4,336,846	4,487,381	4,487,381	(349,465)
Services and Supplies	165,760	11,400	11,400	143,287	143,287	131,887
Subtotal	$5,225,152	$4,848,246	$4,348,246	$4,630,668	$4,630,668	(217,578)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	4,977	0	0	0	0	0
Other Financing Sources	5,225,152	4,900,000	4,400,000	4,446,839	4,446,839	(453,161)
Subtotal	$5,230,129	$4,900,000	$4,400,000	$4,446,839	$4,446,839	(453,161)
General Fund Contributions	($4,977)	($51,754)	($51,754)	$183,829	$183,829	235,583
Total Source of Funds	$5,225,152	$4,848,246	$4,348,246	$4,630,668	$4,630,668	(217,578)

Unit Description

This unit manages most aspects of security services for the Superior Court of California in Monterey County. The Court has 19 judicial officers located at five court locations including Salinas, Monterey, Marina, and the Juvenile and Drug Court.

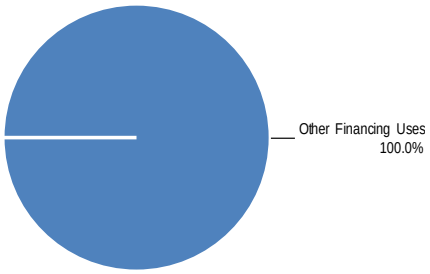
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
36A23	SHERIFFS SERGEANT	2.00
36E21	DEPUTY SHERIFF-CORRECTIONS	20.00
	Total	22.00

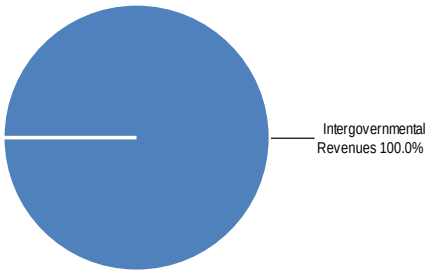
Court Services

(Budget Unit 8234— Fund 022— Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	5,225,152	4,900,000	0	4,446,839	4,446,839	(453,161)
Subtotal	$5,225,152	$4,900,000	$0	$4,446,839	$4,446,839	(453,161)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	4,301,797	4,400,000	4,400,000	4,446,839	4,446,839	46,839
Subtotal	$4,301,797	$4,400,000	$4,400,000	$4,446,839	$4,446,839	46,839
Fund Balance	923,355	500,000	(4,400,000)	0	0	(500,000)
Total Source of Funds	$5,225,152	$4,900,000	$0	$4,446,839	$4,446,839	(453,161)

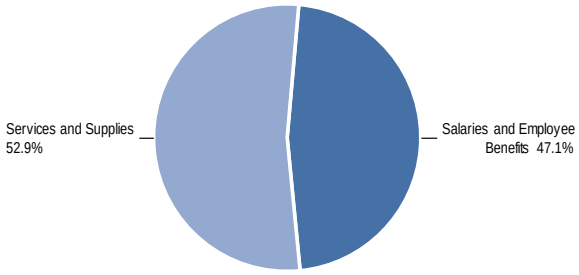
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

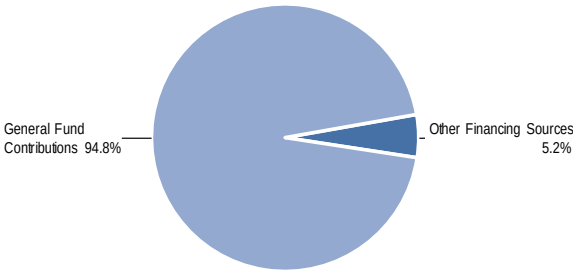
Transportation

(Budget Unit 8235— Fund 001— Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,509,482	2,164,307	2,164,307	2,112,445	2,112,445	(51,862)
Services and Supplies	195,266	180,192	180,192	2,376,374	2,376,374	2,196,182
Other Charges	15,084	0	0	0	0	0
Subtotal	$2,719,833	$2,344,499	$2,344,499	$4,488,819	$4,488,819	2,144,320

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	368	0	0	0	0	0
Charges for Services	29,016	50,000	50,000	0	0	(50,000)
Miscellaneous Revenues	8,543	0	0	0	0	0
Other Financing Sources	5,340	222,368	222,368	232,770	232,770	10,402
Subtotal	$43,267	$272,368	$272,368	$232,770	$232,770	(39,598)
General Fund Contributions	$2,676,565	$2,072,131	$2,072,131	$4,256,049	$4,256,049	2,183,918
Total Source of Funds	$2,719,833	$2,344,499	$2,344,499	$4,488,819	$4,488,819	2,144,320

Unit Description

This unit is responsible for the transportation of inmates including transport 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. This unit safely transports over 22,000 inmates annually. The Unit has a fleet of three buses and eleven vans that are specially equipped with caging and lift equipment for security transportation and travels over 140,000 miles each year.

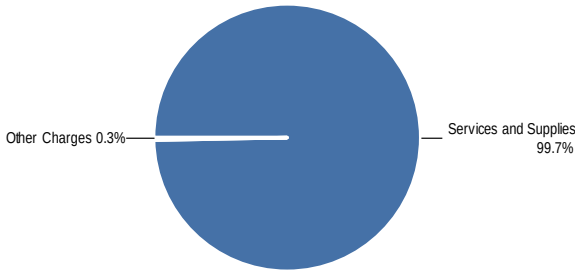
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
36A23	SHERIFFS SERGEANT	1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	11.00
	Total	12.00

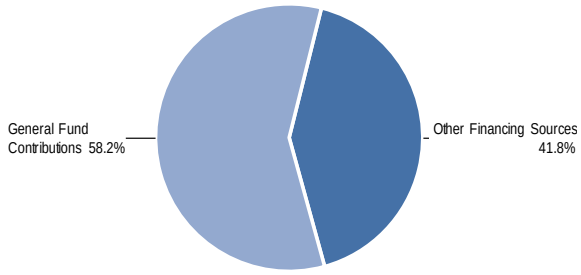
Inmate Medical

(Budget Unit 8237— Fund 001— Appropriation Unit SHE004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	8,937,404	9,727,842	9,727,842	10,065,177	10,065,177	337,335
Other Charges	0	0	0	30,000	30,000	30,000
Subtotal	$8,937,404	$9,727,842	$9,727,842	$10,095,177	$10,095,177	367,335

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Sources	3,188,153	4,334,548	4,334,548	4,223,270	4,223,270	(111,278)
Subtotal	$3,188,153	$4,334,548	$4,334,548	$4,223,270	$4,223,270	(111,278)
General Fund Contributions	$5,749,251	$5,393,294	$5,393,294	$5,871,907	$5,871,907	478,613
Total Source of Funds	$8,937,404	$9,727,842	$9,727,842	$10,095,177	$10,095,177	367,335

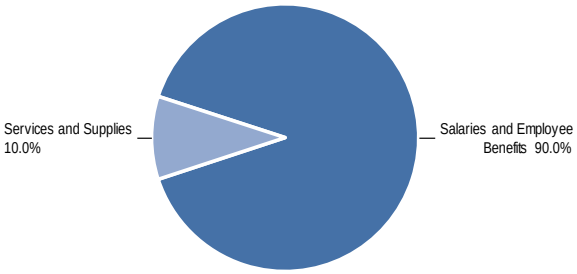
Unit Description

This program monitors and oversees the inmate medical services provider. The County contracts to provide inmate medical, dental, and psychological services.

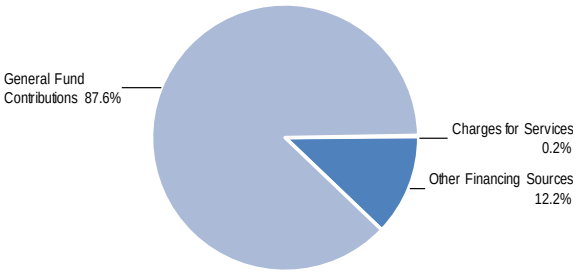
Jail Operations

(Budget Unit 8238— Fund 001— Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	23,681,890	24,292,286	24,292,286	27,118,697	27,118,697	2,826,411
Services and Supplies	1,888,281	1,933,408	1,933,408	3,025,023	3,025,023	1,091,615
Other Charges	135,748	0	0	0	0	0
Capital Assets	255,960	0	0	0	0	0
Subtotal	$25,961,880	$26,225,694	$26,225,694	$30,143,720	$30,143,720	3,918,026

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	36,800	50,000	50,000	30,000	30,000	(20,000)
Charges for Services	61,793	30,000	30,000	50,000	50,000	20,000
Other Financing Sources	5,041,236	3,898,404	3,898,404	3,685,603	3,685,603	(212,801)
Subtotal	$5,139,830	$3,978,404	$3,978,404	$3,765,603	$3,765,603	(212,801)
General Fund Contributions	$20,822,050	$22,247,290	$22,247,290	$26,378,117	$26,378,117	4,130,827
Total Source of Funds	$25,961,880	$26,225,694	$26,225,694	$30,143,720	$30,143,720	3,918,026

Unit Description

This unit is responsible for the care and custody of inmates at the County Jail in compliance with Title 15, Minimum Standards. The Jail is comprised of a reception center and 31 separate housing units, five of which are designated to house female inmates. Housing units vary in size from celled units holding less than twenty-five inmates to large open dormitory style units holding over 100 inmates.

The Classification Unit classifies inmates and assigns appropriate housing to those arrested in the County. This sub-unit oversees and monitors prisoners "realigned" from State to County custody as a result of AB 109.

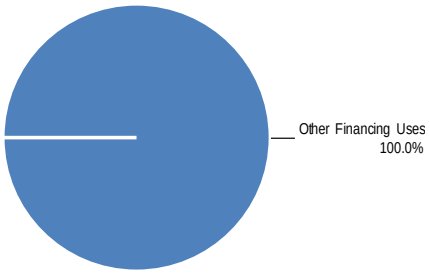
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A23	SHERIFFS SERGEANT	17.00
36A82	SHERIFFS COMMANDER	3.00
36E21	DEPUTY SHERIFF-CORRECTIONS	114.00
80I10	CUSTODY AND CONTROL SPECIALIST	47.00
	Total	182.00

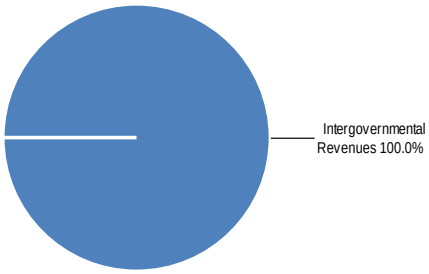
Jail Operations

(Budget Unit 8238— Fund 022— Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	613,463	620,000	0	701,101	701,101	81,101
Subtotal	$613,463	$620,000	$0	$701,101	$701,101	81,101

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	613,463	620,000	620,000	701,101	701,101	81,101
Subtotal	$613,463	$620,000	$620,000	$701,101	$701,101	81,101
Fund Balance	0	0	(620,000)	0	0	0
Total Source of Funds	$613,463	$620,000	$0	$701,101	$701,101	81,101

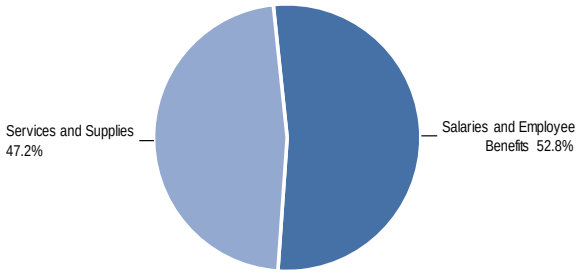
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

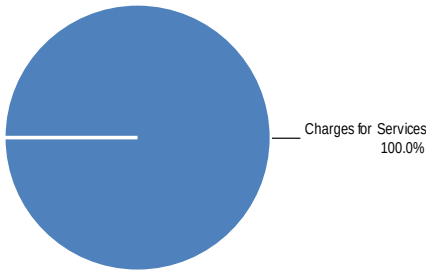
Inmate Programs

(Budget Unit 8239— Fund 001— Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	495,785	437,686	437,686	477,068	477,068	39,382
Services and Supplies	375,387	651,500	651,500	427,067	427,067	(224,433)
Other Charges	75,416	0	0	0	0	0
Subtotal	$946,588	$1,089,186	$1,089,186	$904,135	$904,135	(185,051)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	946,588	1,222,495	1,222,495	904,135	904,135	(318,360)
Subtotal	$946,588	$1,222,495	$1,222,495	$904,135	$904,135	(318,360)
General Fund Contributions	$0	($133,309)	($133,309)	$0	$0	133,309
Total Source of Funds	$946,588	$1,089,186	$1,089,186	$904,135	$904,135	(185,051)

Unit Description

This unit oversees all in-custody and custody alternative programs in the County Jail system. This includes the Inmate Welfare Fund and associated programs, such as educational programs, occupational training, religious instruction, individual/family services, and mail and library services. More than 255 volunteers support this activity.

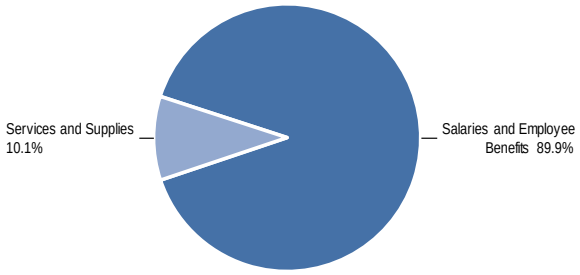
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
70N10	INMATE SERVICES SPECIALIST	4.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00
	Total	5.00

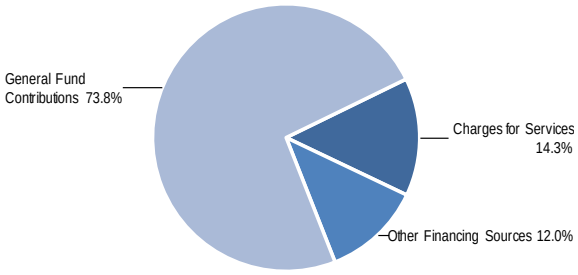
Jail Support Services

(Budget Unit 8240— Fund 001— Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,988,766	3,165,971	3,165,971	3,147,301	3,147,301	(18,670)
Services and Supplies	408,872	232,500	232,500	355,099	355,099	122,599
Other Charges	45,248	0	0	0	0	0
Capital Assets	125,806	0	0	0	0	0
Subtotal	$3,568,692	$3,398,471	$3,398,471	$3,502,400	$3,502,400	103,929

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	391,840	480,000	480,000	500,000	500,000	20,000
Miscellaneous Revenues	2,560	0	0	0	0	0
Other Financing Sources	125,806	386,746	386,746	419,350	419,350	32,604
Subtotal	$520,206	$866,746	$866,746	$919,350	$919,350	52,604
General Fund Contributions	$3,048,486	$2,531,725	$2,531,725	$2,583,050	$2,583,050	51,325
Total Source of Funds	$3,568,692	$3,398,471	$3,398,471	$3,502,400	$3,502,400	103,929

Unit Description

This unit manages and audits the inmate food service and commissary contract with Aramark, purchases equipment and supplies for the Corrections Operations Bureau, performs general maintenance and upkeep of the Jail facility, and oversees facility improvement projects. This unit also manages the Jail records unit, which maintains all custody records and is the point of contact for the public. Additionally this unit manages the Work Alternative Program (WAP) which processes clients into the program, conducts site inspections, and books inmates for the Probation Department's Home Confinement Program and the District Attorney's Office. The WAP alleviates jail crowding by allowing eligible candidates to perform community service hours in lieu of jail time.

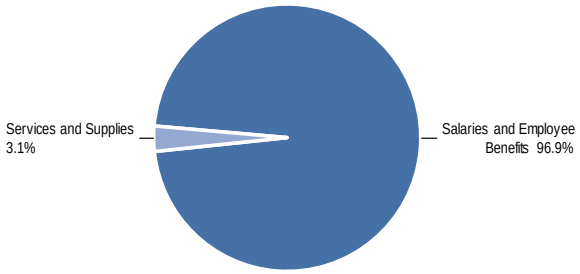
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	2.00
60G32	WORK FURLOUGH PROGRAM ASSISTANT	4.00
70F80	SENIOR STOREKEEPER	1.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.00
70N10	INMATE SERVICES SPECIALIST	1.00
80E22	OFFICE ASSISTANT III	1.00
80I07	CORRECTIONS SPECIALIST	12.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
	Total	32.00

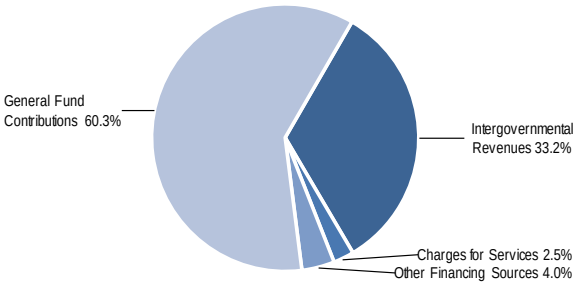
Enforcement Operations and Administration

(Budget Unit 8242— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	19,556,125	21,143,079	21,391,957	21,966,666	21,966,666	823,587
Services and Supplies	403,704	228,324	228,324	691,453	691,453	463,129
Other Charges	(5,227)	20,586	20,586	0	0	(20,586)
Subtotal	$19,954,602	$21,391,989	$21,640,867	$22,658,119	$22,658,119	1,266,130

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	6,507	11,000	11,000	6,000	6,000	(5,000)
Intergovernmental Revenues	0	6,890,770	6,890,770	7,346,560	7,518,990	628,220
Charges for Services	698,196	0	248,878	567,851	567,851	567,851
Other Financing Sources	305,045	1,007,245	1,007,245	895,311	895,311	(111,934)
Subtotal	$1,009,748	$7,909,015	$8,157,893	$8,815,722	$8,988,152	1,079,137
General Fund Contributions	$18,944,854	$13,482,974	$13,482,974	$13,842,397	$13,669,967	186,993
Total Source of Funds	$19,954,602	$21,391,989	$21,640,867	$22,658,119	$22,658,119	1,266,130

Unit Description

This unit is managed by a chief and commanders who are responsible for all aspects of enforcement operations including patrol, investigations, special operations and all support functions for patrol and investigations. It also provides general and specialized support to other law enforcement agencies within the County.

The Enforcement Operations and Administration Division also oversees the management of the three patrol stations. The Central Patrol Station covers the area most affected by crimes (Pajaro, Las Lomas, Castroville and Prunedale) and specifically violent crimes with the highest number of gang members. The station is home to the highest number of assigned staff and therefore supplies the highest number of deputies to special details that includes natural disasters, major crimes, special events and major enforcement actions to include those that occur in local cities such as Salinas. This station also trains all the new deputies who are assigned to the Patrol Division. The Coastal Patrol Station serves the designated areas of unincorporated Carmel, Carmel Valley, Pebble Beach, The Highlands, Big Sur, Cachagua, and the Highway 68 corridor from Laureles Grade to Highway 1. The South County Station patrols the largest geographical area out of all patrol stations. The station's area of responsibility encompasses just over 1,800 square miles of Monterey County's area (55%) and is divided into three patrol beats. The station provides coverage of southern Monterey County from 5th Street, Gonzales south to the San Luis Obispo County line, and west to the ridgeline of the Santa Lucia Mountain Range. The U. S. Army and California National Guard have major installations at Fort Hunter Liggett and Camp Roberts. This area also contains a large portion of the Los Padres National Forest.

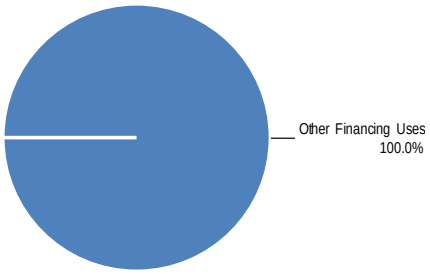
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12A10	CHIEF DEPUTY SHERIFF	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	103.00
36A23	SHERIFFS SERGEANT	14.00
36A82	SHERIFFS COMMANDER	2.00
	Total	120.00

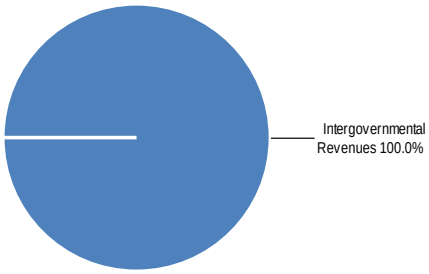
Enforcement Operations and Administration

(Budget Unit 8242— Fund 022— Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	305,045	350,000	0	480,346	480,346	130,346
Subtotal	$305,045	$350,000	$0	$480,346	$480,346	130,346

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	191,074	350,000	350,000	480,346	480,346	130,346
Subtotal	$191,074	$350,000	$350,000	$480,346	$480,346	130,346
Fund Balance	113,971	0	(350,000)	0	0	0
Total Source of Funds	$305,045	$350,000	$0	$480,346	$480,346	130,346

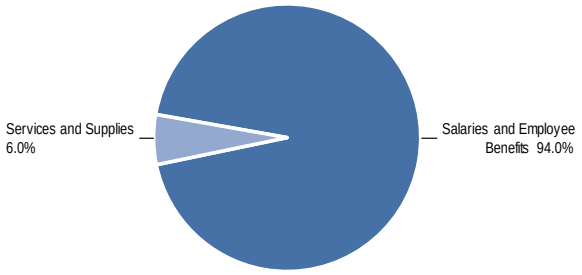
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

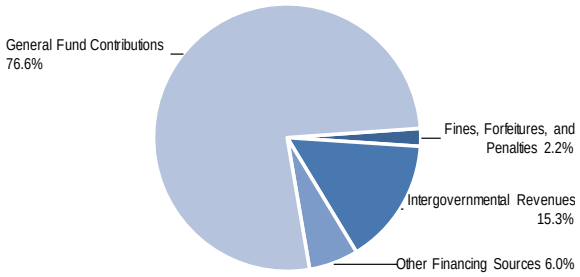
Investigations

(Budget Unit 8245— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	3,924,043	3,773,597	3,773,597	4,216,451	4,216,451	442,854
Services and Supplies	572,809	442,375	442,375	270,395	270,395	(171,980)
Other Charges	33,984	0	0	0	0	0
Subtotal	$4,530,836	$4,215,972	$4,215,972	$4,486,846	$4,486,846	270,874

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	77,184	88,000	88,000	97,000	97,000	9,000
Intergovernmental Revenues	688,236	658,000	658,000	685,000	685,000	27,000
Charges for Services	146	0	0	0	0	0
Miscellaneous Revenues	378	0	0	0	0	0
Other Financing Sources	516,104	570,000	570,000	268,645	268,645	(301,355)
Subtotal	$1,282,049	$1,316,000	$1,316,000	$1,050,645	$1,050,645	(265,355)
General Fund Contributions	$3,248,787	$2,899,972	$2,899,972	$3,436,201	$3,436,201	536,229
Total Source of Funds	$4,530,836	$4,215,972	$4,215,972	$4,486,846	$4,486,846	270,874

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.

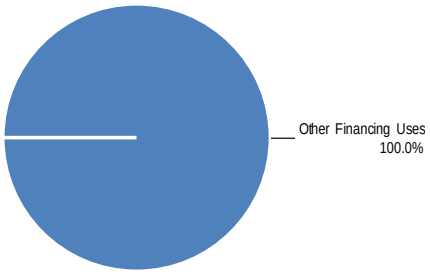
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	12.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
80E22	OFFICE ASSISTANT III	1.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00
	Total	22.00

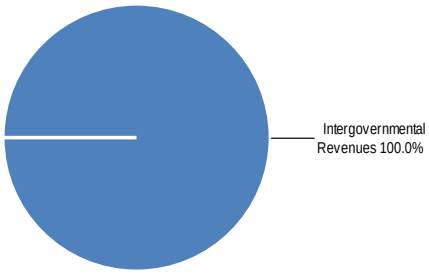
Investigations

(Budget Unit 8245— Fund 022— Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	340,703	350,000	0	322,349	322,349	(27,651)
Subtotal	$340,703	$350,000	$0	$322,349	$322,349	(27,651)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	268,645	350,000	350,000	322,349	322,349	(27,651)
Subtotal	$268,645	$350,000	$350,000	$322,349	$322,349	(27,651)
Fund Balance	72,058	0	(350,000)	0	0	0
Total Source of Funds	$340,703	$350,000	$0	$322,349	$322,349	(27,651)

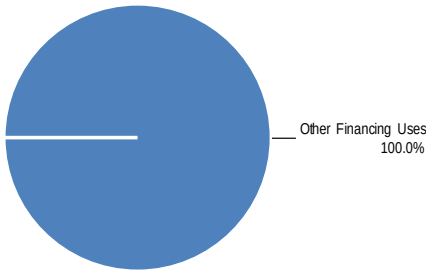
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

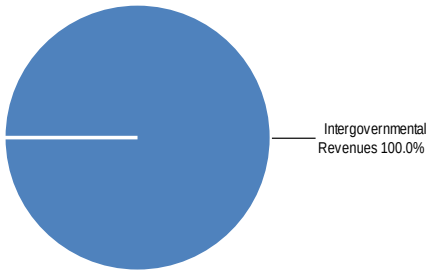
Narcotics

(Budget Unit 8246— Fund 022— Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	175,401	220,000	0	210,464	210,464	(9,536)
Subtotal	$175,401	$220,000	$0	$210,464	$210,464	(9,536)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	175,400	220,000	220,000	210,464	210,464	(9,536)
Subtotal	$175,400	$220,000	$220,000	$210,464	$210,464	(9,536)
Fund Balance	1	0	(220,000)	0	0	0
Total Source of Funds	$175,401	$220,000	$0	$210,464	$210,464	(9,536)

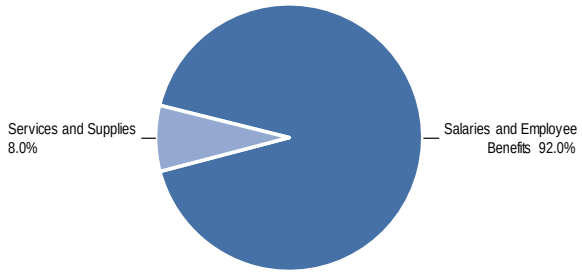
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

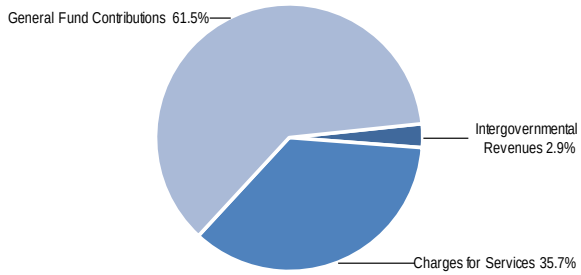
Community Services

(Budget Unit 8250— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,154,596	1,529,388	1,870,922	1,645,631	1,445,631	(83,757)
Services and Supplies	2,155,587	2,581,932	2,581,932	225,255	124,965	(2,456,967)
Other Charges	433	0	0	0	0	0
Capital Assets	56,342	295,836	295,836	0	0	(295,836)
Subtotal	$4,366,958	$4,407,156	$4,748,690	$1,870,886	$1,570,596	(2,836,560)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	5,000	5,000	0	0	(5,000)
Intergovernmental Revenues	90,531	100,000	441,534	45,000	45,000	(55,000)
Charges for Services	0	575,000	575,000	560,000	560,000	(15,000)
Miscellaneous Revenues	0	0	0	1,000	1,000	1,000
Other Financing Sources	39,570	0	0	0	0	0
Subtotal	$130,101	$680,000	$1,021,534	$606,000	$606,000	(74,000)
General Fund Contributions	$4,236,857	$3,727,156	$3,727,156	$1,264,886	$964,596	(2,762,560)
Total Source of Funds	$4,366,958	$4,407,156	$4,748,690	$1,870,886	$1,570,596	(2,836,560)

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 additional law enforcement presence. The Unit also manages the Sheriff's Office fleet of vehicles, all volunteer units (Reserves, Mounted, Aero Squad, Sheriff's Emergency Assistance Team), and other specialized teams.

This unit manages the Search and Rescue Team (SAR). Pursuant to 26614 of the California Government Code, the Sheriff has the authority to search for and rescue missing persons in the County. Each year, the SAR Team and the Dive Team responds to numerous calls for service regarding vehicles over a cliff, lost or injured hikers, divers or swimmers in distress, or other miscellaneous associated calls for service. The SAR Team provides the search and rescue services for these victims.

In FY 2016-17, the Sheriff's Office expanded the Sheriff's Emergency Assistance Team (SEAT). This volunteer unit provides support personnel to respond to events and provide such services as traffic control, performing 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.

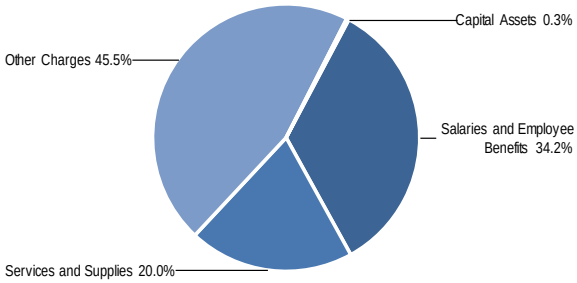
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00
36A22	DEPUTY SHERIFF-OPERATIONS	1.00
36A23	SHERIFFS SERGEANT	1.00
36A82	SHERIFFS COMMANDER	1.00
60S21	CRIME PREVENTION SPECIALIST	1.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00
80E22	OFFICE ASSISTANT III	1.00
	Total	8.00

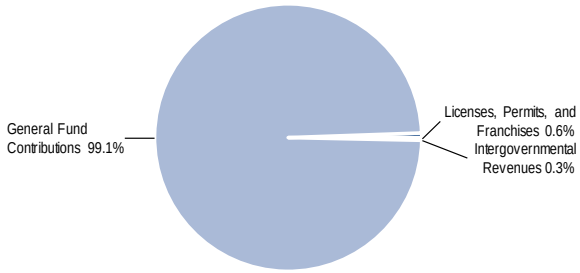
Sheriff's Office Administration

(Budget Unit 8273— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	3,528,000	3,612,077	3,612,077	3,540,420	3,540,420	(71,657)
Services and Supplies	2,547,769	1,603,911	1,603,911	2,071,748	2,071,748	467,837
Other Charges	2,344,865	3,196,612	3,196,612	4,715,555	4,715,555	1,518,943
Capital Assets	0	0	0	28,203	28,203	28,203
Subtotal	$8,420,634	$8,412,600	$8,412,600	$10,355,926	$10,355,926	1,943,326

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	53,804	57,000	57,000	60,000	60,000	3,000
Fines, Forfeitures, and Penalties	5,075	0	0	0	0	0
Intergovernmental Revenues	6,812,917	0	0	30,000	30,000	30,000
Charges for Services	1,230	5,000	5,000	0	0	(5,000)
Miscellaneous Revenues	252	5,000	5,000	0	0	(5,000)
Subtotal	$6,873,278	$67,000	$67,000	$90,000	$90,000	23,000
General Fund Contributions	$1,547,356	$8,345,600	$8,345,600	$10,265,926	$10,265,926	1,920,326
Total Source of Funds	$8,420,634	$8,412,600	$8,412,600	$10,355,926	$10,355,926	1,943,326

Unit Description

The Sheriff's Office Administration Unit is an executive management team that directs the entire organization's activities to achieve its mission of protecting the lives and property of citizens in Monterey County and operating the County jail.

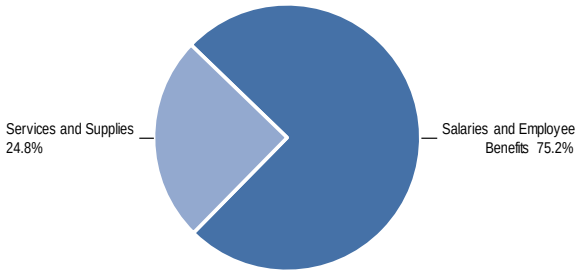
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
10B05	SHERIFF	1.00
12A13	UNDERSHERIFF	1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
	Total	4.00

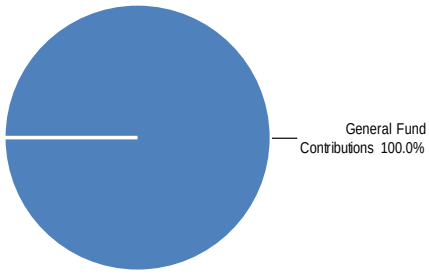
Administration Bureau

(Budget Unit 8400— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,080,601	1,112,247	1,112,247	1,236,008	1,236,008	123,761
Services and Supplies	267,960	408,000	408,000	408,683	408,683	683
Capital Assets	20,848	0	0	0	0	0
Subtotal	$1,369,409	$1,520,247	$1,520,247	$1,644,691	$1,644,691	124,444

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	2,500	0	0	0	0	0
Miscellaneous Revenues	100	0	0	0	0	0
Subtotal	$2,600	$0	$0	$0	$0	0
General Fund Contributions	$1,366,809	$1,520,247	$1,520,247	$1,644,691	$1,644,691	124,444
Total Source of Funds	$1,369,409	$1,520,247	$1,520,247	$1,644,691	$1,644,691	124,444

Unit Description

The Administration Bureau oversees all units in the Administration Bureau and directly supervises Human Resources, workers' compensation program, and information technology systems support.

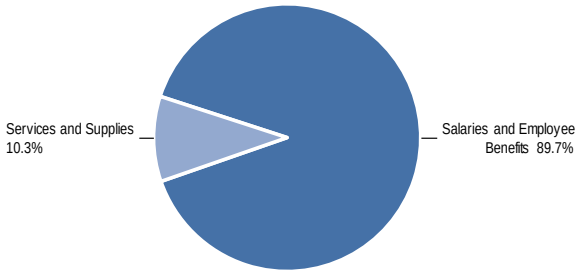
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
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

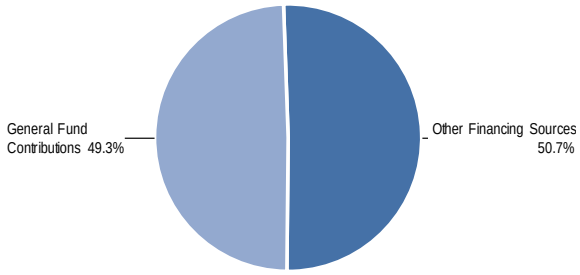
Special Enforcement

(Budget Unit 8497— Fund 001— Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	482,112	482,112	372,222	372,222	(109,890)
Services and Supplies	0	81,000	81,000	42,790	42,790	(38,210)
Subtotal	$0	$563,112	$563,112	$415,012	$415,012	(148,100)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Sources	0	0	0	210,464	210,464	210,464
Subtotal	$0	$0	$0	$210,464	$210,464	210,464
General Fund Contributions	$0	$563,112	$563,112	$204,548	$204,548	(358,564)
Total Source of Funds	$0	$563,112	$563,112	$415,012	$415,012	(148,100)

Unit Description

This unit responds to many critical or high risk incidents outside the training, experience and equipment capabilities of patrol deputies, including the Special Weapons and Tactical Team (SWAT)/Hostage Negotiators (HNT), the Mobile Field Force (MFF) which is capable of responding to protests and civil disobedience and the Bomb Squad/Weapons of Mass Destruction Team. Additionally, this unit manages the Office's Terrorism Liaison Officers, whom liaison between the Sheriff's Office and the Northern California Regional Intelligence Center (NCRIC), the Office's Crime Analysts Unit, which conducts analysis of crime and crime trends, and the acquisition, training and daily operations of the Canine Unit.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A82	SHERIFFS COMMANDER	1.00
	Total	2.00

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Probation

Departmental Overview:

The Probation Department is an integral part of Monterey County's criminal justice system and protects citizens of Monterey County by preventing and reducing the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles. This is accomplished through prevention activities, preparation of appropriate reports, recommendations to the court, enforcement of court orders, assisting victims, and developing new methodologies in probation services. The Department is responsible to the Superior Court for overall policy and procedural matters, and to the Board of Supervisors for funding and levels of services.

Programs and Functions:

The Department manages the operation of all adult and juvenile probation services, including two 24-hour juvenile institutions, and programs which provide alternatives to detention or are designed to deter juveniles from entering the criminal justice system. Probation is composed of Administration and four operational divisions: Adult, Juvenile, Juvenile Hall and Youth Center. The Adult and Juvenile Divisions provide support to the Courts, supervise offenders under their jurisdiction, and manage alternative to detention programs. The Juvenile Division provides similar services to at-risk youth and their families. The two juvenile institutions, Juvenile Hall and Youth Center, provide safe custodial environments for adjudicated youth, as well as in-custody and re-entry rehabilitative services.

The Probation Department invests in an array of partnerships and collaborations with County agencies, law enforcement and criminal justice partners, educational institutions and service providers.

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

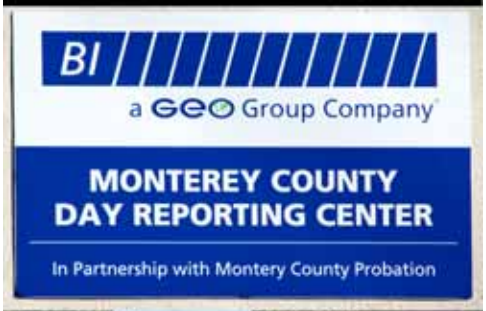
ADMINISTRATION, HEALTH AND HUMAN SERVICES, INFRASTRUCTURE

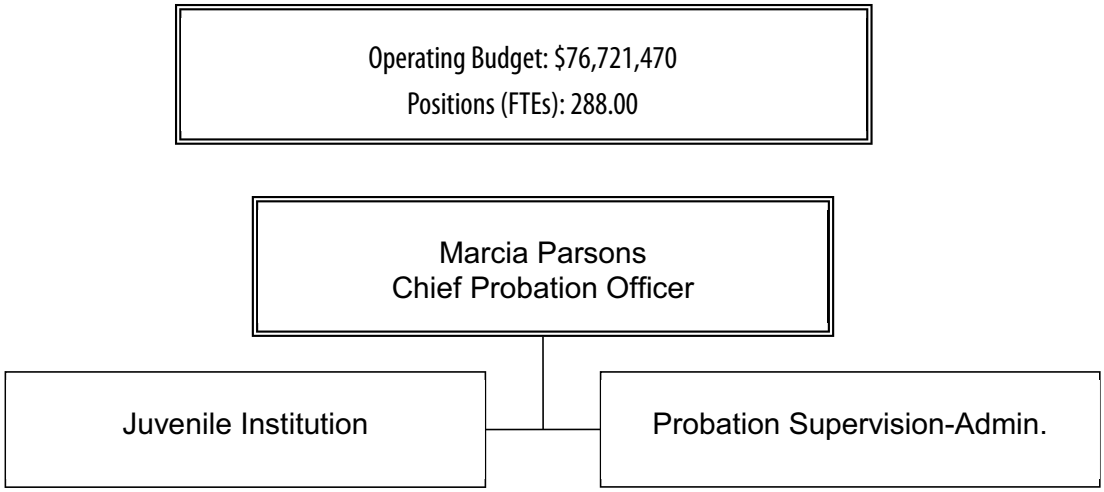
The Administrative Division manages departmental infrastructure and support services: fiscal, including collection of fines and fees and restitution to victims, personnel, safety, facilities, fleet, training and technology. The Department also manages referrals to services to adult and juvenile clients, serving at-risk youth, utilizing the therapeutic court model, and working with families to improve the home environment. In addition, the Department provides leadership in the construction of a new Juvenile Hall and in data sharing projects with the Courts and other criminal justice partners, as well as county agencies and service providers.

PUBLIC SAFETY

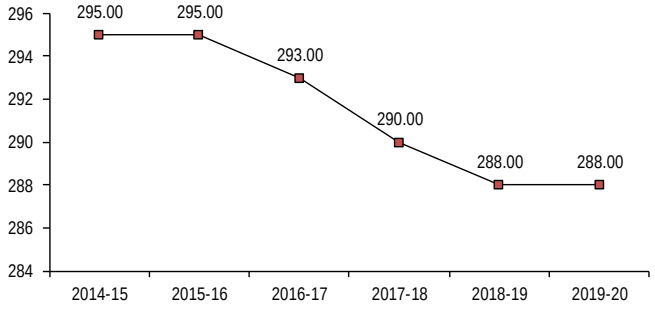
The Department uses evidence-based practices in correctional supervision of adult and juvenile offenders, campus-based safety and supervision through participation in therapeutic courts and alternatives to detention, re-entry services, and referral to services addressing criminogenic needs and providing support to client rehabilitation. The Department also fosters collaboration with criminal justice partners, local law enforcement agencies and service providers.

Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

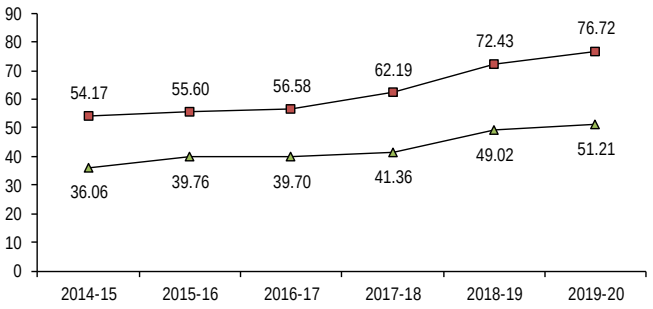




Staffing Trends



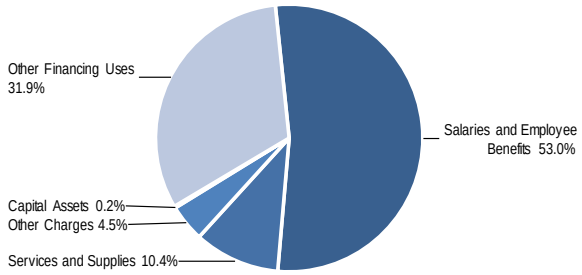
Expenditure/Revenue History (in millions)



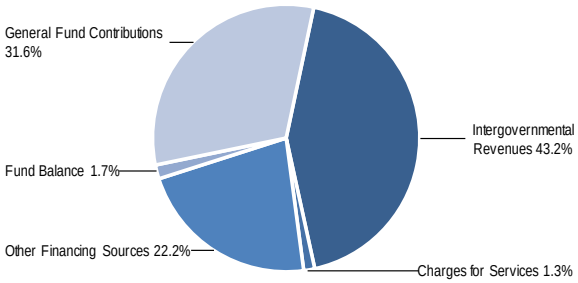
Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services, and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Percent of adults who successfully complete probation. Target = 60%	63%	60%	60%
Percent of juveniles who successfully complete probation. Target = 65%	67%	63%	73%
Percent of employees who received an annual employee performance review (EPR). Target = 85%	87%	83%	88%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	35,980,845	39,616,875	39,616,875	40,848,235	40,698,163	1,081,288
Services and Supplies	7,227,827	7,550,033	7,526,379	7,969,802	7,969,802	419,769
Other Charges	2,250,129	2,462,613	2,472,690	3,550,018	3,431,698	969,085
Capital Assets	39,725	0	0	176,194	176,194	176,194
Other Financing Uses	16,695,408	23,471,863	22,813,519	24,445,613	24,445,613	973,750
Subtotal	$62,193,935	$73,101,384	$72,429,463	$76,989,862	$76,721,470	3,620,086

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,675	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	29,648,295	33,817,230	32,703,224	33,117,531	33,165,710	(651,520)
Charges for Services	864,822	931,631	931,631	1,012,331	1,012,331	80,700
Miscellaneous Revenues	4,074	9,996	9,996	9,996	9,996	0
Other Financing Sources	10,842,619	15,200,344	15,364,219	17,016,966	17,016,966	1,816,622
Subtotal	$41,361,485	$49,965,773	$49,015,642	$51,163,396	$51,211,575	1,245,802
Fund Balance	(3,343,653)	0	291,787	1,291,437	1,291,437	1,291,437
General Fund Contributions	$24,176,103	$23,135,611	$23,122,034	$24,535,029	$24,218,458	1,082,847
Total Source of Funds	$62,193,935	$73,101,384	$72,429,463	$76,989,862	$76,721,470	3,620,086

Summary of Recommendation

The FY 2019-20 Recommended Budget for Probation is $76,721,470, a net increase of $3,620,086. The Recommended Budget is financed by $51,211,575 in program revenue, $1,291,437 in departmental Fund Balance and $24,218,458 in General Fund Contributions (GFC). The increase in appropriations includes higher compensation-related cost pressures in retirement contributions, employee step increases, and health insurance for a total of $1.1 million, an increase of $1.0 million in Countywide Cost Allocation Plan (COWCAP) charges, and other County cost escalators, including the addition of the Enterprise Resource Planning future implementation charge of $219,009 and a $94,600 increase in County general liability and property insurance. The Department expects a $1.8 million increase in reimbursements principally financed by AB 109 Public Safety Realignment monies and Youthful Offender Block Grant restricted fund balance. The Department's GFC increased by $1.1 million primarily due to an additional $1.0 million to offset the rise in COWCAP charges.

The Recommended Budget of $76,721,470 continues to reflect two fund sources: the Local Revenue Fund budget of $24,445,613 and a General Fund budget of $52,275,857. Pursuant to State legislation, the Local Revenue Fund is a pass-through fund primarily for receipt of AB 109 Public Safety Realignment monies. The Department's AB 109 positions and operations are paid from the General Fund and reimbursed from the Local Revenue Fund as expenses are incurred. The funding associated with these realigned responsibilities is shared with other community corrections partners, including the Sheriff's Office, District Attorney, Public Defender, Health in the form of operating transfers from Probation to the recipient departments.

The Recommended Budget includes an augmentation of $146,941 to sustain medical care services to juvenile wards at-risk due to the fiscal pressures previously described.

The Recommended Budget includes funding for the Department's currently authorized 288.0 positions.

Budget Impacts

Despite the continued economic expansion, County revenues are not generating the growth needed to sustain significantly

increasing costs. The Department's Recommended Budget seeks to provide vital resources necessary to maintain status quo operations while ensuring that applicable mandates associated with public safety are achieved. This budget does not propose any significant service level impact, but still requires the Department to maintain decreased service levels in response to repeated prior years of staffing reductions due to budget constraints. The loss of this staffing continues to impact core service levels. Further, the Recommended Budget does not include the Department's requested augmentations of $268,392 to support increased costs for housing juvenile wards, and to meet obligations related to leave accrual buybacks.

Department Operational Accomplishments

Completed document sharing process with exchanges with the District Attorney and the Public Defender`s Office.

Implemented Graduated Responses and Incentives Matrix (GRM) strategies to ensure standardized responses to juvenile violations of probation. Enhanced Probation`s Case Management System to capture graduated responses to violations of probation.

Implemented the evidence-based victim awareness curriculum, Forward Thinking, as a component of the journaling system for all Youth Center (YC) residents.

Continued evidence-based supervision practices with the on-going objective of Return to Prison Rate (RPR) at less than 10%.

Reviewed the 5-year Strategic Data Plan. Enhanced quality assurance and analyzed workload for risk assessments and reassessments.

Expanded Restorative Justice tools and practices at the Silver Star Resource Center through a pilot project.

Department Operational Goals

Complete Phase I of the new Juvenile Hall construction, to include remodel of the dorm and new construction of two housing units, gym, school, and medical areas, as well as the booking area/sally port and inside/outside visitation areas.

Complete training of institutional staff on the operations and management of the new Juvenile Hall facility.

Manage the safe transfer of juvenile in-custody youth from the old Juvenile Hall facility to the new one.

Prepare for the demolition of the old Juvenile Hall facility and for Phase II of the construction project.

Continue to monitor the implementation of evidence-based supervision practices with the on-going objective of the Return to Prison Rate (RPR) at less than 10%.

Revise, formalize, and adopt a Department-wide 5-year Strategic Plan for Data Management and Reporting and identify core infrastructure activities to implement during the first year.

Establish contractual agreement and engage evaluator services to research and evaluate risk to recidivate and associated trends.

Design, administer and analyze engagement and satisfaction surveys for Youth Center residents and Foster Care population.

Develop and implement a formalized structure to manage changes, utilizing ad-hoc cross functional committees and operational protocols in the Adult Division.

Create and staff cross-functional Communication Work Group as a pilot in the Adult Division to foster collaborative communication and problem solving within the organization, as a result of the employee engagement survey.

Establish a computerized version of Policy and Procedure Manuals for Juvenile Institutions with easy access on shared site; manage and communicate updates to staff.

Establish Restorative Justice programs at SSRC on an on-going basis.

Pending Issues

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 cost related to their custody.

The annual DJJ placement rate was established in July 2012 at $24,000 per juvenile; this placement cost continues to pose a potential cost impact to FY 2019-20, based on the amount of youth in State custody and their commitment time.

The Continuum of Care Reform (CCR) will shorten the length of stay in out-of-home placement for some juvenile wards of the Court. Consequently, Probation will be involved in activities to facilitate and expedite the child`s return to a his/ her family or family-type setting with the use of resource families, while reducing the use of congregate (group home) care. CCR will greatly impact Probation with additional responsibilities, and its placement process and use of various levels of foster care for juvenile justice youth. Another challenge is the lack of licensed Short Term Residential Therapeutic Program (STRTP) facilities in Monterey County to serve this youth.

Another significant challenge is the absence of a locked mental health residential treatment facility for youth with severe mental illnesses. Although there are efforts to identify funding and all needed resources, this remains a slow process and a significant unmet need.

Since the implementation of AB 12 -Extended Foster Care in 2012, eligible Non-minor Dependents can opt to remain in "foster care" under Probation's case management from the age of 18 to 21. In this scenario, the Probation Officer assumes a case manager role, and is mandated by Placement rules (once a month visitations face-to-face, etc.), irrespective of where the minor resides. Since 2012, Probation has case-managed about 50 youths in Idaho, Oregon, Texas, Arizona, and California (the Department currently has 9 in the caseload, all in California). Although there is revenue for the

program through time study activities and capped reimbursement, the activities can be intense and time consuming for the officers traveling long distance and out of State.

The new juvenile hall capital project is currently behind schedule and is expected to exceed the project budget. The Resource Management Agency (RMA) Public Works and Facilities staff are assessing the amount of total funding needed to complete both phases of the project.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Alternative Programs (PRO001)	2,904,107	2,923,459	2,923,459	3,107,884	3,107,884	184,425	001	8162
Alternative Programs (PRO002)	3,031,830	1,684,672	1,465,541	1,324,407	1,324,407	(360,265)	022	8162
Juvenile Hall (PRO001)	8,985,182	11,093,715	11,093,715	9,430,684	9,280,612	(1,813,103)	001	8163
Youth Center (PRO001)	8,405,581	9,003,263	8,979,609	9,209,503	9,209,503	206,240	001	8164
Youth Center (PRO002)	955,268	4,695,135	4,695,135	4,887,015	4,887,015	191,880	022	8164
Adult Probation (PRO001)	13,671,262	16,146,046	16,146,046	16,688,877	16,688,877	542,831	001	8165
Adult Probation (PRO002)	12,401,021	15,391,370	14,952,157	16,213,779	16,213,779	822,409	022	8165
Juvenile Probation (PRO001)	6,264,730	6,880,637	6,880,637	7,030,107	7,030,107	149,470	001	8166
Juvenile Probation (PRO002)	307,289	1,700,686	1,700,686	2,020,412	2,020,412	319,726	022	8166
Probation Administration (PRO001)	5,267,665	3,582,401	3,592,478	7,077,194	6,958,874	3,376,473	001	8167
Subtotal	$62,193,935	$73,101,384	$72,429,463	$76,989,862	$76,721,470	3,620,086		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Juvenile Hall	8,985,182	11,093,715	11,093,715	9,430,684	9,280,612	(1,813,103)
Youth Center	9,360,849	13,698,398	13,674,744	14,096,518	14,096,518	398,120
Adult Probation	26,072,283	31,537,416	31,098,203	32,902,656	32,902,656	1,365,240
Juvenile Probation	6,572,018	8,581,323	8,581,323	9,050,519	9,050,519	469,196
Probation Administration	5,267,665	3,582,401	3,592,478	7,077,194	6,958,874	3,376,473
Alternative Programs	5,935,937	4,608,131	4,389,000	4,432,291	4,432,291	(175,840)
Subtotal	$62,193,935	$73,101,384	$72,429,463	$76,989,862	$76,721,470	3,620,086

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	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
14C30	MANAGEMENT ANALYST II	3.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
60F02	PROBATION AIDE	16.50	15.50	15.50	0.00
60F22	DEPUTY PROBATION OFFICER II	72.00	72.00	72.00	0.00
60F23	DEPUTY PROBATION OFFICER III	24.00	24.00	24.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
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	73.00	73.00	73.00	0.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	13.00	13.00	13.00	0.00
60I02	PROGRAM MANAGER II	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00	2.00	2.00	0.00
70K25	SENIOR COOK	4.50	4.50	4.50	0.00
70K80	HEAD COOK	1.00	1.00	1.00	0.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.00	1.00	1.00	0.00
70L01	LAUNDRY WORKER I	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	1.00	1.00	0.00
80A30	SECRETARIAL ASSISTANT	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	15.00	14.00	14.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	3.00	3.00	3.00	0.00
	Total	290.00	288.00	288.00	0.00

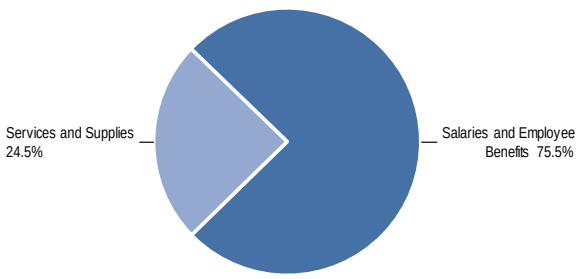
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2550	2550-8163-001-AUG3	Leave Buyback Unit M	Status Quo	150,072	0.00	0	0.00
2550	2550-8164-001-AUG1	Wards Medical Care	Status Quo	146,941	0.00	146,941	0.00
2550	2550-8167-001-AUG2	Division of Juvenile Justice Youth Facilities	Status Quo	118,320	0.00	0	0.00
			Grand Total	**415,333**	**0.00**	**146,941**	**0.00**

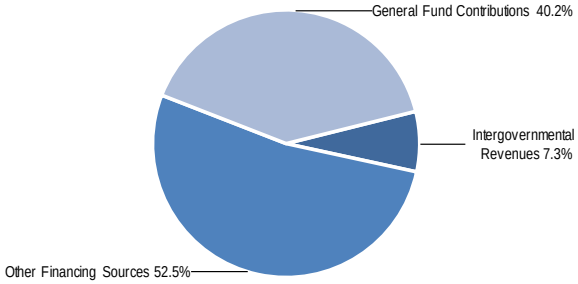
Alternative Programs

(Budget Unit 8162— Fund 001— Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,207,313	2,107,861	2,107,861	2,345,536	2,345,536	237,675
Services and Supplies	744,191	815,598	815,598	762,348	762,348	(53,250)
Other Charges	(47,397)	0	0	0	0	0
Subtotal	$2,904,107	$2,923,459	$2,923,459	$3,107,884	$3,107,884	184,425

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	569,408	333,871	333,871	226,086	226,086	(107,785)
Other Financing Sources	1,296,874	1,340,238	1,340,238	1,632,447	1,632,447	292,209
Subtotal	$1,866,282	$1,674,109	$1,674,109	$1,858,533	$1,858,533	184,424
General Fund Contributions	$1,037,825	$1,249,350	$1,249,350	$1,249,351	$1,249,351	1
Total Source of Funds	$2,904,107	$2,923,459	$2,923,459	$3,107,884	$3,107,884	184,425

Unit Description

The Alternative Programs unit includes a variety of programs directed at adjudicated and at-risk youth. These programs include the Silver Star Youth Program Day Reporting Center at Rancho Cielo, and the Silver Star Resource Center (SSRC) for gang prevention and early intervention, the Truancy Program, and Alternative Education collaborations with the Monterey County Office of Education. The Unit provides services in the continuum of care ranging from prevention and intervention to education and employment counseling in an effort to reduce the incidence of juvenile delinquency and gang involvement.

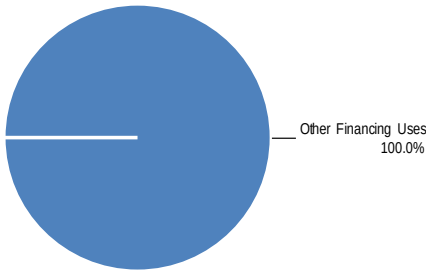
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
20B11	ACCOUNTANT II	1.00
60F02	PROBATION AIDE	5.50
60F22	DEPUTY PROBATION OFFICER II	5.00
60F23	DEPUTY PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	2.00
80E21	OFFICE ASSISTANT II	2.00
	Total	17.50

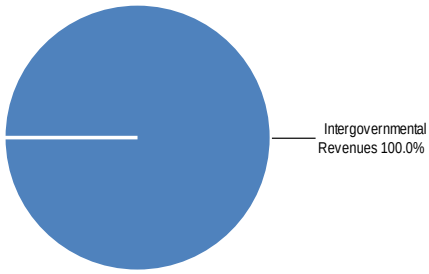
Alternative Programs

(Budget Unit 8162— Fund 022— Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	3,031,830	1,684,672	1,465,541	1,324,407	1,324,407	(360,265)
Subtotal	$3,031,830	$1,684,672	$1,465,541	$1,324,407	$1,324,407	(360,265)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	4,029,242	1,684,672	1,684,672	1,776,888	1,776,888	92,216
Subtotal	$4,029,242	$1,684,672	$1,684,672	$1,776,888	$1,776,888	92,216
Fund Balance	(997,411)	0	(219,131)	(452,481)	(452,481)	(452,481)
Total Source of Funds	$3,031,831	$1,684,672	$1,465,541	$1,324,407	$1,324,407	(360,265)

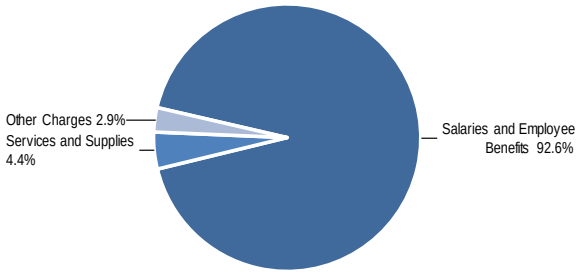
Unit Description

The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment" - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realignment programs' payments.

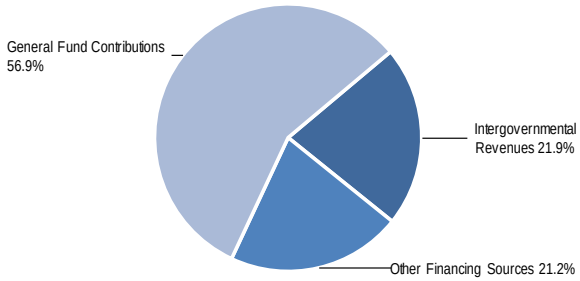
Juvenile Hall

(Budget Unit 8163— Fund 001— Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	7,549,193	8,408,226	8,408,226	8,745,029	8,594,957	186,731
Services and Supplies	601,749	363,655	363,655	412,706	412,706	49,051
Other Charges	834,240	2,321,834	2,321,834	272,949	272,949	(2,048,885)
Subtotal	$8,985,182	$11,093,715	$11,093,715	$9,430,684	$9,280,612	(1,813,103)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	1,690,538	1,791,249	1,791,249	2,030,030	2,030,030	238,781
Charges for Services	107,254	4,500	4,500	4,500	4,500	0
Miscellaneous Revenues	1,168	0	0	0	0	0
Other Financing Sources	898,991	1,970,244	1,970,244	1,967,245	1,967,245	(2,999)
Subtotal	$2,697,951	$3,765,993	$3,765,993	$4,001,775	$4,001,775	235,782
General Fund Contributions	$6,287,231	$7,327,722	$7,327,722	$5,428,909	$5,278,837	(2,048,885)
Total Source of Funds	$8,985,182	$11,093,715	$11,093,715	$9,430,684	$9,280,612	(1,813,103)

Unit Description

The Monterey County Juvenile Hall is a 114 bed facility that provides temporary detention for youth awaiting adjudication or disposition from Juvenile Court. Referrals to Juvenile Hall are received from countywide law enforcement agencies, the Probation Department, and the Court. Services are provided to youth to assist with their reintegration into the community and address their educational, physical, behavioral, psychological and emotional needs. Further, the Department operates the Home Supervision Program as a detention alternative that enables minors to return to their homes during the Court adjudication process.

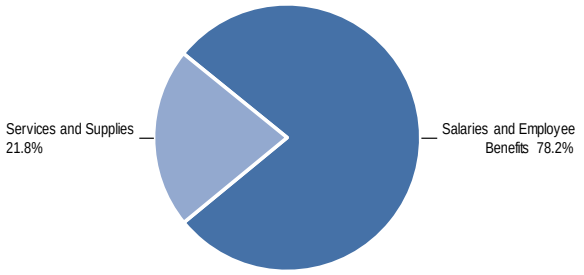
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
60F02	PROBATION AIDE	1.00
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	67.00

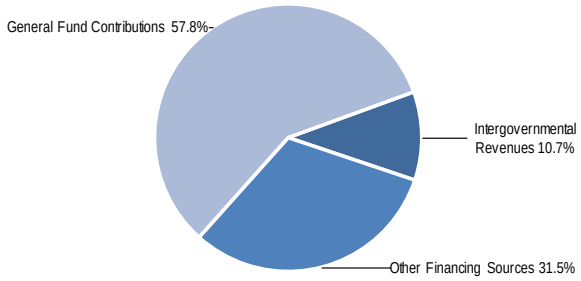
Youth Center

(Budget Unit 8164— Fund 001— Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	6,452,101	7,122,268	7,122,268	7,204,203	7,204,203	81,935
Services and Supplies	1,939,490	1,880,995	1,857,341	2,005,300	2,005,300	124,305
Capital Assets	13,989	0	0	0	0	0
Subtotal	$8,405,581	$9,003,263	$8,979,609	$9,209,503	$9,209,503	206,240

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	1,100,122	1,164,361	1,164,361	984,104	984,104	(180,257)
Charges for Services	6,012	0	0	0	0	0
Miscellaneous Revenues	0	5,996	5,996	5,996	5,996	0
Other Financing Sources	1,916,495	2,657,710	2,657,710	2,897,266	2,897,266	239,556
Subtotal	$3,022,628	$3,828,067	$3,828,067	$3,887,366	$3,887,366	59,299
General Fund Contributions	$5,382,952	$5,175,196	$5,151,542	$5,322,137	$5,322,137	146,941
Total Source of Funds	$8,405,581	$9,003,263	$8,979,609	$9,209,503	$9,209,503	206,240

Unit Description

The Monterey County Youth Center is a local secure residential, treatment facility and aftercare program designed for Monterey County Juvenile Court wards. The Youth Center is comprised of four dormitories with a total capacity of 60 male residents. The program's cognitive behavioral approach is focused on building trusting relationships with positive adult role models (staff), developing better decision making skills and learning strategies to reduce anger by attending group and individual counseling sessions along with receiving substance abuse, mental health and educational services.

Rehabilitation opportunities are offered in collaboration with other County agencies and departments, as well as private and business sectors of the community. The Youth Center's environment is designed to address anti-social/illegal behavior and thinking patterns in youth while promoting acceptance of personal responsibility; increasing self-awareness, enhancing resilience and personal coping mechanisms, and encouraging pro-social attitudes and behaviors.

The Aftercare/Re-entry portion of the program is spent in the community and can last from six to twelve months. All residents are placed on electronic monitoring when they first start aftercare. The goal of re-entry is to transition the youth successfully back into their family and the community through supervision, connection to resources and continued therapeutic treatment and support.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
60F02	PROBATION AIDE	3.00
60F22	DEPUTY PROBATION OFFICER II	2.00
60F23	DEPUTY PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	1.00
60F85	PROBATION DIVISION MANAGER	1.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	4.00

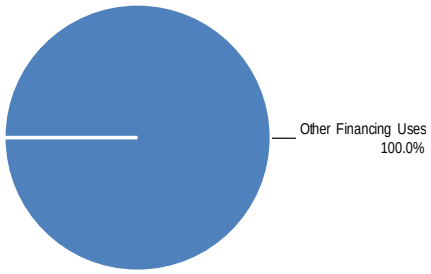
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
60F89	JUVENILE INSTITUTIONS OFFICER II	24.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	4.00
70K25	SENIOR COOK	4.50
70K80	HEAD COOK	1.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.00
70L01	LAUNDRY WORKER I	1.00
72A23	BUILDING MAINTENANCE WORKER	1.00
80A30	SECRETARIAL ASSISTANT	1.00
80E21	OFFICE ASSISTANT II	1.00
	Total	51.50

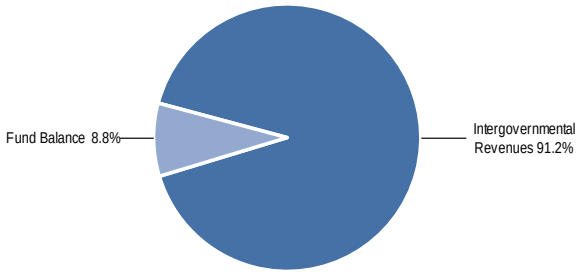
Youth Center

(Budget Unit 8164— Fund 022— Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	955,268	4,695,135	4,695,135	4,887,015	4,887,015	191,880
Subtotal	$955,268	$4,695,135	$4,695,135	$4,887,015	$4,887,015	191,880

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	2,080,956	4,695,135	4,695,135	4,455,303	4,455,303	(239,832)
Subtotal	$2,080,956	$4,695,135	$4,695,135	$4,455,303	$4,455,303	(239,832)
Fund Balance	(1,125,688)	0	0	431,712	431,712	431,712
Total Source of Funds	$955,268	$4,695,135	$4,695,135	$4,887,015	$4,887,015	191,880

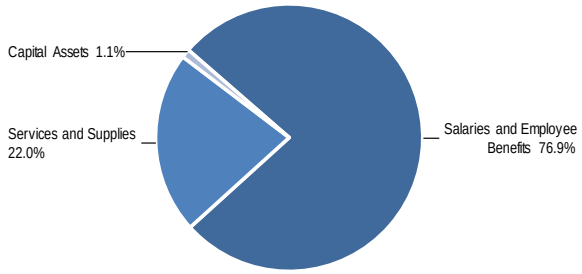
Unit Description

The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment " - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realignment programs' payments.

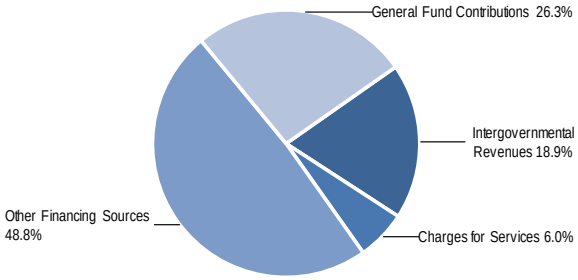
Adult Probation

(Budget Unit 8165— Fund 001— Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	10,925,860	12,459,904	12,459,904	12,828,350	12,828,350	368,446
Services and Supplies	2,937,330	3,662,961	3,662,961	3,676,152	3,676,152	13,191
Other Charges	(210,631)	23,181	23,181	8,181	8,181	(15,000)
Capital Assets	18,703	0	0	176,194	176,194	176,194
Subtotal	$13,671,262	$16,146,046	$16,146,046	$16,688,877	$16,688,877	542,831

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,675	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	2,624,830	2,987,619	2,823,744	3,148,612	3,148,612	160,993
Charges for Services	634,538	927,131	927,131	1,007,831	1,007,831	80,700
Miscellaneous Revenues	2,406	2,000	2,000	2,000	2,000	0
Other Financing Sources	5,901,450	7,696,442	7,860,317	8,142,401	8,142,401	445,959
Subtotal	$9,164,899	$11,619,764	$11,619,764	$12,307,416	$12,307,416	687,652
General Fund Contributions	$4,506,364	$4,526,282	$4,526,282	$4,381,461	$4,381,461	(144,821)
Total Source of Funds	$13,671,262	$16,146,046	$16,146,046	$16,688,877	$16,688,877	542,831

Unit Description

The Monterey County Adult Probation Division provides all adult services (court investigation, case management, and field supervision) for adult offenders as ordered by the sentencing court. These orders require actions such as probation searches, drug testing, collection of fines, fees and victim restitution, and referral of adult offenders to community treatment interventions. Special services include supervision by electronic monitoring, Pretrial Services, Drug Treatment Court, Mental Health Court (Creating New Choices-CNC), Driving Under the Influence Court, Veterans Treatment Court, Adult Day Reporting Center, Adult Placement Program, general supervision caseloads, and specialized caseloads and services for sex offenders, gang members and domestic violence (Family Violence Unit and Child Advocate Program).

Officers conduct risk and needs assessments using the Ohio Risk Assessment System to identify and address criminogenic needs based on risk level and the Ontario Domestic Assault Risk Assessment as a risk assessment tool for domestic violence.

The Adult Division is also responsible for supervision in the community of the realigned populations being released from the Division of Juvenile Justice and the California Department of Corrections and Rehabilitation. In addition to the supervision of these populations, this responsibility also entails coordination with the State, Monterey County Jail, and the Court.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
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	DEPUTY PROBATION OFFICER II	44.00
60F23	DEPUTY PROBATION OFFICER III	13.00

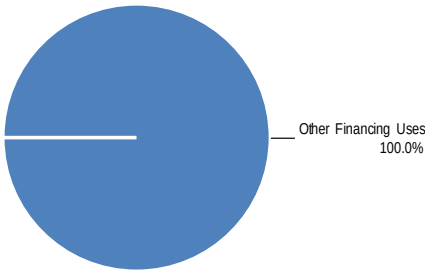
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
60F84	PROBATION SERVICES MANAGER	6.00
60F85	PROBATION DIVISION MANAGER	1.00
60I02	PROGRAM MANAGER II	1.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00
80A32	SENIOR SECRETARY	1.00
80E21	OFFICE ASSISTANT II	7.00
80E22	OFFICE ASSISTANT III	2.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80W21	WORD PROCESSOR	1.00
	Total	86.00

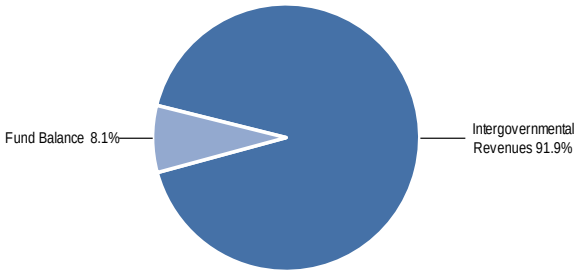
Adult Probation

(Budget Unit 8165— Fund 022— Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	12,401,021	15,391,370	14,952,157	16,213,779	16,213,779	822,409
Subtotal	$12,401,021	$15,391,370	$14,952,157	$16,213,779	$16,213,779	822,409

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	13,582,963	15,391,370	14,441,239	14,901,573	14,901,573	(489,797)
Subtotal	$13,582,963	$15,391,370	$14,441,239	$14,901,573	$14,901,573	(489,797)
Fund Balance	(1,181,942)	0	510,918	1,312,206	1,312,206	1,312,206
Total Source of Funds	$12,401,021	$15,391,370	$14,952,157	$16,213,779	$16,213,779	822,409

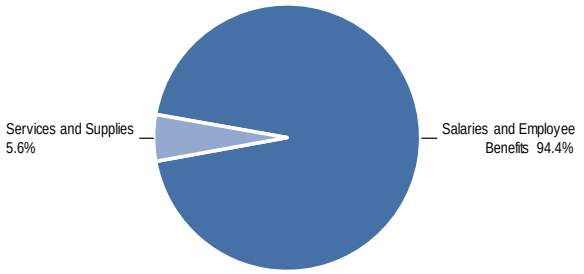
Unit Description

The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment " - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realignment programs' payments.

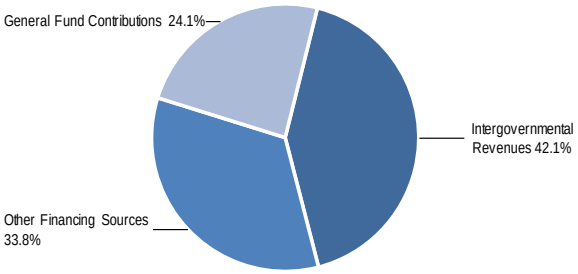
Juvenile Probation

(Budget Unit 8166— Fund 001— Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	5,997,728	6,732,992	6,732,992	6,865,384	6,865,384	132,392
Services and Supplies	505,220	392,032	392,032	409,110	409,110	17,078
Other Charges	(238,218)	(244,387)	(244,387)	(244,387)	(244,387)	0
Subtotal	$6,264,730	$6,880,637	$6,880,637	$7,030,107	$7,030,107	149,470

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	3,448,300	3,576,769	3,576,769	2,958,644	2,958,644	(618,125)
Charges for Services	936	0	0	0	0	0
Miscellaneous Revenues	0	2,000	2,000	2,000	2,000	0
Other Financing Sources	828,809	1,535,710	1,535,710	2,377,607	2,377,607	841,897
Subtotal	$4,278,045	$5,114,479	$5,114,479	$5,338,251	$5,338,251	223,772
General Fund Contributions	$1,986,684	$1,766,158	$1,766,158	$1,691,856	$1,691,856	(74,302)
Total Source of Funds	$6,264,730	$6,880,637	$6,880,637	$7,030,107	$7,030,107	149,470

Unit Description

The Monterey County Juvenile Probation Division consists of intake, diversion and early intervention services, court investigation, and field supervision. Services include victim restitution, restorative justice programs, Campus-based Probation Officer program, a specialized juvenile sex offender program (Juvenile Sex Offender Response Team-JSORT), and juvenile special services, such as the Placement Intervention Program, mental health assessments and a mental health court (Community Action Linking Adolescents-CALA), juvenile drug court and out-of-home placement, including wrap-around services.

Orders of probation require a variety of activities, including drug testing, the collection of fees, fines and victim restitution, probation searches, the monitoring of school performance and referrals of minors and families to various community treatment interventions, conducting the Ohio Youth Assessment System to identify criminogenic needs, assessing youth and the family to determine if the youth is at-risk of being a candidate for foster care, developing and constantly assessing minor's progress to enable them to meet their rehabilitative goals.

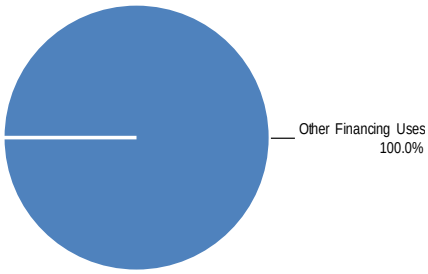
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
60F02	PROBATION AIDE	3.00
60F22	DEPUTY PROBATION OFFICER II	21.00
60F23	DEPUTY PROBATION OFFICER III	7.00
60F84	PROBATION SERVICES MANAGER	3.00
60F85	PROBATION DIVISION MANAGER	1.00
80E21	OFFICE ASSISTANT II	4.00
80E22	OFFICE ASSISTANT III	4.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80W21	WORD PROCESSOR	2.00
	Total	47.00

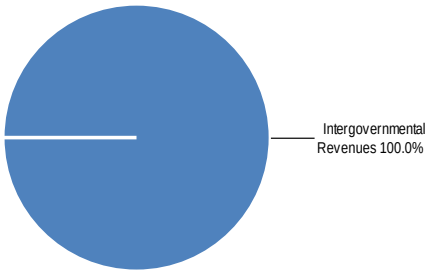
Juvenile Probation

(Budget Unit 8166— Fund 022— Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	307,289	1,700,686	1,700,686	2,020,412	2,020,412	319,726
Subtotal	$307,289	$1,700,686	$1,700,686	$2,020,412	$2,020,412	319,726

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	345,901	1,700,686	1,700,686	2,020,412	2,020,412	319,726
Subtotal	$345,901	$1,700,686	$1,700,686	$2,020,412	$2,020,412	319,726
Fund Balance	(38,612)	0	0	0	0	0
Total Source of Funds	$307,289	$1,700,686	$1,700,686	$2,020,412	$2,020,412	319,726

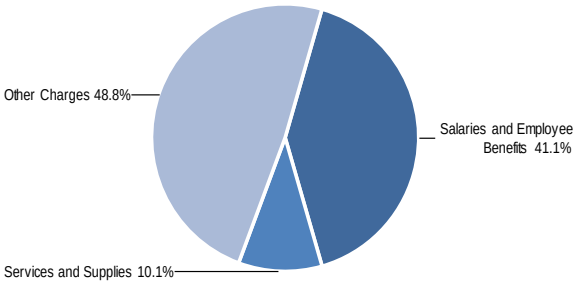
Unit Description

The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment"- of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realignment programs' payments.

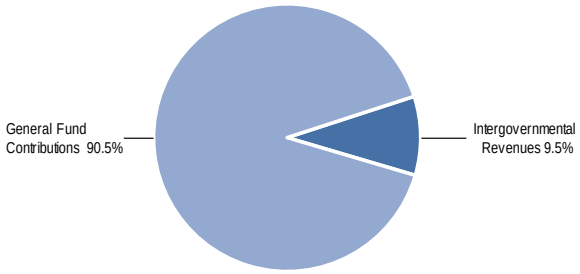
Probation Administration

(Budget Unit 8167— Fund 001— Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,848,650	2,785,624	2,785,624	2,859,733	2,859,733	74,109
Services and Supplies	499,847	434,792	434,792	704,186	704,186	269,394
Other Charges	1,912,136	361,985	372,062	3,513,275	3,394,955	3,032,970
Capital Assets	7,033	0	0	0	0	0
Subtotal	$5,267,665	$3,582,401	$3,592,478	$7,077,194	$6,958,874	3,376,473

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	176,036	491,498	491,498	615,879	664,058	172,560
Charges for Services	116,083	0	0	0	0	0
Miscellaneous Revenues	500	0	0	0	0	0
Subtotal	$292,619	$491,498	$491,498	$615,879	$664,058	172,560
General Fund Contributions	$4,975,046	$3,090,903	$3,100,980	$6,461,315	$6,294,816	3,203,913
Total Source of Funds	$5,267,665	$3,582,401	$3,592,478	$7,077,194	$6,958,874	3,376,473

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 2019-20 Positions

Classification Code	Classification Label	FTE
11A06	CHIEF PROBATION OFFICER	1.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
16F40	DEPARTMENTAL INFORMATION 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. Responsibilities include: protecting the health and safety of workers, the public, and the environment; safeguarding the County from the introduction of harmful pests and diseases detrimental to agriculture; promoting and protecting agriculture; and assuring business and consumer confidence in the marketplace.

Programs and Functions:

Pesticide use enforcement, plant quarantine, pest exclusion, pest detection, fruit and vegetable standardization, nursery, seed, and weights and measures enforcement are major programs. The Agricultural Commissioner also performs pest management activities within the County, and provides phytosanitary certification services that enable export of agricultural products. An annual Crop Report tabulates the gross value of agricultural production in the County. Under the Sealer of Weights and Measures, staff registers and verifies the accuracy of all commercial weighing and measuring devices, to maintain equity in the marketplace and for the protection of the consumer.

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

ECONOMIC DEVELOPMENT

Agricultural regulatory programs ensure a healthy and viable agricultural economy by maintaining a level playing field and excluding harmful pest and diseases, and preventing illegal residues on agricultural commodities. Phytosanitary certification facilitates exportation of agricultural products, while annual crop reports and associated economic reports quantify the contribution of agriculture to the local economy. Agricultural education programs support the industry and educate policy makers. The Weights and Measures program maintains equity in the marketplace and protects consumers.

ADMINISTRATION

Active recruitment of women and minorities, focus on retention and advancement with investment in training, and fostering a culture of teamwork and inclusivity.

HEALTH AND HUMAN SERVICES

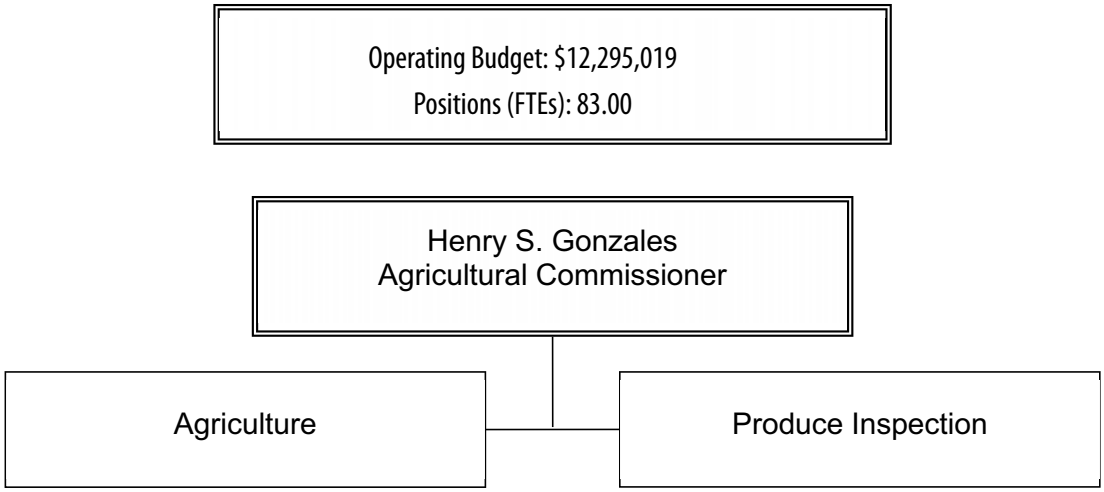
Pesticide Use Enforcement program protects farm workers, the public and the environment from exposure, and investigates all possible pesticide-related reports of illness, injury or environmental effect.

INFRASTRUCTURE

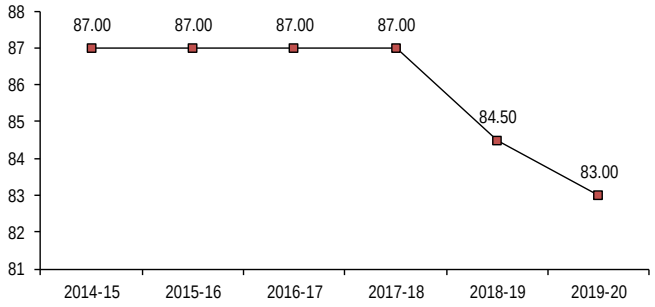
Prevention of excessive erosion protects County roads and drainage systems. The Office contracts with the Resource Conservation District to provide assistance to small farmers to control erosion and holds annual "Ag Expo" and seminars to educate Spanish-speaking growers about conservation practices.

PUBLIC SAFETY

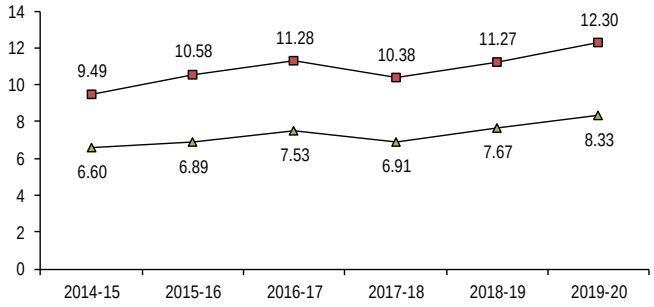
Pesticide Use Enforcement program protects farm workers, the public and the environment from exposure to pesticides. Preventing the introduction of invasive pests eliminates the need to apply more pesticides.



Staffing Trends



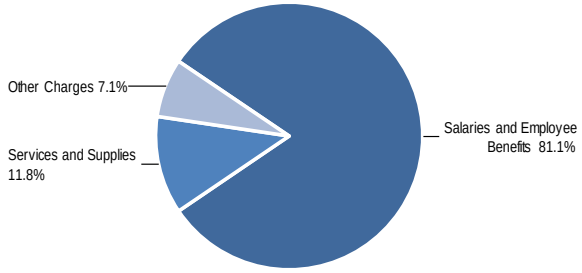
Expenditure/Revenue History (in millions)



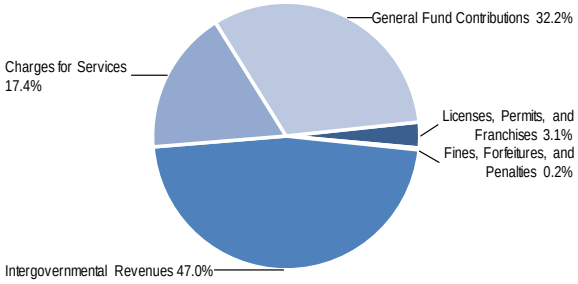
The Agricultural Commissioner enforces state and local regulations in concert with state agencies to protect agriculture, human health and safety, and the environment. Primary programs are Pesticide Use Enforcement, Plant Quarantine, and Fruit and Vegetable Standardization.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Phytosanitary Certificates for Commodity Export issued.	36,296	23,670	14,233
Pest detection traps set for target insects.	3,734	4,502	400
Pesticide use monitoring inspections completed.	1,696	1,455	1,264
Pesticide Use Training and Outreach Sessions delivered.	32	49	33
Weighing and Measuring Devices inspected.	6,790	6,349	3,094
Consumer complains investigated.	34	37	6

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	7,848,434	9,244,067	8,770,029	10,160,705	9,969,745	725,678
Services and Supplies	2,413,566	1,360,442	1,565,044	1,451,941	1,451,941	91,499
Other Charges	37,520	518,236	843,236	873,333	873,333	355,097
Capital Assets	80,521	0	89,913	0	0	0
Other Financing Uses	0	1,100	0	0	0	(1,100)
Subtotal	$10,380,040	$11,123,845	$11,268,222	$12,485,979	$12,295,019	1,171,174

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	379,265	370,000	370,000	380,000	380,000	10,000
Fines, Forfeitures, and Penalties	23,315	30,000	30,000	30,000	30,000	0
Intergovernmental Revenues	4,610,631	4,996,727	5,066,727	5,781,599	5,781,599	784,872
Charges for Services	1,883,382	2,195,936	2,195,936	2,141,004	2,141,004	(54,932)
Miscellaneous Revenues	2,609	2,100	2,350	2,100	2,100	0
Other Financing Sources	8,034	0	0	0	0	0
Subtotal	$6,907,235	$7,594,763	$7,665,013	$8,334,703	$8,334,703	739,940
General Fund Contributions	$3,472,805	$3,529,082	$3,603,209	$4,151,276	$3,960,316	431,234
Total Source of Funds	$10,380,040	$11,123,845	$11,268,222	$12,485,979	$12,295,019	1,171,174

Summary of Recommendation

The Recommended Budget for the Agricultural Commissioner's Office is $12,295,019, financed by $8,334,703 in revenues and $3,960,316 in general fund contribution (GFC). The Recommended Budget represents an increase in appropriations of $1,171,174 due to an increase in County Wide Cost Allocation Plan (COWCAP) charges, the addition of cannabis enforcement related positions, and a decrease in anticipated salary savings for vacant positions anticipated to be filled, as well as increases in pension and employee health benefit costs. Revenue increases by $739,940 due to an increase of $320,584 in State Unclaimed Gas Tax, $300,000 in Mill Tax and a net increase of $119,356 from State Pest Detection contracts.

The Recommended Budget includes one additional Deputy Agricultural Commissioner position added to regulate pest detection activities.

Budget Impacts

The Department decreased total FTE in the Produce Inspection Unit by a combined 1.5 FTE. The reduction was made to reflect the seasonal nature of positions to their authorized FTE. Increased non-discretionary costs are addressed with additional Unclaimed Gas Tax. The Recommended Budget does not include two augmentations: a .5 FTE Weights and Measures position for the current cannabis program and an Inspector Biologist III for cannabis outdoor grow.

Department Operational Accomplishments

Pesticide use around schools continues to be a major focus of the Agricultural Commissioner's office. This past year the Departments grant-funded Pilot Fumigation Notification Project was expanded to include seven additional schools in the North Monterey County School District. The farmingsafelynearschools.com bilingual website has been updated and includes maps of the schools in the pilot project and surrounding farms, information on pesticide use regulations, commonly asked questions about pesticides, a health section

featuring tips on reducing pesticide exposures and information on what to do if you think you have been exposed to a pesticide. Additionally, people can request five-day notification for fumigation applications within a quarter mile, or 1,320 feet of the ten schools now in the pilot project.

In September 2018, the Department hosted a second cannabis grower continuing education session with 50 attendees, issued over 100 cannabis operations Operator ID Numbers to report pesticide use, and are scheduled to conduct 40 business record audits by June 30.

The Pest Detection Program was successful in finding two target insect pests, the Asian Citrus Psyllid, in Soledad and the Japanese Beetle in Salinas and Sand City. The Asian Citrus Psyllid resulted in the treatment of surrounding properties, and the establishment of a quarantine area. The Asian Citrus Psyllid is a pest that acts as a vector of the huanglongbing (HLB) bacterium, a devastating disease of citrus. If not quickly detected and eradicated, they could reach the commercial citrus areas and spread the HLB.

The Japanese Beetle detections resulted in a delimitation survey, but no additional pests were found at other sites. The beetle larvae are a serious pest of turf, and adults damage a wide variety of both ornamental and agricultural plants. Intensive Taiwan inspection protocols and procedures were developed and implemented. Similar procedures were also developed for a new China strawberry export program. The program costs were not reviewed during this fiscal year due to administrative load.

There were 11,000 less State export certificates issued in 2018 in comparison to 2017. This is a significant drop primarily due to a decrease in the need of State certificates for Light Brown Apple Moth (LBAM) hosts. On average 5,800 State certificates are issued. The Department expects the 2019 certificate issuance to be close to the average.

In May 2018, a departmental cannabis inspection team was created and began a Pilot Inspection Program through an agreement with the California Department of Food and Agriculture (CDFA) CalCannabis. Inspections focused on temporary licensed cultivators, nurseries and processors compliance with the Medicinal and Adult Use of Cannabis Regulation and Safety Act. A total of 107 inspections were conducted during this pilot program.

Monterey County Certified Organic emphasized educating staff and improving the outreach to potential clients with the expectation of increasing the number of clients by 20%. As a result, three clients were added, increasing clients by 19%, nearly meeting the 2018 goal of 20%.

Weights & Measures provided consumer protection service by conducting 131 quality control inspections, including 16 inspections involving price scanners. Scanner inspections resulted in two civil penalties for consumer overcharges totaling $900. Twenty-nine consumer complaints were investigated, including 15 involving petroleum products. Weights & Measures staff registered nine cannabis weighing devices and provided information on Weighmaster licenses.

Construction started and is nearly completed on the new Pajaro branch office located at 29B Bishop Street. This will allow the branch office to move to a County-owned building and away from leased space by mid-2019.

Department Operational Goals

Develop and implement intensive Taiwan inspection procedures required for seed shipments. Similar procedures will be developed and implemented for nursery stock.

A program review will be completed, and the data used to identify program improvements.

Implement an industrial hemp registration program and register industrial hemp businesses operating in the County as required by CDFA.

Move North County branch operation from existing leased space to new county owned building, 29B Bishop Street by July 2019.

Pending Issues

Head lettuce producers, through the Grower-Shipper Association (GSA) of the Central California, requested the assistance of the Agricultural Commissioner's office in repealing Monterey County Code of Ordinances Chapter 10.16 Produce Inspection Head Lettuce. In addition, the GSA requested the Agricultural Commissioner cease all operations of the Head Lettuce Inspection Program at the conclusion of the 2018 season. The GSA request was later presented to the Monterey County Agricultural Advisory Committee for consideration of a recommendation to the Board of Supervisors to repeal the chapter. If the Board of Supervisors orders the repeal, this $1,000,000 program will result in the lay-off of two employees and the loss of administrative overhead charged to the program.

Policy Considerations

The Department did not meet Maintenance of Effort (MOE) in FY 2016-17 which requires maintaining net county cost at or above the five-year rolling average. Failure to meet MOE required justification of financial hardship to retain Unclaimed Gas Tax revenue (UGT) of approximately $1.25 million. The Department did not meet Maintenance of Effort (MOE) again in FY 2017-18 and was again in jeopardy of losing UGT this time in an amount of $1.97 million. The increase in UGT from $1.25 million to $1.97 million reflects the 2017 statewide increase in gas tax. Starting in FY 2018-19 the UGT is projected to increase to approximately $26 million statewide on an annual basis. The Department is unsure if it will meet MOE in FY 2018-19 due to the increase in the UGT. Additionally, changes in the COWCAP charges may impact MOE.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Agriculture/Weights & Measures (AGR001)	9,501,961	10,010,625	10,155,002	11,474,975	11,284,015	1,273,390	001	8001

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Produce Inspection (AGR001)	878,079	1,113,220	1,113,220	1,011,004	1,011,004	(102,216)	001	8002
Subtotal	$10,380,040	$11,123,845	$11,268,222	$12,485,979	$12,295,019	1,171,174		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Agriculture/Weights & Measures	9,501,961	10,010,625	10,155,002	11,474,975	11,284,015	1,273,390
Produce Inspection	878,079	1,113,220	1,113,220	1,011,004	1,011,004	(102,216)
Subtotal	$10,380,040	$11,123,845	$11,268,222	$12,485,979	$12,295,019	1,171,174

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A02	AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	3.00	2.00	1.50	-0.50
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	1.00	1.00	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	4.50	5.50	1.00
30M21	PRODUCE INSPECTOR I	1.00	1.00	0.75	-0.25
30M22	PRODUCE INSPECTOR II	3.00	3.00	2.25	-0.75
30N05	AGRICULTURAL ASSISTANT II	17.00	17.00	15.50	-1.50
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	30.00	31.00	31.00	0.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00	1.00	1.00	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	7.00	7.00	8.00	1.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	4.00	3.00	2.50	-0.50
80G21	DATA ENTRY OPERATOR II	2.00	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
	Total	87.00	84.50	83.00	-1.50

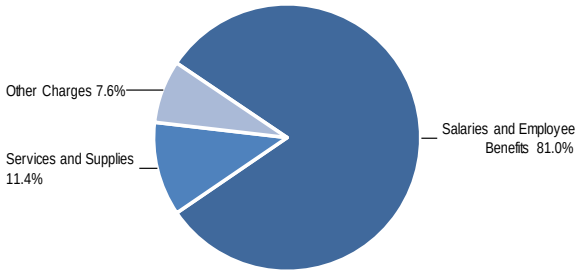
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
2810	2810-8001-001-AUG1	New Deputy Agricultural Commissioner	New Position	0	1.00	0	1.00
2810	2810-8001-001-AUG2	New Agricultural Inspector/Biologist III	New Position	127,314	1.00	0	0.00
2810	2810-8001-001-AUG3	New Weights/Measures Inspector III	New Position	63,646	0.50	0	0.00
			Grand Total	**190,960**	**2.50**	**0**	**1.00**

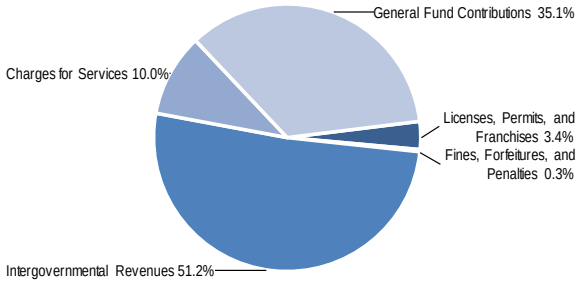
Agriculture/Weights & Measures

(Budget Unit 8001— Fund 001— Appropriation Unit AGR001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	7,278,632	8,345,800	7,847,569	9,335,516	9,144,556	798,756
Services and Supplies	2,080,717	1,163,552	1,392,247	1,281,320	1,281,320	117,768
Other Charges	62,093	500,273	825,273	858,139	858,139	357,866
Capital Assets	80,521	0	89,913	0	0	0
Other Financing Uses	0	1,000	0	0	0	(1,000)
Subtotal	$9,501,961	$10,010,625	$10,155,002	$11,474,975	$11,284,015	1,273,390

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	379,265	370,000	370,000	380,000	380,000	10,000
Fines, Forfeitures, and Penalties	23,315	30,000	30,000	30,000	30,000	0
Intergovernmental Revenues	4,610,631	4,996,727	5,066,727	5,781,599	5,781,599	784,872
Charges for Services	1,005,303	1,082,716	1,082,716	1,130,000	1,130,000	47,284
Miscellaneous Revenues	2,609	2,100	2,350	2,100	2,100	0
Other Financing Sources	8,034	0	0	0	0	0
Subtotal	$6,029,156	$6,481,543	$6,551,793	$7,323,699	$7,323,699	842,156
General Fund Contributions	$3,472,805	$3,529,082	$3,603,209	$4,151,276	$3,960,316	431,234
Total Source of Funds	$9,501,961	$10,010,625	$10,155,002	$11,474,975	$11,284,015	1,273,390

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 2019-20 Positions

Classification Code	Classification Label	FTE
11A02	AGRICULTURAL COMMISSIONER	1.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C31	MANAGEMENT ANALYST III	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
16G25	GIS ANALYST III	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
30G22	WEIGHTS/MEASURES INSPECTOR III	5.50
30N05	AGRICULTURAL ASSISTANT II	11.00

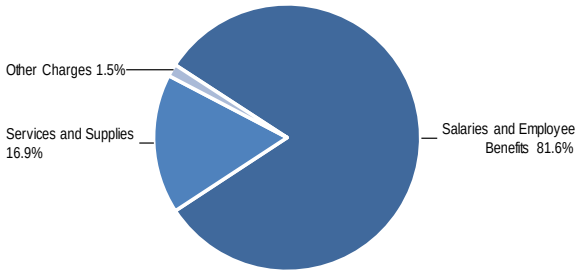
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	31.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	8.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E22	OFFICE ASSISTANT III	2.00
80G21	DATA ENTRY OPERATOR II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	74.50

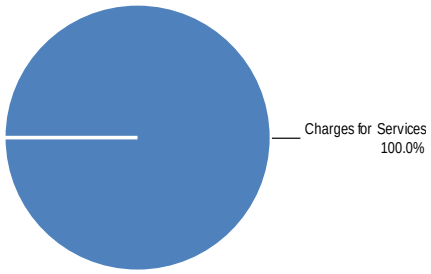
Produce Inspection

(Budget Unit 8002— Fund 001— Appropriation Unit AGR001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	569,803	898,267	922,460	825,189	825,189	(73,078)
Services and Supplies	332,849	196,890	172,797	170,621	170,621	(26,269)
Other Charges	(24,573)	17,963	17,963	15,194	15,194	(2,769)
Other Financing Uses	0	100	0	0	0	(100)
Subtotal	$878,079	$1,113,220	$1,113,220	$1,011,004	$1,011,004	(102,216)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	878,079	1,113,220	1,113,220	1,011,004	1,011,004	(102,216)
Subtotal	$878,079	$1,113,220	$1,113,220	$1,011,004	$1,011,004	(102,216)
General Fund Contributions	$0	$0	$0	$0	$0	0
Total Source of Funds	$878,079	$1,113,220	$1,113,220	$1,011,004	$1,011,004	(102,216)

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 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	0.50
30M21	PRODUCE INSPECTOR I	0.75
30M22	PRODUCE INSPECTOR II	2.25
30N05	AGRICULTURAL ASSISTANT II	4.50
80E22	OFFICE ASSISTANT III	0.50
	Total	8.50

Resource Management Agency

Departmental Overview:

The Resource Management Agency (RMA) centralizes a range of land use and capital services, including Building Services, Planning, Public Works, Facilities, and Parks to ensure reasonable and safe development, plan for future needs, manage infrastructure and County facilities, and protect natural resources.

Programs and Functions:

The Land Use & Community Development Division manages land use functions, including: Building Services, Planning, Permit Center, Development Services, County Surveyor, Environmental Services, Compliance, and Park Planning.

The Public Works & Facilities Division maintains the County's infrastructure including: roads, bridges, County facilities, and Parks operations.

The Administrative Services Division provides services to support RMA operations.

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

ECONOMIC DEVELOPMENT

Streamline the permitting and application process, as well as, develop regulations that provide opportunities to generate increased tax revenues.

ADMINISTRATION

Utilize performance measures to monitor key public services and track trends that form organizational improvements and efficiencies.

HEALTH AND HUMAN SERVICES

Promote health in all land use policy documents.

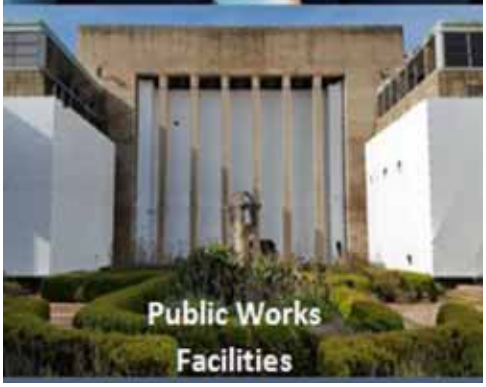
INFRASTRUCTURE

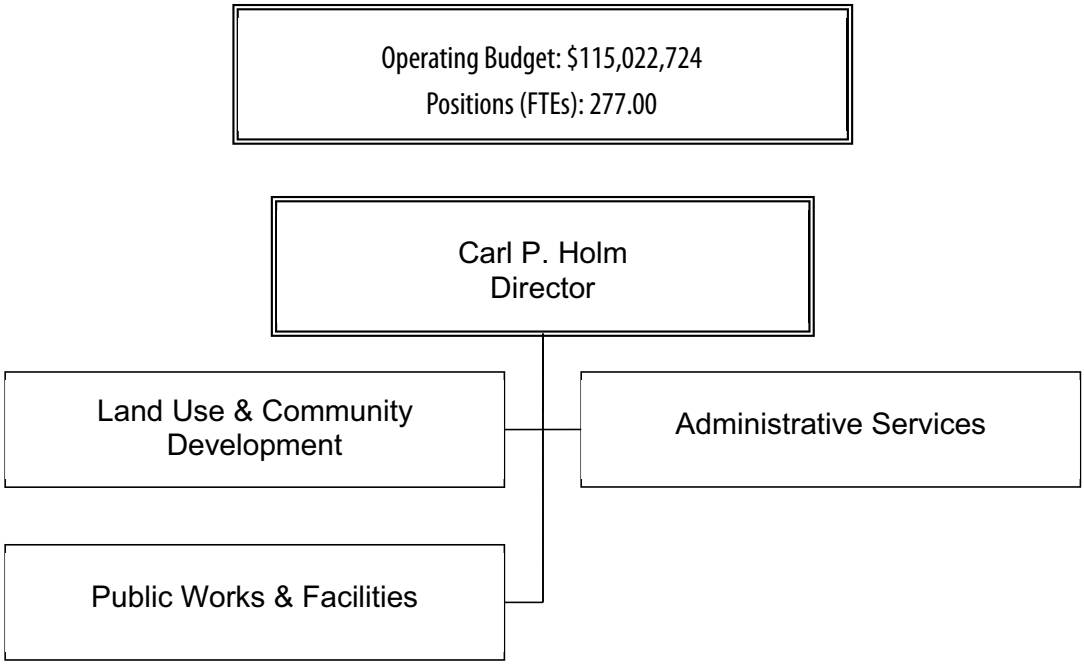
Ensure that projects funded in the Countywide Five-Year Capital Improvement Plan (CIP) are completed on schedule and on budget.

Continue to update and implement facility management plans and work to increase proactive maintenance.

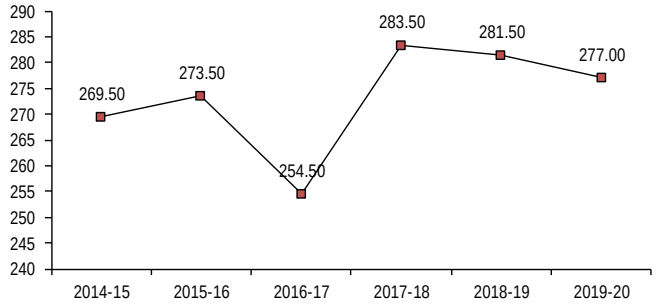
PUBLIC SAFETY

Complete safety improvements, which provide safe facilities and environments for adult and juvenile inmates and staff.

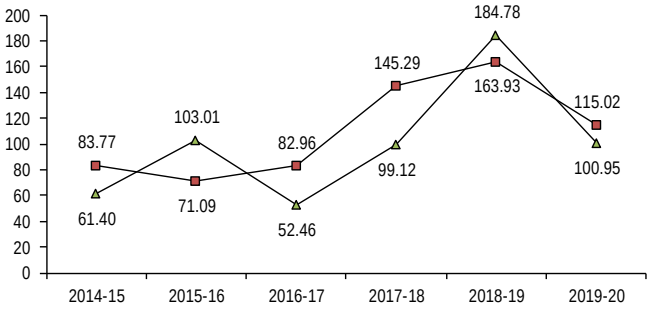




Staffing Trends



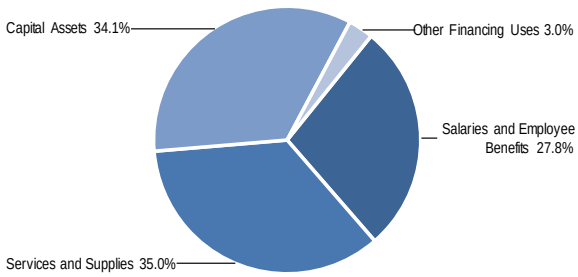
Expenditure/Revenue History (in millions)



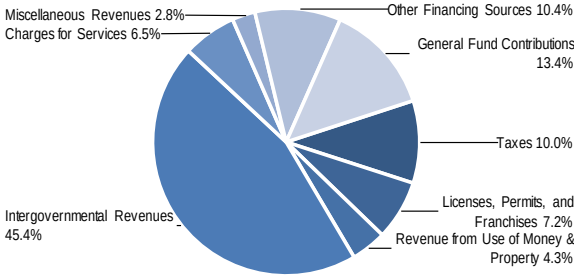
RMA utilizes these measures to inform operational improvements, assist in developing budgets, and identify additional resources needed to achieve its targets. RMA partnered with the Transportation Agency for Monterey County (TAMC) on a countywide road condition assessment providing field data that was not available in the prior fiscal years.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Percent of land discretionary permit applications decided by an initial study (ND/MND) completed within 180 days (legally required timeline). Target = 100%	30%	37%	46%
Percent of County roads (1,232 miles) at Pavement Condition Index rating of 60 or above (* prior years were modeled data). Target = 50%	4.2%*	3.0%*	14.6%
Percent of fully funded priority Capital Improvement Program (CIP) projects on scheduled and on budget. Target = 100%	84%	75%	78%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	29,769,279	34,770,597	31,275,223	35,470,218	33,044,049	(1,726,548)
Services and Supplies	46,967,814	30,988,366	39,130,325	44,306,003	41,703,072	10,714,706
Other Charges	(21,796,264)	(9,980,157)	(9,917,325)	(3,867,945)	(3,965,554)	6,014,603
Capital Assets	90,271,016	89,904,340	103,372,555	53,151,137	40,630,294	(49,274,046)
Other Financing Uses	73,200	306,657	73,400	3,610,863	3,610,863	3,304,206
Subtotal	$145,285,045	$145,989,803	$163,934,178	$132,670,276	$115,022,724	(30,967,079)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	7,392,282	6,220,271	8,424,395	11,618,974	11,618,974	5,398,703
Licenses, Permits, and Franchises	8,882,004	10,298,188	8,163,039	8,437,602	8,437,602	(1,860,586)
Fines, Forfeitures, and Penalties	31,298	42,032	32,283	37,283	34,921	(7,111)
Revenue from Use of Money & Property	6,495,411	5,549,524	5,518,393	5,727,588	4,992,830	(556,694)
Intergovernmental Revenues	36,775,921	67,312,250	139,593,501	52,916,618	52,916,618	(14,395,632)
Charges for Services	6,200,757	6,587,742	5,565,513	7,677,346	7,577,346	989,604
Miscellaneous Revenues	274,732	1,323,585	2,503,506	3,254,465	3,254,465	1,930,880
Other Financing Sources	33,067,712	19,163,596	14,974,893	12,112,525	12,112,525	(7,051,071)
Subtotal	$99,120,117	$116,497,188	$184,775,523	$101,782,401	$100,945,281	(15,551,907)
Fund Balance	32,993,707	15,419,038	(35,572,741)	9,199,936	(1,496,130)	(16,915,168)
General Fund Contributions	$13,171,222	$14,073,577	$14,731,396	$22,196,776	$15,573,573	1,499,996
Total Source of Funds	$145,285,046	$145,989,803	$163,934,178	$133,179,113	$115,022,724	(30,967,079)

Summary of Recommendation

The Recommended Budget for the Resource Management Agency (RMA) is $115,022,724, financed by $100,945,281 in program revenue and $15,573,573 in General Fund Contribution (GFC). Overall fund balance is budgeted to increase $1,496,130 mostly due to the increase in revenues for County roads. The Recommended Budget increases GFC by $1,499,996 primarily due to a one-time increase of $1,656,567 for the credit reduction in the Countywide Cost Allocation Plan (COWCAP).

While the Recommended Budget includes increased costs due to pensions, employee health insurance, and General Liability, overall expenditures decrease $31.0 million from the prior year due to a reduction in capital project activity, and the Department's decision to maintain a vacancy rate near 10% due to budget constraints.

The Recommended Budget includes a decrease in revenue of $15.6 million mostly due to a decline in State funds for major capital projects planned in Fiscal Year (FY) 2019-20, and a $2.8 million decrease in permit and fee revenue due to the postponement of a fee study expected to generate additional revenue. The reduction in revenue is offset by an increase of $7.5 million in funding for County roads from the Transportation Agency of Monterey County (TAMC) Safety and Investment Plan Sales Tax measure (Measure X) and the Road Repair and Accountability Act of 2017 (SB1), $6.3 million in federally funded Road Fund projects, and $3.2 million in East Garrison Capital Fund property tax revenue, which are now reported under the RMA budget.

The Recommended Budget includes $1,046,784 in augmentations, including: $304,752 for the Salinas Valley Groundwater Basin Investigation, $213,345 for increased facility operations and maintenance costs for the addition of the East/West Wing building, $196,240 to restore two at-risk filled positions, and $171,300 to

upgrade and standardize countywide security and camera systems. An additional five augmentations totaling $161,147 are included for various projects, including Fire Fuel Mitigation, Moss Landing Community Plan, Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE) project, and the Pajaro and Boronda County Sanitation District's Proposition 218 Rate increase.

The Recommended Budget includes 277 positions, a net reduction of 4.5 positions from FY 2018-19 due to the transfer of a total of 12.5 positions for mail and courier services (6.5) transferred to the County Administrative Office (CAO), information technology positions (5) transferred to the Information Technology Department (ITD), and a Safety Coordinator position transferred to County Counsel/Risk. Reduction in positions was offset by the addition of two positions added mid-year and six positions added as part of the recommended budget: three funded by the Road Fund, two by East Garrison Community Service District, and one with departmental revenues.

Budget Impacts

To avoid the potential loss of 20 positions, the Department budgeted salary savings from vacancies, which is estimated at $2.3 million. Use of salary savings to meet GFC reduces the Department's ability to have the same level of flexibility and responsiveness.

An augmentation for increased facility maintenance costs for the East and West Wing of the Courthouse is partially funded, with a remaining gap of $201,345. Partial funding for facility maintenance will result in a reduction of contract services (e.g. janitorial, landscaping), potentially leading to increased costs for replacement of failed components caused by deferring maintenance and delayed response to service requests.

An augmentation for $100,000 for sewer repairs along a portion of Las Lomas Drive previously impacted by a landslide is not included. Delaying repairs could result in failure of the sewer line causing sewer spills and additional costs associated with emergency response and repairs.

An augmentation for $110,000 to cover cost associated with the Carmel Lagoon sandbar management and prevention during the winter 2019-20 storm season is not included. Should the Carmel Lagoon flood, the lagoon-adjacent properties and infrastructure could see significant damages.

The Recommended Budget does not include multiple requests for capital improvements totaling $12.6 million, including: deferred maintenance projects for Lake Nacimiento and Lake San Antonio ($4,824,968), funding to complete the Juvenile Hall project ($7,073,261), and funding to complete the Carmel Lagoon Ecosystem Protection Barrier/Scenic Road Protective Structure (EPB/SRPS) project ($454,000). Approximately $750,000 has been spent on the EIR for EPB/SRPS. If an EIR is not completed, the U.S. Army Corps of Engineers (USACE) and/or National Marine Fisheries Service (NMFS) could opt to not authorize issuance of permits to manage the sandbar based on terms of the MOU which could result in flooding of homes in the northern boundary of the Lagoon. Not completing the EIR also limits the ability to seek grant funds for construction.

Other augmentations requests for new programs and/or positions totaling $4.2 million are also not included: planning on-call services ($200,000), contract plan check and inspection services ($250,000); contractual document scanning ($450,000); Accela SaaS upgrade and other software ($100,056); multiple requests for new positions, including eight for transitioning Lake San Antonio to a regional park ($1,779,768); two new vehicles for the cannabis program ($78,614); and cannabis outdoor grow pilot program staff and vehicles ($355,072). Contract services were requested for technical support and to help reduce the backlog of cases. Software upgrades and new programs were requested to help increase efficiencies. RMA will work with ITD to assist in developing programs that help achieve that goal.

Department Operational Accomplishments

The Department completed market research and assessment on options for an asset management program and submitted an entry into the Capital Improvement Plan for an asset management program funding study.

In collaboration with TAMC, the Department acquired Streetsaver, an asset management software to identify the conditions of road infrastructure to allow for an informed approach for cost effective road improvements in FY 2019-20.

The Department coordinated with the City of Salinas to swap 312 E. Alisal and 331 N. Sanborn properties, convey the Veterans Park and Vietnam memorial properties to the City, and expand the Salinas Soccer Complex lease.

The Department implemented a new park system, CivicPlus, to process online reservations and annual passes/permits and allow for online submission of planning design approval permits and transportation permits via the citizen access portal. In addition, the Department implemented an online payment system for the public to pay fees through the county citizen access portal and kiosk at the RMA Permit Center.

Application enhancements to Accela software were implemented to track temporary structures and address assignment as well as to track County-held permits monitoring and reporting. The use of Bluebeam, a software specifically for electronic plan check review was implemented to allow for greater collaboration and efficiency. Staff worked with the ITD application team to develop and implement a web application for tracking calls and tasks, which increased efficiency.

Standard operating procedures were developed to streamline certain combination building and planning permits (COMBO Permits) as well as for the Land Use Advisory Committees. Processes were streamlined for building permits by assigning Permit Technicians to route all building permit applications and assigning a Senior Planner to pre-approve Monterey Peninsula Water Management District (MPWMD) water forms.

The number of projects with Initial Studies brought to hearing within 180 days was increased by 9%.

Staff implemented a Geographic Information System (GIS) road closure web map on the RMA website and on the Monterey County Connect mobile application.

The Public Works Surveyor benchmarks/GPS points were published, and the Parcel Report that summarizes property attributes was enhanced with added information. The Department streamlined its internal process with the County's Public

Information Officer to publish all communication via website and social media and assisted with development of a schedule for events that can impact traffic conditions.

The use of a cloud-based work management platform (Smartsheet) for project management tracking, team collaboration, and workflow was implemented.

The Department completed the first Annual Special Districts Report (for FY 2017-18) and Annual Workplan (for FY 2019-20).

A revolving program for managing road striping of all County roads was developed.

Improved collaboration with other County departments for drafting the Capital Improvement Plan for FY 2019-20

The Department improved and updated Monterey County Parks facilities including repairs to key facilities and cleaning out yards at various parks. A revolving program for refreshing park amenities like fireplace rings, barbeques, etc. was developed.

The Department began development of a Lakes Business Plan to reduce fiscal impacts of Monterey County Lake operations on the General Fund. The Monterey County Parks' Volunteer program was expanded and improved to include Lake San Antonio.

The Department completed the Measure X Annual Compliance Report.

The State Office of Emergency Services (Cal OES) recommended Federal Emergency Management Agency (FEMA) fund a $23 million Hazard Mitigation Grant submitted by the County for the Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE) Project.

Gabilan and Cuesta fire crews were engaged as a low-cost solution to clean-up park areas/trails (Manzanita Park, Toro Park, Lake San Antonio, and Lake Nacimiento).

A vegetation management plan, which includes utilizing goats to graze land around homes in service districts was implemented.

Land use and floodplain management functions of the Water Resources Agency were transferred to the RMA to further promote a one-stop permit experience for applicants.

Environmental Services and Development Services were consolidated under Building Services for broader application of plan review and inspections.

A classification and compensation study of all road maintenance positions and the consolidation of Parks Building and Grounds Workers and Rangers was requested for broader application of resources.

Department Operational Goals

Complete a County Facility/Asset Management Program, including implementing the pavement condition assessment data to RMAs pavement infrastructure from a multi-pronged, asset management approach.

Improve permit processing efficiency, including implementing and streamlining tracking in Accela for cannabis and vacation rentals, and implementing on-line submittal for electrical permits.

Enhance communication and responsiveness with the decision-makers, clients, and the public, using multiple strategies to deliver timely, up to date information by: updating various pages of the RMA website to improve information delivery; incorporating a parks web-map on the website; adding Accela citizen access portal to the Monterey County Connect App; and implementing homegrown apps to track grants and agreements.

Improve project management to ensure adequate scope, budget and project staging, and identify and address issues promptly.

Institute program for replacing critical equipment.

Continue to seek sustainable funding/programs.

Implement organizational changes for improved efficiency, effectiveness and cost savings.

Pending Issues

The FY 2016-17 winter storms damaged County roadways, causing an estimated $63.1 million in damages. Of 119 repair projects, 62 are eligible to receive FEMA, Cal OES, or Federal Highway Administration (FHWA) funding to repair damaged infrastructure, providing up to 93 percent cost share. The exact reimbursement percentage of a project will differ based on factors such as prior roadway conditions.

On April 24, 2018, the Board of Supervisors approved a total of $28.5 million ($13.0 million cash match and $15.6 million cash flow) for 51 winter storm repair projects. The $28.5 million in financing included $16.8 million previously provided from the County Strategic Reserve and $11.8 million from Natividad Medical Centers (NMC) Capital Projects Fund. This action was taken with the understanding that any use of NMC funds would be replenished in two years.

FEMA has since obligated an additional 21 projects with an estimated cost of $8.3 million. To move forward, 15 of the projects will require Board of Supervisor consideration, additional County match and a time extension from FEMA. FEMA and Cal OES have provided time extensions on multiple projects in the past, but approval is not guaranteed. FHWA has recently denied counties' time extension requests, putting federal funding at risk and burdening counties with funding repairs. The Department is actively submitting time extensions for all eligible projects.

Lake operations continue to report a negative net position and require a General Fund subsidy, with losses ranging from $1.5 million to $3.0 million annually over the past five years. The Department estimates the current year will end with a $1.0 million negative net position. A key factor is the unprofitable scale of operations at Lake San Antonio, which has large amounts of deferred maintenance that has resulted in failing infrastructure and substandard amenities. The Department has developed a Lakes Operational Business Plan. In January 2019, the Board of Supervisors approved moving Lake San Antonio (LSA) North and South Shore out of the Enterprise Fund, to operate as a regional park, focusing on low impact activities such as camping, boating, fishing, hiking and horseback riding.

The Board recommended Lake Nacimiento continue operating under a management agreement, which the Department is currently negotiating. A separate operations plan for Nacimiento is being developed as part of the third-party management agreement. The plan includes initial capital investments to generate revenue that can be used to reinvest in park facilities.

The New Juvenile Hall project was issued a Notice to Proceed on April 24, 2017. There are two phases of the project and Phase I must be completed before Phase II begins. The contractor is behind schedule for Phase I. The Department expects that the project will exceed the budget by at least $7.1 million.

Proposition 68, the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018, was approved by voters in June 2018. It's purposes includes creating parks, enhancing river parkways, and protecting coastal forests and wetlands. Funds are expected to be appropriated through the Legislature and granted to local governments on a per capita basis, with a minimum allocation per county of $400,000. There will also be additional opportunities to access funds through the competitive grant process.

The County of Monterey has been assisting the San Lucas County Water District since 2003 in developing a reliable long-term water supply system. In 2013, the County was awarded, on behalf of the District, a Safe Drinking Water State Revolving Fund grant. The grant agreement has since expired. RMA submitted a new application in September 2018 to complete the remaining pre-construction activities required to make the project bid-ready. The application is pending review and approval from the California Department of Public Health.

The Cannabis Outdoor grow program will be presented for Board consideration. If it is approved, the Department anticipates it will need additional staff and vehicles to provide code compliance inspection resources for the program.

Policy Considerations

There are no Policy Considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Building Services (RMA011)	7,164,461	6,428,851	5,858,720	7,910,742	6,415,094	(13,757)	001	8170
Planning (RMA001)	5,530,392	4,439,012	4,176,570	4,572,948	3,969,107	(469,905)	001	8172
Architectural Services (RMA003)	(984,376)	532,026	491,970	0	0	(532,026)	001	8173
Facility Master Plan Projects (RMA015)	74,558,186	66,705,607	77,060,552	23,321,293	15,794,032	(50,911,575)	404	8174
County Disposal Sites (RMA039)	181,215	223,474	205,246	206,979	206,979	(16,495)	001	8175
Facilities Maintenance (RMA006)	(1,197,292)	248,785	(642,002)	(988,117)	(1,216,846)	(1,465,631)	001	8176
Courier (RMA005)	1,913	(1,472)	(1,474)	0	0	1,472	001	8177
Mail (RMA005)	16	(239)	(243)	0	0	239	001	8178
Grounds (RMA006)	641,609	612,244	639,805	680,185	680,185	67,941	001	8181
Utilities (RMA098)	3,560,471	3,920,564	4,079,662	3,907,683	3,907,683	(12,881)	001	8182
Facilities Maintenance Projects (RMA004)	353,525	2,227,585	3,273,337	3,122,448	3,122,448	894,863	401	8184
Litter Control (RMA002)	475,065	377,086	498,918	578,989	578,989	201,903	001	8194
Road & Bridge Engineering (RMA012)	21,823,456	25,068,994	32,341,619	38,691,449	38,691,449	13,622,455	002	8195
Development Services (RMA010)	1,098,643	1,212,808	1,065,020	915,118	792,783	(420,025)	001	8196
County Sanitation District (RMA040)	1,221,642	1,086,600	1,856,421	899,471	899,471	(187,129)	151	8197
County Sanitation District (RMA045)	207,634	157,973	197,194	166,733	166,733	8,760	156	8197
County Sanitation District (RMA046)	76,436	85,359	276,045	86,655	86,655	1,296	157	8197
County Sanitation District (RMA091)	38,450	38,150	38,150	38,800	38,800	650	306	8197
County Sanitation District (RMA093)	34,750	35,250	35,250	34,650	34,650	(600)	310	8197
County Service Areas (RMA047)	22,371	32,596	28,932	28,808	28,808	(3,788)	051	8198
County Service Areas (RMA048)	23,950	59,484	41,572	56,790	56,790	(2,694)	052	8198
County Service Areas (RMA049)	30	0	200	192	192	192	053	8198
County Service Areas (RMA052)	195,941	136,130	144,054	174,832	174,832	38,702	056	8198
County Service Areas (RMA053)	5,388	13,500	19,740	9,413	9,413	(4,087)	057	8198
County Service Areas (RMA054)	931	1,000	1,136	1,087	1,087	87	058	8198
County Service Areas (RMA055)	5,364	15,897	13,018	6,188	6,188	(9,709)	059	8198
County Service Areas (RMA056)	25,494	81,260	74,411	16,176	16,176	(65,084)	060	8198
County Service Areas (RMA057)	951	14,000	3,136	3,087	3,087	(10,913)	061	8198

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Service Areas (RMA058)	16,984	37,438	37,438	67,653	67,653	30,215	062	8198
County Service Areas (RMA059)	2,285	13,786	3,532	3,552	3,552	(10,234)	063	8198
County Service Areas (RMA060)	3,175	10,500	9,270	12,203	12,203	1,703	064	8198
County Service Areas (RMA061)	1,223	3,500	1,569	1,523	1,523	(1,977)	065	8198
County Service Areas (RMA062)	6,248	18,110	18,313	11,341	11,341	(6,769)	066	8198
County Service Areas (RMA063)	1,168	2,500	2,603	7,534	7,534	5,034	067	8198
County Service Areas (RMA064)	6,643	2,000	3,066	2,180	2,180	180	068	8198
County Service Areas (RMA065)	8,206	18,902	10,202	10,453	10,453	(8,449)	069	8198
County Service Areas (RMA066)	1,403	10,000	12,008	3,873	3,873	(6,127)	070	8198
County Service Areas (RMA067)	746	9,500	1,769	1,715	1,715	(7,785)	071	8198
County Service Areas (RMA068)	17,465	25,925	17,621	18,385	18,385	(7,540)	072	8198
County Service Areas (RMA069)	3,536	16,707	6,018	18,739	18,739	2,032	073	8198
County Service Areas (RMA070)	34,600	36,274	29,635	37,470	37,470	1,196	074	8198
County Service Areas (RMA071)	42,482	43,306	43,307	28,405	28,405	(14,901)	075	8198
County Service Areas (RMA072)	121,928	25,992	24,433	48,763	48,763	22,771	076	8198
County Service Areas (RMA073)	24,100	406,108	160,571	484,812	484,812	78,704	077	8198
County Service Areas (RMA074)	82,464	25,966	14,134	14,362	14,362	(11,604)	078	8198
County Service Areas (RMA075)	4,855	15,500	3,368	3,331	3,331	(12,169)	079	8198
County Service Areas (RMA076)	26,928	11,500	8,168	8,139	8,139	(3,361)	080	8198
County Service Areas (RMA077)	538	1,500	1,168	1,139	1,139	(361)	081	8198
County Service Areas (RMA078)	622	13,500	76,091	3,203	3,203	(10,297)	082	8198
County Service Areas (RMA079)	481	16,000	10,401	3,384	3,384	(12,616)	083	8198
County Service Areas (RMA080)	421	3,700	1,368	1,139	1,139	(2,561)	084	8198
County Service Areas (RMA081)	2,088	4,019	3,561	2,785	2,785	(1,234)	085	8198
County Service Areas (RMA082)	3,126	13,500	6,668	3,639	3,639	(9,861)	086	8198
County Service Areas (RMA083)	59,648	11,834	19,518	16,914	16,914	5,080	087	8198
County Service Areas (RMA084)	6,100	230,015	213,169	38,466	38,466	(191,549)	088	8198
County Service Areas (RMA085)	337	13,250	1,851	1,825	1,825	(11,425)	089	8198
County Service Areas (RMA086)	118	0	0	0	0	0	090	8198
County Service Areas (RMA087)	829	11,500	9,101	2,075	2,075	(9,425)	091	8198
County Service Areas (RMA088)	128,437	110,008	208,089	147,662	147,662	37,654	093	8198
County Service Areas (RMA090)	16,632	15,941	15,941	15,240	15,240	(701)	312	8198
RMA Administration (RMA013)	3,969,705	5,023,756	4,873,997	5,935,726	5,922,058	898,302	001	8222
Roads & Bridges- Maintenance (RMA012)	12,089,233	12,845,010	13,635,978	16,993,612	16,883,612	4,038,602	002	8443
Environmental Services (RMA099)	1,152,384	1,327,287	1,156,321	1,638,265	1,638,265	310,978	001	8444
Capital Projects (RMA014)	1,499,630	1,590,339	1,943,255	1,008,655	1,008,655	(581,684)	402	8468
Special District Administration (RMA100)	(136)	(1,430)	0	0	0	1,430	001	8469
Park Operations (RMA006)	3,352,730	3,779,134	3,469,439	0	0	(3,779,134)	001	8475
Fish & Game Propagation (RMA101)	47,202	31,977	41,929	31,843	31,843	(134)	006	8476
Lake Operations (RMA102)	7,113,830	5,989,559	5,720,647	6,943,166	4,393,198	(1,596,361)	452	8477
Property Management (RMA103)	368,039	473,366	341,702	0	0	(473,366)	001	8481
Parks Operations (RMA104)	0	0	0	9,760,912	4,764,810	4,764,810	001	8510
E Garrison Public Financing Authority (RMA105)	0	0	0	55,000	55,000	55,000	180	8521
East Garrison Community Services District (RMA106)	0	0	0	1,240,620	1,240,620	1,240,620	181	8522

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
East Garrison Development Reimbursement (RMA107)	0	0	0	304,000	304,000	304,000	182	8523
East Garrison Project (RMA109)	0	0	0	3,293,974	3,293,974	3,293,974	406	8525
Subtotal	$145,285,045	$145,989,803	$163,934,178	$132,670,276	$115,022,724	(30,967,079)		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Building Services	7,164,461	6,428,851	5,858,720	7,910,742	6,415,094	(13,757)
County Sanitation District	1,578,911	1,403,332	2,403,060	1,226,309	1,226,309	(177,023)
County Service Areas	906,236	1,532,148	1,300,150	1,318,477	1,318,477	(213,671)
Architectural Services	(984,376)	532,026	491,970	0	0	(532,026)
Facility Master Plan Projects	74,558,186	66,705,607	77,060,552	23,321,293	15,794,032	(50,911,575)
County Disposal Sites	181,215	223,474	205,246	206,979	206,979	(16,495)
Facilities Maintenance	(1,197,292)	248,785	(642,002)	(988,117)	(1,216,846)	(1,465,631)
Courier	1,913	(1,472)	(1,474)	0	0	1,472
Mail	16	(239)	(243)	0	0	239
Grounds	641,609	612,244	639,805	680,185	680,185	67,941
Utilities	3,560,471	3,920,564	4,079,662	3,907,683	3,907,683	(12,881)
Facilities Maintenance Projects	353,525	2,227,585	3,273,337	3,122,448	3,122,448	894,863
Litter Control	475,065	377,086	498,918	578,989	578,989	201,903
Road & Bridge Engineering	21,823,456	25,068,994	32,341,619	38,691,449	38,691,449	13,622,455
Development Services	1,098,643	1,212,808	1,065,020	915,118	792,783	(420,025)
RMA Administration	3,969,705	5,023,756	4,873,997	5,935,726	5,922,058	898,302
Roads & Bridges- Maintenance	12,089,233	12,845,010	13,635,978	16,993,612	16,883,612	4,038,602
Environmental Services	1,152,384	1,327,287	1,156,321	1,638,265	1,638,265	310,978
Capital Projects	1,499,630	1,590,339	1,943,255	1,008,655	1,008,655	(581,684)
Planning	5,530,392	4,439,012	4,176,570	4,572,948	3,969,107	(469,905)
Special District Administration	(136)	(1,430)	0	0	0	1,430
Lake Operations	7,113,830	5,989,559	5,720,647	6,943,166	4,393,198	(1,596,361)
Fish & Game Propagation	47,202	31,977	41,929	31,843	31,843	(134)
Property Management	368,039	473,366	341,702	0	0	(473,366)
Park Operations	3,352,730	3,779,134	3,469,439	0	0	(3,779,134)
Parks Operations	0	0	0	9,760,912	4,764,810	4,764,810
E Garrison Public Financing Authority	0	0	0	55,000	55,000	55,000
East Garrison Community Services District	0	0	0	1,240,620	1,240,620	1,240,620
East Garrison Development Reimbursement	0	0	0	304,000	304,000	304,000
East Garrison Project	0	0	0	3,293,974	3,293,974	3,293,974
Subtotal	$145,285,045	$145,989,803	$163,934,178	$132,670,276	$115,022,724	(30,967,079)

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00	1.00	1.00	0.00
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	1.00	1.00	1.00	0.00
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	1.00	0.00
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	1.00	1.00	1.00	0.00
14A10	PROJECT MANAGER I	1.00	1.00	2.00	1.00
14A11	PROJECT MANAGER II	3.00	6.00	5.00	-1.00
14A12	PROJECT MANAGER III	2.00	2.00	4.00	2.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	7.00	10.00	3.00
14C31	MANAGEMENT ANALYST III	4.00	4.00	4.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	1.00	-2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K50	CHIEF OF PLANNING	1.00	1.00	1.00	0.00
14K51	RMA SERVICES MANAGER	6.00	6.00	5.00	-1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	0.00	0.00	0.00
14K70	CHIEF OF PARKS	0.00	0.00	1.00	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	1.00	0.00	-1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	0.00	-1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	0.00	-1.00
16G24	GIS ANALYST II	1.00	1.00	0.00	-1.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	2.00	2.00	2.00	0.00
30D21	BUILDING INSPECTOR II	6.00	6.00	6.00	0.00
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	1.00	0.00
30D24	BUILDING INSPECTOR SUPERVISOR	1.00	0.00	0.00	0.00
30D25	CHIEF OF BUILDING SERVICES	1.00	1.00	1.00	0.00
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	2.00	2.00	2.00	0.00
34P26	CODE COMPLIANCE INSPECTOR II	4.00	4.00	5.00	1.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00	1.00	1.00	0.00
34X21	GUARD	2.00	2.00	2.00	0.00
41A10	ASSISTANT ENGINEER	7.00	7.00	8.00	1.00
41A20	CIVIL ENGINEER	3.00	3.00	4.00	1.00
41A22	SENIOR CIVIL ENGINEER	2.00	3.00	3.00	0.00
41A85	TRAFFIC ENGINEER	1.00	0.00	0.00	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	2.00	3.00	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41F11	ASSOCIATE PLANNER	11.00	11.00	10.00	-1.00
41F22	SENIOR PLANNER	4.00	4.00	4.00	0.00
41F23	SUPERVISING PLANNER	1.00	1.00	2.00	1.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
41F85	PARKS PLANNING MANAGER	1.00	1.00	1.00	0.00
43A22	ENGINEERING AIDE III	2.00	2.00	2.00	0.00
43A23	ENGINEERING TECHNICIAN	6.00	6.00	5.00	-1.00
43B03	WATER RESOURCES TECHNICIAN	3.00	2.00	2.00	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	0.00	-1.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	1.00	0.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00	0.00	0.00	0.00
68A30	RANGE MASTER	1.00	0.00	0.00	0.00
68A41	COUNTY PARK RANGER II	4.00	3.00	2.00	-1.00
68A42	COUNTY PARK RANGER III	2.00	2.00	2.00	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00	1.00	1.00	0.00
68C02	RANGE AIDE	1.00	0.00	0.00	0.00
68E01	COUNTY PARK RANGER MANAGER	1.00	1.00	0.00	-1.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	4.00	4.00	0.00	-4.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00	3.00	3.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	7.00	8.00	9.00	1.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	2.00	2.00	3.00	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00	2.00	3.00	1.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	1.00	0.00
74D12	ROAD MAINTENANCE WORKER	19.00	19.00	19.00	0.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00	8.00	8.00	0.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00	4.00	4.00	0.00
74D83	ROAD SUPERINTENDENT	3.00	3.00	4.00	1.00
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	4.00	4.00	4.00	0.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74G21	TREE TRIMMER	2.00	2.00	2.00	0.00
74G22	SENIOR TREE TRIMMER	1.00	1.00	1.00	0.00
74H24	SANITATION WORKER	1.00	1.00	0.00	-1.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00	1.00	0.00	-1.00
80A31	SECRETARY	6.00	6.00	6.00	0.00
80A32	SENIOR SECRETARY	4.00	3.00	3.00	0.00
80A33	ADMINISTRATIVE SECRETARY	3.00	3.00	3.00	0.00
80E20	OFFICE ASSISTANT I	2.00	2.00	2.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
80E21	OFFICE ASSISTANT II	17.00	17.00	17.00	0.00
80E22	OFFICE ASSISTANT III	1.00	1.00	1.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00	2.00	1.00	-1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	0.00	0.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	0.00	0.00	1.00	1.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	5.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	4.00	1.00
80O22	MAILROOM CLERK	1.50	1.50	0.00	-1.50
80O23	SENIOR MAILROOM CLERK	1.00	1.00	0.00	-1.00
	Total	283.50	281.50	277.00	-4.50

Augmentation Request

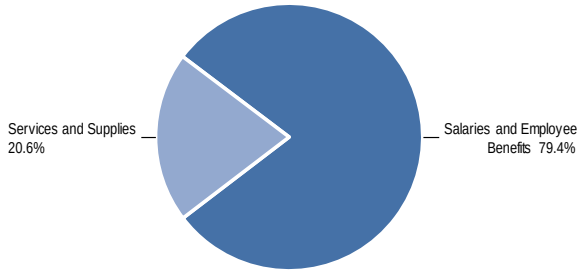
Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
3000	3000-8170-001-AUG01	Accela SaaS	New Program/Service	85,000	0.00	0	0.00
3000	3000-8170-001-AUG02	Bluebeam Software	New Program/Service	7,288	0.00	0	0.00
3000	3000-8170-001-AUG03	Contract Plan Check & Inspection Services	New Program/Service	250,000	0.00	0	0.00
3000	3000-8170-001-AUG04	Contractual Document Scanning Service	New Program/Service	450,000	0.00	0	0.00
3000	3000-8170-001-AUG05	Copier Printer	New Program/Service	4,600	0.00	0	0.00
3000	3000-8170-001-AUG08	Moss Landing Community Plan	Status Quo	45,015	0.00	45,015	0.00
3000	3000-8170-001-AUG18	Code Compliance Inspector II (2)	New Position	265,074	2.00	0	0.00
3000	3000-8170-001-AUG36	Inspection Vehicle	Capital Improvements	39,307	0.00	0	0.00
3000	3000-8170-001-AUG37	Cannabis Vehicle	Capital Improvements	39,307	0.00	0	0.00
3000	3000-8170-001-AUG42	Code Compliance Inspector II (2) Cannabis Outside Grow Pilot	New Position	265,072	2.00	0	0.00
3000	3000-8170-001-AUG43	2 Vehicles Cannabis Outdoor Grow Pilot Program	Capital Improvements	90,000	0.00	0	0.00
3000	3000-8172-001-AUG06	Associate Planners (3)	New Position	403,841	3.00	0	0.00
3000	3000-8172-001-AUG09	Planning On-Call Services	New Program/Service	200,000	0.00	0	0.00
3000	3000-8172-001-AUG10	Salinas Valley Groundwater Basin Investigation	Contribution to Other Funds	304,752	0.00	304,752	0.00
3000	3000-8172-001-AUG21	Fire Fuel Mitigation	New Program/Service	60,000	0.00	60,000	0.00
3000	3000-8176-001-AUG13	Office Assistant II	New Position	83,519	1.00	0	0.00
3000	3000-8176-001-AUG14	Security & Camera System	Capital Improvements	171,300	0.00	171,300	0.00
3000	3000-8176-001-AUG15	Increased Facilities Maintenance Cost	Status Quo	213,345	0.00	213,345	0.00
3000	3000-8176-001-AUG35	Management Analyst II	New Position	145,210	1.00	0	0.00
3000	3000-8196-001-AUG16	Engineering Technician	New Position	122,335	1.00	0	0.00
3000	3000-8196-001-AUG29	Engineering Aide III	Filled Position	108,119	1.00	108,119	1.00
3000	3000-8197-156-AUG25	Boronda County Sanitation District Proposition 218 Rate Inc	Contribution to Other Funds	15,000	0.00	15,000	0.00
3000	3000-8222-001-AUG17	Go Green Intern	New Position	10,500	0.00	0	0.00
3000	3000-8222-001-AUG22	Smartsheet	New Program/Service	3,168	0.00	0	0.00
3000	3000-8443-002-AUG27	Assistant Engineer	New Position	0	1.00	0	1.00
3000	3000-8443-002-AUG28	Project Manager III Laguna Seca	New Position	0	1.00	0	1.00
3000	3000-8444-001-AUG23	Water Resource Hydrologist	New Position	0	1.00	0	1.00
3000	3000-8510-001-AUG19	Parks Building and Grounds Worker II	New Position	0	1.00	0	1.00
3000	3000-8510-001-AUG24	Management Analyst II	New Position	0	1.00	0	1.00
3000	3000-8510-001-AUG30	Parks Museum Assistant	Filled Position	88,121	1.00	88,121	1.00

Augmentation Request

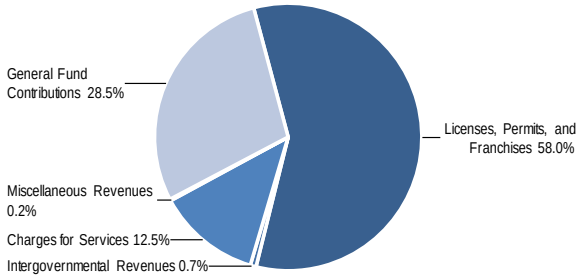
Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
3000	3000-8510-001-AUG31	Special Events Manager	New Position	139,945	1.00	0	0.00
3000	3000-8510-001-AUG32	Administrative Operations Manager	New Position	167,605	1.00	0	0.00
3000	3000-8510-001-AUG33	Parks Building and Grounds Worker II	New Position	85,104	1.00	0	0.00
3000	3000-8510-001-AUG34	Parks Service Aide II	New Position	356,635	5.00	0	0.00
3000	3000-8510-001-AUG38	Lake San Antonio (LSA) Capital Improvement Plan	Capital Improvements	2,275,000	0.00	0	0.00
3000	3000-8510-001-AUG40	Lake San Antonio (LSA) - Operations	New Program/Service	1,134,693	0.00	0	0.00
3000	3000-8195-002-AUG07	Accounting Technician Road Fund	New Position	0	1.00	0	1.00
3000	3000-8443-002-AUG20	Carmel Lagoon Sandbar Management & Flood Prevention	Status Quo	110,000	0.00	0	0.00
3000	3000-8197-151-AUG26	Pajaro County Sanitation District Sewer Repairs /Pro Incr	Capital Improvements	20,000	0.00	20,000	0.00
3000	3000-8174-404-AUG11	Carmel Lagoon SRPS/EPB	Capital Improvements	454,000	0.00	0	0.00
3000	3000-8174-404-AUG12	CRFREE Project	Capital Improvements	21,132	0.00	21,132	0.00
3000	3000-8174-404-AUG41	New Juvenile Hall Project	Capital Improvements	7,073,261	0.00	0	0.00
3000	3000-8477-452-AUG39	Lake Nacimiento Capital Improvements Plan	Capital Improvements	2,549,968	0.00	0	0.00
				17,857,21			
			Grand Total	**6**	**26.00**	**1,046,784**	**8.00**

Land Use/Community Services

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	10,013,018	11,371,580	10,252,235	11,345,740	10,289,418	(1,082,162)
Services and Supplies	4,397,927	3,190,993	3,132,434	3,674,064	2,677,176	(513,817)
Other Charges	493,231	(1,154,615)	(1,128,038)	(151,345)	(151,345)	1,003,270
Capital Assets	41,704	0	0	168,614	0	0
Subtotal	$14,945,879	$13,407,958	$12,256,631	$15,037,073	$12,815,249	(592,709)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	8,713,131	10,207,988	7,572,480	7,437,402	7,437,402	(2,770,586)
Intergovernmental Revenues	227,094	364,786	182,420	91,000	91,000	(273,786)
Charges for Services	962,169	1,299,439	1,144,342	1,606,036	1,606,036	306,597
Miscellaneous Revenues	45,388	36,088	23,835	23,835	23,835	(12,253)
Other Financing Sources	0	358,727	358,727	0	0	(358,727)
Subtotal	$9,947,781	$12,267,028	$9,281,804	$9,158,273	$9,158,273	(3,108,755)
General Fund Contributions	$4,998,098	$1,140,930	$2,974,827	$5,878,800	$3,656,976	2,516,046
Total Source of Funds	$14,945,879	$13,407,958	$12,256,631	$15,037,073	$12,815,249	(592,709)

Division Description

The Land Use and Community Development Division is comprised of the following units: Building Services, Developments Services, Environmental Services, Parks Planning, 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, planning for all County park land, and oversight of the General Plan, land use policies, development regulations and development review.

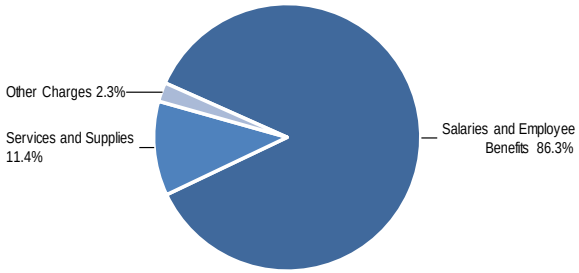
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Building Services (RMA011)	7,164,461	6,428,851	5,858,720	7,910,742	6,415,094	(13,757)	001	8170
Planning (RMA001)	5,530,392	4,439,012	4,176,570	4,572,948	3,969,107	(469,905)	001	8172
Development Services (RMA010)	1,098,643	1,212,808	1,065,020	915,118	792,783	(420,025)	001	8196
Environmental Services (RMA099)	1,152,384	1,327,287	1,156,321	1,638,265	1,638,265	310,978	001	8444
Subtotal	$14,945,879	$13,407,958	$12,256,631	$15,037,073	$12,815,249	(592,709)		

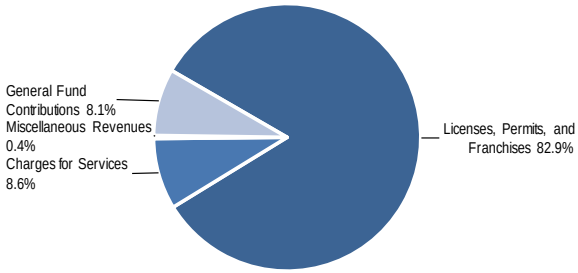
Building Services

(Budget Unit 8170— Fund 001— Appropriation Unit RMA011)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	5,373,478	6,067,268	5,673,400	6,065,177	5,535,031	(532,237)
Services and Supplies	1,576,942	904,621	801,795	1,528,991	732,103	(172,518)
Other Charges	172,337	(543,038)	(616,475)	147,960	147,960	690,998
Capital Assets	41,704	0	0	168,614	0	0
Subtotal	$7,164,461	$6,428,851	$5,858,720	$7,910,742	$6,415,094	(13,757)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	6,530,566	7,833,082	5,455,280	5,320,202	5,320,202	(2,512,880)
Charges for Services	428,185	593,736	485,759	551,596	551,596	(42,140)
Miscellaneous Revenues	37,218	35,988	23,659	23,659	23,659	(12,329)
Other Financing Sources	0	358,727	358,727	0	0	(358,727)
Subtotal	$6,995,969	$8,821,533	$6,323,425	$5,895,457	$5,895,457	(2,926,076)
General Fund Contributions	$168,492	($2,392,682)	($464,705)	$2,015,285	$519,637	2,912,319
Total Source of Funds	$7,164,461	$6,428,851	$5,858,720	$7,910,742	$6,415,094	(13,757)

Unit Description

The Building Services Unit issues construction permits, reviews and approves proposed construction drawings and performs inspections of ongoing construction to assure compliance with County and State laws related to building safety standards. This Unit includes four programs and coordinates the review and approval of building permit applications with other related County agencies and 13 fire protection districts. The Permit Center provides agency-wide internal and external customer service through its Permit Counter, Call Center, Public Records, and Administrative Support teams. These teams assist the public with building and land use questions in person and over the phone, as well as through processing permit applications and providing access to public records. Building Services Plan Check engineers and technicians review plans to ensure that building codes and other construction regulations are met. Building Inspection visits construction sites of permitted construction work to inspect and approve for compliance with various building codes. Inspectors also investigate construction work performed without permits, provide technical advice to customers in the field or in the office, and perform routine plan checks as time permits. Code Enforcement responds to and investigates complaints of violations regarding State and County building, zoning, housing and grading policies and help property owners bring their properties into compliance.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	3.00
14K51	RMA SERVICES MANAGER	2.00
30D21	BUILDING INSPECTOR II	6.00
30D22	SENIOR BUILDING INSPECTOR	1.00
30D25	CHIEF OF BUILDING SERVICES	1.00
34P26	CODE COMPLIANCE INSPECTOR II	5.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00
41B21	BUILDING PLANS EXAMINER	4.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00
41F22	SENIOR PLANNER	1.00

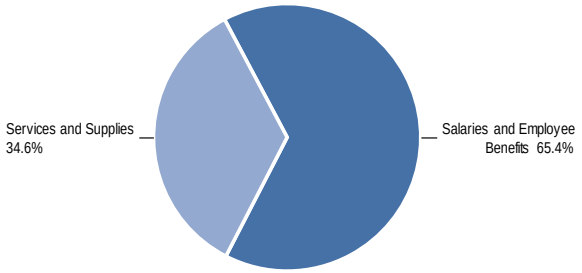
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
43C10	PERMIT TECHNICIAN I	3.00
43C11	PERMIT TECHNICIAN II	5.00
43C12	PERMIT TECHNICIAN III	1.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E01	OFFICE ASSISTANT I	2.00
80E21	OFFICE ASSISTANT II	13.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
	Total	54.00

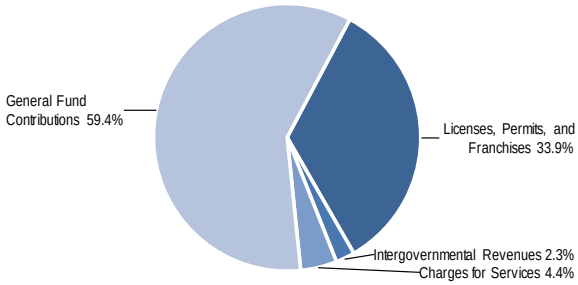
Planning

(Budget Unit 8172— Fund 001— Appropriation Unit RMA001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,468,864	3,049,294	2,609,107	3,059,082	2,655,241	(394,053)
Services and Supplies	2,442,212	1,738,788	1,881,777	1,607,606	1,407,606	(331,182)
Other Charges	619,315	(349,070)	(314,314)	(93,740)	(93,740)	255,330
Subtotal	$5,530,392	$4,439,012	$4,176,570	$4,572,948	$3,969,107	(469,905)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,362,935	1,549,284	1,345,848	1,345,848	1,345,848	(203,436)
Intergovernmental Revenues	227,094	364,786	182,420	91,000	91,000	(273,786)
Charges for Services	121,392	311,066	249,697	174,697	174,697	(136,369)
Miscellaneous Revenues	15	0	76	76	76	76
Subtotal	$1,711,436	$2,225,136	$1,778,041	$1,611,621	$1,611,621	(613,515)
General Fund Contributions	$3,818,956	$2,213,876	$2,398,529	$2,961,327	$2,357,486	143,610
Total Source of Funds	$5,530,392	$4,439,012	$4,176,570	$4,572,948	$3,969,107	(469,905)

Unit Description

Planning is primarily responsible for regulating development activity in the unincorporated areas of the County, preparing and implementing land use policy and regulations, providing information to the public, and reviewing development projects to ensure compliance with the County's land use regulations governing planning, building construction and design, subdivisions, and grading and erosion control and assisting in the preparation of a countywide Park Master Plan. This includes coordinating inter-agency review of land development. In addition, Planning has the responsibility of preparing and reviewing environmental documents for development within the County, processing discretionary land use permits, conducting code enforcement of land use regulations, managing records, and maintaining long-range planning documents including the General Plan, Local Coastal Program, and implementing ordinances. Planning provides staff support to the Planning Commission, Zoning Administrator, Cannabis Committee, Inter-Agency Review (IAR), Airport Land Use Commission (ALUC), Land Use Advisory Committees(LUAC), Historical Committees and coordinates responses from County land use departments on land use programs and proposals by other jurisdictions.

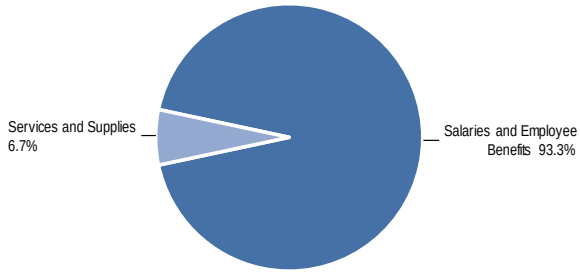
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00
14K50	CHIEF OF PLANNING	1.00
14K51	RMA SERVICES MANAGER	2.00
41F11	ASSOCIATE PLANNER	10.00
41F22	SENIOR PLANNER	3.00
41F23	SUPERVISING PLANNER	2.00
41F85	PARKS PLANNING MANAGER	1.00
	Total	20.00

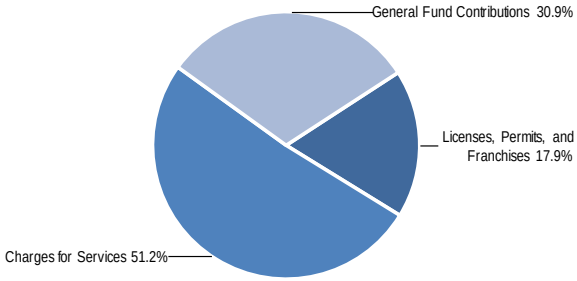
Development Services

(Budget Unit 8196— Fund 001— Appropriation Unit RMA010)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,294,961	1,432,908	1,236,694	1,097,438	975,103	(457,805)
Services and Supplies	94,138	75,172	55,728	69,639	69,639	(5,533)
Other Charges	(290,456)	(295,272)	(227,402)	(251,959)	(251,959)	43,313
Subtotal	$1,098,643	$1,212,808	$1,065,020	$915,118	$792,783	(420,025)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	160,268	180,346	142,212	142,212	142,212	(38,134)
Charges for Services	406,419	389,165	405,742	405,742	405,742	16,577
Miscellaneous Revenues	275	100	100	100	100	0
Subtotal	$566,962	$569,611	$548,054	$548,054	$548,054	(21,557)
General Fund Contributions	$531,681	$643,197	$516,966	$367,064	$244,729	(398,468)
Total Source of Funds	$1,098,643	$1,212,808	$1,065,020	$915,118	$792,783	(420,025)

Unit Description

Development Services provides engineering review of major and minor subdivisions, improvement plans, surveys and maps, and processing of final maps and parcel maps in accordance with the Subdivision Map Act, the Land Surveyors Act, and local ordinances. Review of related California Environmental Quality Act (CEQA) documentation is a significant element of this process. In addition, this Unit provides the technical review of boundary maps for the Local Agency Formation Commission (LAFCO), the road-naming and house-numbering system, transportation permits for oversize and overweight vehicles traveling in Monterey County and issuance of encroachment permits for public right-of-way. Revenue for this Unit is derived from service fees for map checking and improvement plan check and certain land use fees, reimbursable service agreements with other County agencies, and permit fees for the transportation permits, encroachment permits, addressing and road naming and abandonment.

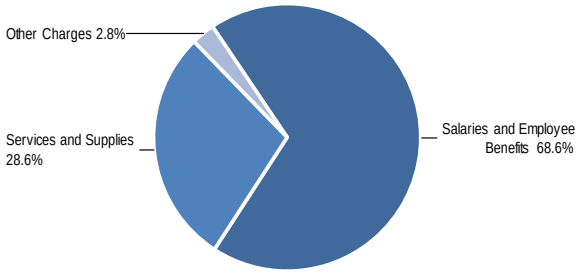
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
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	3.00
	Total	8.00

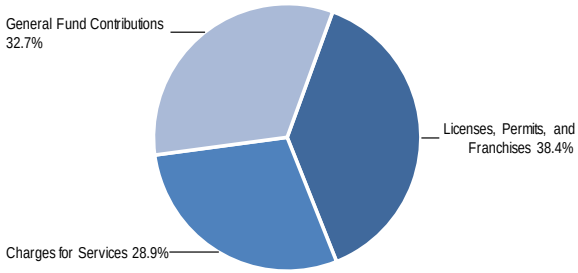
Environmental Services

(Budget Unit 8444— Fund 001— Appropriation Unit RMA099)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	875,715	822,110	733,034	1,124,043	1,124,043	301,933
Services and Supplies	284,635	472,412	393,134	467,828	467,828	(4,584)
Other Charges	(7,966)	32,765	30,153	46,394	46,394	13,629
Subtotal	$1,152,384	$1,327,287	$1,156,321	$1,638,265	$1,638,265	310,978

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	659,362	645,276	629,140	629,140	629,140	(16,136)
Charges for Services	6,174	5,472	3,144	474,001	474,001	468,529
Miscellaneous Revenues	7,879	0	0	0	0	0
Subtotal	$673,415	$650,748	$632,284	$1,103,141	$1,103,141	452,393
General Fund Contributions	$478,968	$676,539	$524,037	$535,124	$535,124	(141,415)
Total Source of Funds	$1,152,384	$1,327,287	$1,156,321	$1,638,265	$1,638,265	310,978

Unit Description

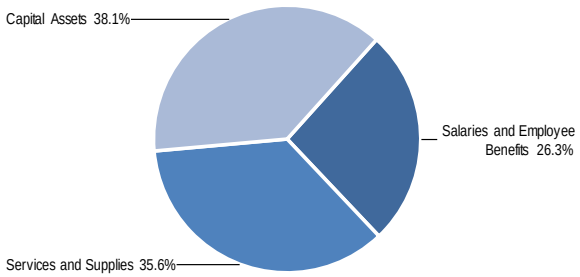
Environmental Services consolidates development review responsibilities for grading, erosion control, and storm water management. Staff conduct site inspections at various times during the construction process to ensure code compliance. Environmental Services provides technical support for the Lower Carmel River Floodplain Restoration and Environmental Enhancement Project. This Unit is responsible for implementing the National Pollutant Discharge Elimination System (NPDES) Municipal General Permit. The following program elements are required to be developed and/or implemented on an ongoing basis: Areas of Special Biological Significance (ASBS) Program, Education and Outreach Program, Public Involvement and Participation Program, Illicit Discharge Detection and Elimination Program, Construction Site Storm Water Runoff Control Program, Pollution Prevention and Good Housekeeping for Municipal Operations Program, Post-Construction Storm Water Management Program, Total Maximum Daily Loads (TMDL) Compliance Program, Program Effectiveness Assessment and Improvement Plan, and Annual Reporting.

Recommended 2019-20 Positions

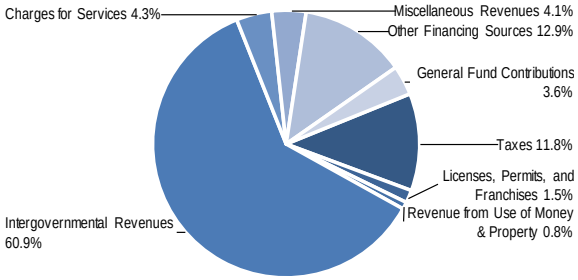
Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
41A20	CIVIL ENGINEER	1.00
41C02	WATER RESOURCES HYDROLOGIST	3.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00
43B03	WATER RESOURCES TECHNICIAN	2.00
	Total	8.00

Public Works/Facilities

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	15,288,722	16,979,615	15,348,654	19,495,099	18,135,752	1,156,137
Services and Supplies	22,083,741	12,136,761	18,693,684	26,204,923	24,602,048	12,465,287
Other Charges	(13,869,084)	(5,541,237)	(5,226,033)	(8,556,896)	(8,654,505)	(3,113,268)
Capital Assets	12,697,044	19,879,883	21,619,422	28,573,904	26,298,904	6,419,021
Other Financing Uses	0	8,257	0	0	0	(8,257)
Subtotal	$36,200,423	$43,463,279	$50,435,727	$65,717,030	$60,382,199	16,918,920

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	6,647,661	5,484,774	7,672,989	7,672,989	7,672,989	2,188,215
Licenses, Permits, and Franchises	168,873	90,000	590,359	1,000,000	1,000,000	910,000
Fines, Forfeitures, and Penalties	19,812	32,880	23,131	25,285	22,923	(9,957)
Revenue from Use of Money & Property	125,842	35,520	226,866	1,286,563	551,805	516,285
Intergovernmental Revenues	27,381,331	24,987,699	36,587,684	39,679,924	39,679,924	14,692,225
Charges for Services	2,799,809	2,859,548	2,101,759	2,910,880	2,810,880	(48,668)
Miscellaneous Revenues	62,517	934,481	2,243,589	2,697,630	2,697,630	1,763,149
Other Financing Sources	10,787,783	5,319,831	10,927,524	8,397,320	8,397,320	3,077,489
Subtotal	$47,993,627	$39,744,733	$60,373,901	$63,670,591	$62,833,471	23,088,738
Fund Balance	(12,860,633)	(386,302)	(13,014,753)	(4,368,843)	(4,787,680)	(4,401,378)
General Fund Contributions	$1,067,430	$4,104,848	$3,076,579	$6,724,119	$2,336,408	(1,768,440)
Total Source of Funds	$36,200,423	$43,463,279	$50,435,727	$66,025,867	$60,382,199	16,918,920

Division Description

Public Works, Parks and Facilities Division is comprised of the following units: Facilities Maintenance, Grounds, Litter Control, Roads & Bridges Engineering, Roads & Bridges Maintenance, and County Parks. This Division is responsible for designing, building and maintaining the County's roadway infrastructure and County-owned facilities.

Parks administers, maintains and operates Royal Oaks, Jacks Peak, San Lorenzo, Toro, and Manzanita. The parks system benefits the community by providing locations for a vast assortment of outdoor recreational activities.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Architectural Services (RMA003)	(984,376)	532,026	491,970	0	0	(532,026)	001	8173
Facilities Maintenance (RMA006)	(1,197,292)	248,785	(642,002)	(988,117)	(1,216,846)	(1,465,631)	001	8176

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Grounds (RMA006)	641,609	612,244	639,805	680,185	680,185	67,941	001	8181
Litter Control (RMA002)	475,065	377,086	498,918	578,989	578,989	201,903	001	8194
Road & Bridge Engineering (RMA012)	21,823,456	25,068,994	32,341,619	38,691,449	38,691,449	13,622,455	002	8195
Roads & Bridges- Maintenance (RMA012)	12,089,233	12,845,010	13,635,978	16,993,612	16,883,612	4,038,602	002	8443
Park Operations (RMA006)	3,352,730	3,779,134	3,469,439	0	0	(3,779,134)	001	8475
Parks Operations (RMA104)	0	0	0	9,760,912	4,764,810	4,764,810	001	8510
Subtotal	$36,200,423	$43,463,279	$50,435,727	$65,717,030	$60,382,199	16,918,920		

Architectural Services

(Budget Unit 8173— Fund 001— Appropriation Unit RMA003)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	650,899	891,846	613,976	0	0	(891,846)
Services and Supplies	117,511	63,480	82,383	0	0	(63,480)
Other Charges	(1,752,785)	(423,300)	(204,389)	0	0	423,300
Subtotal	($984,376)	$532,026	$491,970	$0	$0	(532,026)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	($984,376)	$532,026	$491,970	$0	$0	(532,026)
Total Source of Funds	($984,376)	$532,026	$491,970	$0	$0	(532,026)

Unit Description

Beginning FY 2019-20, the Architectural Services is reported under Facilities Maintenance Unit 8176.

Facilities Maintenance

(Budget Unit 8176— Fund 001— Appropriation Unit RMA006)

Use of Funds

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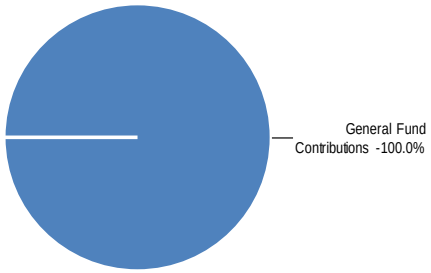
Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,097,965	2,428,683	2,182,500	3,498,154	3,269,425	840,742
Services and Supplies	2,723,221	3,321,510	2,816,597	4,297,085	4,297,085	975,575
Other Charges	(6,018,478)	(5,501,408)	(5,641,099)	(8,954,656)	(8,954,656)	(3,453,248)
Capital Assets	0	0	0	171,300	171,300	171,300
Subtotal	($1,197,292)	$248,785	($642,002)	($988,117)	($1,216,846)	(1,465,631)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	19,500	30,277	20,528	20,320	20,320	(9,957)
Revenue from Use of Money & Property	0	0	0	333,573	333,573	333,573
Charges for Services	127,304	144,164	144,164	155,742	155,742	11,578
Miscellaneous Revenues	675	0	0	0	0	0
Other Financing Sources	4,512	0	0	508,565	508,565	508,565
Subtotal	$151,991	$174,441	$164,692	$1,018,200	$1,018,200	843,759
General Fund Contributions	($1,349,283)	$74,344	($806,694)	($2,006,317)	($2,235,046)	(2,309,390)
Total Source of Funds	($1,197,292)	$248,785	($642,002)	($988,117)	($1,216,846)	(1,465,631)

Unit Description

The Facilities Maintenance Unit is responsible for operation and maintenance of County buildings. Coverage includes building equipment, such as auxiliary power generators, infrastructure including utility services, and building control functions for heating, ventilation and air conditioning systems. In addition to maintenance and repair projects, Facilities administers ongoing programs affecting building and occupancy conditions such as security, parking, code compliance related to occupancy, environmental conditions, and the Americans with Disabilities Act (ADA) Transition Plan. This Unit also provides maintenance to designated areas of the Monterey and King City Courthouses based on percentages specified in Joint Occupancy Agreements between the County and State of California Administrative Office of the Court (AOC). The County receives reimbursement from the AOC for associated costs in accordance with terms specified in the agreements.

Beginning FY 2019-20, Architectural Services (Unit 8173) and Property Management (Unit 8481) will become part of the Facilities Unit. Architectural Services staff provides project management for new construction, major renovation and facility maintenance and repair projects funded by the Capital Projects Fund 402 (Unit 8468), the Facility Master Plan Implementation Fund 404 (Unit 8174) and projects directly funded by County departments. Property Management staff manages real property related to 93 owned facilities, 68 leased facilities, 42 County "as landlords" leases, and 486 owned parcels. This includes management of acquisition, sales, leases, and records affecting properties. In addition to two newly added units, Facilities Maintenance Projects Fund 401 (Unit 8184) is being dissolved and maintenance projects that were previously under the fund are being transferred to the Facilities Maintenance Unit.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14A11	PROJECT MANAGER II	3.00
14A12	PROJECT MANAGER III	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00

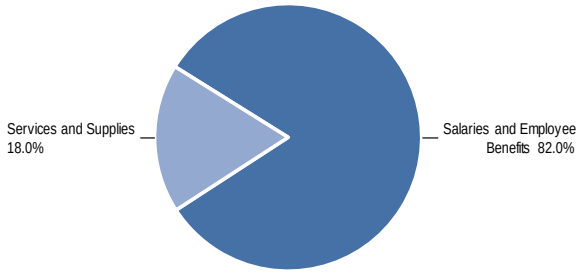
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C74	REAL PROPERTY SPECIALIST	2.00
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	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	30.00

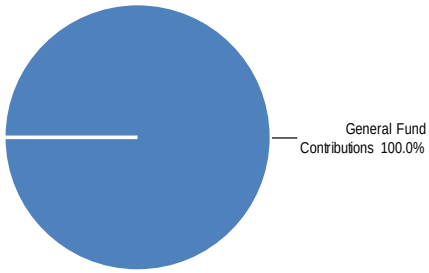
Grounds

(Budget Unit 8181— Fund 001— Appropriation Unit RMA006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	573,676	536,363	532,227	557,484	557,484	21,121
Services and Supplies	139,171	75,881	107,534	122,701	122,701	46,820
Other Charges	(71,238)	0	44	0	0	0
Subtotal	$641,609	$612,244	$639,805	$680,185	$680,185	67,941

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Miscellaneous Revenues	199	0	0	0	0	0
Other Financing Sources	225	0	0	0	0	0
Subtotal	$424	$0	$0	$0	$0	0
General Fund Contributions	$641,185	$612,244	$639,805	$680,185	$680,185	67,941
Total Source of Funds	$641,609	$612,244	$639,805	$680,185	$680,185	67,941

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.

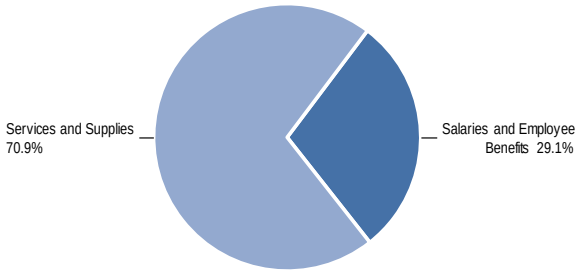
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
70C20	SENIOR GROUNDSKEEPER	1.00
70C21	GROUNDSKEEPER	4.00
70C80	GROUNDS SUPERVISOR	1.00
	Total	6.00

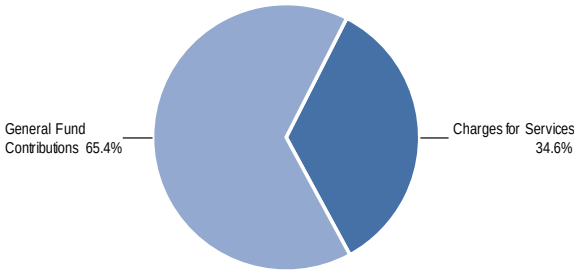
Litter Control

(Budget Unit 8194— Fund 001— Appropriation Unit RMA002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	181,953	188,300	185,387	183,317	183,317	(4,983)
Services and Supplies	337,233	219,954	377,853	446,852	446,852	226,898
Other Charges	(44,122)	(31,168)	(64,322)	(51,180)	(51,180)	(20,012)
Subtotal	$475,065	$377,086	$498,918	$578,989	$578,989	201,903

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	0	0	100,000	200,000	200,000	200,000
Miscellaneous Revenues	782	703	703	563	563	(140)
Subtotal	$782	$703	$100,703	$200,563	$200,563	199,860
General Fund Contributions	$474,283	$376,383	$398,215	$378,426	$378,426	2,043
Total Source of Funds	$475,065	$377,086	$498,918	$578,989	$578,989	201,903

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. 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 clean-up from County roads and rights-of-way is a seven-day a week operation staffed by two County employees known as Litter Guards. 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.

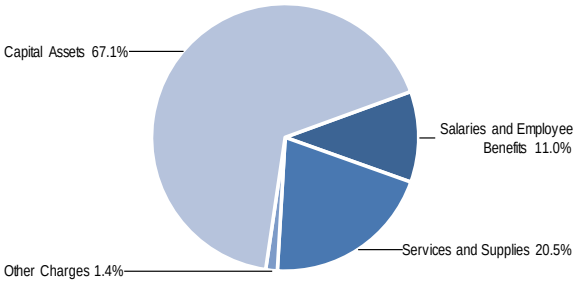
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
34X21	GUARD	2.00
	Total	2.00

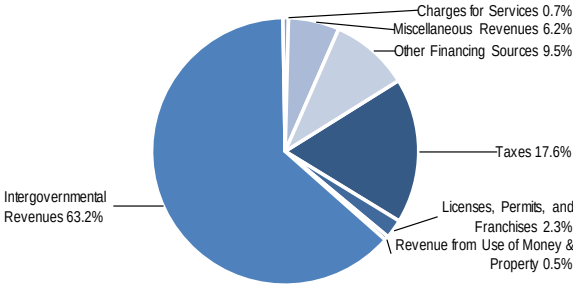
Road & Bridge Engineering

(Budget Unit 8195— Fund 002— Appropriation Unit RMA012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,498,092	3,458,788	2,784,657	4,253,913	4,253,913	795,125
Services and Supplies	12,342,401	1,165,260	7,135,547	7,928,384	7,928,384	6,763,124
Other Charges	(5,503,499)	774,929	1,077,359	541,548	541,548	(233,381)
Capital Assets	12,486,461	19,670,017	21,344,056	25,967,604	25,967,604	6,297,587
Subtotal	$21,823,456	$25,068,994	$32,341,619	$38,691,449	$38,691,449	13,622,455

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	6,647,661	5,484,774	7,672,989	7,672,989	7,672,989	2,188,215
Licenses, Permits, and Franchises	168,873	90,000	590,000	1,000,000	1,000,000	910,000
Revenue from Use of Money & Property	5,332	12,500	203,845	224,405	224,405	211,905
Intergovernmental Revenues	18,016,636	12,946,080	24,299,715	27,553,357	27,553,357	14,607,277
Charges for Services	236,701	618,454	302,564	292,372	292,372	(326,082)
Miscellaneous Revenues	42,159	925,806	2,234,914	2,689,095	2,689,095	1,763,289
Other Financing Sources	8,657,673	4,569,386	10,177,079	4,157,621	4,157,621	(411,765)
Subtotal	$33,775,034	$24,647,000	$45,481,106	$43,589,839	$43,589,839	18,942,839
Fund Balance	(11,951,579)	421,994	(13,139,487)	(4,898,390)	(4,898,390)	(5,320,384)
Total Source of Funds	$21,823,455	$25,068,994	$32,341,619	$38,691,449	$38,691,449	13,622,455

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 Unit include State and federal grants, an allocation from the Transient Occupancy Tax, a portion of the allocation that the County receives from the State Highway Users Tax (HUTA), and Measure X and SB 1 revenue funding for road maintenance and safety projects.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	1.00
14A10	PROJECT MANAGER I	1.00
14A11	PROJECT MANAGER II	2.00
14A12	PROJECT MANAGER III	3.00
14C30	MANAGEMENT ANALYST II	1.00
30D31	CHIEF OF PUBLIC WORKS AND FACILITIES	1.00

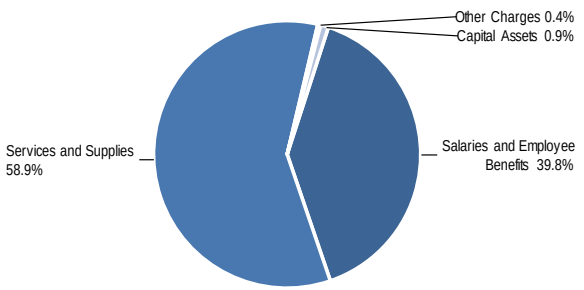
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
41A10	ASSISTANT ENGINEER	6.00
41A20	CIVIL ENGINEER	1.00
41A22	SENIOR CIVIL ENGINEER	3.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	2.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	26.00

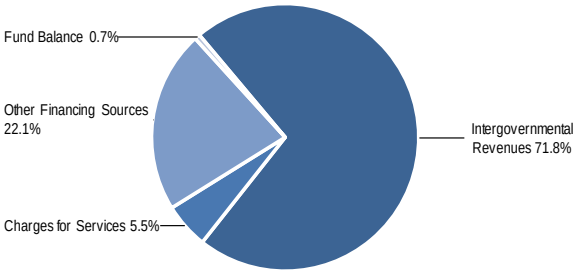
Roads & Bridges- Maintenance

(Budget Unit 8443— Fund 002— Appropriation Unit RMA012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	6,792,313	6,437,770	6,578,333	6,711,329	6,711,329	273,559
Services and Supplies	5,094,896	6,044,930	6,628,668	10,061,826	9,951,826	3,906,896
Other Charges	185,169	294,053	308,977	60,457	60,457	(233,596)
Capital Assets	16,856	60,000	120,000	160,000	160,000	100,000
Other Financing Uses	0	8,257	0	0	0	(8,257)
Subtotal	$12,089,233	$12,845,010	$13,635,978	$16,993,612	$16,883,612	4,038,602

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	(29,962)	7,735	7,735	(22,222)	(22,222)	(29,957)
Intergovernmental Revenues	9,293,447	11,891,753	12,136,209	12,126,567	12,126,567	234,814
Charges for Services	1,596,477	997,730	611,212	931,780	931,780	(65,950)
Miscellaneous Revenues	15,642	5,643	5,643	5,643	5,643	0
Other Financing Sources	2,122,683	750,445	750,445	3,731,134	3,731,134	2,980,689
Subtotal	$12,998,287	$13,653,306	$13,511,244	$16,772,902	$16,772,902	3,119,596
Fund Balance	(909,054)	(808,296)	124,734	529,547	110,710	919,006
Total Source of Funds	$12,089,233	$12,845,010	$13,635,978	$17,302,449	$16,883,612	4,038,602

Unit Description

This Unit maintains various infrastructure within the County Rights-of-way including: pavement, striping, traffic signals, traffic signs, pavement markings, curb, gutters, sidewalks, grading of shoulders, ditches and dirt roads, drainage culverts, bridges, trees & vegetation, remediation of illegal dumping of litter/debris/ hazardous materials, sanitary sewer lift stations, dead animal removal, flood management of the Carmel Lagoon and emergency response to multi-hazards, as well as maintenance of over 60 miles of dirt roads within the Los Padres National Forest. The primary sources of revenue for this Unit includes State Highway Users Tax, Transient Occupancy Tax, SB1, and a Regional Surface Transportation Program allocation.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
74D12	ROAD MAINTENANCE WORKER	19.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00
74D83	ROAD SUPERINTENDENT	4.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00
74D85	MAINTENANCE MANAGER	1.00
74E11	BRIDGE MAINTENANCE WORKER	4.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
74E81	BRIDGE SUPERINTENDENT	1.00
74G21	TREE TRIMMER	2.00
74G22	SENIOR TREE TRIMMER	1.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	2.00
80E90	MAINTENANCE YARD CLERK	4.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00
	Total	60.00

Park Operations

(Budget Unit 8475— Fund 001— Appropriation Unit RMA006)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,493,825	3,037,865	2,471,574	0	0	(3,037,865)
Services and Supplies	1,329,308	1,245,746	1,545,102	0	0	(1,245,746)
Other Charges	(664,131)	(654,343)	(702,603)	0	0	654,343
Capital Assets	193,728	149,866	155,366	0	0	(149,866)
Subtotal	$3,352,730	$3,779,134	$3,469,439	$0	$0	(3,779,134)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	0	0	359	0	0	0
Fines, Forfeitures, and Penalties	312	2,603	2,603	0	0	(2,603)
Revenue from Use of Money & Property	150,471	15,285	15,286	0	0	(15,285)
Intergovernmental Revenues	71,248	149,866	151,760	0	0	(149,866)
Charges for Services	839,327	1,099,200	943,819	0	0	(1,099,200)
Miscellaneous Revenues	3,060	2,329	2,329	0	0	(2,329)
Other Financing Sources	2,690	0	0	0	0	0
Subtotal	$1,067,109	$1,269,283	$1,116,156	$0	$0	(1,269,283)
General Fund Contributions	$2,285,621	$2,509,851	$2,353,283	$0	$0	(2,509,851)
Total Source of Funds	$3,352,730	$3,779,134	$3,469,439	$0	$0	(3,779,134)

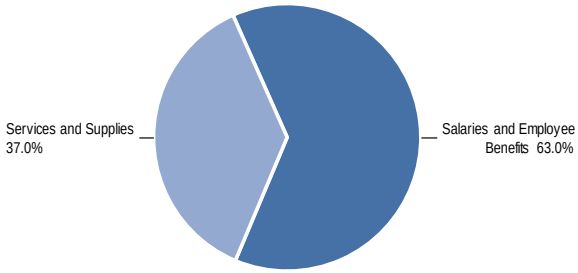
Unit Description

Beginning FY 2019-20, the Parks Operations Unit is reported under Parks Operations - Unit 8510.

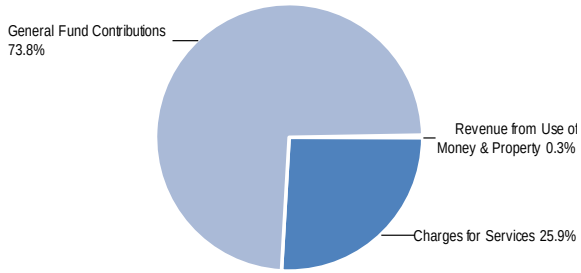
Parks Operations

(Budget Unit 8510— Fund 001— Appropriation Unit RMA104)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	4,290,902	3,160,284	3,160,284
Services and Supplies	0	0	0	3,348,075	1,855,200	1,855,200
Other Charges	0	0	0	(153,065)	(250,674)	(250,674)
Capital Assets	0	0	0	2,275,000	0	0
Subtotal	$0	$0	$0	$9,760,912	$4,764,810	4,764,810

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	0	0	4,965	2,603	2,603
Revenue from Use of Money & Property	0	0	0	750,807	16,049	16,049
Charges for Services	0	0	0	1,330,986	1,230,986	1,230,986
Miscellaneous Revenues	0	0	0	2,329	2,329	2,329
Subtotal	$0	$0	$0	$2,089,087	$1,251,967	1,251,967
General Fund Contributions	$0	$0	$0	$7,671,825	$3,512,843	3,512,843
Total Source of Funds	$0	$0	$0	$9,760,912	$4,764,810	4,764,810

Unit Description

Monterey County Parks has been established to protect and preserve the natural, historic, cultural and recreational resources in the community. The Monterey County RMA-Parks operates and maintains a system of County parks. The County's Parks System enriches the local community by providing an assortment of outdoor and recreational activities, while boosting local tourism and economic activity. Both residents and visitors value parks for access to outdoor spaces to play and be active, exercise and participate in group sports and experience and discover the natural environment. Children, teens, adults, seniors, families, businesses, and community organizations benefit from the wide range of park amenities, open spaces, trails, sports fields and playing courts, playgrounds, facilities and associated programs. One of the primary goals is to provide, enhance and maintain opportunities for the public's enjoyment, inspiration, education, healthful living, personal development and cultural enrichment to make lives and communities better now and in the future.

Recommended 2019-20 Positions

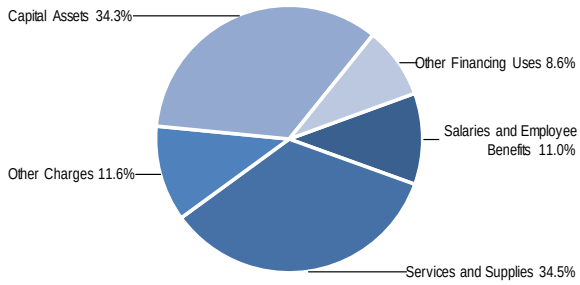
Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14K70	CHIEF OF PARKS	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
41A20	CIVIL ENGINEER	1.00

Recommended 2019-20 Positions

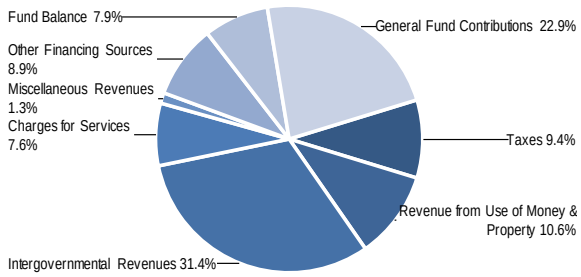
Classification Code	Classification Label	FTE
65C10	PARKS MUSEUM ASSISTANT	1.00
68A41	COUNTY PARK RANGER II	2.00
68A42	COUNTY PARK RANGER III	2.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	9.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	3.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
80A31	SECRETARY	1.00
	Total	27.00

Administration/General Services

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,467,539	6,419,402	5,674,334	4,629,379	4,618,879	(1,800,523)
Services and Supplies	20,486,146	15,660,612	17,304,207	14,427,016	14,423,848	(1,236,764)
Other Charges	(8,420,411)	(3,284,305)	(3,563,254)	4,840,296	4,840,296	8,124,601
Capital Assets	77,532,268	70,024,457	81,753,133	24,408,619	14,331,390	(55,693,067)
Other Financing Uses	73,200	298,400	73,400	3,610,863	3,610,863	3,312,463
Subtotal	$94,138,743	$89,118,566	$101,241,820	$51,916,173	$41,825,276	(47,293,290)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	744,621	735,497	751,406	3,945,985	3,945,985	3,210,488
Licenses, Permits, and Franchises	0	200	200	200	200	0
Fines, Forfeitures, and Penalties	11,486	9,152	9,152	11,998	11,998	2,846
Revenue from Use of Money & Property	6,369,569	5,514,004	5,291,527	4,441,025	4,441,025	(1,072,979)
Intergovernmental Revenues	9,167,497	41,959,765	102,823,397	13,145,694	13,145,694	(28,814,071)
Charges for Services	2,438,778	2,428,755	2,319,412	3,160,430	3,160,430	731,675
Miscellaneous Revenues	166,828	353,016	236,082	533,000	533,000	179,984
Other Financing Sources	22,279,929	13,485,038	3,688,642	3,715,205	3,715,205	(9,769,833)
Subtotal	$41,178,709	$64,485,427	$115,119,818	$28,953,537	$28,953,537	(35,531,890)
Fund Balance	45,854,341	15,805,340	(22,557,988)	13,568,779	3,291,550	(12,513,790)
General Fund Contributions	$7,105,695	$8,827,799	$8,679,990	$9,593,857	$9,580,189	752,390
Total Source of Funds	$94,138,744	$89,118,566	$101,241,820	$52,116,173	$41,825,276	(47,293,290)

Division Description

The Administration Services Division is comprised of the following units: County Disposal Sites, Property Management, Utilities, RMA Administration, Facility Master Plan Projects, Capital Projects, Facilities Maintenance Projects, Special Districts Administration, County Sanitation Districts, County Service Areas, Fish and Game Propagation, Lake Operations, and the East Garrison project units. The Division is responsible for functional activities within the RMA that provide support to the other two divisions, as well as other functions performed under RMA purview that provide support services across the County. This Division also oversees the projects, programs and administrative functions within the East Garrison portion of the Fort Ord Redevelopment Area.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Facility Master Plan Projects (RMA015)	74,558,186	66,705,607	77,060,552	23,321,293	15,794,032	(50,911,575)	404	8174
County Disposal Sites (RMA039)	181,215	223,474	205,246	206,979	206,979	(16,495)	001	8175
Courier (RMA005)	1,913	(1,472)	(1,474)	0	0	1,472	001	8177
Mail (RMA005)	16	(239)	(243)	0	0	239	001	8178
Utilities (RMA098)	3,560,471	3,920,564	4,079,662	3,907,683	3,907,683	(12,881)	001	8182
Facilities Maintenance Projects (RMA004)	353,525	2,227,585	3,273,337	3,122,448	3,122,448	894,863	401	8184
County Sanitation District (RMA040)	1,221,642	1,086,600	1,856,421	899,471	899,471	(187,129)	151	8197
County Sanitation District (RMA045)	207,634	157,973	197,194	166,733	166,733	8,760	156	8197
County Sanitation District (RMA046)	76,436	85,359	276,045	86,655	86,655	1,296	157	8197
County Sanitation District (RMA091)	38,450	38,150	38,150	38,800	38,800	650	306	8197
County Sanitation District (RMA093)	34,750	35,250	35,250	34,650	34,650	(600)	310	8197
County Service Areas (RMA047)	22,371	32,596	28,932	28,808	28,808	(3,788)	051	8198
County Service Areas (RMA048)	23,950	59,484	41,572	56,790	56,790	(2,694)	052	8198
County Service Areas (RMA049)	30	0	200	192	192	192	053	8198
County Service Areas (RMA052)	195,941	136,130	144,054	174,832	174,832	38,702	056	8198
County Service Areas (RMA053)	5,388	13,500	19,740	9,413	9,413	(4,087)	057	8198
County Service Areas (RMA054)	931	1,000	1,136	1,087	1,087	87	058	8198
County Service Areas (RMA055)	5,364	15,897	13,018	6,188	6,188	(9,709)	059	8198
County Service Areas (RMA056)	25,494	81,260	74,411	16,176	16,176	(65,084)	060	8198
County Service Areas (RMA057)	951	14,000	3,136	3,087	3,087	(10,913)	061	8198
County Service Areas (RMA058)	16,984	37,438	37,438	67,653	67,653	30,215	062	8198
County Service Areas (RMA059)	2,285	13,786	3,532	3,552	3,552	(10,234)	063	8198
County Service Areas (RMA060)	3,175	10,500	9,270	12,203	12,203	1,703	064	8198
County Service Areas (RMA061)	1,223	3,500	1,569	1,523	1,523	(1,977)	065	8198
County Service Areas (RMA062)	6,248	18,110	18,313	11,341	11,341	(6,769)	066	8198
County Service Areas (RMA063)	1,168	2,500	2,603	7,534	7,534	5,034	067	8198
County Service Areas (RMA064)	6,643	2,000	3,066	2,180	2,180	180	068	8198
County Service Areas (RMA065)	8,206	18,902	10,202	10,453	10,453	(8,449)	069	8198
County Service Areas (RMA066)	1,403	10,000	12,008	3,873	3,873	(6,127)	070	8198
County Service Areas (RMA067)	746	9,500	1,769	1,715	1,715	(7,785)	071	8198
County Service Areas (RMA068)	17,465	25,925	17,621	18,385	18,385	(7,540)	072	8198
County Service Areas (RMA069)	3,536	16,707	6,018	18,739	18,739	2,032	073	8198
County Service Areas (RMA070)	34,600	36,274	29,635	37,470	37,470	1,196	074	8198
County Service Areas (RMA071)	42,482	43,306	43,307	28,405	28,405	(14,901)	075	8198
County Service Areas (RMA072)	121,928	25,992	24,433	48,763	48,763	22,771	076	8198
County Service Areas (RMA073)	24,100	406,108	160,571	484,812	484,812	78,704	077	8198
County Service Areas (RMA074)	82,464	25,966	14,134	14,362	14,362	(11,604)	078	8198
County Service Areas (RMA075)	4,855	15,500	3,368	3,331	3,331	(12,169)	079	8198
County Service Areas (RMA076)	26,928	11,500	8,168	8,139	8,139	(3,361)	080	8198
County Service Areas (RMA077)	538	1,500	1,168	1,139	1,139	(361)	081	8198
County Service Areas (RMA078)	622	13,500	76,091	3,203	3,203	(10,297)	082	8198
County Service Areas (RMA079)	481	16,000	10,401	3,384	3,384	(12,616)	083	8198
County Service Areas (RMA080)	421	3,700	1,368	1,139	1,139	(2,561)	084	8198
County Service Areas (RMA081)	2,088	4,019	3,561	2,785	2,785	(1,234)	085	8198
County Service Areas (RMA082)	3,126	13,500	6,668	3,639	3,639	(9,861)	086	8198
County Service Areas (RMA083)	59,648	11,834	19,518	16,914	16,914	5,080	087	8198

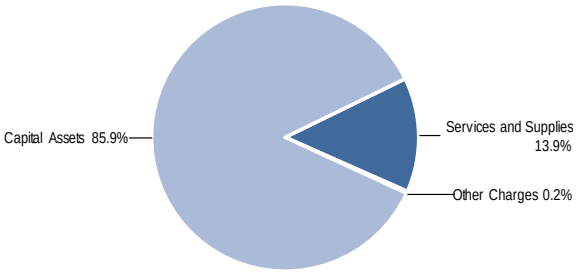
Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Service Areas (RMA084)	6,100	230,015	213,169	38,466	38,466	(191,549)	088	8198
County Service Areas (RMA085)	337	13,250	1,851	1,825	1,825	(11,425)	089	8198
County Service Areas (RMA086)	118	0	0	0	0	0	090	8198
County Service Areas (RMA087)	829	11,500	9,101	2,075	2,075	(9,425)	091	8198
County Service Areas (RMA088)	128,437	110,008	208,089	147,662	147,662	37,654	093	8198
County Service Areas (RMA090)	16,632	15,941	15,941	15,240	15,240	(701)	312	8198
RMA Administration (RMA013)	3,969,705	5,023,756	4,873,997	5,935,726	5,922,058	898,302	001	8222
Capital Projects (RMA014)	1,499,630	1,590,339	1,943,255	1,008,655	1,008,655	(581,684)	402	8468
Special District Administration (RMA100)	(136)	(1,430)	0	0	0	1,430	001	8469
Fish & Game Propagation (RMA101)	47,202	31,977	41,929	31,843	31,843	(134)	006	8476
Lake Operations (RMA102)	7,113,830	5,989,559	5,720,647	6,943,166	4,393,198	(1,596,361)	452	8477
Property Management (RMA103)	368,039	473,366	341,702	0	0	(473,366)	001	8481
E Garrison Public Financing Authority (RMA105)	0	0	0	55,000	55,000	55,000	180	8521
East Garrison Community Services District (RMA106)	0	0	0	1,240,620	1,240,620	1,240,620	181	8522
East Garrison Development Reimbursement (RMA107)	0	0	0	304,000	304,000	304,000	182	8523
East Garrison Project (RMA109)	0	0	0	3,293,974	3,293,974	3,293,974	406	8525
Subtotal	$94,138,743	$89,118,566	$101,241,820	$51,916,173	$41,825,276	(47,293,290)		

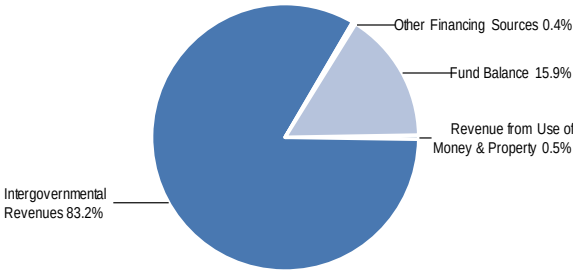
Facility Master Plan Projects

(Budget Unit 8174— Fund 404— Appropriation Unit RMA015)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	5,300,483	653,723	366,476	2,187,939	2,187,939	1,534,216
Other Charges	(200,406)	0	0	36,118	36,118	36,118
Capital Assets	69,458,109	66,051,884	76,694,076	21,097,236	13,569,975	(52,481,909)
Subtotal	$74,558,186	$66,705,607	$77,060,552	$23,321,293	$15,794,032	(50,911,575)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	176,433	200,000	(63,062)	79,825	79,825	(120,175)
Intergovernmental Revenues	9,139,979	41,956,596	102,820,225	13,142,522	13,142,522	(28,814,074)
Miscellaneous Revenues	127,621	353,016	186,082	0	0	(353,016)
Other Financing Sources	19,091,804	10,462,313	285,617	65,000	65,000	(10,397,313)
Subtotal	$28,535,837	$52,971,925	$103,228,862	$13,287,347	$13,287,347	(39,684,578)
Fund Balance	46,022,349	13,733,682	(26,168,310)	10,098,946	2,506,685	(11,226,997)
Total Source of Funds	$74,558,186	$66,705,607	$77,060,552	$23,386,293	$15,794,032	(50,911,575)

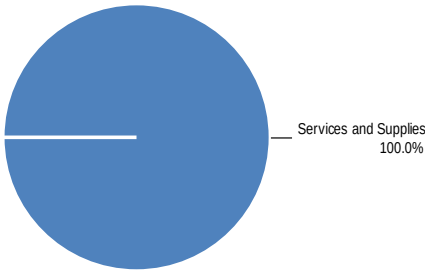
Unit Description

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 8176 - Facilities Maintenance.

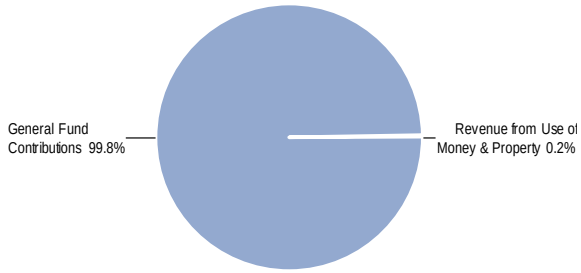
County Disposal Sites

(Budget Unit 8175— Fund 001— Appropriation Unit RMA039)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	181,167	223,426	205,198	206,930	206,930	(16,496)
Other Charges	48	48	48	49	49	1
Subtotal	$181,215	$223,474	$205,246	$206,979	$206,979	(16,495)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	425	425	425	425	0
Subtotal	$0	$425	$425	$425	$425	0
General Fund Contributions	$181,215	$223,049	$204,821	$206,554	$206,554	(16,495)
Total Source of Funds	$181,215	$223,474	$205,246	$206,979	$206,979	(16,495)

Unit Description

The County Disposal Site (CDS) Program provides for the administration and inspection of two transfer stations and 10 closed landfill disposal sites. Three of the landfills (Bradley, North Shore Lake San Antonio and San Ardo) require groundwater and storm water monitoring and reporting. This unit provides for engineering consulting contracts to comply with mandated federal and State requirements for management of closed landfills.

Courier

(Budget Unit 8177— Fund 001— Appropriation Unit RMA005)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	347,456	364,435	345,503	0	0	(364,435)
Services and Supplies	41,562	30,648	30,821	0	0	(30,648)
Other Charges	(387,105)	(396,555)	(377,798)	0	0	396,555
Subtotal	$1,913	($1,472)	($1,474)	$0	$0	1,472

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	1,422	1,422	1,422	0	0	(1,422)
Subtotal	$1,422	$1,422	$1,422	$0	$0	(1,422)
General Fund Contributions	$491	($2,894)	($2,896)	$0	$0	2,894
Total Source of Funds	$1,913	($1,472)	($1,474)	$0	$0	1,472

Unit Description

Beginning FY 2019-20, Courier Services have been transferred to the County Administrative Office.

Mail

(Budget Unit 8178— Fund 001— Appropriation Unit RMA005)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	36,176	93,748	88,160	0	0	(93,748)
Services and Supplies	107,613	106,737	103,581	0	0	(106,737)
Other Charges	(143,773)	(200,724)	(191,984)	0	0	200,724
Subtotal	$16	($239)	($243)	$0	$0	239

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	642	642	642	0	0	(642)
Subtotal	$642	$642	$642	$0	$0	(642)
General Fund Contributions	($626)	($881)	($885)	$0	$0	881
Total Source of Funds	$16	($239)	($243)	$0	$0	239

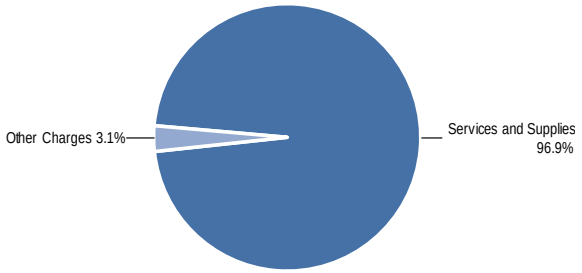
Unit Description

Beginning FY 2019-20, Mail Services have been transferred to the County Administrative Office.

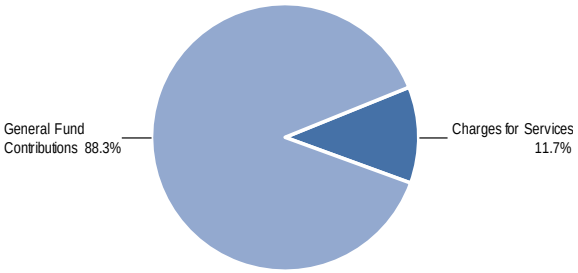
Utilities

(Budget Unit 8182— Fund 001— Appropriation Unit RMA098)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	3,260,520	3,806,180	3,965,278	3,787,580	3,787,580	(18,600)
Other Charges	299,950	114,384	114,384	120,103	120,103	5,719
Subtotal	$3,560,471	$3,920,564	$4,079,662	$3,907,683	$3,907,683	(12,881)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	604,130	476,809	476,809	456,106	456,106	(20,703)
Subtotal	$604,130	$476,809	$476,809	$456,106	$456,106	(20,703)
General Fund Contributions	$2,956,341	$3,443,755	$3,602,853	$3,451,577	$3,451,577	7,822
Total Source of Funds	$3,560,471	$3,920,564	$4,079,662	$3,907,683	$3,907,683	(12,881)

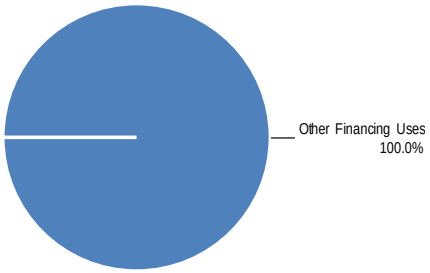
Unit Description

The Utilities Unit accumulates costs associated with water, garbage, sewer, alarm lines, fire protection, and gas and electric for all shared County facilities. In FY 2011-12, the negotiated quarterly County Facility Payments (CFPs) for the utilities associated with the Monterey Courthouse, King City Courthouse, and the North Wing of the Salinas Courthouse have been moved to the Trial Courts budget (Unit 8031) under the purview of the County Administrative Office. Separate from the CFPs, the County provides utilities for the common areas within the Monterey and King City Courthouses and until separate metering is installed the County incurs 100% of the electricity, natural gas, water, and sewer for the North Wing of the Salinas Courthouse. The County is reimbursed for these expenditures based on percentages agreed to in the Joint Occupancy Agreements.

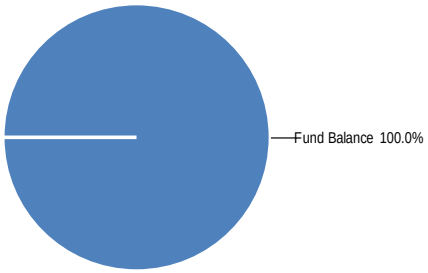
Facilities Maintenance Projects

(Budget Unit 8184— Fund 401— Appropriation Unit RMA004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	1,306,118	2,220,093	3,266,684	0	0	(2,220,093)
Other Charges	(7,457,554)	(2,801,529)	(3,233,887)	0	0	2,801,529
Capital Assets	6,504,961	2,809,021	3,240,540	0	0	(2,809,021)
Other Financing Uses	0	0	0	3,122,448	3,122,448	3,122,448
Subtotal	$353,525	$2,227,585	$3,273,337	$3,122,448	$3,122,448	894,863

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	57,706	49,576	48,843	0	0	(49,576)
Charges for Services	224,779	0	317,636	0	0	0
Miscellaneous Revenues	0	0	50,000	0	0	0
Other Financing Sources	120,241	2,227,585	361,375	0	0	(2,227,585)
Subtotal	$402,726	$2,277,161	$777,854	$0	$0	(2,277,161)
Fund Balance	(49,201)	(49,576)	2,495,483	3,122,448	3,122,448	3,172,024
Total Source of Funds	$353,525	$2,227,585	$3,273,337	$3,122,448	$3,122,448	894,863

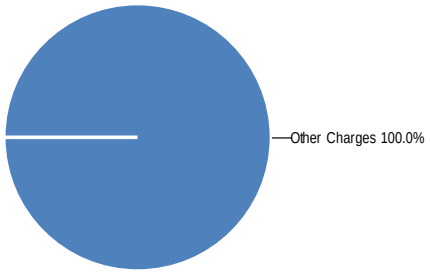
Unit Description

Beginning FY 2019-20, County facility maintenance and repairs projects and projects previously under this fund are being transferred to Unit 8176 - Facilities Administration, Fund 402 - Capital Projects, and Fund 404 - Facilities Master Plan Projects.

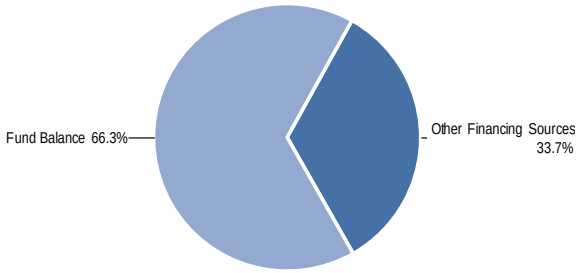
County Sanitation District

(Budget Unit 8197— All Funds)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	1,412,017	1,256,507	2,013,903	1,079,384	1,079,384	(177,123)
Other Charges	73,225	73,425	73,425	73,475	73,475	50
Capital Assets	20,469	0	242,332	0	0	0
Other Financing Uses	73,200	73,400	73,400	73,450	73,450	50
Subtotal	$1,578,911	$1,403,332	$2,403,060	$1,226,309	$1,226,309	(177,023)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	243,833	235,850	245,858	250,731	250,731	14,881
Licenses, Permits, and Franchises	0	200	200	200	200	0
Revenue from Use of Money & Property	(97)	1,833	9,542	900	900	(933)
Intergovernmental Revenues	1,738	750	750	750	750	0
Charges for Services	702,477	1,091,000	836,00	797,152	797,152	(293,848)
Miscellaneous Revenues	13,135	0	0	0	0	0
Other Financing Sources	1,776,981	73,400	73,400	108,450	108,450	35,050
Subtotal	$2,738,066	$1,403,033	$1,165,750	$1,158,183	$,158,183	(244,850)
Fund Balance	(1,159,155)	299	1,237,310	68,126	68,126	67,827
Total Source of Funds	$1,578,911	$1,403,332	$2,403,060	$1,191,309	$1,226,309	(177,023

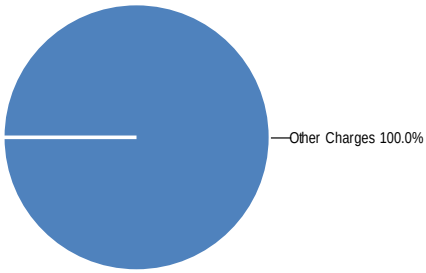
Unit Description

There are currently two active County Sanitation Districts (CSDs) (Pajaro and Boronda) for which the Board of Supervisors acts as the governing body. The CSDs provide sanitation (wastewater collection) services. Boronda CSD includes the San Jerardo Water System (Zone 2), which provides potable water to the San Jerardo Cooperative.

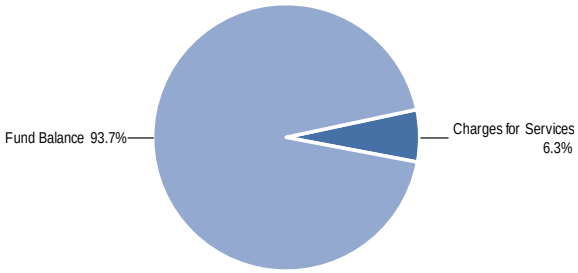
County Service Areas

(Budget Unit 8198— All Funds)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	900,233	1,514,499	1,282,501	1,301,487	1,301,478	(213,012)
Other Charges	6,004	17,649	17,649	16.990	16.990	(659)
Subtotal	$906,236	$1,532,148	$1,300,150	$1,318,477	$1,318,477	(213,671)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	500,788	499,647	505,548	520,064	520,064	20,417
Revenue from Use of Money & Property	95,449	33,759	43,426	62,439	62,439	28,680
Intergovernmental Revenues	2,343	2,419	2,422	2,422	2,422	3
Charges for Services	369,699	415,914	431,485	506,872	506,872	90,458
Miscellaneous Revenues	7,888	0	0	0	0	0
Subtotal	$976,617	$951,739	$982,881	$1,091,797	$1,091,797	140,058
Fund Balance	(69,862)	580,409	317,269	226,680	226,680	(353,729)
Total Source of Funds	$976,617	$1,532,148	$1,300,1501	$1,318,477	$1,318,477	(213,671)

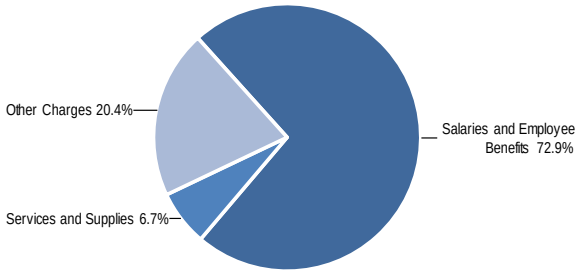
Unit Description

The County has 40 individual CSAs of which all but two are active. The CSAs provide a variety of urban services to unincorporated areas of the County. These services include park maintenance, street lighting, street and sidewalk maintenance, storm drain maintenance, surface water disposal, sewage collection and disposal, and levee maintenance and repair. The Board of Supervisors acts as the governing body on behalf of the CSAs, and Special Districts Unit 8469 administers the maintenance and operation of the CSAs.

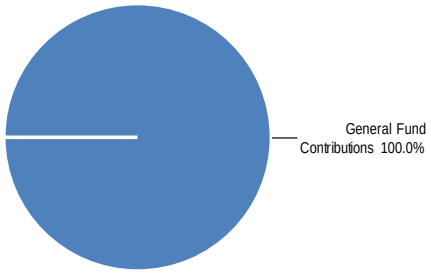
RMA Administration

(Budget Unit 8222— Fund 001— Appropriation Unit RMA013)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	3,392,662	5,118,848	4,628,453	4,326,015	4,315,515	(803,333)
Services and Supplies	650,887	302,072	352,090	402,040	398,872	96,800
Other Charges	(73,845)	(397,164)	(106,546)	1,207,671	1,207,671	1,604,835
Subtotal	$3,969,705	$5,023,756	$4,873,997	$5,935,726	$5,922,058	898,302

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	15,251	8,563	1,513	0	0	(8,563)
Subtotal	$15,251	$8,563	$1,513	$0	$0	(8,563)
General Fund Contributions	$3,954,454	$5,015,193	$4,872,484	$5,935,726	$5,922,058	906,865
Total Source of Funds	$3,969,705	$5,023,756	$4,873,997	$5,935,726	$5,922,058	898,302

Unit Description

RMA Administration 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 2019-20 Positions

Classification Code	Classification Label	FTE
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00
14C30	MANAGEMENT ANALYST II	3.00
14C31	MANAGEMENT ANALYST III	2.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
14G02	MANAGEMENT ANALYST I	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14K51	RMA SERVICES MANAGER	1.00
20B10	ACCOUNTANT I	1.00

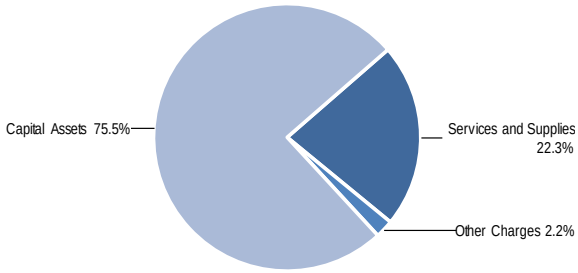
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
20B11	ACCOUNTANT II	2.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
20B95	FINANCE MANAGER I	2.00
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
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J22	SENIOR ACCOUNT CLERK	5.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	34.00

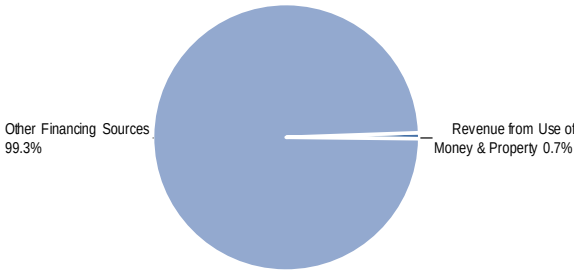
Capital Projects

(Budget Unit 8468— Fund 402— Appropriation Unit RMA014)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	505,783	201,787	367,070	225,000	225,000	23,213
Other Charges	0	0	0	22,240	22,240	22,240
Capital Assets	993,847	1,163,552	1,576,185	761,415	761,415	(402,137)
Other Financing Uses	0	225,000	0	0	0	(225,000)
Subtotal	$1,499,630	$1,590,339	$1,943,255	$1,008,655	$1,008,655	(581,684)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	53,929	25,444	37,886	20,257	20,257	(5,187)
Charges for Services	86,520	0	0	0	0	0
Other Financing Sources	572,915	0	0	2,820,015	2,820,015	2,820,015
Subtotal	$713,364	$25,444	$37,886	$2,840,272	$2,840,272	2,814,828
Fund Balance	786,266	1,564,895	1,905,369	(1,831,617)	(1,831,617)	(3,396,512)
Total Source of Funds	$1,499,630	$1,590,339	$1,943,255	$1,008,655	$1,008,655	(581,684)

Unit Description

Fund 402 was established to track funding for the capital projects that are financed with County General Funds, and other department funds such as the Agriculture Commissioner. In FY 2019-20, on-going capital projects that were previously funded under Facilities Maintenance Projects Fund are transferred to this unit.

Special District Administration

(Budget Unit 8469— Fund 001— Appropriation Unit RMA100)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	258,082	283,750	280,378	296,476	296,476	12,726
Services and Supplies	47,536	13,302	16,464	22,200	22,200	8,898
Other Charges	(305,753)	(298,482)	(296,842)	(318,676)	(318,676)	(20,194)
Subtotal	($136)	($1,430)	$0	$0	$0	1,430

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	($136)	($1,430)	$0	$0	$0	1,430
Total Source of Funds	($136)	($1,430)	$0	$0	$0	1,430

Unit Description

Special Districts Administration is responsible for the management and oversight of the County's services districts, sanitation districts and closed landfills.

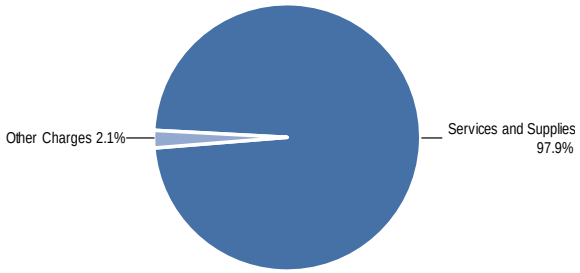
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14A10	PROJECT MANAGER I	1.00
14C31	MANAGEMENT ANALYST III	1.00
	Total	2.00

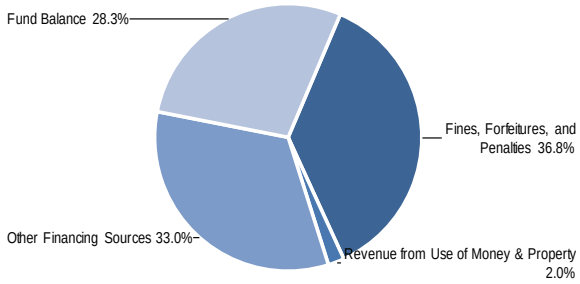
Fish & Game Propagation

(Budget Unit 8476— Fund 006— Appropriation Unit RMA101)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	46,535	31,503	41,455	31,175	31,175	(328)
Other Charges	667	474	474	668	668	194
Subtotal	$47,202	$31,977	$41,929	$31,843	$31,843	(134)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	9,124	7,196	7,196	11,709	11,709	4,513
Revenue from Use of Money & Property	954	791	1,061	623	623	(168)
Other Financing Sources	13,313	10,500	10,500	10,500	10,500	0
Subtotal	$23,390	$18,487	$18,757	$22,832	$22,832	4,345
Fund Balance	23,812	13,490	23,172	9,011	9,011	(4,479)
Total Source of Funds	$47,202	$31,977	$41,929	$31,843	$31,843	(134)

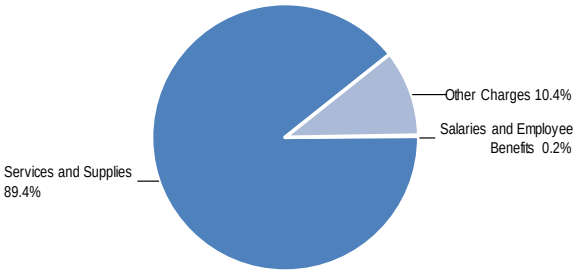
Unit Description

The Monterey County Fish and Game Advisory Commission supports the preservation and enhancement of the County's fish and wildlife resources, including funding local youth and outdoor education through Grant Awards. The Commission is under the authority of the Monterey County Board of Supervisors and serves in an advisory capacity. Monterey County Parks personnel provides administration services and staff support to the Commission. The Commission receives a percentage of fine monies from enforcement activities by the State Department of Fish and Wildlife Game Wardens. The Commission oversees the allocation of Fish and Game Propagation Funds generated from the fines received and recommends grant awards to the Board of Supervisors to fund qualified organizations and agencies undertaking fish and wildlife preservation, protection and educational projects or programs.

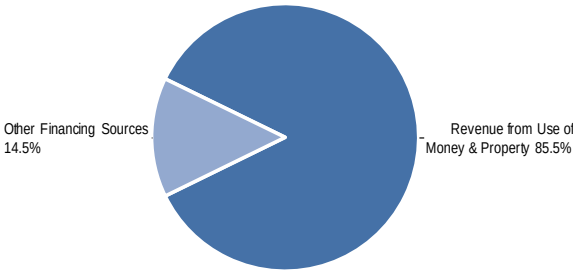
Lake Operations

(Budget Unit 8477— Fund 452— Appropriation Unit RMA102)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	123,214	225,943	94,274	6,888	6,888	(219,055)
Services and Supplies	6,706,404	5,224,757	5,235,754	3,929,135	3,929,135	(1,295,622)
Other Charges	284,212	538,859	390,619	457,175	457,175	(81,684)
Capital Assets	0	0	0	2,549,968	0	0
Subtotal	$7,113,830	$5,989,559	$5,720,647	$6,943,166	$4,393,198	(1,596,361)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,362	1,956	1,956	289	289	(1,667)
Revenue from Use of Money & Property	5,631,182	4,879,817	4,879,817	4,209,794	4,209,794	(670,023)
Intergovernmental Revenues	23,438	0	0	0	0	0
Charges for Services	433,858	434,405	249,405	0	0	(434,405)
Miscellaneous Revenues	18,183	0	0	0	0	0
Other Financing Sources	704,675	711,240	2,957,750	711,240	711,240	0
Subtotal	$6,813,698	$6,027,418	$8,088,928	$4,921,323	$4,921,323	(1,106,095)
Fund Balance	300,132	(37,859)	(2,368,281)	2,021,843	(528,125)	(490,266)
Total Source of Funds	$7,113,830	$5,989,559	$5,720,647	$6,943,166	$4,393,198	(1,596,361)

Unit Description

The Lakes Unit encompasses all aspects of support to the resort operations at Lake Nacimiento. The lake 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. Beginning FY 2019-20, Lake San Antonio North and South Shores will operate under the General Fund as a regional park, focusing on low impact activities such as camping, boating, fishing, hiking and horseback riding.

Property Management

(Budget Unit 8481— Fund 001— Appropriation Unit RMA103)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	309,949	332,678	237,566	0	0	(332,678)
Services and Supplies	19,289	75,378	56,932	0	0	(75,378)
Other Charges	38,801	65,310	47,204	0	0	(65,310)
Subtotal	$368,039	$473,366	$341,702	$0	$0	(473,366)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	354,014	322,359	333,589	0	0	(322,359)
Charges for Services	0	0	4,500	0	0	0
Subtotal	$354,014	$322,359	$338,089	$0	$0	(322,359)
General Fund Contributions	$14,025	$151,007	$3,613	$0	$0	(151,007)
Total Source of Funds	$368,039	$473,366	$341,702	$0	$0	(473,366)

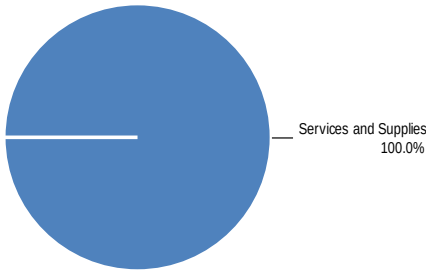
Unit Description

Beginning FY 2019-20, the Property Management Unit is reported under Facilities Maintenance - Unit 8176.

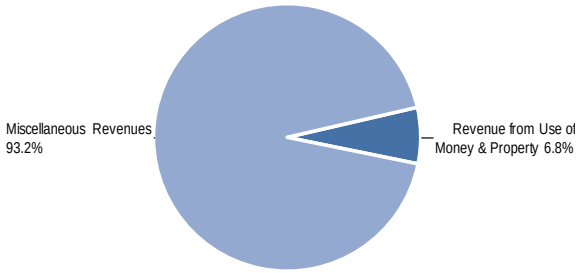
E Garrison Public Financing Authority

(Budget Unit 8521— Fund 180— Appropriation Unit RMA105)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	55,000	55,000	55,000
Subtotal	$0	$0	$0	$55,000	$55,000	55,000

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	4,000	4,000	4,000
Miscellaneous Revenues	0	0	0	55,000	55,000	55,000
Subtotal	$0	$0	$0	$59,000	$59,000	59,000
Fund Balance	0	0	0	(4,000)	(4,000)	(4,000)
Total Source of Funds	$0	$0	$0	$55,000	$55,000	55,000

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.

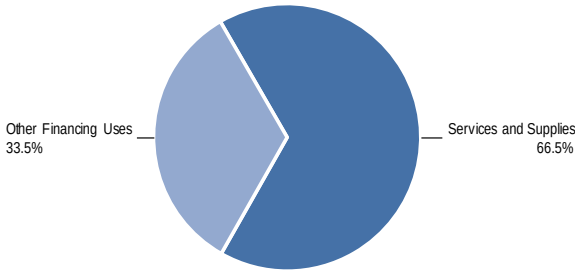
The facilities' special tax unit was set up to acquire constructed facilities from the East Garrison Developer (up to a maximum of $20 million) either through the issuance of bonds or through a pay-as-you-go method. Revenues include special taxes collected, interest earned on unused funds, and penalties 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.

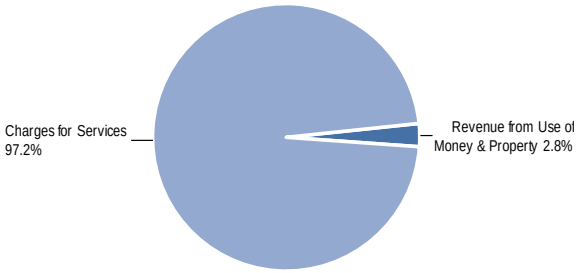
East Garrison Community Services District

(Budget Unit 8522— Fund 181— Appropriation Unit RMA106)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	825,146	825,146	825,146
Other Charges	0	0	0	509	509	509
Other Financing Uses	0	0	0	414,965	414,965	414,965
Subtotal	$0	$0	$0	$1,240,620	$1,240,620	1,240,620

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	40,000	40,000	40,000
Charges for Services	0	0	0	1,400,300	1,400,300	1,400,300
Subtotal	$0	$0	$0	$1,440,300	$1,440,300	1,440,300
Fund Balance	0	0	0	(199,680)	(199,680)	(199,680)
Total Source of Funds	$0	$0	$0	$1,240,620	$1,240,620	1,240,620

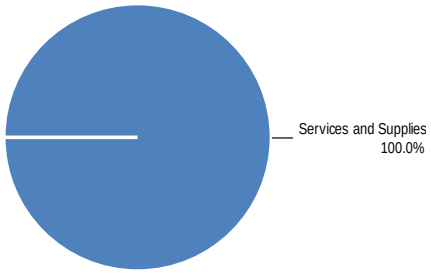
Unit Description

This unit includes activities related to the collection and disbursement of funds for designated services provided in the East Garrison project. County and District services to be provided would include the Sheriff's Office patrol operations, street maintenance, drainage maintenance and park/open space maintenance, and administration of the East Garrison Community Services District (CSD).

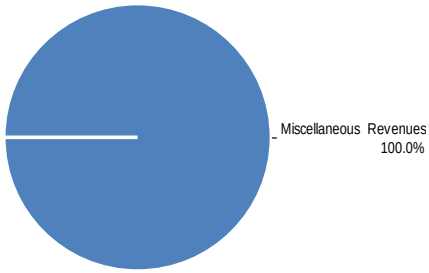
East Garrison Development Reimbursement

(Budget Unit 8523— Fund 182— Appropriation Unit RMA107)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	304,000	304,000	304,000
Subtotal	$0	$0	$0	$304,000	$304,000	304,000

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	100	100	100
Miscellaneous Revenues	0	0	0	478,000	478,000	478,000
Subtotal	$0	$0	$0	$478,100	$478,100	478,100
Fund Balance	0	0	0	(174,100)	(174,100)	(174,100)
Total Source of Funds	$0	$0	$0	$304,000	$304,000	304,000

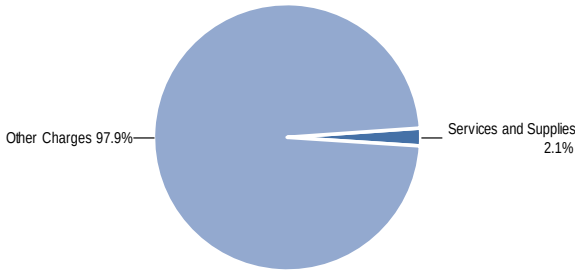
Unit Description

The East Garrison Development Reimbursement Unit was created in FY 2013-14 for monitoring and accurately allocating County Administration costs, including County Counsel, Economic Development, and support and oversight, including financial support from RMA. These activities are paid from the developer's deposits and reimbursements, and are expected to be cost neutral to the County.

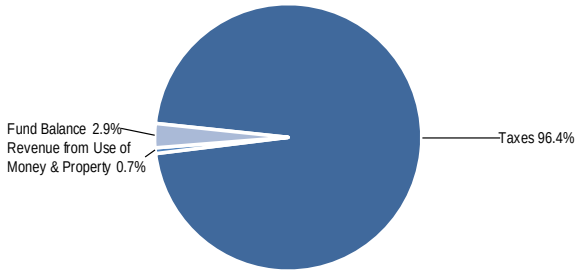
East Garrison Project

(Budget Unit 8525— Fund 406— Appropriation Unit RMA109)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	0	0	0	70,000	70,000	70,000
Other Charges	0	0	0	3,223,974	3,223,974	3,223,974
Subtotal	$0	$0	$0	$3,293,974	$3,293,974	3,293,974

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	0	0	0	3,175,190	3,175,190	3,175,190
Revenue from Use of Money & Property	0	0	0	22,662	22,662	22,662
Subtotal	$0	$0	$0	$3,197,852	$3,197,852	3,197,852
Fund Balance	0	0	0	96,122	96,122	96,122
Total Source of Funds	$0	$0	$0	$3,293,974	$3,293,974	3,293,974

Unit Description

East Garrison Capital Fund provides appropriation and financing for projects, programs and administrative functions within the East Garrison portion of the Fort Ord Redevelopment Project Area. Under a Development and Disposition and Reimbursement Agreement (DDA) with the developer, costs incurred in this fund are reimbursable by the developer and are to be paid by property tax generated from the project.

The State Department of Finance (DOF) has accepted the East Garrison DDA as an enforceable obligation under the Redevelopment Agency Dissolution Act which allows the Successor Agency to use what would have been tax increment funds to continue to implement the project, although this obligation is subject to periodic review until a "Final and Conclusive Determination" for the DDA is approved by the DOF.

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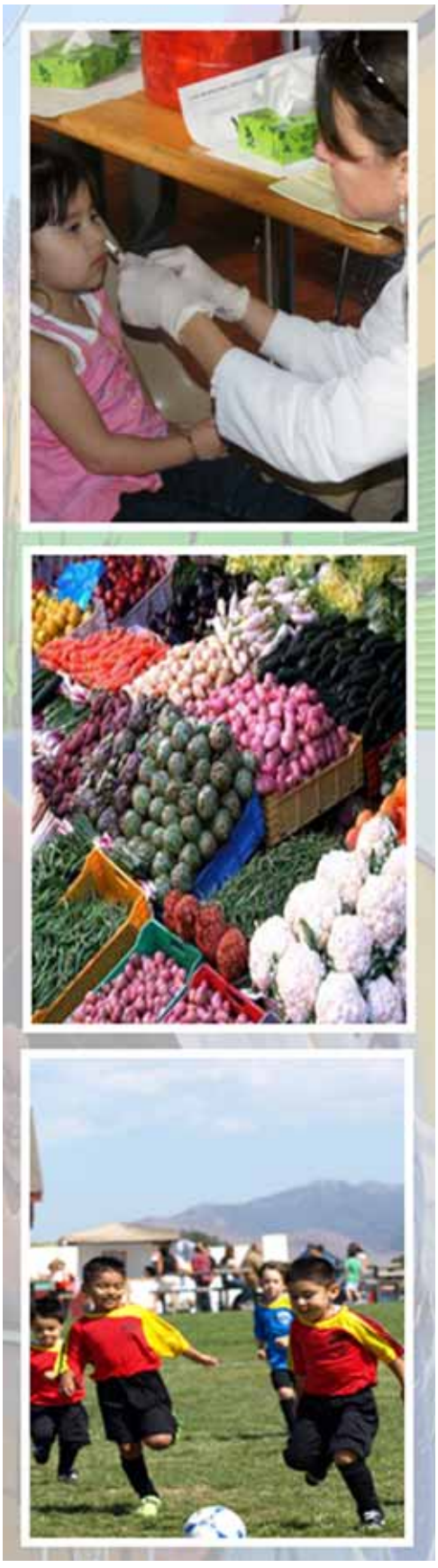
Health



Departmental Overview:

Monterey County Health Department is responsible for protecting the health of the entire community by collaborating with partners and community residents to improve health and racial equity, enforcing laws and regulations to protect the public's health, and offering behavioral health, primary and specialty health care, and health education services.

Programs and Functions:

The Health Department is organized into seven operational bureaus/divisions. The Administration Bureau provides infrastructure and support services. The Behavioral Health Bureau provides mental health and substance abuse services to County residents. The Clinic Services Bureau provides comprehensive primary medical care, obstetrics, internal medicine, low acuity behavioral health, and communicable disease prevention services to all County residents. The Environmental Health Bureau safeguards the health and safety of residents by way of education and enforcement of federal, State and local environmental statutes. Emergency Medical Services (EMS) plans, coordinates, and evaluates the countywide EMS system. The Public Health Bureau registers birth and death certificates, provides laboratory analyses, coordinates care services to children and families, and implements programs that inform and educate individuals and communities to reduce health disparities. The Public Guardian/Administrator serves as the court appointed responsible party for vulnerable individuals unable or unwilling to meet their medical, housing, clothing, and physical needs.

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

ECONOMIC DEVELOPMENT

Encouraging municipalities to consider health equity and "Health in All Policies" in future community development plans.

ADMINISTRATION

Conducting ongoing quality improvement activities; using customer satisfaction survey results to improve public services.

HEALTH AND HUMAN SERVICES

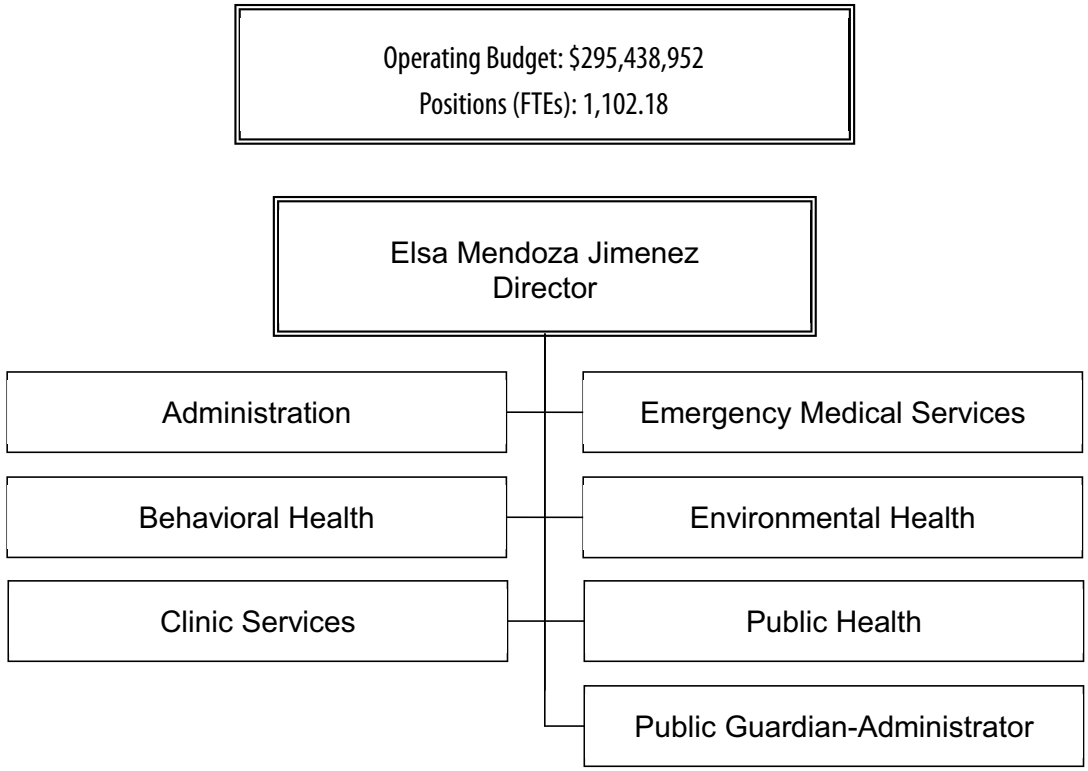
Ensuring equitable access to physical and emotional health services and working with community partners to address the root causes of health disparities.

INFRASTRUCTURE

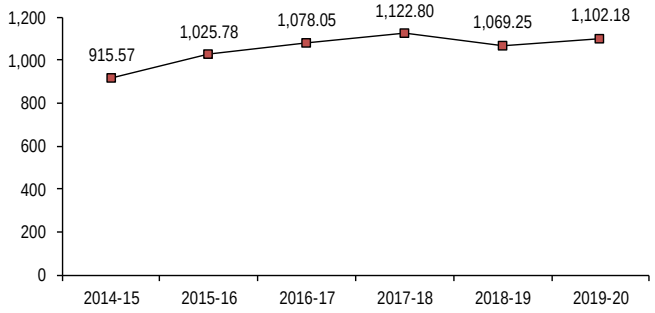
Assuring well water, stream, and beach water quality through ongoing testing and public information announcements.

PUBLIC SAFETY

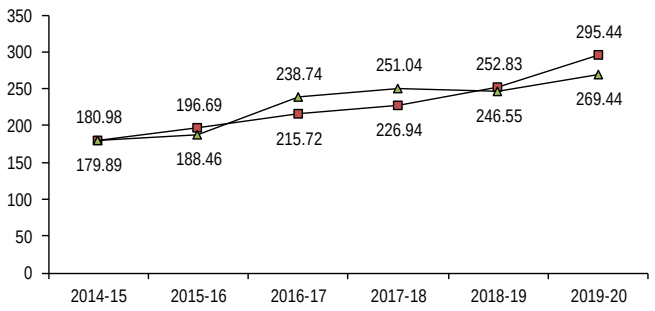
Promoting protective factors against violence; advocating for the use of safety equipment and safe routes to school; assuring timely and appropriate pre-hospital transportation; and responding to disasters.



Staffing Trends



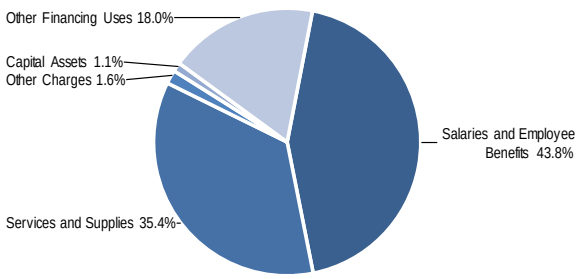
Expenditure/Revenue History (in millions)



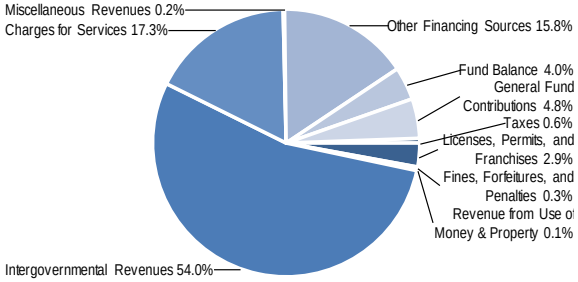
The Health Department protects the health of our entire community by offering primary, specialty, and mental health care, health education, enforcing laws and regulations to protect health and our environment, and by collaborating with partners to improve health equity.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Inspections of high risk food facilities.Target >115.	92	102	46
Decreased re-hospitalization of behavioral health clients within 30 days of discharge. Target >17%.	13%	15%	12%
Youth ages 3-17 with clinic-measured body mass calculations in the prior 6 months. Target >95%.	80.0%	76.5%	83.0%
Children ages 2-5 enrolled in WIC who are at-risk for overweight. Target <17%.	15.0%	19.5%	20.3%
WIC-enrolled mothers providing any breastfeeding at 6 months. Target >43%.	47.0%	46.0%	47.1%
Public Guardian onsite visits with clients at least once per quarter. Target = 100%.	75%	79%	75%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	101,197,509	121,519,363	106,329,758	129,765,187	129,446,364	7,927,001
Services and Supplies	92,263,321	93,131,970	91,428,886	104,704,455	104,597,613	11,465,643
Other Charges	(3,470,921)	7,417,931	(1,664,577)	4,806,797	4,839,782	(2,578,149)
Capital Assets	414,250	2,250,000	803,000	3,277,000	3,277,000	1,027,000
Other Financing Uses	36,538,850	44,688,278	55,933,346	53,278,193	53,278,193	8,589,915
Subtotal	$226,943,008	$269,007,542	$252,830,413	$295,831,632	$295,438,952	26,431,410

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	1,663,295	1,654,000	1,660,000	1,663,000	1,663,000	9,000
Licenses, Permits, and Franchises	7,429,184	7,849,989	7,392,782	8,446,866	8,446,866	596,877
Fines, Forfeitures, and Penalties	918,946	908,819	990,703	944,101	944,101	35,282
Revenue from Use of Money & Property	371,195	206,578	369,347	410,226	410,226	203,648
Intergovernmental Revenues	141,351,374	136,997,619	138,793,549	159,510,504	159,498,504	22,500,885
Charges for Services	57,651,544	53,287,944	46,335,537	51,212,008	51,194,508	(2,093,436)
Miscellaneous Revenues	1,721,538	983,279	396,155	470,009	470,009	(513,270)
Other Financing Sources	39,932,540	50,739,809	50,615,896	46,815,904	46,815,904	(3,923,905)
Subtotal	$251,039,616	$252,628,037	$246,553,969	$269,472,618	$269,443,118	16,815,081
Fund Balance	(11,972,240)	8,935,465	2,037,450	11,867,298	11,867,298	2,931,833
General Fund Contributions	($12,124,367)	$7,444,040	$4,238,994	$14,491,716	$14,128,536	6,684,496
Total Source of Funds	$226,943,008	$269,007,542	$252,830,413	$295,831,632	$295,438,952	26,431,410

Summary of Recommendation

The Recommended Budget for the Health Department includes appropriations of $295,438,952 financed by revenues of $269,443,118, general fund contribution (GFC) of $14,128,536, and departmental fund balance of $11,867,298. GFC includes departmental restricted fund use of $4,645,966 ($3,612,920 Clinic Services, $988,773 Environmental Services, $44,273 Animal Services). The appropriation and revenue levels are respectively $26,431,410 and $16,815,081 higher than the Fiscal Year (FY) 2018-19 Adopted Budget. Increases in appropriations are primarily in Behavioral Health and Whole Person Care (WPC) for program growth with corresponding increases in program revenues.

The Recommended Budget includes $6,337,399 in augmentations funded by $431,409 GFC ($340,000 cannabis funds) and $5,905,990 realignment fund balance. Realignment fund balance is being used to the fund Assembly Bill (AB) 85 payment due to the State. The cost ($1,248,422) of nine new positions in Environmental Health is funded by Department revenues. Animal Services augmentations for three new positions in the amount of $265,401 are funded via the partnership with the City of Salinas. Also included are four augmentations for early childhood programs ($340,000) funded by cannabis funds and one augmentation for a new Deputy Public Guardian I position funded by GFC.

The Recommended Budget includes 1,102.18 positions, representing an increase of 32.93 positions from the FY 2018-19 Adopted Budget resulting from positions added during the fiscal year in Behavioral Health Bureau and the recommended position augmentations discussed above.

Budget Impacts

Due to AB85 implementation, approximately $12 million in local health revenues will be redirected to the State in FY 2019-20. In FY

2018-19 the Board approved a three-year plan in which realignment fund balance will be used to minimize service impact.

The FY 2019-20 Recommended Budget does not include augmentations for the employees' Wellness Program in the amount of $62,557, and $175,769 for two new positions in the Public Guardian Bureau. Reductions to the Wellness Program will have to be made affecting employees' resources and educational opportunities. In the Public Guardian Bureau, the ability to provide services to clients will remain strained.

Department Operational Accomplishments

Conducted 100% of annual inspections for current permitted high-risk food facilities.

Decreased re-hospitalization of behavioral health clients within 30 days of discharge to 15%.

46% of Women, Infant and Children (WIC) enrolled mothers provided any breastfeeding at 6 months.

Collaborated with Natividad Medical Center (NMC) to award a Request for Proposals (RFP) to acquire an electronic Master Patient Index (eMPI) system to enable improved coordination of services between Primary Care Clinics, Behavioral Health, and NMC.

Continued the implementation of the Whole Child Model (WCM) which was effective July 1, 2018.

Continued implementation of the Health Department's Strategic Plan (2016-20) to achieve positive health outcomes for Monterey County residents focusing on development of policies that promote healthy behaviors.

Continued implementation of two new programs, Whole Person Care (WPC) Pilot Program and Nurse Family Partnership (NFP). The WPC Pilot Program helps improve individual and population health outcomes by improving care coordination, case management, and data integration and sharing amongst health, social, public safety, and non-profit partners. The NFP Program 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 having a significant effect in creating positive social outcomes for communities such as reducing youth violence and increasing graduation rates.

Continued implementation of the Health Department's quality improvement plan and maintained ongoing quality improvement processes across the Department and within each bureau.

Served 47,271 patients in primary care clinics and rendered 198,680 patient visits.

Integrated the Medical Legal Partnership with Alisal Health Center using California Rural Legal Assistance (CRLA), which offers free legal services to patients, resulting in approximately $165,763 in financial benefits to patients, helped 18 survivors of domestic violence, and compelled landlords to fix uninhabitable housing conditions.

Participated in the Prescribe Safe Initiative, tapering patients off opioids.

Improved diabetic controls by 7%, as measured by lower A1-c lab results.

Obtained positive responses from 1,000 surveyed patients. Survey showed that 98% of surveyed patients were comfortable talking with their providers about their health issues, 98% were satisfied with the quality of medical treatment received and 99% would recommend their clinic.

Department Operational Goals

Complete 90% of employee annual performance appraisals on or before anniversary dates.

Conduct 24 Plan, Do, Study, Act (PDSA) exercises for programs serving vulnerable populations.

Submit five or more federal or State grant proposals valued at $300,000 or more per fiscal year.

Assure 65% of Behavioral Health clients seeking services are seen by a clinician within 10 days.

Establish that less than 15% of Behavioral Health mental health clients are re-hospitalized within 30 days.

Improve equitable Behavioral Health access to services for new and existing clients by focusing on underserved County regions in proportion to the regions in which Medi-Cal recipients reside; Coast 14%, North 1%, Valley 50%, South 20%, and Other 5%.

Aid more than 70% of Primary Care Services diabetic patients to have Hemoglobin A1c levels of less than 9.

Help more than 65% of Primary Care Services patients with hypertension to have systolic blood pressure measurement less than 140 mm Hg and diastolic blood pressure less than 90 mm Hg.

Process 95% of Emergency Medical Technician/EMT-Paramedics' applications within seven business days of receipt.

Refer 95% of trauma complaints to the appropriate provider within three days of receipt.

Conduct annual inspection of 100% of current permitted high-risk food facilities.

Collect 100,000 pounds of recyclables/solid waste from beaches, agricultural lands, and open spaces.

Ensure that 100% of urgent Public Guardian client safety needs are addressed within five days of court appointment.

Encourage more than 39% of WIC infant beneficiaries to receive breastfeeding at 12 months.

Work with WIC beneficiaries ages 2 to 5 years to strive for less than 18% to be considered overweight or at risk of overweight.

Demonstrate proficiency in lab testing at least 90% of the time.

Aid at least 90% of teen girls enrolled in the Postpone peer education training program to complete course.

Respond to infectious disease reports within Centers for Disease Control and Prevention and the California Department of Public Health recommended timeframes more than 85% of the time.

Facilitate provision of HIV tests to more than 75% of individuals with new syphilis infections within 30 days of their diagnosis.

Effectively operate 14 strategies to address homelessness in Monterey County.

Pending Issues

Like other WIC programs in California, Monterey County WIC has experienced a reduction in the total number of participating families. Reduced caseload prompted the State to reduce funding allocations beginning Federal Fiscal Year (FFY) 2020. Consequently, WIC will continue reducing costs by co-locating WIC services with other agencies serving the same population and will be increasing participation by reassigning WIC staff to locations with greater numbers of WIC eligible families.

On July 1, 2018, the California Children's Services (CCS) program transitioned approximately 90 percent of the CCS population to the Central Coast Alliance for Health as the managed care provider under the State's current Section 1115 waiver agreement, the Whole Child Model (WCM) program. This transition resulted in reduced funding for the remaining CCS program, which included the loss of all clerical support. CCS will continue to work with the State to identify budgeting and funding allocation resources and revised methodologies for distribution of available funding.

The Clinic Services Bureau is submitting a New Access Point (NAP) proposal to the Health Resources and Services Administration (HRSA) which, if funded, would convert the clinics from Federally Qualified Health Center Look Alike(FQHC-LA) status to FQHC grantee status. In addition to the change in clinic status, the Natividad Immunology Division Outpatient (NIDO) Clinic, currently operated by NMC, would move off the hospital license and into the Health Department. Total funding requested for the NIDO transition is $1.3 million over a two-year period. Both the NMC and Health Department budgets would be affected, as both revenue and expenses would shift.

The Affordable Care Act (ACA) remains susceptible to repeal and replace efforts. Any legislation to repeal or modify the ACA will have a fiscal impact which will affect levels of service. As the timeline and potential content of such legislation are unknown, potential financial impacts cannot be estimated. The Department continues to monitor this issue closely and will provide updates if significant developments emerge.

California's Medi-Cal 2020 Waiver continues offering opportunities for counties to implement locally based initiatives to improve population health outcomes and leverage federal revenues for implementation of pilot projects. One of these opportunities is the WPC, which aims to expand care coordination, improve data collection and sharing, and expand housing supportive services. Another opportunity is the Drug Medi-Cal Organized Delivery System which is a pilot program to test a new paradigm for the organized delivery of health care services for Medi-Cal eligible individuals with substance use disorder (SUD) to increase access, improve care coordination, assure implementation of evidence based practices in SUD treatment, and assure greater administrative oversight in an effort for individuals achieving sustainable recovery. The Department was successful in negotiating a contract with the State which will bring approximately $26.6 million of revenues over three fiscal years to serve the community. The program began delivering services at the end of FY 2017-18 and will continue through the end of FY 2019-20.

In 2016, the California Legislature passed and the Governor signed into law the No Place Like Home Initiative (AB 1618). Funded with Proposition 63 dollars, the initiative seeks to assist local communities in their efforts to prevent and address homelessness. The fiscal impact to the County has been estimated to be between $1.5 to $2 million decrease in Medical Health Services Act (MHSA) funding for which spending adjustments have already been made. The County will pursue No Place Like Home Program funding which will be divided into a competitive program ($1.8 billion) and a non-competitive program ($200 million).

The Office of the Inspector General (OIG) conducted a State audit of the Specialty Mental Health Medi-Cal claims for FY 2013-14 which resulted in a statewide recoupment of $180.7 million. Monterey County's portion of the payment is $2.5 million over three fiscal years. The timing and exact methodology of the recovery is currently undetermined.

Due to the implementation of AB85, in future years approximately $6 million in local health revenues will be redirected to the State each year. The Board approved a three-year plan in FY 2018-19 using realignment fund balance to minimize the impact to services. If AB85 redirection continues, the Department may face budgetary challenges in the future. AB85 will continue to be monitored.

In FY 2019-20, after review of Request for Proposals a new ambulance contract will be awarded. It is anticipated that implementation of the new contract will result in higher level of emergency medical services by encouraging the deployment of ambulances in a more equitable manner, based on call history.

Policy Considerations

The Environmental Health Bureau has established periodic reviews of costs and expenditures to provide information for proposing incremental, yearly adjustments to permit and service fees. The results of these reviews will be presented to the Board annually 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 cannabis.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Clinic Services Administration (HEA007)	8,346,532	10,267,450	13,893,046	7,758,356	7,758,356	(2,509,094)	001	8096
Alisal Health Center (HEA007)	7,167,909	8,898,630	7,273,419	10,121,554	10,121,554	1,222,924	001	8097
Clinic Services NIDO clinic (HEA007)	0	0	0	1,364,705	1,364,705	1,364,705	001	8098
Laurel Family Practice (HEA007)	6,516,340	8,390,459	6,644,607	8,863,794	8,863,794	473,335	001	8099
Laurel Internal Medicine (HEA007)	2,851,711	4,739,360	3,471,128	4,417,795	4,417,795	(321,565)	001	8100
Laurel Pediatrics (HEA007)	5,551,908	7,889,042	6,208,595	7,401,600	7,401,600	(487,442)	001	8101
Marina Health Center (HEA007)	1,258,272	1,712,426	1,412,146	1,830,540	1,830,540	118,114	001	8103
Public Health (HEA007)	7,900	0	0	0	0	0	001	8104
Seaside Family Health Center (HEA007)	7,757,427	11,293,061	8,704,494	11,336,659	11,336,659	43,598	001	8105
Laurel Administration (HEA007)	9,282	0	0	0	0	0	001	8107
Ambulance Service (HEA010)	1,917,347	2,155,660	1,901,040	2,030,717	2,030,717	(124,943)	092	8108
EMS Operating (HEA006)	327,117	154,897	320,285	762,898	762,898	608,001	001	8109
Uncompensated Care (HEA009)	472,349	797,000	630,000	631,000	631,000	(166,000)	016	8111
Consumer Health Protection Services (HEA005)	1,798,274	3,411,477	3,169,696	3,568,208	3,568,208	156,731	001	8112
Recycling and Resource Recovery Services (HEA005)	461,726	1,144,781	708,390	1,153,133	1,153,133	8,352	001	8113
Solid Waste Management Services (HEA005)	400,494	0	0	0	0	0	001	8114
Environmental Health Review Services (HEA005)	702,250	1,147,033	850,893	984,697	984,697	(162,336)	001	8115
Hazardous Materials & Solid Waste Management (HEA005)	1,381,800	2,631,864	2,723,034	4,119,885	3,994,731	1,362,867	001	8116
Environmental Health Fiscal and Administration (HEA005)	3,179,180	77,223	(151,282)	353,746	353,746	276,523	001	8117
Public Guardian/Administrator/ Conservator (HEA008)	2,514,631	1,948,675	1,823,690	2,329,675	2,124,706	176,031	001	8118
Children's Medical Services (HEA004)	6,705,231	5,163,704	4,576,512	5,545,622	5,545,622	381,918	001	8121
Community Health Regional Teams (HEA003)	0	0	0	1,743,348	1,743,348	1,743,348	001	8123
Public Health (HEA003)	17,690,722	19,855,202	19,095,588	18,271,311	18,208,754	(1,646,448)	001	8124
Drinking Water Protection (HEA005)	1,138,370	1,935,001	1,543,554	1,682,236	1,682,236	(252,765)	001	8272
Behavioral Health (HEA012)	107,461,400	112,936,165	109,855,913	131,983,616	131,983,616	19,047,451	023	8410
Behavioral Health (HEA015)	15,000,000	15,043,847	14,430,000	15,463,597	15,463,597	419,750	022	8410
Behavioral Health (HEA016)	10,300,000	11,900,000	11,900,000	11,300,000	11,300,000	(600,000)	025	8410
Health Realignment (HEA013)	8,461,374	13,143,002	13,143,002	15,454,280	15,454,280	2,311,278	025	8424
Health Dept.Administration (HEA014)	(2,952,625)	1,902,824	2,139,019	2,109,831	2,109,831	207,007	001	8438
Animal Services (HEA001)	2,017,414	2,399,928	2,070,006	2,784,233	2,784,233	384,305	001	8442
Bienestar Salinas (HEA007)	200,781	324,733	273,246	331,991	331,991	7,258	001	8446
Marina Integrative Clinic (HEA007)	17,671	101,494	113,780	118,546	118,546	17,052	001	8447
Laurel Vista (HEA007)	970,359	2,125,638	1,629,099	2,057,889	2,057,889	(67,749)	001	8448
Clinic Services Quality Improvement (HEA007)	2,284,822	1,067,242	728,618	1,034,960	1,034,960	(32,282)	001	8449
Customer Service Center (HEA007)	860,224	1,226,003	1,087,720	1,284,361	1,284,361	58,358	001	8450
Whole Person Care (HEA017)	4,164,819	13,223,721	10,661,175	15,636,849	15,636,849	2,413,128	023	8473
Subtotal	$226,943,008	$269,007,542	$252,830,413	$295,831,632	$295,438,952	26,431,410		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Behavioral Health Administration	0	0	0	0	0	0
Clinic Services Administration	8,346,532	10,267,450	13,893,046	7,758,356	7,758,356	(2,509,094)
Alisal Health Center	7,167,909	8,898,630	7,273,419	10,121,554	10,121,554	1,222,924
Clinic Services NIDO clinic	0	0	0	1,364,705	1,364,705	1,364,705
Laurel Family Practice	6,516,340	8,390,459	6,644,607	8,863,794	8,863,794	473,335
Laurel Internal Medicine	2,851,711	4,739,360	3,471,128	4,417,795	4,417,795	(321,565)
Laurel Pediatrics	5,551,908	7,889,042	6,208,595	7,401,600	7,401,600	(487,442)
Laurel Women's Health Clinic	0	0	0	0	0	0
Marina Health Center	1,258,272	1,712,426	1,412,146	1,830,540	1,830,540	118,114
Public Health	7,900	0	0	0	0	0
Seaside Family Health Center	7,757,427	11,293,061	8,704,494	11,336,659	11,336,659	43,598
Ambulance Service	1,917,347	2,155,660	1,901,040	2,030,717	2,030,717	(124,943)
EMS Operating	327,117	154,897	320,285	762,898	762,898	608,001
Uncompensated Care	472,349	797,000	630,000	631,000	631,000	(166,000)
Public Guardian/Administrator/ Conservator	2,514,631	1,948,675	1,823,690	2,329,675	2,124,706	176,031
Public Administrator	0	0	0	0	0	0
Public Guardian	0	0	0	0	0	0
Health Administration	0	0	0	0	0	0
Laurel Administration	9,282	0	0	0	0	0
Consumer Health Protection Services	1,798,274	3,411,477	3,169,696	3,568,208	3,568,208	156,731
Recycling and Resource Recovery Services	461,726	1,144,781	708,390	1,153,133	1,153,133	8,352
Environmental Health Review Services	702,250	1,147,033	850,893	984,697	984,697	(162,336)
Hazardous Materials & Solid Waste Management	1,381,800	2,631,864	2,723,034	4,119,885	3,994,731	1,362,867
Environmental Health Fiscal and Administration	3,179,180	77,223	(151,282)	353,746	353,746	276,523
Drinking Water Protection	1,138,370	1,935,001	1,543,554	1,682,236	1,682,236	(252,765)
Children's Medical Services	6,705,231	5,163,704	4,576,512	5,545,622	5,545,622	381,918
Public Health	17,690,722	19,855,202	19,095,588	18,271,311	18,208,754	(1,646,448)
Behavioral Health	132,761,400	139,880,012	136,185,913	158,747,213	158,747,213	18,867,201
Health Realignment	8,461,374	13,143,002	13,143,002	15,454,280	15,454,280	2,311,278
Clinic Services Quality Improvement	2,284,822	1,067,242	728,618	1,034,960	1,034,960	(32,282)
Customer Service Center	860,224	1,226,003	1,087,720	1,284,361	1,284,361	58,358
Bienestar Salinas	200,781	324,733	273,246	331,991	331,991	7,258
Marina Integrative Clinic	17,671	101,494	113,780	118,546	118,546	17,052
Laurel Vista	970,359	2,125,638	1,629,099	2,057,889	2,057,889	(67,749)
Animal Services	2,017,414	2,399,928	2,070,006	2,784,233	2,784,233	384,305
Health Dept.Administration	(2,952,625)	1,902,824	2,139,019	2,109,831	2,109,831	207,007
Whole Person Care	4,164,819	13,223,721	10,661,175	15,636,849	15,636,849	2,413,128
Solid Waste Management Services	400,494	0	0	0	0	0
Community Health Regional Teams	0	0	0	1,743,348	1,743,348	1,743,348
Subtotal	$226,943,008	$269,007,542	$252,830,413	$295,831,632	$295,438,952	26,431,410

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A09	DIRECTOR OF 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	4.00	4.00	4.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	12.00	9.50	12.50	3.00
14C31	MANAGEMENT ANALYST III	13.00	12.00	13.00	1.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	3.00	-1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	7.00	6.00	5.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	4.00	4.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	0.00	1.00	1.00
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	13.00	14.00	1.00
14K44	ASSISTANT BUREAU CHIEF	1.00	1.00	3.00	2.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00	1.00	1.00	0.00
14N06	OPERATIONS MANAGER	3.00	3.00	2.00	-1.00
14N10	OUTPATIENT SERVICES MANAGER I	4.00	4.00	4.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	2.00	1.00	-1.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	2.00	1.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	3.00	3.00	3.00	0.00
20B11	ACCOUNTANT II	7.00	7.00	7.00	0.00
20B12	ACCOUNTANT III	4.00	4.00	4.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.00	3.00	3.00	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.00	0.00	0.00	0.00
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	21.00	19.00	24.00	5.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	12.00	12.00	16.00	4.00
30J81	RECYCLING/RESOURCE RECOVERY SPECIALIST	0.00	2.00	2.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	7.00	9.00	9.00	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	0.00	0.00	2.00	2.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR I	0.00	0.00	2.00	2.00
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 SPECIALIST	10.00	9.00	9.00	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

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	1.00	1.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	4.00	4.00	4.00	0.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00	2.00	2.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	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	0.00	-1.00
50E23	LABORATORY ASSISTANT	3.00	3.00	3.00	0.00
50F20	OCCUPATIONAL THERAPIST	1.00	1.00	1.00	0.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	4.00	2.90	3.40	0.50
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.00	3.65	3.65	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.00	1.80	0.80	-1.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00	26.00	24.00	-2.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	14.00	10.00	10.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	15.00	10.00	9.00	-1.00
50K18	HEALTH PROGRAM COORDINATOR	5.00	5.00	6.00	1.00
50K19	HEALTH EDUCATION ASSISTANT	5.00	5.00	5.00	0.00
50K22	HEALTH EDUCATOR	1.00	1.00	1.00	0.00
50K23	SENIOR HEALTH EDUCATOR	2.00	2.00	2.00	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	4.50	2.50	3.00	0.50
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.00	3.00	3.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.50	0.50	1.00	0.50
50M80	VETERINARIAN	0.50	0.50	1.00	0.50
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	4.00	4.00	4.00	0.00
50T01	MEDICAL RECORD TECHNICIAN I	0.00	0.00	1.00	1.00
50U16	BEHAVIORAL HEALTH AIDE	22.05	21.05	21.02	-0.03
50U42	MEDICAL ASSISTANT	180.00	172.00	167.00	-5.00
52A21	CLINIC NURSE	4.00	1.00	1.00	0.00
52A22	SENIOR CLINIC NURSE	10.00	13.00	13.00	0.00
52A97	NURSE PRACTITIONER II	10.00	12.00	11.00	-1.00
52A98	NURSE PRACTITIONER III	7.00	5.00	4.00	-1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	11.00	7.00	7.00	0.00
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	1.00	1.00	1.00	0.00
52E22	PUBLIC HEALTH NURSE II	23.00	18.75	21.75	3.00
52E23	PUBLIC HEALTH NURSE III	5.00	5.00	3.00	-2.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	8.00	7.75	5.75	-2.00
54B04	GENERAL INTERNIST	2.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	52.05	52.15	47.80	-4.35
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B90	CLINIC PHYSICIAN II	5.00	5.00	5.00	0.00
54C02	PHYSICIAN ASSISTANT II	11.50	11.50	0.00	-11.50
54C03	PHYSICIAN ASSISTANT	0.00	0.00	11.00	11.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	199.30	197.30	213.00	15.70
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	28.00	28.00	31.00	3.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	17.00	18.00	22.00	4.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	0.00	0.00	0.00
60C22	SOCIAL WORKER III	32.40	37.40	41.00	3.60
60C24	SOCIAL WORKER V	1.00	0.00	0.00	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
60P21	COMMUNITY SERVICE AIDE II	0.00	0.00	4.00	4.00
60P22	COMMUNITY SERVICE AIDE III	5.00	4.00	5.00	1.00
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	5.00	5.00	4.50	-0.50
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	2.00	1.00	1.00	0.00
80A31	SECRETARY	2.00	2.00	1.00	-1.00
80A32	SENIOR SECRETARY	3.00	4.00	4.00	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	6.00	6.00	7.00	1.00
80E22	OFFICE ASSISTANT III	28.00	16.00	18.00	2.00
80E80	PRINCIPAL OFFICE ASSISTANT	7.00	6.00	5.00	-1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	0.00	0.00	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	7.00	6.00	6.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	4.00	2.00	2.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	6.00	8.00	7.00	-1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	53.00	61.00	59.00	-2.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	19.00	18.00	18.00	0.00
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	1,122.80	1,069.25	1,102.18	32.93

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
4000	4000-8112-001-AUG3	New Environmental Health Specialist III	New Position	0	1.00	0	1.00
4000	4000-8112-001-AUG5	New Environmental Health Specialist III	New Position	0	1.00	0	1.00
4000	4000-8112-001-AUG6	New Environmental Health Specialist II	New Position	0	1.00	0	1.00
4000	4000-8115-001-AUG5	New Environmental Health Specialist II	New Position	0	1.00	0	1.00
4000	4000-8116-001-AUG10	New - EHS III Out Door Grow Pilot Program	New Program/Service	125,154	1.00	0	0.00
4000	4000-8116-001-AUG7	New Environmental Health Specialist II	New Position	0	1.00	0	1.00
4000	4000-8116-001-AUG8	New Environmental Health Specialist II	New Position	0	1.00	0	1.00
4000	4000-8116-001-AUG9	New Environmental Health Specialist II	New Position	0	1.00	0	1.00
4000	4000-8117-001-AUG1	New Assistant Bureau Chief	New Position	0	1.00	0	1.00

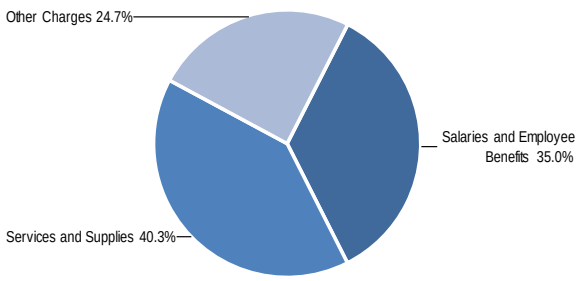
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
4000	4000-8117-001-AUG2	New Management Analyst II	New Position	0	1.00	0	1.00
4000	4000-8118-001-AUG1	New Principal Office Assistant	New Position	84,058	1.00	0	0.00
4000	4000-8118-001-AUG2	New Deputy PG/PA/PC I	New Position	91,411	1.00	91,411	1.00
4000	4000-8118-001-AUG3	New Deputy PG/PA/PC I	New Position	91,411	1.00	0	0.00
4000	4000-8124-001-AUG1	New Wellness - Return to Base	New Program/Service	34,244	0.00	0	0.00
4000	4000-8124-001-AUG2	New Wellness - Expansion	New Program/Service	28,313	0.00	0	0.00
4000	4000-8124-001-AUG3	New First 5 ECDI Restore	New Program/Service	50,000	0.00	50,000	0.00
4000	4000-8124-001-AUG4	New First 5 Maternal Mental Health Task Force	New Program/Service	25,000	0.00	25,000	0.00
4000	4000-8124-001-AUG5	New First 5 Home Visiting Triage (Hub)	New Program/Service	160,000	0.00	160,000	0.00
4000	4000-8124-001-AUG6	New First 5 Early Childhood Education Coordination	New Program/Service	105,000	0.00	105,000	0.00
4000	4000-8442-001-AUG1	New-Animal Services Supervisor	New Position	(2)	1.00	(2)	1.00
4000	4000-8442-001-AUG3	New Registered Veterinary Technician	New Position	0	0.50	0	0.50
4000	4000-8442-001-AUG4	New Veterinarian	New Position	0	0.50	0	0.50
4000	4000-8424-025-AUG1	New AB 85 Reconciliation	New Program/Service	5,905,990	0.00	5,905,990	0.00
			Grand Total	**6,700,579**	**15.00**	**6,337,399**	**12.00**

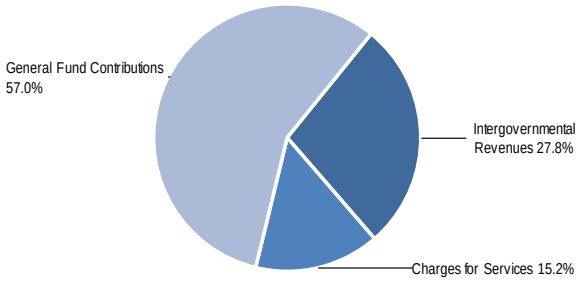
Clinic Services Administration

(Budget Unit 8096— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,384,064	2,908,149	2,454,613	2,718,164	2,718,164	(189,985)
Services and Supplies	3,216,390	2,778,918	2,468,211	3,127,474	3,127,474	348,556
Other Charges	2,521,079	630,212	618,797	1,912,718	1,912,718	1,282,506
Other Financing Uses	225,000	3,950,171	8,351,425	0	0	(3,950,171)
Subtotal	$8,346,532	$10,267,450	$13,893,046	$7,758,356	$7,758,356	(2,509,094)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	1,205,994	1,801,564	910,460	2,157,188	2,157,188	355,624
Charges for Services	1,898,603	0	702,541	1,176,000	1,176,000	1,176,000
Miscellaneous Revenues	447,358	430,000	7,237	0	0	(430,000)
Other Financing Sources	450,000	4,941,991	8,801,425	0	0	(4,941,991)
Subtotal	$4,001,955	$7,173,555	$10,421,663	$3,333,188	$3,333,188	(3,840,367)
General Fund Contributions	$4,344,577	$3,093,895	$3,471,383	$4,425,168	$4,425,168	1,331,273
Total Source of Funds	$8,346,532	$10,267,450	$13,893,046	$7,758,356	$7,758,356	(2,509,094)

Unit Description

Clinic Services Administration provides leadership, administrative support, fiscal reporting and oversight, service delivery and strategic planning, contracting, provider credentialing and all administrative functions necessary to maintain and expand Federally Qualified Health Center Look-Alike (FQHC-LA) status. Clinic Services Administration also performs all medical payor and patient billing and accepts and processes applications for a sliding fee discount program to those at or below the 200% Federal Poverty Level Income guideline, in compliance with FQHC regulations.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E04	BUREAU CHIEF	1.00
14C31	MANAGEMENT ANALYST III	2.00
14G02	MANAGEMENT ANALYST I	1.00
14H66	OUTPATIENT SERVICES DIRECTOR	1.00

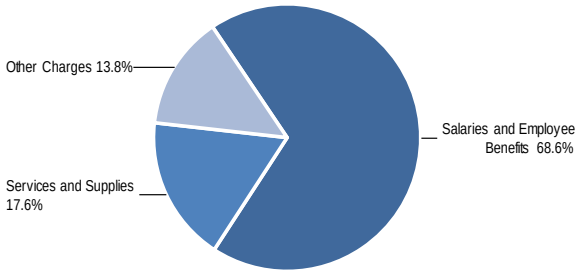
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
80A32	SENIOR SECRETARY	1.00
80E22	OFFICE ASSISTANT III	2.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	13.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.00
	Total	27.00

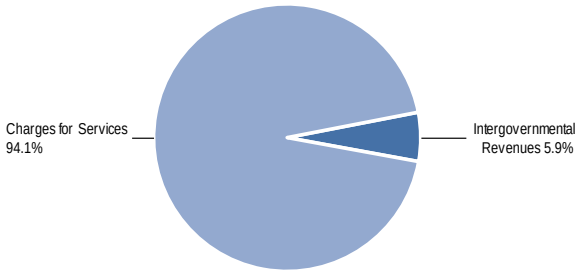
Alisal Health Center

(Budget Unit 8097— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	5,559,000	6,950,902	5,770,571	6,947,295	6,947,295	(3,607)
Services and Supplies	1,625,061	1,947,728	1,502,848	1,780,810	1,780,810	(166,918)
Other Charges	(25,211)	0	0	1,393,449	1,393,449	1,393,449
Capital Assets	9,059	0	0	0	0	0
Subtotal	$7,167,909	$8,898,630	$7,273,419	$10,121,554	$10,121,554	1,222,924

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	1,039,565	160,000	392,705	619,405	619,405	459,405
Charges for Services	11,754,245	9,475,926	8,954,172	9,836,832	9,836,832	360,906
Miscellaneous Revenues	176	75,000	0	0	0	(75,000)
Subtotal	$12,793,985	$9,710,926	$9,346,877	$10,456,237	$10,456,237	745,311
General Fund Contributions	($5,626,076)	($812,296)	($2,073,458)	($334,683)	($334,683)	477,613
Total Source of Funds	$7,167,909	$8,898,630	$7,273,419	$10,121,554	$10,121,554	1,222,924

Unit Description

Alisal Health Center is a community health clinic serving the east Salinas area offering primary care and preventive health services. It serves children, adults and pregnant women and provides perinatal and postpartum education for parents. The clinic also offers walk-in immunizations and sexually transmitted disease testing and treatment. Free legal assistance is available on-site in partnership with California Rural Legal Assistance (CRLA) as well as a Social Services Eligibility Worker who provides assistance with public benefit programs and services.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	35.00
52A21	CLINIC NURSE	1.00

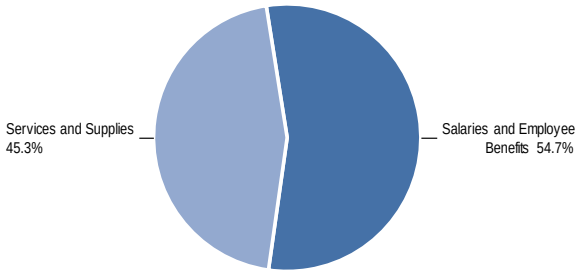
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
52A22	SENIOR CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	1.00
52A98	NURSE PRACTITIONER III	1.00
54B12	CONTRACT PHYSICIAN	4.00
54B90	CLINIC PHYSICIAN II	4.00
54C03	PHYSICIAN ASSISTANT	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
60C22	SOCIAL WORKER III	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
	Total	55.00

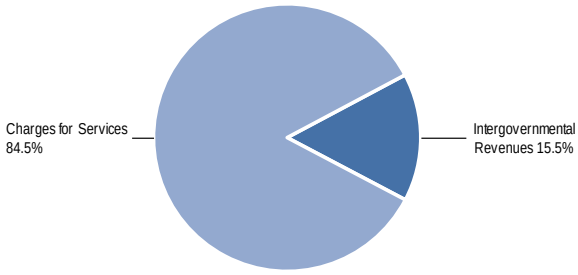
Clinic Services NIDO clinic

(Budget Unit 8098— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	746,919	746,919	746,919
Services and Supplies	0	0	0	617,786	617,786	617,786
Subtotal	$0	$0	$0	$1,364,705	$1,364,705	1,364,705

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	317,399	317,399	317,399
Charges for Services	0	0	0	1,732,788	1,732,788	1,732,788
Subtotal	$0	$0	$0	$2,050,187	$2,050,187	2,050,187
General Fund Contributions	$0	$0	$0	($685,482)	($685,482)	(685,482)
Total Source of Funds	$0	$0	$0	$1,364,705	$1,364,705	1,364,705

Unit Description

The Natividad Immunology Division Outpatient (NIDO) Clinic currently under Natividad Medical Center (NMC) provides primary care and preventative health services to patients regardless of their ability to pay. The Health Department has applied for a New Access Point grant (NAP) put forth by the Health Resources and Services Administration (HRSA) to improve the health of underserved communities and vulnerable populations by expanding access to affordable, accessible, quality, and cost-effective primary health care services. If the NAP grant is awarded, NIDO will transition into the Health Department and this Unit will be used to house it.

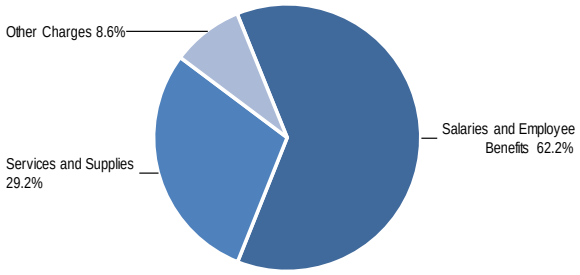
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
50U42	MEDICAL ASSISTANT	4.00
54B12	CONTRACT PHYSICIAN	1.20
54C03	PHYSICIAN ASSISTANT	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
	Total	8.20

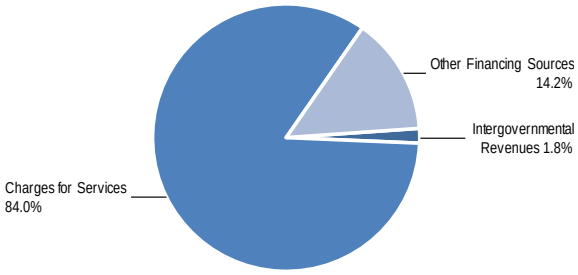
Laurel Family Practice

(Budget Unit 8099— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,292,408	5,461,685	4,488,569	5,510,096	5,510,096	48,411
Services and Supplies	2,223,931	2,928,774	2,156,038	2,587,208	2,587,208	(341,566)
Other Charges	0	0	0	766,490	766,490	766,490
Subtotal	$6,516,340	$8,390,459	$6,644,607	$8,863,794	$8,863,794	473,335

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	793,071	160,000	232,258	162,500	162,500	2,500
Charges for Services	11,146,407	6,478,438	8,115,814	7,676,653	7,676,653	1,198,215
Other Financing Sources	550,379	500,000	550,000	1,300,000	1,300,000	800,000
Subtotal	$12,489,857	$7,138,438	$8,898,072	$9,139,153	$9,139,153	2,000,715
General Fund Contributions	($5,973,517)	$1,252,021	($2,253,465)	($275,359)	($275,359)	(1,527,380)
Total Source of Funds	$6,516,340	$8,390,459	$6,644,607	$8,863,794	$8,863,794	473,335

Unit Description

Laurel Family Practice Clinic is located on the Natividad Medical Center Campus. The Clinic provides primary care and preventative health services including obstetric and family medicine services and procedures. It also serves as a collaborative training site for 30 Natividad Medical Center family practice residents.

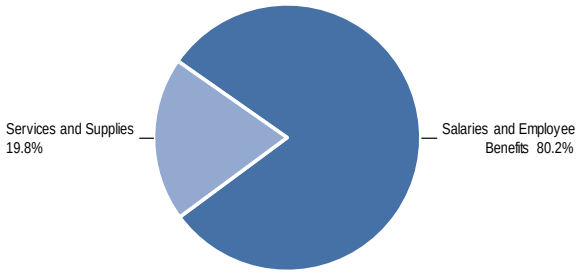
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	32.00
52A22	SENIOR CLINIC NURSE	2.00
52A98	NURSE PRACTITIONER III	1.00
54B12	CONTRACT PHYSICIAN	1.00
54C03	PHYSICIAN ASSISTANT	2.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	1.00
80K20	CLINIC OFFICE SUPERVISOR	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	9.00
	Total	54.00

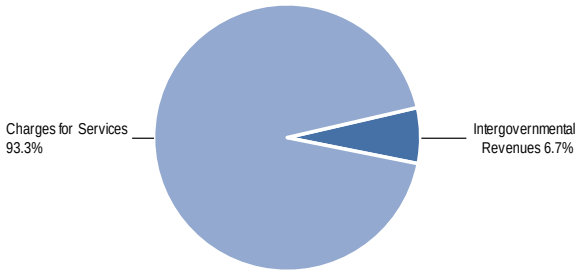
Laurel Internal Medicine

(Budget Unit 8100— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,284,457	3,887,627	2,797,406	3,541,147	3,541,147	(346,480)
Services and Supplies	627,386	851,733	673,722	876,648	876,648	24,915
Other Charges	(83,804)	0	0	0	0	0
Capital Assets	23,671	0	0	0	0	0
Subtotal	$2,851,711	$4,739,360	$3,471,128	$4,417,795	$4,417,795	(321,565)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	158,246	10,000	65,808	330,953	330,953	320,953
Charges for Services	3,957,155	6,150,908	4,048,100	4,584,784	4,584,784	(1,566,124)
Miscellaneous Revenues	0	39,500	0	0	0	(39,500)
Subtotal	$4,115,401	$6,200,408	$4,113,908	$4,915,737	$4,915,737	(1,284,671)
General Fund Contributions	($1,263,690)	($1,461,048)	($642,780)	($497,942)	($497,942)	963,106
Total Source of Funds	$2,851,711	$4,739,360	$3,471,128	$4,417,795	$4,417,795	(321,565)

Unit Description

Laurel Internal Medicine Clinic is a Level III Patient Centered Medical Home certified by the National Committee for Quality Assurance (NCQA), providing primary care and preventive health services and mental health services to patients with mild to moderate mental health conditions.

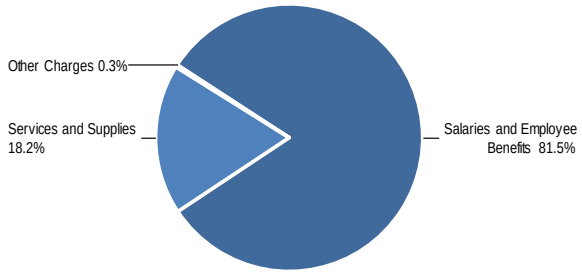
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
50U42	MEDICAL ASSISTANT	14.00
52A22	SENIOR CLINIC NURSE	2.00
52A97	NURSE PRACTITIONER II	2.00
54B04	GENERAL INTERNIST	1.00
54B12	CONTRACT PHYSICIAN	3.00
54C03	PHYSICIAN ASSISTANT	1.00
60C22	SOCIAL WORKER III	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.00
	Total	29.00

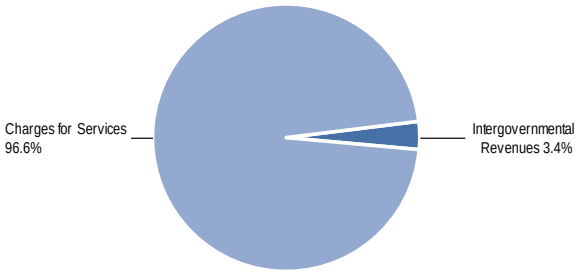
Laurel Pediatrics

(Budget Unit 8101— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,476,536	6,443,797	5,084,265	6,034,344	6,034,344	(409,453)
Services and Supplies	1,123,429	1,445,245	1,124,330	1,345,752	1,345,752	(99,493)
Other Charges	(57,116)	0	0	21,504	21,504	21,504
Capital Assets	9,059	0	0	0	0	0
Subtotal	$5,551,908	$7,889,042	$6,208,595	$7,401,600	$7,401,600	(487,442)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	620,956	160,000	213,358	269,717	269,717	109,717
Charges for Services	7,696,609	10,520,199	7,000,196	7,757,757	7,757,757	(2,762,442)
Miscellaneous Revenues	0	46,750	0	0	0	(46,750)
Subtotal	$8,317,564	$10,726,949	$7,213,554	$8,027,474	$8,027,474	(2,699,475)
General Fund Contributions	($2,765,656)	($2,837,907)	($1,004,959)	($625,874)	($625,874)	2,212,033
Total Source of Funds	$5,551,908	$7,889,042	$6,208,595	$7,401,600	$7,401,600	(487,442)

Unit Description

Laurel Pediatrics Clinic provides pediatric primary care, preventative health services, and mental health services. It also provides training to Natividad Family Practice residents.

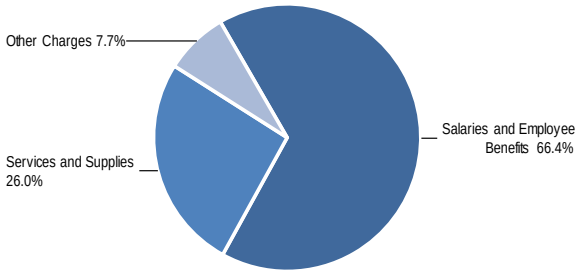
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50U42	MEDICAL ASSISTANT	23.00
52A22	SENIOR CLINIC NURSE	2.00
52A97	NURSE PRACTITIONER II	2.00
54B12	CONTRACT PHYSICIAN	8.00
54C03	PHYSICIAN ASSISTANT	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
60C22	SOCIAL WORKER III	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	2.00
80L02	PATIENT SERVICES REPRESENTATIVE II	7.00
	Total	49.00

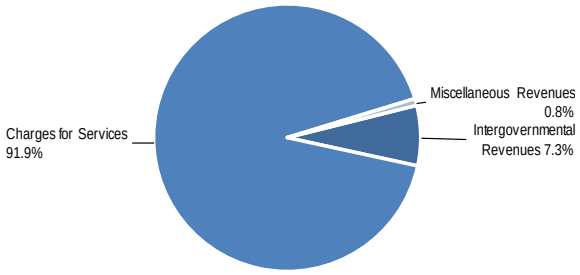
Marina Health Center

(Budget Unit 8103— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	963,096	1,275,393	1,061,067	1,214,646	1,214,646	(60,747)
Services and Supplies	314,843	456,700	360,443	475,587	475,587	18,887
Other Charges	(19,667)	(19,667)	(9,364)	140,307	140,307	159,974
Subtotal	$1,258,272	$1,712,426	$1,412,146	$1,830,540	$1,830,540	118,114

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	266,936	0	40,691	133,468	133,468	133,468
Charges for Services	2,146,980	1,572,042	1,756,808	1,685,772	1,685,772	113,730
Miscellaneous Revenues	15,000	32,000	15,120	15,000	15,000	(17,000)
Subtotal	$2,428,916	$1,604,042	$1,812,619	$1,834,240	$1,834,240	230,198
General Fund Contributions	($1,170,645)	$108,384	($400,473)	($3,700)	($3,700)	(112,084)
Total Source of Funds	$1,258,272	$1,712,426	$1,412,146	$1,830,540	$1,830,540	118,114

Unit Description

The Marina Health Center is small clinic offering primary care and preventive services in the Marina area.

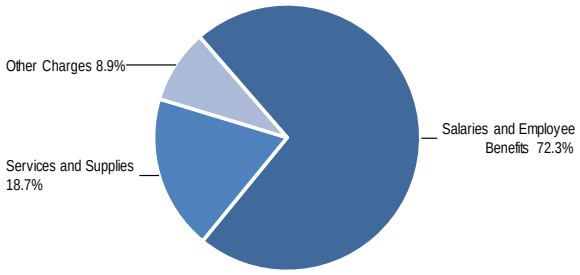
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
50U42	MEDICAL ASSISTANT	7.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	1.00
54C03	PHYSICIAN ASSISTANT	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
	Total	11.00

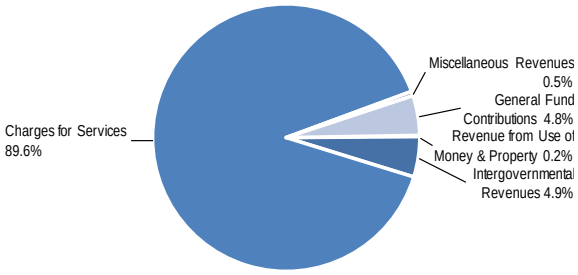
Seaside Family Health Center

(Budget Unit 8105— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	5,850,061	8,660,245	6,638,782	8,198,179	8,198,179	(462,066)
Services and Supplies	1,898,306	2,632,816	2,065,712	2,125,263	2,125,263	(507,553)
Other Charges	0	0	0	1,013,217	1,013,217	1,013,217
Capital Assets	9,059	0	0	0	0	0
Subtotal	$7,757,427	$11,293,061	$8,704,494	$11,336,659	$11,336,659	43,598

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	15,036	18,648	18,648	18,648
Intergovernmental Revenues	1,226,795	160,000	383,241	551,524	551,524	391,524
Charges for Services	12,137,933	11,833,905	9,620,783	10,161,994	10,161,994	(1,671,911)
Miscellaneous Revenues	60,000	128,000	50,000	60,000	60,000	(68,000)
Subtotal	$13,424,728	$12,121,905	$10,069,060	$10,792,166	$10,792,166	(1,329,739)
General Fund Contributions	($5,667,301)	($828,844)	($1,364,566)	$544,493	$544,493	1,373,337
Total Source of Funds	$7,757,427	$11,293,061	$8,704,494	$11,336,659	$11,336,659	43,598

Unit Description

The Seaside Family Health Center is a large clinic serving the Monterey Peninsula providing comprehensive primary care, preventative health services, including obstetric and gynecological care, pediatrics, mental health, and internal medicine. The Clinic offers services in a group visit setting for diabetic management and offers behavioral health services to those with mild to moderate mental health conditions.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	35.00
52A22	SENIOR CLINIC NURSE	2.00
52A97	NURSE PRACTITIONER II	3.00

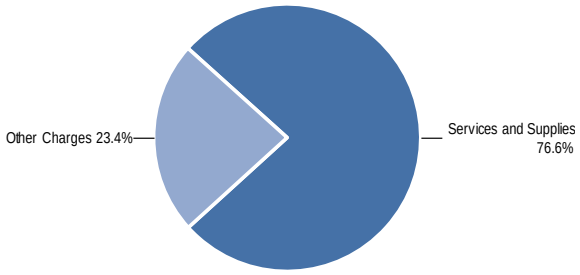
Recommended 2019-20 Positions

Classification Code	Classification Label		FTE
52A98	NURSE PRACTITIONER III		1.00
54B04	GENERAL INTERNIST		1.00
54B12	CONTRACT PHYSICIAN		7.00
54B90	CLINIC PHYSICIAN II		1.00
54C03	PHYSICIAN ASSISTANT		1.00
60B21	PSYCHIATRIC SOCIAL WORKER II		1.00
60C22	SOCIAL WORKER III		1.00
80K25	CLINIC OPERATIONS SUPERVISOR		1.00
80L02	PATIENT SERVICES REPRESENTATIVE II		8.00
		Total	66.00

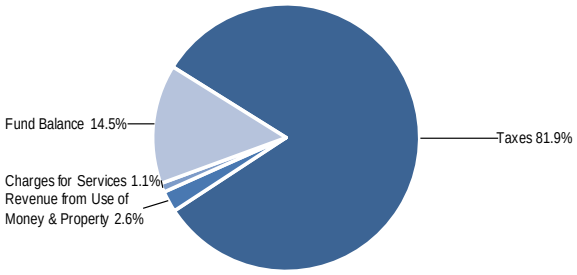
Ambulance Service

(Budget Unit 8108— Fund 092— Appropriation Unit HEA010)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	1,445,234	1,680,660	1,426,040	1,555,717	1,555,717	(124,943)
Other Charges	472,113	475,000	475,000	475,000	475,000	0
Subtotal	$1,917,347	$2,155,660	$1,901,040	$2,030,717	$2,030,717	(124,943)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	1,663,295	1,654,000	1,660,000	1,663,000	1,663,000	9,000
Revenue from Use of Money & Property	52,957	45,000	50,000	52,000	52,000	7,000
Charges for Services	22,606	20,000	22,000	22,000	22,000	2,000
Subtotal	$1,738,858	$1,719,000	$1,732,000	$1,737,000	$1,737,000	18,000
Fund Balance	178,489	436,660	169,040	293,717	293,717	(142,943)
Total Source of Funds	$1,917,347	$2,155,660	$1,901,040	$2,030,717	$2,030,717	(124,943)

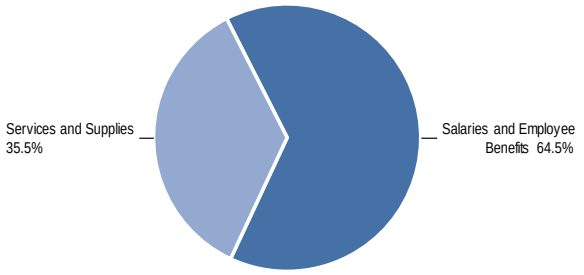
Unit Description

The Monterey County Emergency Medical Services (EMS) system provides paramedic, ambulance and related services. Originally County Service Area (CSA) 74 benefit assessment was formed to provide funding. On March 7, 2000 Monterey County voters approved Measure X in compliance with Proposition 218 replacing CSA 74. The special tax is collected and administered by the Emergency Medical Services (EMS) Agency.

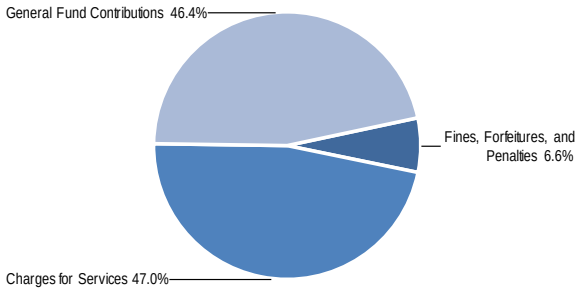
EMS Operating

(Budget Unit 8109— Fund 001— Appropriation Unit HEA006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,163,468	1,313,872	1,146,335	1,380,438	1,380,438	66,566
Services and Supplies	759,273	706,094	784,367	761,106	761,106	55,012
Other Charges	(1,595,625)	(1,865,069)	(1,610,417)	(1,378,646)	(1,378,646)	486,423
Subtotal	$327,117	$154,897	$320,285	$762,898	$762,898	608,001

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	148,130	0	97,500	50,000	50,000	50,000
Charges for Services	125,000	154,087	154,087	358,658	358,658	204,571
Miscellaneous Revenues	0	2,000	0	0	0	(2,000)
Subtotal	$273,130	$156,087	$251,587	$408,658	$408,658	252,571
General Fund Contributions	$53,987	($1,190)	$68,698	$354,240	$354,240	355,430
Total Source of Funds	$327,117	$154,897	$320,285	$762,898	$762,898	608,001

Unit Description

The Emergency Medical Services (EMS) operating unit plans, coordinates and evaluates the countywide Emergency Medical Ambulance (EMA) System. This includes maintaining countywide 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, EMS Agency staff administer funds received through the CSA-74 Special Tax (Fund 092) and the Uncompensated Care Fund (Fund 016).

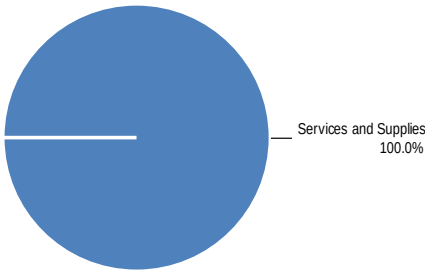
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E04	BUREAU CHIEF	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	4.00
50K18	HEALTH PROGRAM COORDINATOR	1.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.00
	Total	9.00

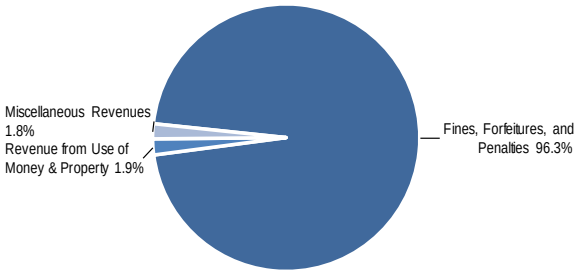
Uncompensated Care

(Budget Unit 8111— Fund 016— Appropriation Unit HEA009)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	472,349	797,000	630,000	631,000	631,000	(166,000)
Subtotal	$472,349	$797,000	$630,000	$631,000	$631,000	(166,000)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	599,649	750,000	745,000	745,000	745,000	(5,000)
Revenue from Use of Money & Property	18,013	7,000	10,000	15,000	15,000	8,000
Miscellaneous Revenues	14,002	15,000	10,000	14,000	14,000	(1,000)
Subtotal	$631,664	$772,000	$765,000	$774,000	$774,000	2,000
Fund Balance	(159,315)	25,000	(135,000)	(143,000)	(143,000)	(168,000)
Total Source of Funds	$472,349	$797,000	$630,000	$631,000	$631,000	(166,000)

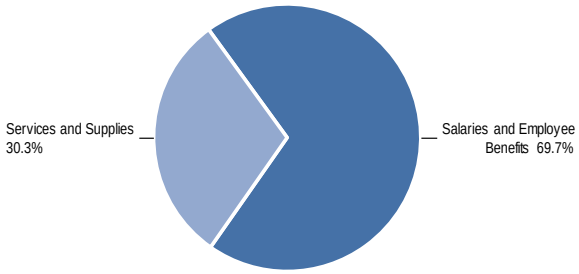
Unit Description

Uncompensated Care Fund 016 was established in 1989 to provide for collection and distribution of fine proceeds authorized by the California State Legislature through Senate Bill (SB) 612 and SB 1773. These laws allow counties to levy an assessment of $4.00 per $10.00 of fines for specified traffic violations. Pursuant to State Law, up to 10% of the proceeds are available to fund the program's administration. The remaining 90% is distributed to physicians and hospitals for patients who do not make payments for EMS and for other emergency medical services as follows: 58% to reimburse physicians for a portion of unreimbursed indigent services/bad debt costs; 25% to reimburse hospitals which provide a disproportionate share of unreimbursed emergency medical care; and 17% to support the Health Department's Emergency Medical Services (EMS) Agency activities.

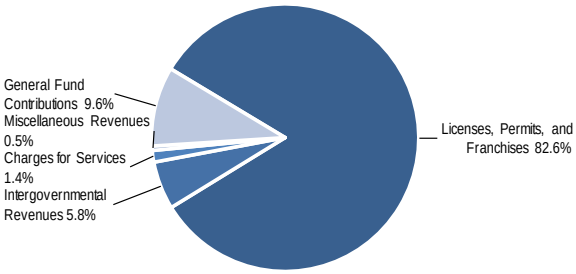
Consumer Health Protection Services

(Budget Unit 8112— Fund 001— Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,646,927	1,999,265	2,113,398	2,544,518	2,544,518	545,253
Services and Supplies	259,502	1,243,212	887,298	1,104,690	1,104,690	(138,522)
Other Charges	(108,156)	169,000	169,000	(81,000)	(81,000)	(250,000)
Subtotal	$1,798,274	$3,411,477	$3,169,696	$3,568,208	$3,568,208	156,731

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	2,418,244	2,641,000	2,401,948	2,948,324	2,948,324	307,324
Intergovernmental Revenues	68,111	225,000	225,000	208,000	208,000	(17,000)
Charges for Services	368,716	356,380	302,068	50,000	50,000	(306,380)
Miscellaneous Revenues	191,601	0	0	19,200	19,200	19,200
Subtotal	$3,046,671	$3,222,380	$2,929,016	$3,225,524	$3,225,524	3,144
General Fund Contributions	($1,248,398)	$189,097	$240,680	$342,684	$342,684	153,587
Total Source of Funds	$1,798,274	$3,411,477	$3,169,696	$3,568,208	$3,568,208	156,731

Unit Description

Consumer Health Protection Services (CHPS) is responsible for retail food protection and cottage food operations regulation, substandard rental housing inspections, recreational and beach water quality monitoring, public swimming pools and spa inspections, vector control, agricultural field toilet inspections, tobacco licensing inspections, the Childhood Lead Poisoning Prevention Program, detention facilities and other general health protection activities.

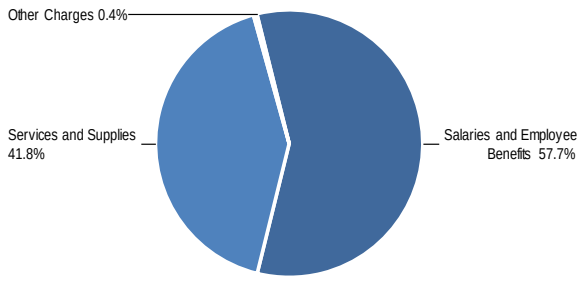
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	10.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	5.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	2.00
80E21	OFFICE ASSISTANT II	2.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00
	Total	22.00

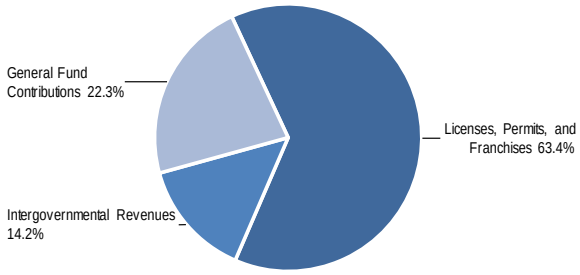
Recycling and Resource Recovery Services

(Budget Unit 8113— Fund 001— Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	301,121	661,828	468,470	665,889	665,889	4,061
Services and Supplies	155,606	477,953	234,920	482,244	482,244	4,291
Other Charges	5,000	5,000	5,000	5,000	5,000	0
Subtotal	$461,726	$1,144,781	$708,390	$1,153,133	$1,153,133	8,352

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	786,587	826,962	731,606	731,605	731,605	(95,357)
Intergovernmental Revenues	340,392	137,516	137,516	164,000	164,000	26,484
Charges for Services	0	3	3	2	2	(1)
Miscellaneous Revenues	0	5	2	5	5	0
Subtotal	$1,126,979	$964,486	$869,127	$895,612	$895,612	(68,874)
General Fund Contributions	($665,253)	$180,295	($160,737)	$257,521	$257,521	77,226
Total Source of Funds	$461,726	$1,144,781	$708,390	$1,153,133	$1,153,133	8,352

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. The Unit also serves as administrator of the Unified Franchise Agreement for solid waste collection and the grants that fund program activities.

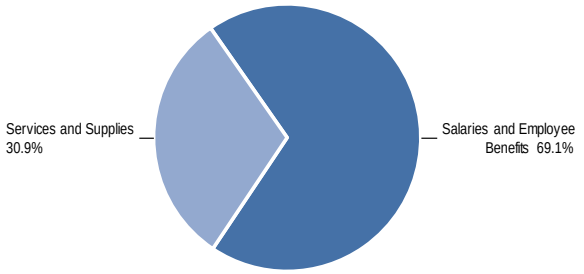
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
20B10	ACCOUNTANT I	1.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	1.00
30J81	RECYCLING/RESOURCE RECOVERY SPECIALIST	2.00
80E01	OFFICE ASSISTANT I	1.00
	Total	6.00

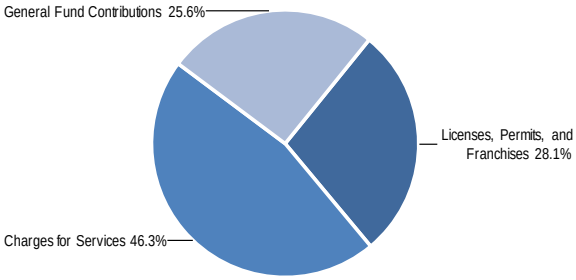
Environmental Health Review Services

(Budget Unit 8115— Fund 001— Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	654,694	745,113	523,905	680,615	680,615	(64,498)
Services and Supplies	47,556	401,920	326,988	304,082	304,082	(97,838)
Subtotal	$702,250	$1,147,033	$850,893	$984,697	$984,697	(162,336)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	257,733	217,000	217,000	276,631	276,631	59,631
Intergovernmental Revenues	0	1	1	1	1	0
Charges for Services	406,272	380,003	380,003	455,700	455,700	75,697
Miscellaneous Revenues	0	3	2	3	3	0
Other Financing Sources	0	1	0	1	1	0
Subtotal	$664,005	$597,008	$597,006	$732,336	$732,336	135,328
General Fund Contributions	$38,245	$550,025	$253,887	$252,361	$252,361	(297,664)
Total Source of Funds	$702,250	$1,147,033	$850,893	$984,697	$984,697	(162,336)

Unit Description

Environmental Health Review Services (EHRS) serves as the liaison between the Environmental Health Bureau and the Resource Management Agency and is responsible for review of land use projects, including cannabis operations, and building permits to ensure conformance with regulations where the Bureau is the oversight agency. Additionally, this program reviews, inspects, and approves onsite wastewater treatment systems in accordance with the approved Local Agency Management Program and monitors water quality of discharges from sewage treatment and wastewater reclamation facilities.

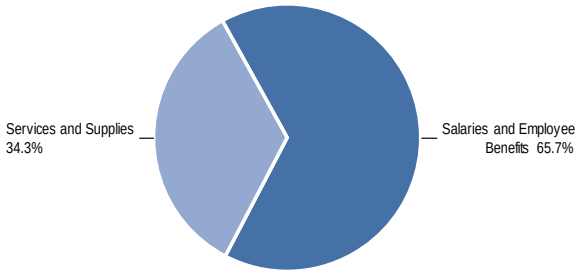
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	3.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.00
	Total	6.00

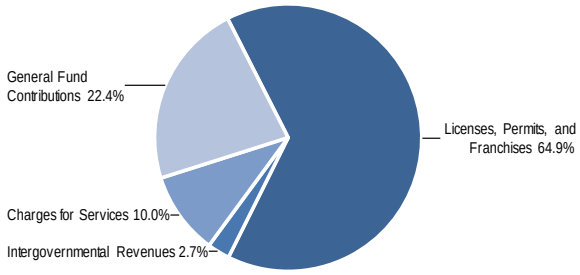
Hazardous Materials & Solid Waste Management

(Budget Unit 8116— Fund 001— Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,047,212	1,635,229	1,758,759	2,747,013	2,625,859	990,630
Services and Supplies	299,925	996,635	964,275	1,372,872	1,368,872	372,237
Other Charges	(21,283)	0	0	0	0	0
Capital Assets	55,946	0	0	0	0	0
Subtotal	$1,381,800	$2,631,864	$2,723,034	$4,119,885	$3,994,731	1,362,867

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,631,125	2,641,862	2,522,400	2,591,372	2,591,372	(50,490)
Fines, Forfeitures, and Penalties	37,500	1	0	1	1	0
Intergovernmental Revenues	(30,266)	115,440	12,440	109,000	109,000	(6,440)
Charges for Services	15,714	3	2	400,001	400,001	399,998
Miscellaneous Revenues	2,896	2	2	2	2	0
Subtotal	$1,656,969	$2,757,308	$2,534,844	$3,100,376	$3,100,376	343,068
General Fund Contributions	($275,170)	($125,444)	$188,190	$1,019,509	$894,355	1,019,799
Total Source of Funds	$1,381,800	$2,631,864	$2,723,034	$4,119,885	$3,994,731	1,362,867

Unit Description

Beginning in FY 2018-19, Hazardous Materials Management Services (HMMS) and Solid Waste Management Services (SWMS) are merged into this unit.

HMMS is designated as the local Certified Unified Program Agency (CUPA) in Monterey County and is responsible for inspecting facilities to verify proper storage, handling and disposal of hazardous materials and hazardous wastes. HMMS is responsible for permitting and conducting inspections of underground storage tanks and aboveground petroleum storage tanks, business response plans, hazardous waste, California Accidental Release Prevention Program and contaminated site mitigation. Additionally, HMMS provides emergency response 24 hours each day, seven days per week, to oversee hazardous material spill site cleanup activities and to operate the pesticide illness reporting program.

SWMS is designated as CalRecycle's Local Enforcement Agency (LEA) and the Tire Enforcement Agency (TEA) for Monterey County. LEA/TEA is responsible for permitting and inspecting solid waste handling facilities such as landfills, transfer stations, compost facilities, waste tire generators, haulers, and end use facilities. SWMS also implements inspection enforcement programs for the body art, medical waste, solid waste vehicle, liquid waste vehicle, and vegetable cull feeder programs. SWMS staff is responsible for the local Illegal Dumping and Litter Abatement Program, responding to illegal dumping complaints to ensure the timely clean up and proper disposal of abandoned waste. Staff of SWMS also administers State-funded grants that support program activities.

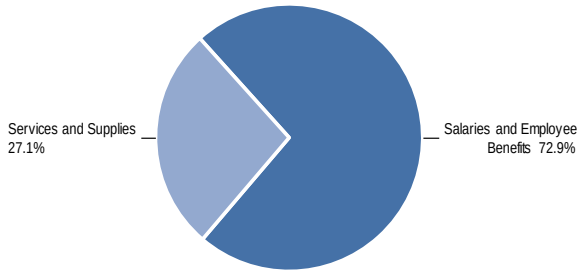
Recommended 2019-20 Positions

Classification Code	Classification Label		FTE
30J21	ENVIRONMENTAL HEALTH SPECIALIST II		7.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III		7.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV		4.00
80E22	OFFICE ASSISTANT III		3.00
		Total	21.00

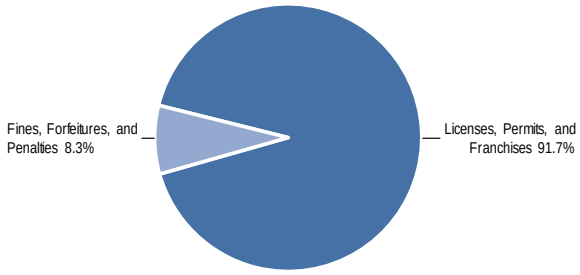
Environmental Health Fiscal and Administration

(Budget Unit 8117— Fund 001— Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,285,369	1,024,955	986,073	1,071,554	1,071,554	46,599
Services and Supplies	1,130,314	890,197	693,267	398,184	398,184	(492,013)
Other Charges	763,497	(1,837,929)	(1,830,622)	(1,115,992)	(1,115,992)	721,937
Subtotal	$3,179,180	$77,223	($151,282)	$353,746	$353,746	276,523

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	184,931	0	0	330,284	330,284	330,284
Fines, Forfeitures, and Penalties	9,095	0	31,802	29,840	29,840	29,840
Charges for Services	56,710	0	0	0	0	0
Miscellaneous Revenues	4,921	80,000	45,530	0	0	(80,000)
Subtotal	$255,657	$80,000	$77,332	$360,124	$360,124	280,124
General Fund Contributions	$2,923,523	($2,777)	($228,614)	($6,378)	($6,378)	(3,601)
Total Source of Funds	$3,179,180	$77,223	($151,282)	$353,746	$353,746	276,523

Unit Description

Environmental Health Fiscal and Administration provides financial and administrative oversight for the Environmental Health Bureau comprised of programs supporting consumer health protection, recycling and resource recovery, solid waste management, environmental health review, hazardous materials management, drinking water protection and animal services. Services include budget preparation and oversight, billing and collection, procurement and accounts payable, contract and grant management, and information management systems support.

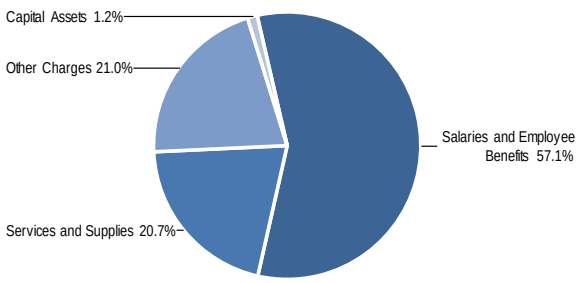
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	1.00
14G02	MANAGEMENT ANALYST I	1.00
14K44	ASSISTANT BUREAU CHIEF	1.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	9.00

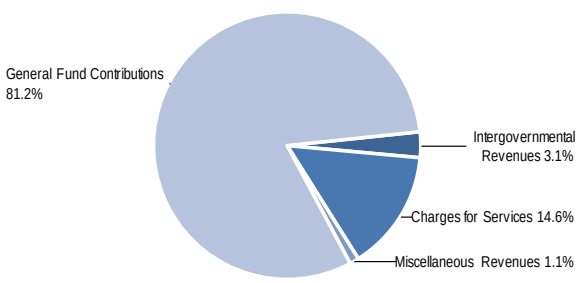
Public Guardian/Administrator/Conservator

(Budget Unit 8118— Fund 001— Appropriation Unit HEA008)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	897,760	1,135,214	1,006,252	1,411,716	1,214,047	78,833
Services and Supplies	480,328	416,539	458,274	447,683	440,383	23,844
Other Charges	1,136,543	396,922	359,164	445,276	445,276	48,354
Capital Assets	0	0	0	25,000	25,000	25,000
Subtotal	$2,514,631	$1,948,675	$1,823,690	$2,329,675	$2,124,706	176,031

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	23,482	117,000	0	78,000	66,000	(51,000)
Charges for Services	423,820	268,000	308,585	327,874	310,374	42,374
Miscellaneous Revenues	20,691	20,000	26,228	24,000	24,000	4,000
Subtotal	$467,993	$405,000	$334,813	$429,874	$400,374	(4,626)
General Fund Contributions	$2,046,638	$1,543,675	$1,488,877	$1,899,801	$1,724,332	180,657
Total Source of Funds	$2,514,631	$1,948,675	$1,823,690	$2,329,675	$2,124,706	176,031

Unit Description

The Public Administrator is mandated by law to take charge of property and probate the decedent estates ranging in value from $2,000 to over $2,000,000 of persons who have died when no executor or estate administrator exists or is willing or able to act.

The Public Guardian is the court appointed Lanterman Petris Short Conservator of any individual found to be gravely disabled due to mental disorder who is unable or unwilling to accept treatment voluntarily pursuant to Welfare and Institutions Code section 5000 et seq.

The Public Guardian is also the court appointed Probate Conservator for frail, elderly, and cognitively impaired individuals unable to manage personal or financial affairs or resist fraud or undue influence, when there is no family or a qualified third party to act pursuant to Probate Code section 1800 et seq.

The Public Guardian serves as Public Representative Payee pursuant to Board Resolution 82-43 for Monterey County residents deemed incapable of managing their own public entitlement benefits. Referrals to the Bureau are investigated to determine whether the assistance of the Public Guardian/Administrator/Conservator is necessary. If assistance is needed, the Public Representative Payee manages and/or applies for any public entitlement benefits on behalf of disabled Monterey County residents.

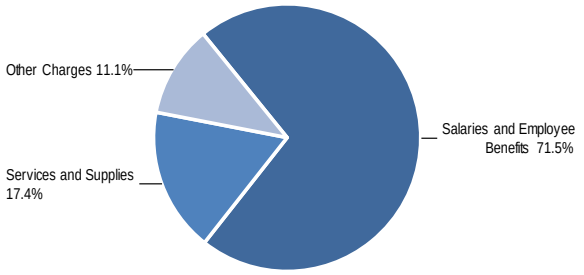
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14N06	OPERATIONS MANAGER	1.00
20B11	ACCOUNTANT II	1.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR I	2.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR II	4.00
80E21	OFFICE ASSISTANT II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	11.00

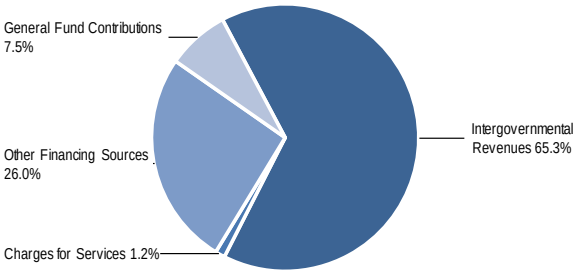
Children's Medical Services

(Budget Unit 8121— Fund 001— Appropriation Unit HEA004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	4,551,851	3,823,635	3,397,725	3,963,048	3,963,048	139,413
Services and Supplies	1,698,691	1,180,158	924,530	966,258	966,258	(213,900)
Other Charges	454,688	159,911	254,257	616,316	616,316	456,405
Subtotal	$6,705,231	$5,163,704	$4,576,512	$5,545,622	$5,545,622	381,918

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	4,859,970	3,584,402	3,642,010	3,620,586	3,620,586	36,184
Charges for Services	263,766	46,103	257,594	65,710	65,710	19,607
Miscellaneous Revenues	95,561	0	0	0	0	0
Other Financing Sources	1,367,332	1,542,564	686,273	1,441,730	1,441,730	(100,834)
Subtotal	$6,586,629	$5,173,069	$4,585,877	$5,128,026	$5,128,026	(45,043)
General Fund Contributions	$118,602	($9,365)	($9,365)	$417,596	$417,596	426,961
Total Source of Funds	$6,705,231	$5,163,704	$4,576,512	$5,545,622	$5,545,622	381,918

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. Programs provided include California Children's Services (CCS), Child Health Disability Prevention (CHDP) Program and Childhood lead Poisoning Prevention Program (CLPPP).

CCS, a State-mandated program, provides medical care coordination and treatment authorization for eligible children up to age 21. Direct physical and occupational therapy services are provided to children with certain orthopedic and neurological conditions through the CCS Medical Therapy Program. CHDP provides no-cost health assessments and dental screenings for Medi-Cal eligible children up to age 21 and children under 200% of the poverty level up to age 19. CHDP provides training and technical assistance to enrolled providers, and assures children receive follow-up treatment services. CHDP Foster Care Public Health 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. 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.

CCS, effective July 1, 2018, transferred approximately 90% of the case management and health care service authorization to the Central California Alliance for Health as part of California's current Section 1115 waiver agreement with the U.S. Centers for Medicare and Medicaid Services. CCS continues to provide medical and financial eligibility determination for the entire CCS population, all annual reviews and new referrals to the program.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
25G21	CA CHILDRENS SERVICES CASE WORKER II	3.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	3.40
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	3.65
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	0.80

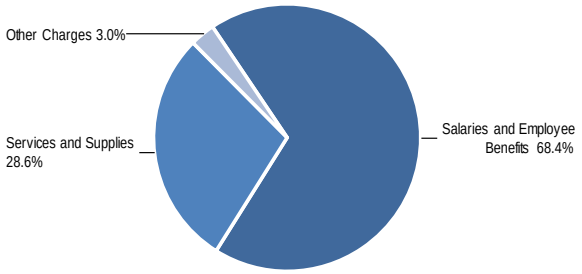
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
52E22	PUBLIC HEALTH NURSE II	5.75
52E23	PUBLIC HEALTH NURSE III	1.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	1.75
54B12	CONTRACT PHYSICIAN	0.45
60P22	COMMUNITY SERVICE AIDE III	3.00
80E22	OFFICE ASSISTANT III	1.00
	Total	26.80

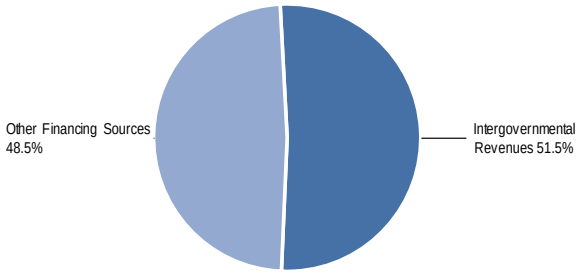
Community Health Regional Teams

(Budget Unit 8123— Fund 001— Appropriation Unit HEA003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	1,191,898	1,191,898	1,191,898
Services and Supplies	0	0	0	499,013	499,013	499,013
Other Charges	0	0	0	52,437	52,437	52,437
Subtotal	$0	$0	$0	$1,743,348	$1,743,348	1,743,348

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	962,517	962,517	962,517
Other Financing Sources	0	0	0	905,739	905,739	905,739
Subtotal	$0	$0	$0	$1,868,256	$1,868,256	1,868,256
General Fund Contributions	$0	$0	$0	($124,908)	($124,908)	(124,908)
Total Source of Funds	$0	$0	$0	$1,743,348	$1,743,348	1,743,348

Unit Description

Community Health Regionals Teams are comprise of Public Health Nurses, Public Health Nutritionists and support staff which are part of the Nurse-Family Partnership, a nationally recognized program, providing medical and socio-economic nurse case management for improving life outcomes for first-time mothers and their infants. Public Health Nutritionists and support staff provide case management and nutritional evaluation and assistance. These targeted services are provided to families, children under age 21, medically fragile individuals, individuals at risk of institutionalization and individuals in jeopardy of negative health or psycho-social outcomes.

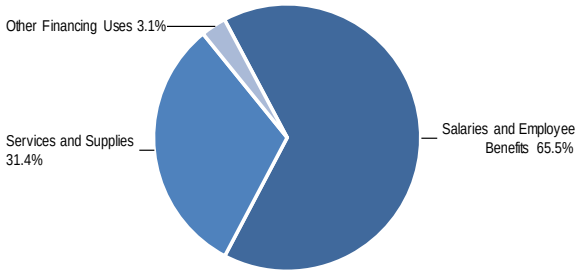
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
50L22	PUBLIC HEALTH NUTRITIONIST II	3.00
52E22	PUBLIC HEALTH NURSE II	4.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	1.00
	Total	8.00

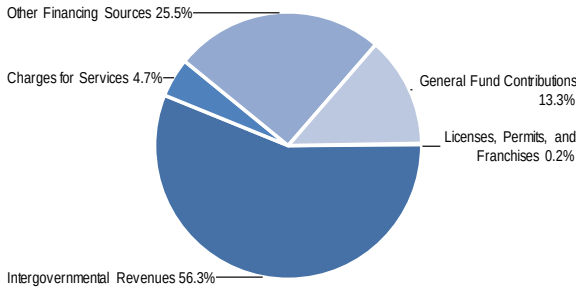
Public Health

(Budget Unit 8124— Fund 001— Appropriation Unit HEA003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	11,687,722	14,102,429	12,347,155	13,536,526	13,536,526	(565,903)
Services and Supplies	7,905,995	6,919,978	7,336,536	6,589,251	6,493,709	(426,269)
Other Charges	(2,116,286)	(1,372,125)	(1,246,003)	(2,490,216)	(2,457,231)	(1,085,106)
Capital Assets	15,872	0	0	0	0	0
Other Financing Uses	197,419	204,920	657,900	635,750	635,750	430,830
Subtotal	$17,690,722	$19,855,202	$19,095,588	$18,271,311	$18,208,754	(1,646,448)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	25,493	24,555	24,218	30,272	30,272	5,717
Fines, Forfeitures, and Penalties	13,470	8,818	9,259	9,260	9,260	442
Intergovernmental Revenues	9,014,133	10,584,135	10,239,991	10,240,890	10,240,890	(343,245)
Charges for Services	826,543	1,038,393	879,608	860,544	860,544	(177,849)
Miscellaneous Revenues	0	0	53	0	0	0
Other Financing Sources	3,536,307	5,716,753	5,459,911	4,638,497	4,638,497	(1,078,256)
Subtotal	$13,415,945	$17,372,654	$16,613,040	$15,779,463	$15,779,463	(1,593,191)
General Fund Contributions	$4,274,777	$2,482,548	$2,482,548	$2,491,848	$2,429,291	(53,257)
Total Source of Funds	$17,690,722	$19,855,202	$19,095,588	$18,271,311	$18,208,754	(1,646,448)

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.

Communicable Disease Prevention and Control monitors reportable diseases such as measles, tuberculosis, syphilis, hepatitis A and influenza, investigates suspected outbreaks, and takes measures to reduce the future spread of disease. The Public Health Laboratory receives samples from local hospitals and health care providers to test for infectious diseases such as E. coli and whooping cough, and receives samples from businesses and residents to test for contaminants in drinking, beach, recreational and waste water. Public Health Preparedness prepares Health Department employees to respond effectively to emergencies and disasters such as epidemics, floods and forest fires. The Vital Records Office registers live births and deaths in Monterey County, issues certificates of birth and death, and issues burial and cremation permits.

Community Based Nursing promotes comprehensive perinatal services for pregnant women, provides case management for mothers and their babies, and links families to services and resources that lead to healthier children. Nurses also link homeless individuals to housing, drug treatment and a medical home, which improves their health and reduces health care costs.

Chronic Disease and Injury Prevention works in schools to promote oral health, prevent teen pregnancy, sexually transmitted infections and abusive relationships. Prevention also works with cities to reduce motor vehicle, bicyclist and pedestrian injuries and deaths, and works with businesses to reduce youth access to alcohol and tobacco products. Women, Infants and Children (WIC) program provides supplemental food, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women. Monterey County Employee Wellness Program improves county employee social, emotional and physical health, which improves staff morale and productivity, reduces absenteeism, reduces workers' compensation claims and can reduce health insurance and disability premium rates.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	2.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00
14G02	MANAGEMENT ANALYST I	1.00
14K44	ASSISTANT BUREAU CHIEF	1.00
20B11	ACCOUNTANT II	3.00
20B93	FINANCE MANAGER II	1.00
43B02	WATER QUALITY SPECIALIST	1.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00
50C81	PUBLIC HEALTH CHEMIST	1.00

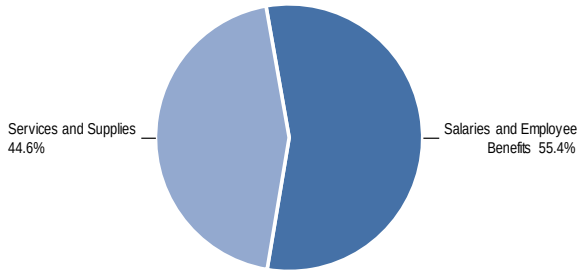
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
50E23	LABORATORY ASSISTANT	3.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	24.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	6.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	7.00
50K18	HEALTH PROGRAM COORDINATOR	5.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50K22	HEALTH EDUCATOR	1.00
50K23	SENIOR HEALTH EDUCATOR	2.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	3.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.00
50U16	BEHAVIORAL HEALTH AIDE	1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	5.00
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	1.00
52E22	PUBLIC HEALTH NURSE II	12.00
52E23	PUBLIC HEALTH NURSE III	2.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	3.00
54B12	CONTRACT PHYSICIAN	0.15
60P21	COMMUNITY SERVICE AIDE II	4.00
60P22	COMMUNITY SERVICE AIDE III	2.00
60P23	COMMUNITY SERVICE AIDE IV	2.00
80E22	OFFICE ASSISTANT III	8.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	115.15

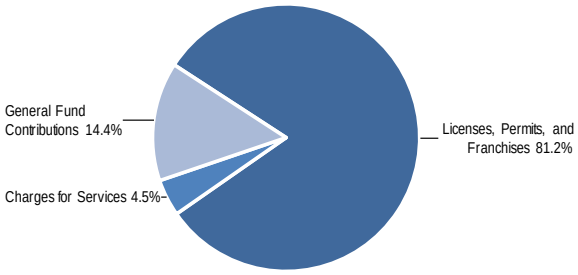
Drinking Water Protection

(Budget Unit 8272— Fund 001— Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	912,668	1,118,886	880,449	932,411	932,411	(186,475)
Services and Supplies	172,997	816,115	663,105	749,825	749,825	(66,290)
Other Charges	(3,240)	0	0	0	0	0
Capital Assets	55,946	0	0	0	0	0
Subtotal	$1,138,370	$1,935,001	$1,543,554	$1,682,236	$1,682,236	(252,765)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,261,989	1,325,610	1,325,610	1,365,378	1,365,378	39,768
Intergovernmental Revenues	0	1	1	1	1	0
Charges for Services	26,550	30,001	30,001	75,000	75,000	44,999
Miscellaneous Revenues	0	2	2	2	2	0
Subtotal	$1,288,539	$1,355,614	$1,355,614	$1,440,381	$1,440,381	84,767
General Fund Contributions	($150,168)	$579,387	$187,940	$241,855	$241,855	(337,532)
Total Source of Funds	$1,138,370	$1,935,001	$1,543,554	$1,682,236	$1,682,236	(252,765)

Unit Description

Drinking Water Protection Services (DWPS) is responsible for permitting, inspection and enforcement of over 1,250 water systems in the County. DWPS provides assistance to non-State regulated public and private potable water distribution systems to comply with local, State and federal regulations, and to resolve water quality and quantity issues. Other responsibilities of the Unit include: permitting all water well construction, repair and destruction activities in the County; operating a cross-connection control program and a water reuse program; permitting desalination treatment facilities; and issuing hazardous materials monitoring well construction, destruction and soil boring permits.

DWPS is the Local Primacy Agency for the State Water Resource Control Board for the regulation of small public water systems.

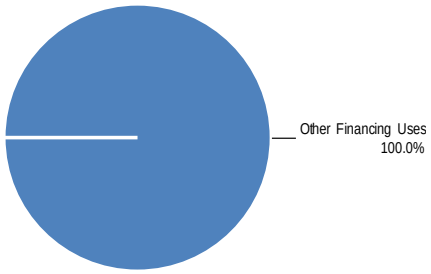
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	3.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	2.00
	Total	8.00

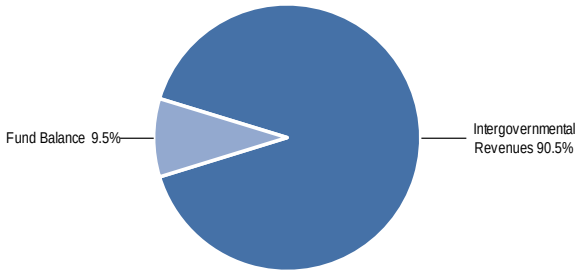
Behavioral Health

(Budget Unit 8410— Fund 022— Appropriation Unit HEA015)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	15,000,000	15,043,847	14,430,000	15,463,597	15,463,597	419,750
Subtotal	$15,000,000	$15,043,847	$14,430,000	$15,463,597	$15,463,597	419,750

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	16,946,289	14,000,000	14,430,000	14,000,000	14,000,000	0
Subtotal	$16,946,289	$14,000,000	$14,430,000	$14,000,000	$14,000,000	0
Fund Balance	(1,946,289)	1,043,847	0	1,463,597	1,463,597	419,750
Total Source of Funds	$15,000,000	$15,043,847	$14,430,000	$15,463,597	$15,463,597	419,750

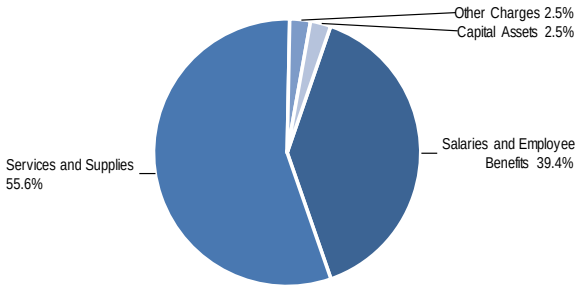
Unit Description

The Local Revenue Fund, Fund 022, was established in FY 2011-12 pursuant to AB 118, to recognize and track non-health and social services sales tax revenue and vehicle license fee realignment funds. For consistency in the treatment of 2011 revenue, effective in March 2015, recognition and tracking of Behavioral Health Sub-account revenue receipts was transferred to Fund 022. The Recommended Budget of $15,463,597 represents the estimated funding available to fund eligible expenditures during the budget year.

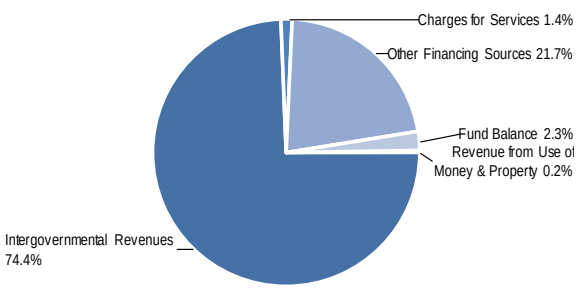
Behavioral Health

(Budget Unit 8410— Fund 023— Appropriation Unit HEA012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	41,220,998	46,123,535	42,623,525	52,009,937	52,009,937	5,886,402
Services and Supplies	62,136,618	61,148,171	63,462,271	73,404,394	73,404,394	12,256,223
Other Charges	3,929,624	3,414,459	3,040,117	3,317,285	3,317,285	(97,174)
Capital Assets	174,160	2,250,000	730,000	3,252,000	3,252,000	1,002,000
Subtotal	$107,461,400	$112,936,165	$109,855,913	$131,983,616	$131,983,616	19,047,451

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	111,102	150,000	106,800	110,000	110,000	(40,000)
Revenue from Use of Money & Property	300,225	154,578	294,311	324,578	324,578	170,000
Intergovernmental Revenues	83,851,752	80,208,736	83,776,971	98,102,763	98,102,763	17,894,027
Charges for Services	2,326,947	1,760,000	1,896,000	1,800,000	1,800,000	40,000
Miscellaneous Revenues	738,703	0	89,252	0	0	0
Other Financing Sources	26,661,738	28,726,525	27,451,698	28,646,275	28,646,275	(80,250)
Subtotal	$113,990,467	$110,999,839	$113,615,032	$128,983,616	$128,983,616	17,983,777
Fund Balance	(6,529,067)	1,936,326	(3,759,119)	3,000,000	3,000,000	1,063,674
Total Source of Funds	$107,461,400	$112,936,165	$109,855,913	$131,983,616	$131,983,616	19,047,451

Unit Description

Pursuant to Welfare and Institutions Code Section 5600, the Behavioral Health Bureau provides a continuum of County operated and community-based substance use disorder and mental health services. The program provides community prevention programs, crisis intervention, inpatient psychiatric services, social rehabilitation, supportive housing, and outpatient services primarily to Monterey County Medi-Cal beneficiaries who meet the State Department of Health Care Services, Mental Health Division's medical necessity criteria. In addition, the program also serves many non-Medi-Cal eligible residents who have behavioral health disorders. For instance, the program serves non-Medi-Cal eligible children who meet the Seriously Emotionally Disturbed definition under the newly created Education-Related Mental Health Services Program. The passage of AB 100 realignment and the restructuring of the State Departments of Mental Health and Alcohol and Drugs resulted in a significant transition of Behavioral Health Services from the State to counties.

Behavioral Health Administration provides administrative support to both Mental Health and Alcohol and Drug Programs. This unit includes: Quality Management for Medi-Cal and non-Medi-Cal clinical services; budget preparation, management, and monitoring; accounts receivable/payable; Medi-Cal billing; electronic health records maintenance; information technology support; grants management; contract management; housing projects administration; capital projects development and coordination; workforce education and training coordination; human resources services; purchasing; and executive management.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	7.00
14C31	MANAGEMENT ANALYST III	4.00
14G02	MANAGEMENT ANALYST I	2.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	14.00
14K44	ASSISTANT BUREAU CHIEF	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	3.00
20B94	FINANCE MANAGER III	1.00
20B95	FINANCE MANAGER I	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	4.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
50F20	OCCUPATIONAL THERAPIST	1.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.00
50T01	MEDICAL RECORD TECHNICIAN I	1.00
50U16	BEHAVIORAL HEALTH AIDE	20.03
50U42	MEDICAL ASSISTANT	9.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	2.00

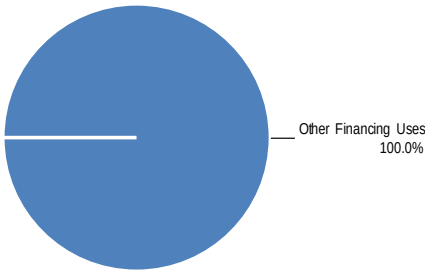
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
52A98	NURSE PRACTITIONER III	1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	2.00
54B12	CONTRACT PHYSICIAN	20.00
54C03	PHYSICIAN ASSISTANT	1.00
60A21	CLINICAL PSYCHOLOGIST	14.50
60B21	PSYCHIATRIC SOCIAL WORKER II	209.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	31.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	21.00
60C22	SOCIAL WORKER III	37.00
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	3.00
60L01	PATIENT RIGHTS ADVOCATE	1.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	3.00
80E21	OFFICE ASSISTANT II	2.00
80E22	OFFICE ASSISTANT III	3.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
80L02	PATIENT SERVICES REPRESENTATIVE II	15.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	5.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.00
	Total	460.53

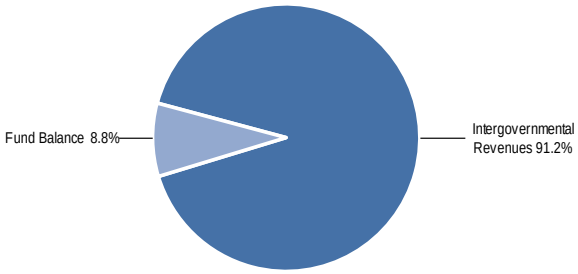
Behavioral Health

(Budget Unit 8410— Fund 025— Appropriation Unit HEA016)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	10,300,000	11,900,000	11,900,000	11,300,000	11,300,000	(600,000)
Subtotal	$10,300,000	$11,900,000	$11,900,000	$11,300,000	$11,300,000	(600,000)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	10,630,949	10,300,000	10,300,000	10,300,000	10,300,000	0
Subtotal	$10,630,949	$10,300,000	$10,300,000	$10,300,000	$10,300,000	0
Fund Balance	(330,949)	1,600,000	1,600,000	1,000,000	1,000,000	(600,000)
Total Source of Funds	$10,300,000	$11,900,000	$11,900,000	$11,300,000	$11,300,000	(600,000)

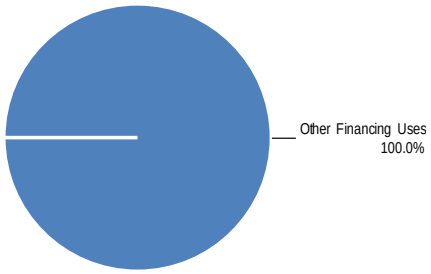
Unit Description

The Health & Welfare Realignment Fund, Fund 025, was established in FY 2012-13 to comply with new 1991 Realignment accounting and funding methodologies adopted by the State. Fund 025 serves as the repository and appropriation unit for all realignment funds. Effective March 2015, the recognition and tracking of 1991 realignment receipts for Mental Health was transferred to Fund 025. The Recommended Budget of $11,300,000 represents the estimated funding available to fund eligible expenditures during the budget year.

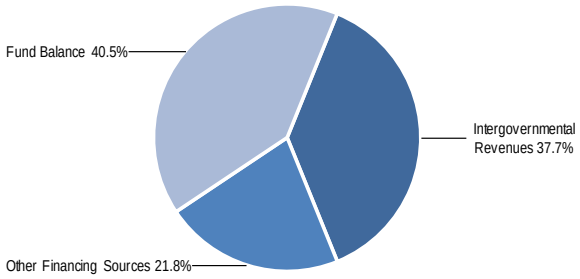
Health Realignment

(Budget Unit 8424— Fund 025— Appropriation Unit HEA013)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	8,461,374	13,143,002	13,143,002	15,454,280	15,454,280	2,311,278
Subtotal	$8,461,374	$13,143,002	$13,143,002	$15,454,280	$15,454,280	2,311,278

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	5,553,469	5,631,400	5,612,503	5,833,326	5,833,326	201,926
Other Financing Sources	5,176,771	3,617,970	3,367,970	3,367,970	3,367,970	(250,000)
Subtotal	$10,730,240	$9,249,370	$8,980,473	$9,201,296	$9,201,296	(48,074)
Fund Balance	(2,268,866)	3,893,632	4,162,529	6,252,984	6,252,984	2,359,352
Total Source of Funds	$8,461,374	$13,143,002	$13,143,002	$15,454,280	$15,454,280	2,311,278

Unit Description

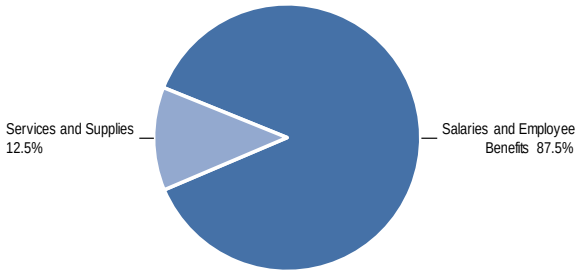
The Health & Welfare Realignment Fund 025 was established in FY 2012-13 to comply with new 1991 realignment accounting and funding methodologies adopted by the State. Fund 025 will serve as the repository and appropriation unit for realignment funds.

Total expenditures of $15,454,280 are categorized as follows: $2,450,645 for Sheriff's Office inmate medical care, $500,000 for debt service for the Health Building, $141,000 for Sexual Assault Response Team (SART), $350,000 for Policy Evaluation and Planning Unit (PEP), $157,000 for Whole Person Care (WPC, Health Administration), $38,000 for Medi-Cal Coordination (MAA/TCM), $60,000 for indigent medical services to rural clinics, $557,409 for Animal Services, $5,294,236 for Public Health programs and services, and $5,905,990 for Assemble Bill (AB) 85 reconciliation payment for FY 2016-17.

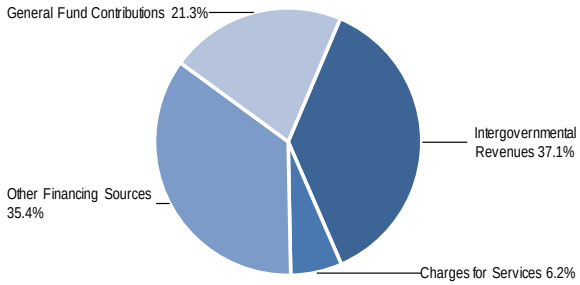
Health Department Administration

(Budget Unit 8438— Fund 001— Appropriation Unit HEA014)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	6,148,099	6,731,811	6,342,837	7,042,502	7,042,502	310,691
Services and Supplies	1,562,972	934,440	1,144,105	1,005,501	1,005,501	71,061
Other Charges	(10,914,514)	(6,209,765)	(5,691,492)	(5,938,172)	(5,938,172)	271,593
Capital Assets	61,477	0	0	0	0	0
Other Financing Uses	189,340	446,338	343,569	0	0	(446,338)
Subtotal	($2,952,625)	$1,902,824	$2,139,019	$2,109,831	$2,109,831	207,007

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	560,304	826,610	1,018,975	782,377	782,377	(44,233)
Charges for Services	122,986	112,500	112,500	131,275	131,275	18,775
Miscellaneous Revenues	102,382	0	0	0	0	0
Other Financing Sources	1,107,154	744,644	744,894	746,000	746,000	1,356
Subtotal	$1,892,826	$1,683,754	$1,876,369	$1,659,652	$1,659,652	(24,102)
General Fund Contributions	($4,845,451)	$219,070	$262,650	$450,179	$450,179	231,109
Total Source of Funds	($2,952,625)	$1,902,824	$2,139,019	$2,109,831	$2,109,831	207,007

Unit Description

The Health Department Administration Bureau provides operating divisions with infrastructure and support services. These services include: department-wide administration, budget and accounting oversight, human resources services, management information systems support, program evaluation and data analyses for health policy and program development and monitoring, management of public health accreditations processes, and facilities management.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
11A09	DIRECTOR OF HEALTH SERVICES	1.00
12E04	BUREAU CHIEF	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14B66	DEPARTMENTAL HR MANAGER	1.00
14C30	MANAGEMENT ANALYST II	3.50
14C31	MANAGEMENT ANALYST III	4.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00
14N06	OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16C88	BUSINESS TECHNOLOGY ANALYST III	2.00

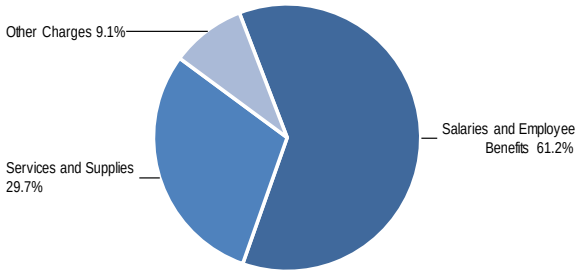
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
16C93	BUSINESS TECHNOLOGY ANALYST IV	2.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B11	ACCOUNTANT II	1.00
20B95	FINANCE MANAGER I	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	3.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	2.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.00
52A97	NURSE PRACTITIONER II	1.00
72A23	BUILDING MAINTENANCE WORKER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
80U21	TELEPHONE OPERATOR	1.00
	Total	48.50

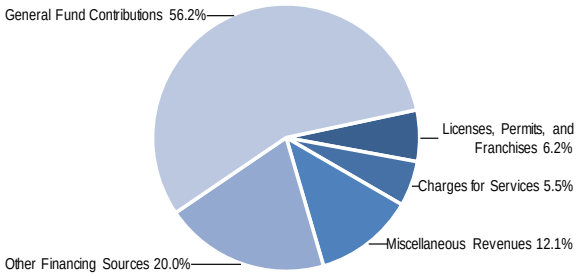
Animal Services

(Budget Unit 8442— Fund 001— Appropriation Unit HEA001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	1,043,212	1,591,813	1,286,271	1,704,909	1,704,909	113,096
Services and Supplies	645,492	559,854	462,474	826,889	826,889	267,035
Other Charges	328,710	248,261	248,261	252,435	252,435	4,174
Capital Assets	0	0	73,000	0	0	0
Subtotal	$2,017,414	$2,399,928	$2,070,006	$2,784,233	$2,784,233	384,305

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Licenses, Permits, and Franchises	169,504	173,000	170,000	173,000	173,000	0
Fines, Forfeitures, and Penalties	0	0	342	0	0	0
Intergovernmental Revenues	0	0	24,000	0	0	0
Charges for Services	95,707	206,395	101,197	152,395	152,395	(54,000)
Miscellaneous Revenues	28,135	98,017	152,727	337,797	337,797	239,780
Other Financing Sources	0	541,454	0	557,409	557,409	15,955
Subtotal	$293,346	$1,018,866	$448,266	$1,220,601	$1,220,601	201,735
General Fund Contributions	$1,724,068	$1,381,062	$1,621,740	$1,563,632	$1,563,632	182,570
Total Source of Funds	$2,017,414	$2,399,928	$2,070,006	$2,784,233	$2,784,233	384,305

Unit Description

Animal Services provides health protection to the residents of Monterey County through rabies and stray animal control. Animal Services also provides education, field response for dangerous animals, licensing, spay and neuter services and shelter for approximately 4,000 to 4,500 animals annually, which largely consist of animals coming in as stray and roaming animals.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	1.00
34C01	ANIMAL CONTROL OFFICER	3.00

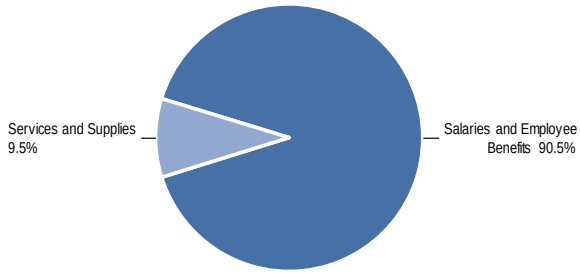
Recommended 2019-20 Positions

Classification Code	Classification Label		FTE
34C02	SENIOR ANIMAL CONTROL OFFICER		1.00
34C11	ANIMAL SERVICES SUPERVISOR		2.00
50M21	REGISTERED VETERINARY TECHNICIAN		1.00
50M80	VETERINARIAN		1.00
70B01	ANIMAL CARE TECHNICIAN I		0.50
70B03	ANIMAL CARE TECHNICIAN II		4.50
70B04	SENIOR ANIMAL CARE TECHNICIAN		1.00
80E21	OFFICE ASSISTANT II		2.00
80E22	OFFICE ASSISTANT III		1.00
		Total	18.00

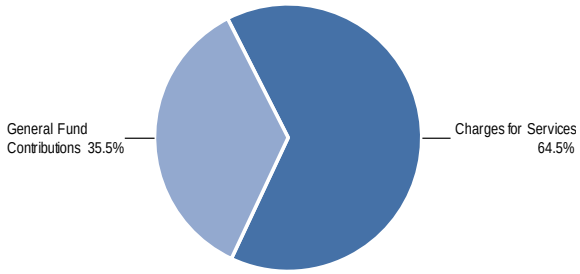
Bienestar Salinas

(Budget Unit 8446— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	225,438	280,700	239,941	300,416	300,416	19,716
Services and Supplies	28,851	44,033	33,305	31,575	31,575	(12,458)
Other Charges	(53,509)	0	0	0	0	0
Subtotal	$200,781	$324,733	$273,246	$331,991	$331,991	7,258

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	29,750	0	8,500	0	0	0
Charges for Services	79,972	297,155	113,086	214,139	214,139	(83,016)
Subtotal	$109,722	$297,155	$121,586	$214,139	$214,139	(83,016)
General Fund Contributions	$91,059	$27,578	$151,660	$117,852	$117,852	90,274
Total Source of Funds	$200,781	$324,733	$273,246	$331,991	$331,991	7,258

Unit Description

Bienestar Clinic offers primary care services in Salinas to serious mentally ill patients in partnership with the Behavioral Health Bureau.

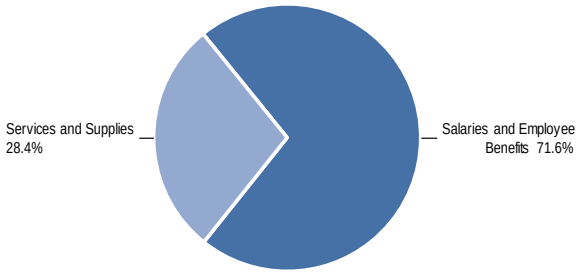
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
50U42	MEDICAL ASSISTANT	1.00
54C03	PHYSICIAN ASSISTANT	1.00
	Total	2.00

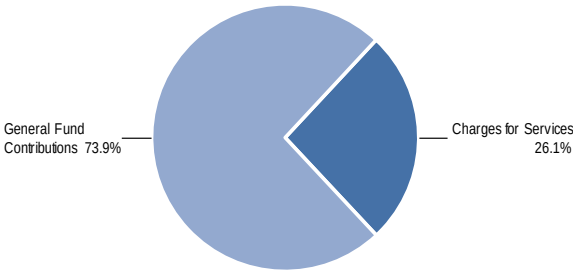
Marina Integrative Clinic

(Budget Unit 8447— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	15,917	80,734	98,133	84,829	84,829	4,095
Services and Supplies	24,686	20,760	15,647	33,717	33,717	12,957
Other Charges	(22,932)	0	0	0	0	0
Subtotal	$17,671	$101,494	$113,780	$118,546	$118,546	17,052

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Charges for Services	31,899	147,262	21,789	30,911	30,911	(116,351)
Subtotal	$31,899	$147,262	$21,789	$30,911	$30,911	(116,351)
General Fund Contributions	($14,228)	($45,768)	$91,991	$87,635	$87,635	133,403
Total Source of Funds	$17,671	$101,494	$113,780	$118,546	$118,546	17,052

Unit Description

Marina Integrated Care Clinic offers primary care services to serious mentally ill patients in partnership with the Behavioral Health Bureau.

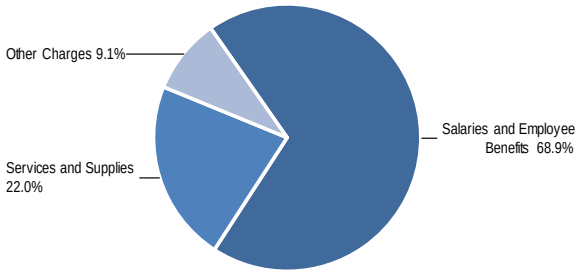
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
	Total	1.00

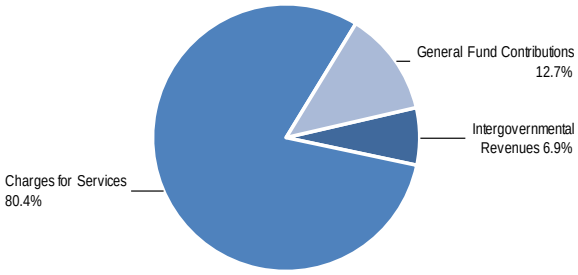
Laurel Vista

(Budget Unit 8448— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	573,474	1,535,906	1,187,143	1,417,759	1,417,759	(118,147)
Services and Supplies	451,707	589,732	441,956	453,024	453,024	(136,708)
Other Charges	(54,822)	0	0	187,106	187,106	187,106
Subtotal	$970,359	$2,125,638	$1,629,099	$2,057,889	$2,057,889	(67,749)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	133,504	0	19,670	142,323	142,323	142,323
Charges for Services	1,720,179	2,440,241	1,558,600	1,655,219	1,655,219	(785,022)
Miscellaneous Revenues	0	17,000	0	0	0	(17,000)
Subtotal	$1,853,683	$2,457,241	$1,578,270	$1,797,542	$1,797,542	(659,699)
General Fund Contributions	($883,325)	($331,603)	$50,829	$260,347	$260,347	591,950
Total Source of Funds	$970,359	$2,125,638	$1,629,099	$2,057,889	$2,057,889	(67,749)

Unit Description

Laurel Vista Clinic is located on the Natividad Campus and provides comprehensive primary care and preventative health services. The Clinic offers comprehensive gynecological and obstetric care to women with high-risk pregnancy.

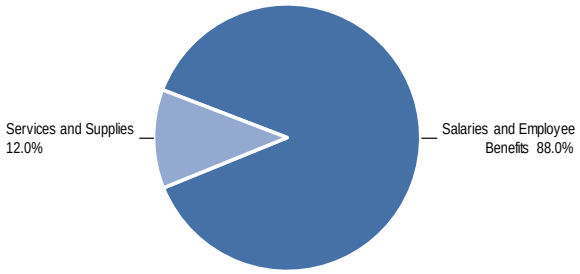
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
50U42	MEDICAL ASSISTANT	6.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	2.00
54C03	PHYSICIAN ASSISTANT	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
	Total	12.00

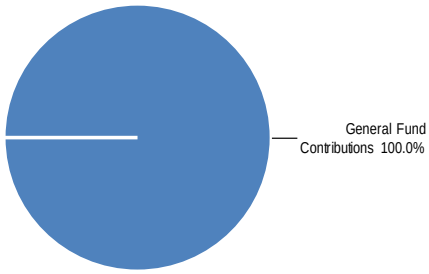
Clinic Services Quality Improvement

(Budget Unit 8449— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	810,876	902,429	669,840	911,010	911,010	8,581
Services and Supplies	1,473,946	164,813	58,778	123,950	123,950	(40,863)
Subtotal	$2,284,822	$1,067,242	$728,618	$1,034,960	$1,034,960	(32,282)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$2,284,822	$1,067,242	$728,618	$1,034,960	$1,034,960	(32,282)
Total Source of Funds	$2,284,822	$1,067,242	$728,618	$1,034,960	$1,034,960	(32,282)

Unit Description

The Quality Improvement Team conducts quality monitoring, reviewing performance data, identifying areas of improvement, monitoring performance efforts, implementing policies and procedures, and developing and providing staff training. The Unit develops and implements standards for workflows and medical record documentation into the Electronic Medical Record system. In addition, it provides information technology support/ maintenance of the electronic medical record and database functions necessary to meet standards of practice and regulatory quality improvement programs required by federal, State and local agencies.

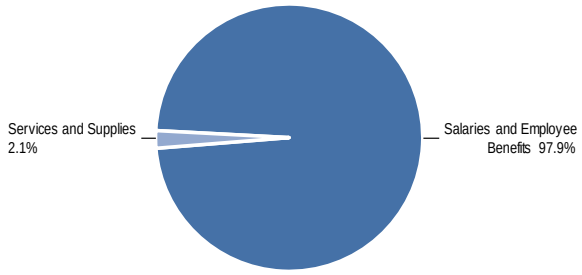
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50U42	MEDICAL ASSISTANT	1.00
52A22	SENIOR CLINIC NURSE	1.00
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00
	Total	5.00

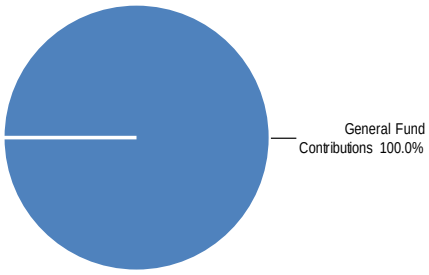
Customer Service Center

(Budget Unit 8450— Fund 001— Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	840,019	1,124,211	958,274	1,257,409	1,257,409	133,198
Services and Supplies	20,206	101,792	129,446	26,952	26,952	(74,840)
Subtotal	$860,224	$1,226,003	$1,087,720	$1,284,361	$1,284,361	58,358

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Miscellaneous Revenues	112	0	0	0	0	0
Subtotal	$112	$0	$0	$0	$0	0
General Fund Contributions	$860,112	$1,226,003	$1,087,720	$1,284,361	$1,284,361	58,358
Total Source of Funds	$860,224	$1,226,003	$1,087,720	$1,284,361	$1,284,361	58,358

Unit Description

The Customer Service Center is the first point of contact for Clinic Services patients. The unit is responsible for scheduling appointments, answering patients' questions and documenting any information requests. The Center provides dedicated customer-focused services to all clinics and their customers.

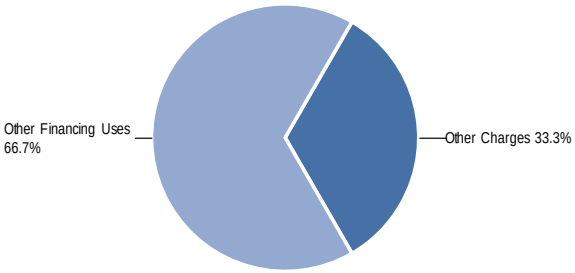
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	13.00
	Total	14.00

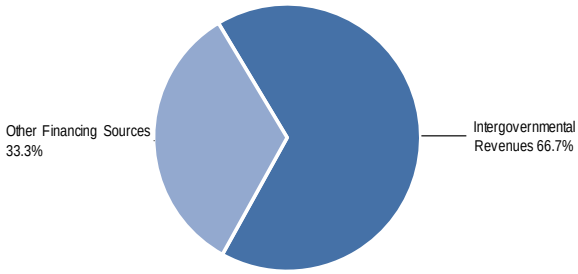
Whole Person Care

(Budget Unit 8473— Fund 023— Appropriation Unit HEA017)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Charges	1,999,102	13,223,721	3,553,725	5,212,283	5,212,283	(8,011,438)
Other Financing Uses	2,165,717	0	7,107,450	10,424,566	10,424,566	10,424,566
Subtotal	$4,164,819	$13,223,721	$10,661,175	$15,636,849	$15,636,849	2,413,128

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	3,998,204	8,815,814	7,107,450	10,424,566	10,424,566	1,608,752
Other Financing Sources	1,082,859	4,407,907	3,553,725	5,212,283	5,212,283	804,376
Subtotal	$5,081,062	$13,223,721	$10,661,175	$15,636,849	$15,636,849	2,413,128
Fund Balance	(916,243)	0	0	0	0	0
Total Source of Funds	$4,164,819	$13,223,721	$10,661,175	$15,636,849	$15,636,849	2,413,128

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.

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 (CB) provides eligibility services for Medi-Cal health insurance, CalFresh nutrition assistance, CalWORKs through cash aid to families with children, and General Assistance to indigent adults.

FAMILY AND CHILDREN SERVICES BENEFITS (FCS) provides child abuse and neglect prevention, assesses and investigates referrals of child abuse and neglect, supports adoptions and other permanency resources when reunification is not possible, and provides independent living skills services for older youth who are in care or emancipating to independence.

CalWORKs EMPLOYMENT SERVICES administers the Welfare-to-Work Employment Program providing self-sufficiency services to CalWORKs customers. This includes child care, job search support, skill building, wage subsidies, and services to overcome barriers related to housing, mental health, substance abuse, and domestic violence. CalWORKs Employment Services also administers Workforce Innovation and Opportunities Act services to dislocated and disadvantaged adults as well as youth employment programs in the northern part of Monterey County.

AGING AND ADULT SERVICES administers the Adult Protective Services (APS) Program to address abuse and dependent adult exploitation, In-Home Supportive Services (IHSS) program to provide home care services as an alternative to out of home residential or institutional care, Supplemental Security Income (SSI) advocacy to support disabled General Assistance recipients applying for more appropriate SSI benefits, and Area Agency on Aging programs for seniors.

MILITARY & VETERANS' AFFAIRS OFFICE (MVAO) provides support and assistance to veterans, their survivors, and dependents through outreach, preparation of benefit claims, and transportation to the San Jose and Palo Alto Veterans Affairs (VA) healthcare facilities.

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

HEALTH AND HUMAN SERVICES:

Improve health and quality of life through promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities through a strong network to support Medi-Cal, CalFresh and CalWORKs outreach, CalWORKs Employment, Child Welfare, Adult Protective Services, Behavioral Health and Community organizations.

ECONOMIC DEVELOPMENT INITIATIVE:

Strengthen economic development through the CalWORKs wage subsidy program that assists families in accessing long-term employment by underwriting wages while job skills are developed, delivering CalFresh nutrition assistance, allowing families to spend approximately $68 million in federal funds at local groceries stores and restaurants, and determining eligibility for Medi-Cal benefits which are critical for sustaining the County's health care delivery system.

MONTEREY COUNTY
MCDSS
DEPARTMENT OF SOCIAL SERVICES
WORKING TOGETHER FOR OUR COMMUNITY

FOOD ASSISTANCE

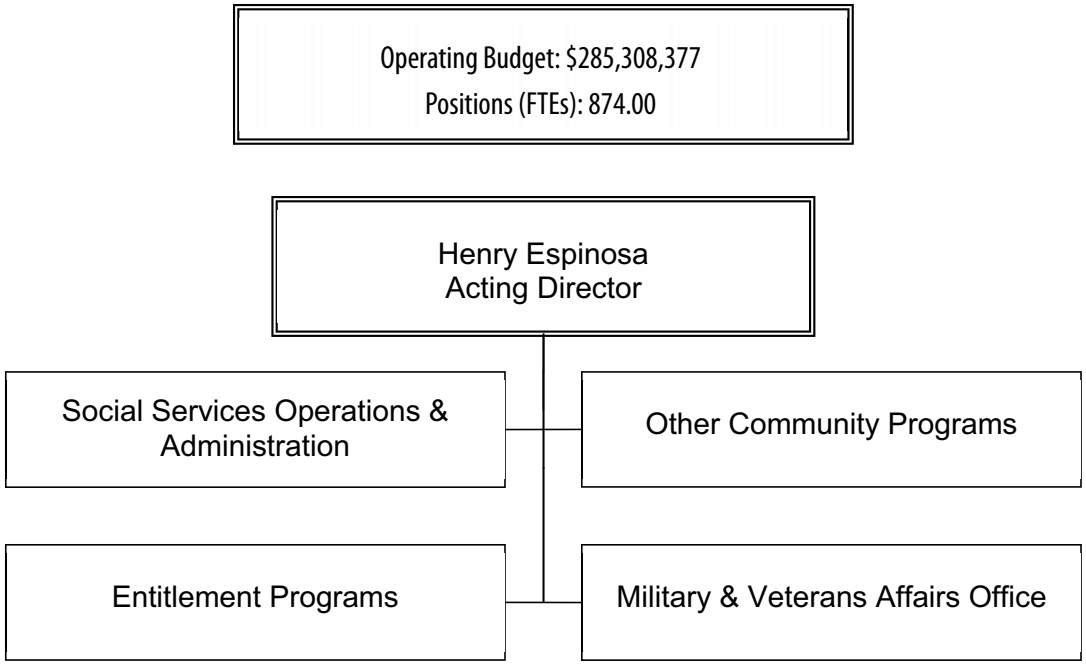
ELDER CARE

SAFETY NET SERVICES

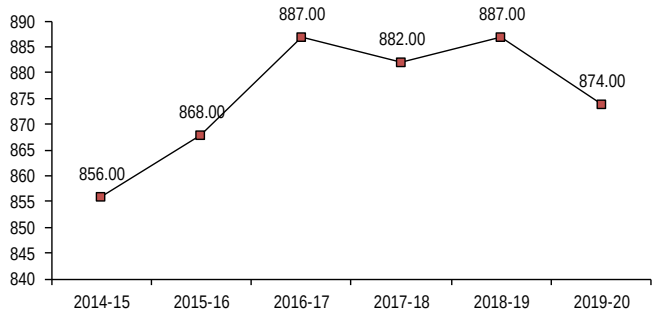
HEALTH INSURANCE

WELFARE TO WORK

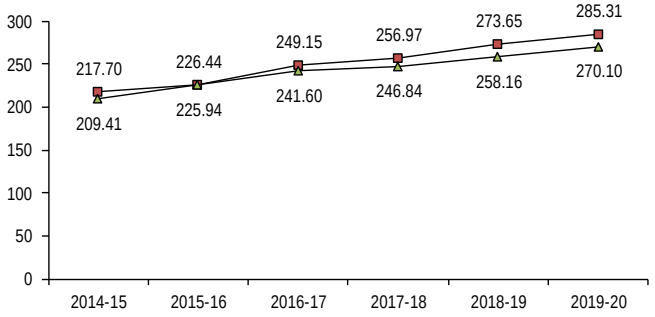
CHILD WELFARE



Staffing Trends



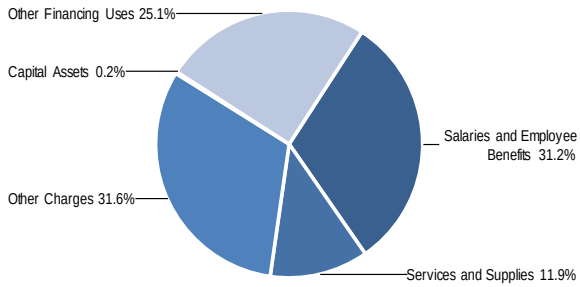
Expenditure/Revenue History (in millions)



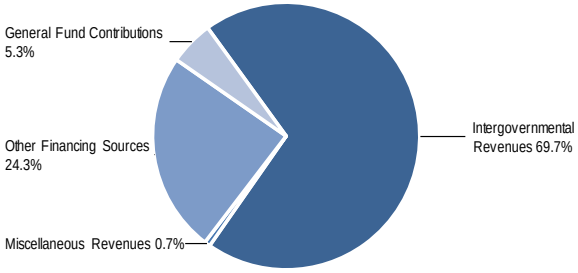
The following effectiveness measures demonstrate the Department's efforts and performance in improving the social and economic security of county residents and assisting veterans and their families.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Total county residents aided.	220,611	234,977	226,844
Percent of Community Benefits applications processed timely. Target = 100%	90.1%	94.5%	96.0%
Rate of work participation for all CalWORKs (not including WINS). Target = 50%	62.5%	63.1%	66.1%
Average monthly number of IHSS recipients.	4,655	4,441	4,679
Number of adult protective services referrals	1,303	1,573	956
Number of child maltreatment allegations referred.	4,805	4,503	2,994
Children in care per 1,000 children in population.	3.3	3.1	3.2
Percent of children with no recurrence of maltreatment within 6 months. Target = 100%	96.0%	93.2%	90.0%
Number of Veterans served in the office.	4,762	5,990	3,248

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	78,361,482	85,768,641	81,441,463	88,930,037	88,930,037	3,161,396
Services and Supplies	33,719,019	37,590,381	38,399,485	34,042,543	34,042,543	(3,547,838)
Other Charges	74,722,913	79,625,507	83,635,588	90,112,504	90,112,504	10,486,997
Capital Assets	521,654	750,000	750,000	665,000	665,000	(85,000)
Other Financing Uses	69,641,209	66,850,714	69,419,839	71,558,293	71,558,293	4,707,579
Subtotal	$256,966,277	$270,585,243	$273,646,375	$285,308,377	$285,308,377	14,723,134

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	(1,313)	0	56	250	250	250
Intergovernmental Revenues	178,160,197	189,513,613	187,774,639	198,779,117	198,779,117	9,265,504
Charges for Services	126,995	172,240	172,240	154,000	154,000	(18,240)
Miscellaneous Revenues	1,492,491	606,278	1,162,544	1,975,331	1,975,331	1,369,053
Other Financing Sources	67,065,445	66,286,616	69,051,672	69,186,595	69,186,595	2,899,979
Subtotal	$246,843,815	$256,578,747	$258,161,151	$270,095,293	$270,095,293	13,516,546
Fund Balance	(2,863,851)	0	1,289,975	0	0	0
General Fund Contributions	$12,986,313	$14,006,496	$14,195,249	$15,213,084	$15,213,084	1,206,588
Total Source of Funds	$256,966,277	$270,585,243	$273,646,375	$285,308,377	$285,308,377	14,723,134

Summary of Recommendation

The Recommended Budget for the Department of Social Services (DSS) totals $285,308,377 in appropriations, financed by $270,095,293 in program revenue, and $15,213,084 in General Fund Contributions (GFC). This represents increased appropriations of $14,723,134, increased estimated revenues of $13,516,546, and an increase of General Fund Contributions of $1,206,588 from the FY 2018-19 Adopted Budget. Significant increased costs include Worker's Compensation and General Liability Program allocations, an increased In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) based upon wage increases and the rebasing of the MOE, increased Foster Care and Adoption Assistance aid payments, a 5.9% salary increase for the Eligibility Specialist series, as well as an increase in affected employee benefits, and increased support for homeless programs. These increases are partially offset by decreased obligations in CalWORKs aid payments due to a decreased caseload and the discontinuation of Information Technology Department charges to the Department (completing a multi-year effort ending the practice of departments charging each other for services).

The Recommended Budget includes elimination of the Office for Employment Training (OET) budget unit due to the loss of funding from the Workforce Development Board (WDB) for the Workforce Innovation and Opportunity Act (WIOA) programs for Adult and Dislocated Worker services, resulting in 15 positions eliminated from the Department's budget. Additionally, the Recommended Budget includes the negotiated IHSS Providers wage increase, an additional Military & Veterans' Representative position, the addition of a Public Health Nurse position for the In-Home Supportive Services (IHSS) program, and increased support for Whole Person Care (WPC), Safe Parking, and the Emergency Shelter program. In summary, the Recommended Budget includes 874 full-time positions, a net decrease of 13 positions from the FY 2018-19 Adopted Budget.

Budget Impacts

The Workforce Development Board awarded the Workforce Innovation and Opportunity Action (WIOA) Adult and Dislocated program funding to Arbor/Rescare effective July 1, 2019, resulting in a loss of $1,923,286 in revenue and a staff reduction of 15 positions (9 WIB Employment Representatives II, 4 WIB

Employment Representatives III, and 2 WIB Employment Supervisors).

Department Operational Accomplishments

The "Community Responses to Elder Care Symposium" was held on September 15, 2018 at Monterey Peninsula College, addressing the needs of older adults including housing, health, caregiver education, policy and advocacy issues. In addition, DSS will host an Elder Justice Summit on June 19, 2019 focused on preventing isolation and promoting social connections for older adults.

Transitioned to a new Public Authority Registry database with implementation to be completed by June 30, 2019.

Sustained existing service levels to support placement of CalWORKs recipients in the Expanded Subsidized Employment program (ESE). Over 150 CalWORKs recipients received services through the ESE program, with 52% of these customers obtaining employment and no longer requiring public assistance.

Reduced the sanctioned CalWORKS population by 13% by providing a holistic approach to addressing the underlying economic, educational, social, and mental health barriers to employment and the resulting impact to the families served. This includes access to services such as: homelessness prevention and assistance, behavioral health counseling, substance abuse and domestic abuse counseling, learning disabilities assessment and assistance, high school equivalency classes and tutoring, past court records expungement, credit repair, and parenting classes.

Accomplished and, in some areas, exceeded program performance goals for the WIOA programs which was transferred to DSS in October 2017. Surpassed the overall individual training goal and have exceeded enrollment goals to date. Over 2,400 services were provided to date, at an average of 8 services per participant.

Community Benefits sustained high levels of customer responsiveness and accuracy in processing 96% of the applications for public assistance benefits timely. The accuracy rate in the CalFresh program exceeded 93%. Average call handling time at the Branch's Call Center was reduced to 4 minutes and 47 seconds.

Community Benefits began its implementation of the expansion of the CalFresh program to Supplemental Security Income (SSI) customers in June 2019. This program rule change has the potential to increase access to CalFresh benefits for over 8,000 county residents who were not previously receiving these benefits. Significant outreach efforts were conducted within the community and with partner agencies to reach out to potentially eligible county residents to inform them of this rule change and assist them to apply for CalFresh benefits.

FCS continues changes to respond to the goals under the Continuum of Care Reform (CCR) using the Core Practice Model (CPM). FCS has supported the work of the two local group home providers in their transition to the Short-Term Residential Therapeutic Program (STRTP) model, with the goal of keeping high-needs youth local. FCS has fiscally supported emergency or urgent placement with familial caregivers prior to State financial support being offered. This along with work identifying relatives and near-kin under Resource Family Approval (RFA) has led to a close to 100% increase in familial placements. Of the 128 RFA homes approved, 69 or 54%, are relatives or near-kin. Of the 357 children in out of home care, 328, or 92%, are in family-based settings.

FCS is entering a third contract year with two local Foster Family Agency (FFA) providers to support the training and assessment portions of RFA. Full implementation of the web-based Foster Parent College for on-going training needs was completed. RFA assessments are now completed by the contractor for final review on an average of 65 days (requirement for full assessment being completed in 90 days).

FCS has partnered with a local provider in the implementation of Child and Family Teams (CFTs). Monthly meetings are held which include FCS staff, Probation, local STRTP providers and Behavioral Health.

Created and implemented a MVAO customer satisfaction survey and have consistently received positive feedback maintaining a 90% satisfied customer service rating.

Completed the biennial Homeless Point-in-Time Census on January 31, 2019 in collaboration with other Monterey County departments and community partners. Results from the census are being analyzed and will be published in late summer.

A joint funding application with the City of Salinas and other Monterey County departments was submitted through the Homeless Emergency Aid Program (HEAP) for proposals regarding operations of a year-round warming shelter and construction of a permanent regional homeless shelter.

Community Action implemented a software tool for all community service contracts to organize, maintain, and report data. The software allows Community Action providers to report unduplicated information directly tied to the National Performance Indicators and goals set through the Results Oriented Management and Accountability cycle.

Department Operational Goals

The Area Agency on Aging will continue to increase public awareness and planning for the needs of older adults by hosting an older adult focused film event and panel discussion in the fall of 2019 as well as an Elder Justice Summit in June 2020.

Continue to meet increased demand for In-Home Supportive Service (IHSS) providers in all areas of the County, specifically conducting outreach activities to recruit additional registry providers on the Monterey Peninsula and in South County. The IHSS Public Authority will hold a recognition event for registry providers in November 2019.

Community Benefits will continue to sustain high levels of customer responsiveness and accuracy in the Community Benefits Branch through the delivery of timely and accurate benefits in all programs.

Community Benefits will continue its commitment to minimize customer wait times for enhanced customer service at the Call Center by adjusting staffing as needed to answer all calls within 5 minutes.

Community Benefits will continue its implementation and outreach efforts for the expansion of the CalFresh program to maximize enrollments of individuals receiving Supplemental

Security Income (SSI) who may now be eligible for CalFresh benefits.

Successfully implement the expanded CalFresh Employment and Training program.

Successfully implement the CalWORKs Home Visiting Initiative using the Parents as Teachers Model, in partnership with First 5 Monterey County.

Work to increase timeliness to Resource Family Approvals and improve capacity.

Continue implementation efforts to fully incorporate Child and Family Teams for best practices.

Partner with Children's Behavioral Health to develop a request for proposal in a best practice redesign of the Wrap Around Program, emphasizing permanency, safety, and well-being for permanent caregivers.

The MVAO will broaden focus to include additional effort in reaching the underserved areas of the county, homeless veterans and hospice/housebound veterans.

Continue to measure and increase veteran satisfaction with MVAO services, tracking customer service, knowledge, efficiency.

Continue to partner with other County departments and community stakeholders to create and implement long-term solutions to address homelessness including support for a year-round homeless shelter operating in a temporary space and collaboration to construct a facility to host the first permanent regional emergency homeless shelter for Monterey County.

Conduct community wide needs assessments that consider the local factors that contribute the causes and conditions of poverty and develop, maintain, and evaluate community services based on the needs assessment that empower low-income individuals and families to reach self-sufficiency.

Pending Issues

The Department submitted a joint funding application with the City of Salinas through the Homeless Emergency Aid Program (HEAP) to fund the operations of a year-round warming shelter. If approved, this will result in reduced reliance on County General Fund contributions.

The Governor's Budget has proposed changes in the formula used to determine a county's In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) which will result in a lower county cost. The Department's budget was developed assuming this lower cost. Additional County General Fund Contributions will be needed if the MOE proposed changes are not approved at the State level.

The Department will continue to monitor the proposed changes to the federal definition of Public Charge. Public Charge is considered when requests for change in immigration status are requested. News reports and draft documents indicate that the Department of Homeland Security intends to include in the definition of Public Charge: nutrition benefits, medical benefits, housing support, energy assistance, earned income tax credit, and educational assistance. This change, if implemented, will result in reduced access to public assistance benefits offered by the Department of Social Services and will result in economic loss, hunger, and reduced access to healthcare to the Monterey County community.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
CalWORKS/TANF (SOC001)	29,332,902	31,170,446	31,371,700	28,885,927	28,885,927	(2,284,519)	001	8252
General Assistance (SOC002)	1,213,663	1,299,712	1,279,069	1,275,577	1,275,577	(24,135)	001	8253
IHSS Wages/Benefits (SOC001)	15,031,163	16,921,425	17,537,896	25,264,833	25,264,833	8,343,408	001	8254
Out of Home Care (SOC001)	25,627,775	26,194,603	27,680,896	28,420,737	28,420,737	2,226,134	001	8255
Community Action Partnership (SOC007)	532,976	558,278	522,374	534,256	534,256	(24,022)	008	8257
Community Programs (SOC004)	2,449,478	2,206,464	2,594,324	2,684,653	2,684,653	478,189	001	8258
IHSS Public Authority (SOC008)	822,566	790,882	740,299	811,339	811,339	20,457	005	8259
Military & Veterans Services (SOC003)	1,039,130	1,182,467	1,270,867	2,219,455	2,219,455	1,036,988	001	8260
Social Services (SOC005)	109,759,402	120,046,594	117,330,081	121,605,202	121,605,202	1,558,608	001	8262
Area Agency on Aging (SOC010)	2,129,724	2,114,060	2,564,281	2,578,700	2,578,700	464,640	001	8268
Social Services Realignment (SOC012)	50,588,133	46,379,198	48,061,394	49,237,503	49,237,503	2,858,305	025	8425
Protective Services (SOC011)	18,439,364	19,659,495	20,646,040	21,545,949	21,545,949	1,886,454	022	8464
Office for Employment Training (SOC013)	0	2,061,619	2,047,154	244,246	244,246	(1,817,373)	001	8498
Subtotal	$256,966,277	$270,585,243	$273,646,375	$285,308,377	$285,308,377	14,723,134		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
CalWORKS/TANF	29,332,902	31,170,446	31,371,700	28,885,927	28,885,927	(2,284,519)
General Assistance	1,213,663	1,299,712	1,279,069	1,275,577	1,275,577	(24,135)
IHSS Wages/Benefits	15,031,163	16,921,425	17,537,896	25,264,833	25,264,833	8,343,408
Out of Home Care	25,627,775	26,194,603	27,680,896	28,420,737	28,420,737	2,226,134
Community Programs	2,449,478	2,206,464	2,594,324	2,684,653	2,684,653	478,189
Military & Veterans Services	1,039,130	1,182,467	1,270,867	2,219,455	2,219,455	1,036,988
Social Services	109,759,402	120,046,594	117,330,081	121,605,202	121,605,202	1,558,608
Area Agency on Aging	2,129,724	2,114,060	2,564,281	2,578,700	2,578,700	464,640
IHSS Public Authority	822,566	790,882	740,299	811,339	811,339	20,457
Community Action Partnership	532,976	558,278	522,374	534,256	534,256	(24,022)
Social Services Realignment	50,588,133	46,379,198	48,061,394	49,237,503	49,237,503	2,858,305
Protective Services	18,439,364	19,659,495	20,646,040	21,545,949	21,545,949	1,886,454
Office for Employment Training	0	2,061,619	2,047,154	244,246	244,246	(1,817,373)
Subtotal	$256,966,277	$270,585,243	$273,646,375	$285,308,377	$285,308,377	14,723,134

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A12	DIRECTOR OF SOCIAL SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	3.00	3.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	17.00	17.00	18.00	1.00
14C31	MANAGEMENT ANALYST III	14.00	14.00	14.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00	9.00	8.00	-1.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	3.00	0.00
14H70	STAFF TRAINER II	12.00	12.00	12.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	3.00	3.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	0.00	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	4.00	4.00	4.00	0.00
20B12	ACCOUNTANT III	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY SPECIALIST II	170.00	164.00	164.00	0.00
25E22	ELIGIBILITY SPECIALIST III	107.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	39.00	38.00	38.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00	3.00	3.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	6.00	6.00	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	3.00	1.00
60C22	SOCIAL WORKER III	31.00	31.00	31.00	0.00
60C24	SOCIAL WORKER V	86.00	86.00	86.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
60C80	SOCIAL WORK SUPERVISOR I	0.00	0.00	8.00	8.00
60C81	SOCIAL WORK SUPERVISOR II	25.00	25.00	17.00	-8.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	65.00	65.00	65.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	0.00	9.00	0.00	-9.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	0.00	4.00	0.00	-4.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	0.00	2.00	0.00	-2.00
60H11	EMPLOYMENT & TRAINING WORKER II	6.00	2.00	2.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00	35.00	35.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	8.00	7.00	7.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00	5.00	5.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	1.00	1.00	2.00	1.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00	1.00	1.00	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00	4.00	4.00	0.00
60X01	COMMUNITY AFFILIATION MANAGER	1.00	1.00	1.00	0.00
70A21	CUSTODIAN	1.00	1.00	1.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	2.00	2.00	2.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A31	SECRETARY	11.00	11.00	12.00	1.00
80A32	SENIOR SECRETARY	4.00	5.00	6.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	88.00	87.00	86.00	-1.00
80E22	OFFICE ASSISTANT III	36.00	36.00	36.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	17.00	17.00	16.00	-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	3.00	3.00	3.00	0.00
	Total	882.00	887.00	874.00	-13.00

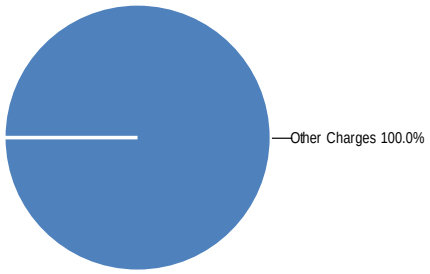
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
5010	5010-8254-001-AUG1	IHSS Wage Increase	Status Quo	1,017,157	0.00	1,017,157	0.00
5010	5010-8258-001-AUG2	Salinas Homeless Shelter	Status Quo	92,825	0.00	92,825	0.00
5010	5010-8258-001-AUG3	Safe Parking	Status Quo	86,380	0.00	86,380	0.00
5010	5010-8258-001-AUG4	Whole Person Care	Status Quo	37,261	0.00	37,261	0.00
5010	5010-8260-001-AUG5	New Veterans Rep. II	New Position	66,958	1.00	66,958	1.00
5010	5010-8262-001-AUG6	New Public Health Nurse II	New Position	0	1.00	0	1.00
5010	5010-8498-001-AUG7	WIOA County Allocated Charges	Status Quo	244,246	0.00	244,246	0.00
			Grand Total	**1,544,827**	**2.00**	**1,544,827**	**2.00**

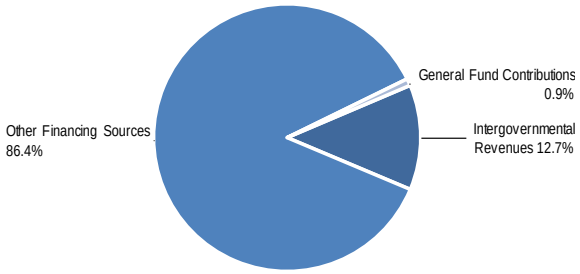
CalWORKS/TANF

(Budget Unit 8252— Fund 001— Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Charges	29,332,902	31,170,446	31,371,700	28,885,927	28,885,927	(2,284,519)
Subtotal	$29,332,902	$31,170,446	$31,371,700	$28,885,927	$28,885,927	(2,284,519)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	5,200,163	7,826,724	6,159,178	3,673,405	3,673,405	(4,153,319)
Other Financing Sources	23,676,308	23,094,288	24,963,088	24,963,088	24,963,088	1,868,800
Subtotal	$28,876,471	$30,921,012	$31,122,266	$28,636,493	$28,636,493	(2,284,519)
General Fund Contributions	$456,431	$249,434	$249,434	$249,434	$249,434	0
Total Source of Funds	$29,332,902	$31,170,446	$31,371,700	$28,885,927	$28,885,927	(2,284,519)

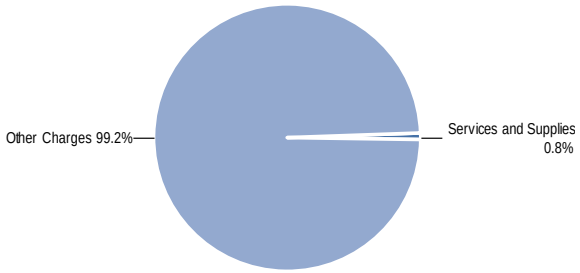
Unit Description

CalWORKs is California's implementation of the Federal Temporary Assistance for Needy Families (TANF) program, a cash aid program for low-income families to assist them in meeting their basic needs. CalWORKs provides education, employment, and other 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 age-eligible children in the household.

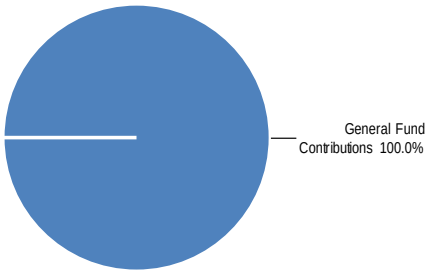
General Assistance

(Budget Unit 8253— Fund 001— Appropriation Unit SOC002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	2,263	590	590	590	590	0
Services and Supplies	6,225	15,133	8,133	10,000	10,000	(5,133)
Other Charges	1,205,176	1,283,989	1,270,346	1,264,987	1,264,987	(19,002)
Subtotal	$1,213,663	$1,299,712	$1,279,069	$1,275,577	$1,275,577	(24,135)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$1,213,663	$1,299,712	$1,279,069	$1,275,577	$1,275,577	(24,135)
Total Source of Funds	$1,213,663	$1,299,712	$1,279,069	$1,275,577	$1,275,577	(24,135)

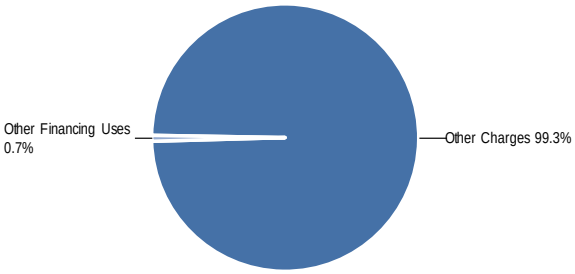
Unit Description

General Assistance is a County-funded program that provides cash and "in-kind" assistance to indigent adults who are not eligible for other public assistance programs. There are two parts to this aid program: 1) Regular General Assistance payments for indigent adults who are able to work; and 2) Interim Assistance which is paid to indigent adults 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 General Assistance Work Experience Program (GA-WEP) that secures work with government or non-profit agencies. Eligibility for the GA-WEP program is limited to 6 months of assistance in a twelve-month period.

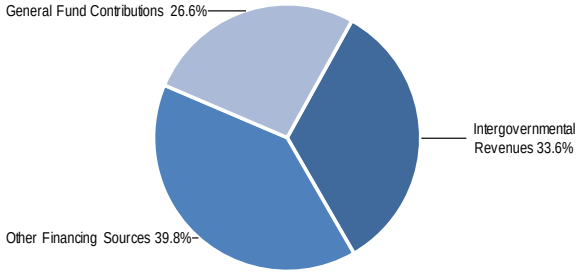
IHSS Wages/Benefits

(Budget Unit 8254— Fund 001— Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Charges	15,031,163	16,668,131	17,383,211	25,086,362	25,086,362	8,418,231
Other Financing Uses	0	253,294	154,685	178,471	178,471	(74,823)
Subtotal	$15,031,163	$16,921,425	$17,537,896	$25,264,833	$25,264,833	8,343,408

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	2,181,780	2,507,165	2,176,880	8,488,136	8,488,136	5,980,971
Miscellaneous Revenues	450	0	0	0	0	0
Other Financing Sources	7,983,813	8,702,685	9,649,441	10,047,965	10,047,965	1,345,280
Subtotal	$10,166,043	$11,209,850	$11,826,321	$18,536,101	$18,536,101	7,326,251
General Fund Contributions	$4,865,120	$5,711,575	$5,711,575	$6,728,732	$6,728,732	1,017,157
Total Source of Funds	$15,031,163	$16,921,425	$17,537,896	$25,264,833	$25,264,833	8,343,408

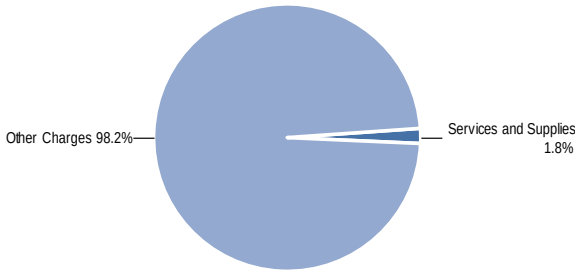
Unit Description

In-Home Supportive Services (IHSS) provides for the cost of home care services to support the independence of aged, blind, and disabled persons and to help them live safely in their own homes and community. Services range from personal care, meal preparation, and housekeeping. Individuals can receive IHSS if they are eligible for SSI/SSP and/or Medi-Cal and live independently. The appropriations are for the IHSS MOE and the total costs of health benefits. The IHSS MOE represents the County's share of cost for the following: service provider wages, IHSS administrative costs, health benefits for caregivers, and the administration of the IHSS Public Authority.

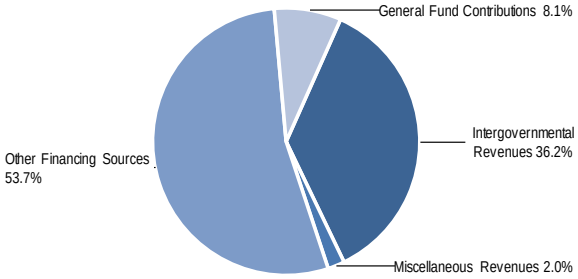
Out of Home Care

(Budget Unit 8255— Fund 001— Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	371,381	462,700	520,336	515,436	515,436	52,736
Other Charges	25,256,395	25,731,903	27,160,560	27,905,301	27,905,301	2,173,398
Subtotal	$25,627,775	$26,194,603	$27,680,896	$28,420,737	$28,420,737	2,226,134

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	9,184,152	9,430,929	10,059,293	10,285,347	10,285,347	854,418
Miscellaneous Revenues	0	0	0	579,052	579,052	579,052
Other Financing Sources	14,467,886	14,488,926	15,346,855	15,257,455	15,257,455	768,529
Subtotal	$23,652,037	$23,919,855	$25,406,148	$26,121,854	$26,121,854	2,201,999
General Fund Contributions	$1,975,738	$2,274,748	$2,274,748	$2,298,883	$2,298,883	24,135
Total Source of Funds	$25,627,775	$26,194,603	$27,680,896	$28,420,737	$28,420,737	2,226,134

Unit Description

Appropriations in the Out of Home Care budget provide for living expenses of children who are placed out of home as a result of parental unwillingness or inability to provide care. This support includes payments for emergency placements, foster care, wraparound, assistance to adoptive families, and assistance for emancipated youth transitioning to independence and adulthood. These programs receive a statutory cost of living adjustment on July 1st of each year based on the California Necessities Index (CNI). Out of Home Care programs include:

1) Aid to Families with Dependent Children Foster Care (AFDC-FC) provides the cost of foster care for children under the jurisdiction of the juvenile court. Foster care aid payments are made on behalf of children placed in resource homes (formerly referred to as foster homes, relative or non-related extended family homes) or institutions by social workers as well as by probation officers.

2) The Adoption Assistance Program (AAP) supports the cost of care for families adopting children with special needs.

3) County Court Dependent Children provides the cost of foster care for children placed by court order that are not eligible under the AFDC-FC program.

4) Emergency Placements provide for the cost of care for children placed in emergency short-term foster homes while court jurisdiction is established.

5) The Wraparound Program funds comprehensive supportive social services to assist foster children with serious emotional challenges to live safely with families within the community in lieu of high cost residential treatment.

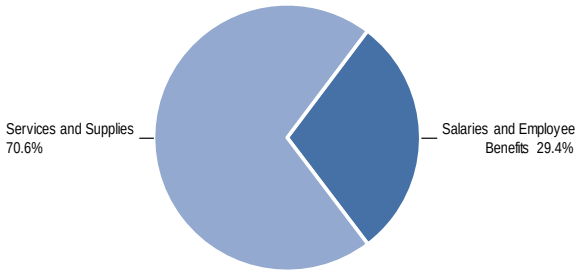
6) The Transitional Housing Placement Program (THPP) helps participants ages 16 through 20 to transition to adulthood successfully by providing a safe environment for youth to thrive and reach their potential. Within THPP, participating youth practice the skills learned in the Independent Living Program (ILP). Participants may live alone, with departmental approval, or with roommates in apartments and single-family dwellings with regular support and supervision provided by THPP agency staff, ILP Coordinators, and County Social Workers/Probation Officers

7) THP-Plus is a transitional housing placement opportunity for former foster youth, aged 18-24, who exited the foster care child welfare system after age eighteen with the goal to achieve self-sufficiency.

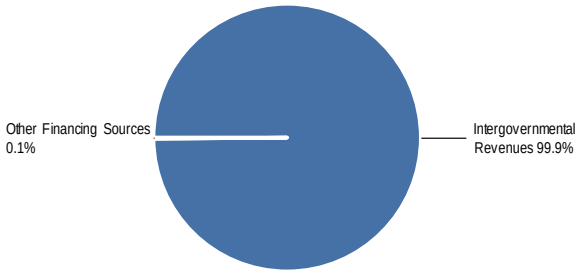
Community Action Partnership

(Budget Unit 8257— Fund 008— Appropriation Unit SOC007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	96,178	162,703	151,411	167,185	167,185	4,482
Services and Supplies	434,603	430,114	398,338	401,741	401,741	(28,373)
Other Charges	2,195	(34,539)	(27,375)	(34,670)	(34,670)	(131)
Subtotal	$532,976	$558,278	$522,374	$534,256	$534,256	(24,022)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	512	0	0	250	250	250
Intergovernmental Revenues	482,674	557,580	521,958	533,273	533,273	(24,307)
Miscellaneous Revenues	93	0	0	0	0	0
Other Financing Sources	594	698	416	733	733	35
Subtotal	$483,873	$558,278	$522,374	$534,256	$534,256	(24,022)
Fund Balance	49,104	0	0	0	0	0
Total Source of Funds	$532,977	$558,278	$522,374	$534,256	$534,256	(24,022)

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 and support services that help attain self-sufficiency. 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.

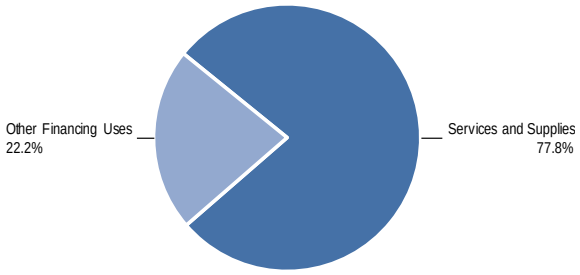
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
60X01	COMMUNITY AFFILIATION MANAGER	1.00
	Total	1.00

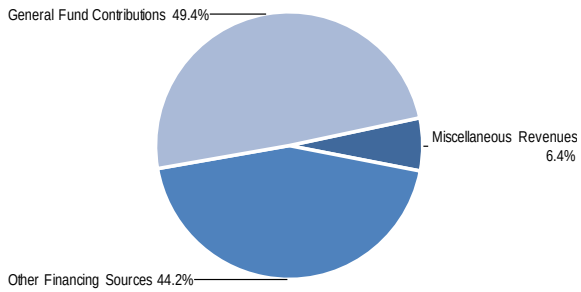
Community Programs

(Budget Unit 8258— Fund 001— Appropriation Unit SOC004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Services and Supplies	1,967,840	1,647,737	2,036,604	2,088,283	2,088,283	440,546
Capital Assets	8,871	0	0	0	0	0
Other Financing Uses	472,766	558,727	557,720	596,370	596,370	37,643
Subtotal	$2,449,478	$2,206,464	$2,594,324	$2,684,653	$2,684,653	478,189

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Miscellaneous Revenues	87,326	161,578	162,544	171,279	171,279	9,701
Other Financing Sources	942,199	1,112,462	1,113,994	1,186,984	1,186,984	74,522
Subtotal	$1,029,525	$1,274,040	$1,276,538	$1,358,263	$1,358,263	84,223
General Fund Contributions	$1,419,952	$932,424	$1,317,786	$1,326,390	$1,326,390	393,966
Total Source of Funds	$2,449,478	$2,206,464	$2,594,324	$2,684,653	$2,684,653	478,189

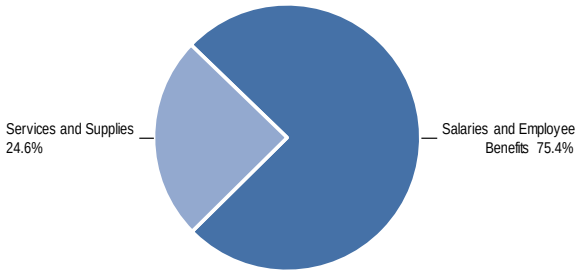
Unit Description

This unit primarily consists of contracts with private non-profit community-based organizations for the provision of shelter, case management and counseling services for victims of domestic violence and homeless individuals and families. Facility costs for the County shelter for women/children who are victims of domestic violence are not contracted to a non-profit organization. The services provided in this budget are financed by County General Fund Contributions and restricted trust funds for domestic violence.

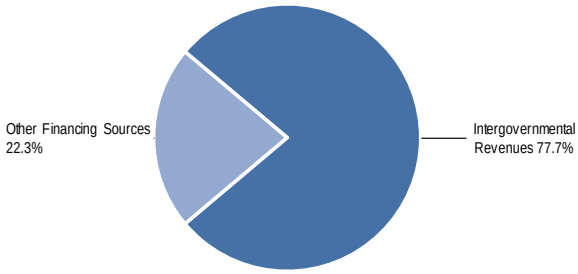
IHSS Public Authority

(Budget Unit 8259— Fund 005— Appropriation Unit SOC008)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	733,256	770,358	615,621	791,243	791,243	20,885
Services and Supplies	198,032	253,457	193,492	258,256	258,256	4,799
Other Charges	(108,722)	(232,933)	(68,814)	(238,160)	(238,160)	(5,227)
Subtotal	$822,566	$790,882	$740,299	$811,339	$811,339	20,457

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Revenue from Use of Money & Property	(1,825)	0	56	0	0	0
Intergovernmental Revenues	765,313	535,790	584,485	630,723	630,723	94,933
Other Financing Sources	275,424	255,092	155,758	180,616	180,616	(74,476)
Subtotal	$1,038,912	$790,882	$740,299	$811,339	$811,339	20,457
Fund Balance	(216,346)	0	0	0	0	0
Total Source of Funds	$822,566	$790,882	$740,299	$811,339	$811,339	20,457

Unit Description

The IHSS Public Authority (PA) manages a home care registry that supports IHSS recipients and social workers with provider referrals. In addition to operating the registry, the PA plans, arranges and delivers training for IHSS providers. The PA is the administrator of the provider health insurance plan and serves as employer of record for the purpose of labor negotiations. The PA operates in coordination with the IHSS Program, but is an independent authority.

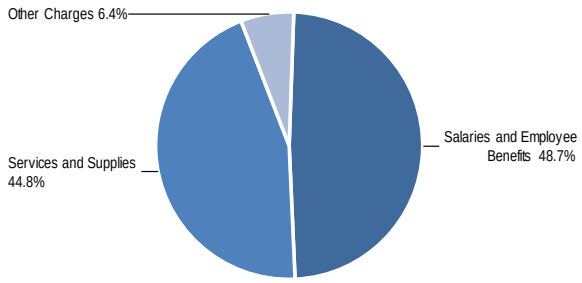
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
60C22	SOCIAL WORKER III	1.00
60C24	SOCIAL WORKER V	1.00
60C80	SOCIAL WORK SUPERVISOR I	1.00
60D11	SOCIAL SERVICES AIDE II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00
	Total	7.00

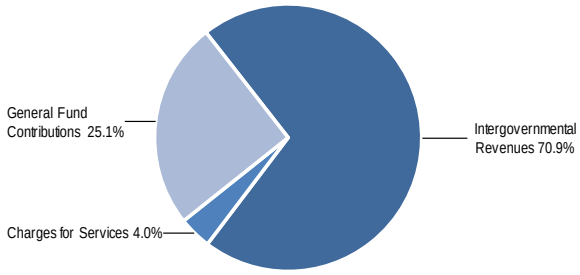
Military & Veterans Services

(Budget Unit 8260— Fund 001— Appropriation Unit SOC003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	792,746	891,912	832,995	1,081,474	1,081,474	189,562
Services and Supplies	214,762	167,911	315,228	995,076	995,076	827,165
Other Charges	27,882	122,644	122,644	142,905	142,905	20,261
Capital Assets	3,739	0	0	0	0	0
Subtotal	$1,039,130	$1,182,467	$1,270,867	$2,219,455	$2,219,455	1,036,988

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	626,550	623,724	712,124	1,573,493	1,573,493	949,769
Charges for Services	88,000	88,000	88,000	88,000	88,000	0
Other Financing Sources	4,478	0	0	0	0	0
Subtotal	$719,028	$711,724	$800,124	$1,661,493	$1,661,493	949,769
General Fund Contributions	$320,102	$470,743	$470,743	$557,962	$557,962	87,219
Total Source of Funds	$1,039,130	$1,182,467	$1,270,867	$2,219,455	$2,219,455	1,036,988

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 include:

1) Veterans' Administration (VA) claims - dependent indemnity compensation, aid and 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 Fort Ord located in Marina. 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.

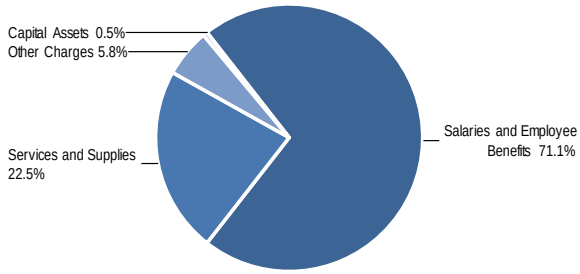
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	2.00
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	10.00

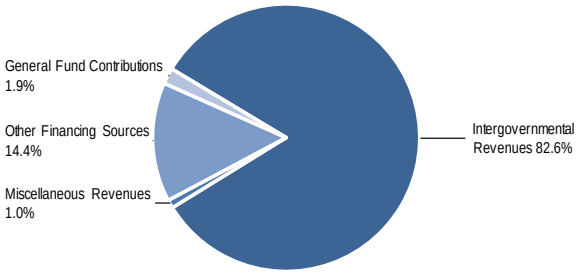
Social Services

(Budget Unit 8262— Fund 001— Appropriation Unit SOC005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	76,302,225	81,572,664	77,665,596	86,479,908	86,479,908	4,907,244
Services and Supplies	28,701,553	32,659,594	32,380,627	27,406,155	27,406,155	(5,253,439)
Other Charges	4,105,635	5,064,336	6,533,858	7,054,139	7,054,139	1,989,803
Capital Assets	509,044	750,000	750,000	665,000	665,000	(85,000)
Other Financing Uses	140,946	0	0	0	0	0
Subtotal	$109,759,402	$120,046,594	$117,330,081	$121,605,202	$121,605,202	1,558,608

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	87,544,833	100,038,209	97,738,242	100,405,302	100,405,302	367,093
Charges for Services	38,995	84,240	84,240	66,000	66,000	(18,240)
Miscellaneous Revenues	1,404,621	444,700	1,000,000	1,225,000	1,225,000	780,300
Other Financing Sources	18,073,957	16,564,537	15,770,191	17,549,754	17,549,754	985,217
Subtotal	$107,062,407	$117,131,686	$114,592,673	$119,246,056	$119,246,056	2,114,370
General Fund Contributions	$2,696,996	$2,914,908	$2,737,408	$2,359,146	$2,359,146	(555,762)
Total Source of Funds	$109,759,402	$120,046,594	$117,330,081	$121,605,202	$121,605,202	1,558,608

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 Approval (formerly Foster Parent Licensing and approval of adoptive homes), and Adoption services; advocacy to support General Assistance recipients in applying for federal Supplemental Security Income and Adult Protective Services.

These programs are primarily funded by the California Department of Social Services, and the California Department of Health Care 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, except for CalWORKs, is open-ended. The operation of the various programs is subject to State and federal mandates, which may impose fiscal or other sanctions for non-compliance.

Social Services Operations and Administration consists of the following main areas:

COMMUNITY BENEFITS: CalFresh, Medi-Cal, CalWORKs Eligibility, Foster Care Eligibility, Quality Control, and Fraud Prevention;

FAMILY AND CHILDREN'S SERVICES: Child Protective Services, the Child Abuse and Neglect Hotline, Child Abuse Prevention programs, Family Maintenance, Family Reunification, Permanency Planning for foster children, Adoptions, Resource Family Approval, the Promoting Safe and Stable Families program, Independent Living Support for Transitional Age Youth, Transitional Services

for former foster youth, and partnership with the CalWORKs Family Stabilization program;

AGING AND ADULT SERVICES: In-Home Supportive Services assessments, Adult Protective Services, Supplemental Security Income (SSI) Advocacy, the Senior Information, Referral and Assistance Hotline;

CALWORKS EMPLOYMENT SERVICES: Welfare-to-Work services for CalWORKs recipients include child care, ancillary/work-related expenses, and transportation assistance. Additional supportive services include the Family Stabilization Program, behavioral health treatment, and domestic violence referral and counseling services, learning disability assessments, employment and job search readiness workshops, and the CalWORKs wage subsidy program;

HUMAN RESOURCES: Employee relations, recruitment, retention, payroll, complaint investigations, civil rights and American Disability Act (ADA) compliance, workers compensation, employee safety, and Department-wide Staff Development; and

ADMINISTRATIVE SERVICES: Financial planning, revenue maximization, accounting, statistical reporting, information systems, procurement, records retention, copying and mail distribution center, facilities management and fleet operations.

Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14H70	STAFF TRAINER II	12.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	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
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	2.00
25E21	ELIGIBILITY SPECIALIST II	164.00
25E22	ELIGIBILITY SPECIALIST III	107.00
25E80	ELIGIBILITY SUPERVISOR	38.00

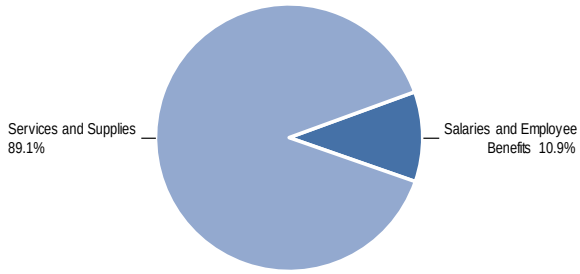
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00
52E22	PUBLIC HEALTH NURSE II	3.00
60C22	SOCIAL WORKER III	30.00
60C24	SOCIAL WORKER V	85.00
60C80	SOCIAL WORK SUPERVISOR I	7.00
60C81	SOCIAL WORK SUPERVISOR II	17.00
60D10	SOCIAL SERVICES AIDE I	2.00
60D11	SOCIAL SERVICES AIDE II	64.00
60H11	EMPLOYMENT & TRAINING WORKER II	2.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00
60H32	SUPERVISING STAFF TRAINER	1.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	5.00
60I02	PROGRAM MANAGER II	13.00
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	12.00
80A32	SENIOR SECRETARY	6.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	85.00
80E22	OFFICE ASSISTANT III	36.00
80E80	PRINCIPAL OFFICE ASSISTANT	13.00
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
11A12	DIRECTOR OF 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	17.00
14C31	MANAGEMENT ANALYST III	12.00
	Total	854.00

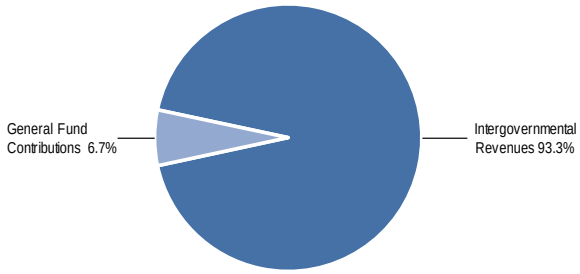
Area Agency on Aging

(Budget Unit 8268— Fund 001— Appropriation Unit SOC010)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	434,814	457,150	291,971	283,931	283,931	(173,219)
Services and Supplies	1,824,622	1,833,259	2,301,477	2,324,958	2,324,958	491,699
Other Charges	(129,712)	(176,349)	(29,167)	(30,189)	(30,189)	146,160
Subtotal	$2,129,724	$2,114,060	$2,564,281	$2,578,700	$2,578,700	464,640

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	2,091,413	1,954,799	2,405,020	2,405,986	2,405,986	451,187
Subtotal	$2,091,413	$1,954,799	$2,405,020	$2,405,986	$2,405,986	451,187
General Fund Contributions	$38,311	$159,261	$159,261	$172,714	$172,714	13,453
Total Source of Funds	$2,129,724	$2,114,060	$2,564,281	$2,578,700	$2,578,700	464,640

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.

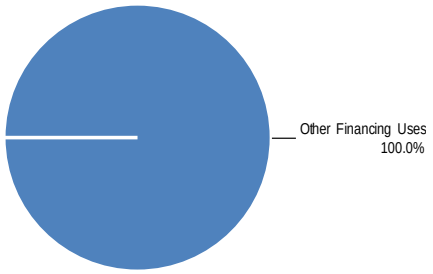
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
	Total	2.00

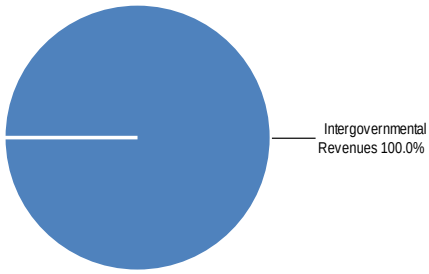
Social Services Realignment

(Budget Unit 8425— Fund 025— Appropriation Unit SOC012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	50,588,133	46,379,198	48,061,394	49,237,503	49,237,503	2,858,305
Subtotal	$50,588,133	$46,379,198	$48,061,394	$49,237,503	$49,237,503	2,858,305

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	51,282,793	46,379,198	48,061,394	49,237,503	49,237,503	2,858,305
Other Financing Sources	1,640,786	0	0	0	0	0
Subtotal	$52,923,579	$46,379,198	$48,061,394	$49,237,503	$49,237,503	2,858,305
Fund Balance	(2,335,446)	0	0	0	0	0
Total Source of Funds	$50,588,133	$46,379,198	$48,061,394	$49,237,503	$49,237,503	2,858,305

Unit Description

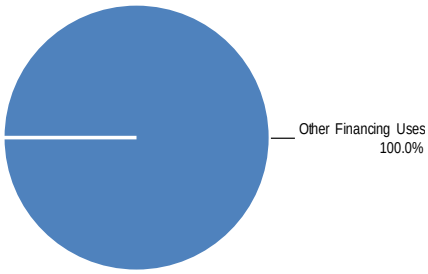
The 1991 Realignment (Realignment) legislation refers to a fiscal arrangement between the State and counties which dedicates portions of Sales Tax and Vehicle License Fee (VLF) revenues to County health, mental health and social services programs. The Realignment was designed to promote greater County responsibility in operating realigned programs, altered cost-sharing ratios, and provided counties with the VLF and Sales Tax as dedicated revenues to pay for the increased program responsibility. The 1991 Realignment differs from the 2011 Public Safety Realignment.

The Realignment impacted the Department of Social Services (DSS) in such programs as: CalWORKs, CalFresh, Foster Care, Adoptions, Child Welfare Services, and In-Home Supportive Services (IHSS). The sales tax and VLF are collected and distributed on a monthly basis by the State Controller's Office and is deposited into the Health and Welfare Realignment Fund (Fund 025) and distributed through operating transfers to various budget units within the Social Services, Probation and Health Departments. Growth funds above the base are distributed by a defined process and estimated annually by the Department of Finance.

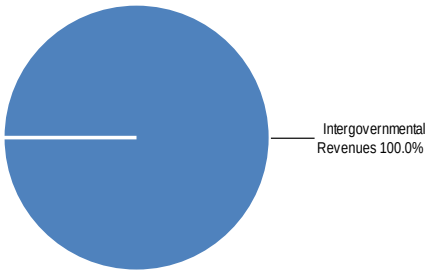
Protective Services

(Budget Unit 8464— Fund 022— Appropriation Unit SOC011)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	18,439,364	19,659,495	20,646,040	21,545,949	21,545,949	1,886,454
Subtotal	$18,439,364	$19,659,495	$20,646,040	$21,545,949	$21,545,949	1,886,454

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	18,082,850	19,659,495	19,356,065	21,545,949	21,545,949	1,886,454
Subtotal	$18,082,850	$19,659,495	$19,356,065	$21,545,949	$21,545,949	1,886,454
Fund Balance	356,514	0	1,289,975	0	0	0
Total Source of Funds	$18,439,364	$19,659,495	$20,646,040	$21,545,949	$21,545,949	1,886,454

Unit Description

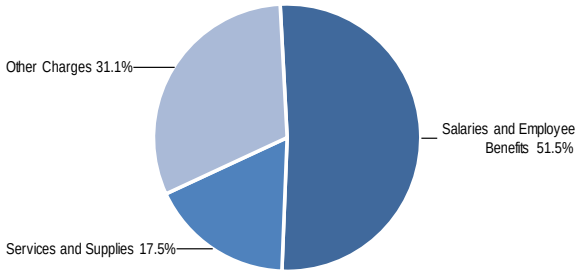
Realignment legislation adopted in 2011 and reaffirmed by Proposition 30, requires counties to be responsible for payments of the non-federal portion of Adult Protective Services (APS), Adoption Assistance Program (AAP), Foster Care (FC), and many Child Welfare Services Programs. To fund these new local 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 Out of Home Care and 8262 Social Services and Fund 022 for the realigned programs.

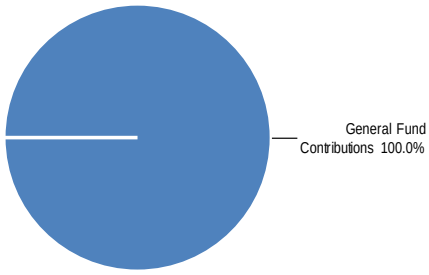
Office for Employment Training

(Budget Unit 8498— Fund 001— Appropriation Unit SOC013)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	0	1,913,264	1,883,279	125,706	125,706	(1,787,558)
Services and Supplies	0	120,476	245,250	42,638	42,638	(77,838)
Other Charges	0	27,879	(81,375)	75,902	75,902	48,023
Subtotal	$0	$2,061,619	$2,047,154	$244,246	$244,246	(1,817,373)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Sources	0	2,067,928	2,051,929	0	0	(2,067,928)
Subtotal	$0	$2,067,928	$2,051,929	$0	$0	(2,067,928)
General Fund Contributions	$0	($6,309)	($4,775)	$244,246	$244,246	250,555
Total Source of Funds	$0	$2,061,619	$2,047,154	$244,246	$244,246	(1,817,373)

Unit Description

This unit is for Workforce Innovation and Opportunity Act (WIOA) operations and staff. WIOA staff provide 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.

Grant funds from the Workforce Development Board are being discontinued on June 30, 2019. Only obligatory expenditures such as workers' compensation and liability insurance remain.

Library

Departmental Overview:

Monterey County Free Libraries (MCFL) is a public library system whose mission is to bring ideas, inspiration, information and enjoyment to the community. MCFL was established to provide library services to the diverse communities of Monterey County under the County Library Law of 1911. MCFL's operations are primarily financed through its own share of the property tax. Other financial support and funding is received from the Foundation for Monterey County Free Libraries (FMCFL), Friends of the Libraries' groups, and government and private grants.

Programs and Functions:

MCFL is a network of 17 branches, 3 bookmobiles, Library by Mail, 31 branchlets (volunteer maintained small free libraries) and online through eMCFL.org.

MCFL provides public access to a collection of materials for all ages in English and Spanish including books, movies, audiobooks, magazines, newspapers, reference materials, and local history resources. Computer services such as free internet and Wi-Fi, printing, copy machines, and FAX services are offered. MCFL's online collection includes a digital archive, downloadable e-books, e-audiobooks, digital magazines and newspapers, access to online classes, homework help, veteran resources, language learning programs, job development programs, etc. MCFL lends telescopes, Wi-Fi hotspots, "Play and Learn" kits, Book-Club-to-Go bags and offers one free pass a year to the Monterey Bay Aquarium to eligible County residents.

MCFL offers free programs for children, teens, adults and families, including makerspaces and play and learn activities. The annual summer reading program offers performances, activities, and reading encouragement. The library operates an early literacy bookmobile that brings programs and resources to preschools throughout Monterey County with an emphasis on Science Technology Engineering Mathematics (STEM).

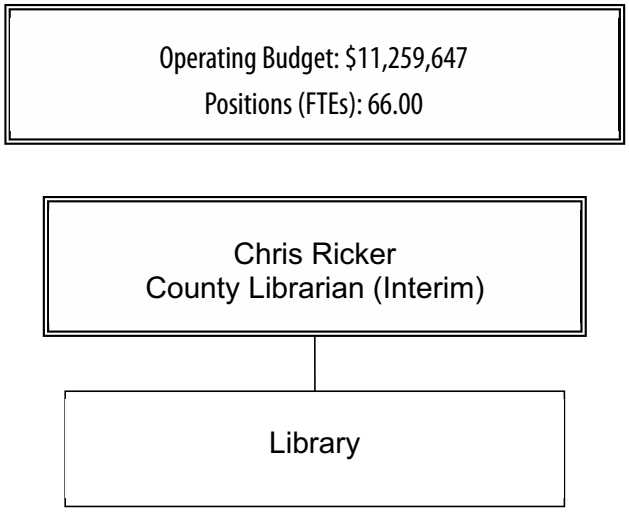
Department's Contribution to Monterey County's Strategic Initiatives:

HEALTH AND HUMAN SERVICES:

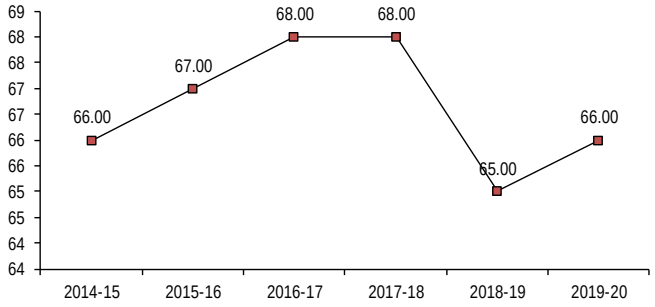
Improve health and quality of life through County supported policies, programs, and services, promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

ECONOMIC DEVELOPMENT INITIATIVE:

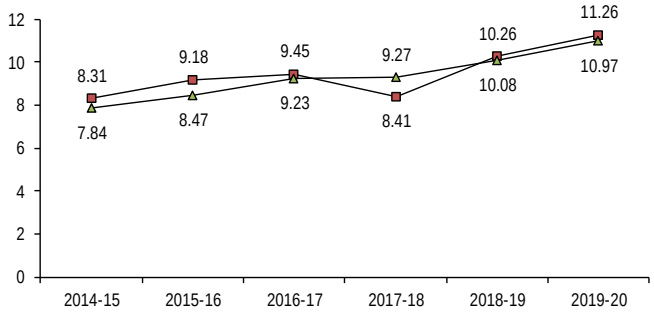
MCFL's vision is of Monterey County as a community where everyone has the opportunity to achieve their potential and pursue happiness. MCFL works to achieve this vision and fulfill its mission by offering a variety of services and programs to the public. Details of services and programs are available at www.MontereyCountyFreeLibraries. org.



Staffing Trends



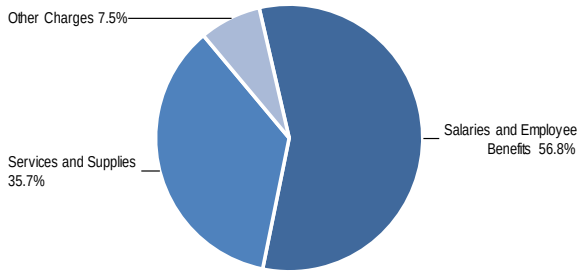
Expenditure/Revenue History (in millions)



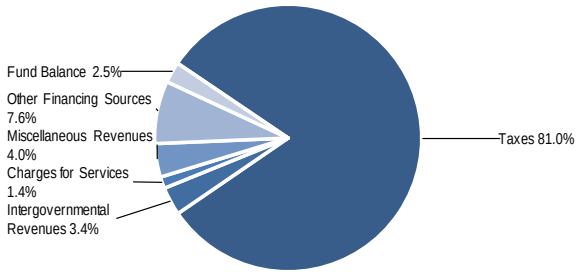
The Library envisions the County as a community where everyone has the opportunity to achieve their potential and pursue happiness. Our mission is to bring ideas, inspiration, information and enjoyment to our community through various delivery methods such as 17 branches, a website, 3 bookmobiles, and library-by-mail.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Number of visits. Target = 770,000	777,556	717,435	388,537
Number of Completed Technology Sessions. Target = 150,000	154,627	138,450	78,126
Number of Borrowed Items. Target = 500,000	513,116	490,845	201,579
Hours of Volunteer Service. Target = 4,000	4,302	5,014	2,992
Number of Children Served in the Homework Center. Target = 10,000	14,488	12,446	5,599

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	5,540,241	6,368,605	6,044,685	6,396,428	6,396,428	27,823
Services and Supplies	2,461,883	2,883,996	3,193,308	4,019,441	4,019,441	1,135,445
Other Charges	284,931	1,020,686	1,020,686	843,778	843,778	(176,908)
Other Financing Uses	120,241	0	0	0	0	0
Subtotal	$8,407,297	$10,273,287	$10,258,679	$11,259,647	$11,259,647	986,360

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Taxes	8,191,053	8,985,664	9,078,624	9,120,835	9,120,835	135,171
Revenue from Use of Money & Property	12,101	1,038	1,038	1,038	1,038	0
Intergovernmental Revenues	85,937	346,790	87,965	384,799	384,799	38,009
Charges for Services	143,079	158,247	158,247	158,247	158,247	0
Miscellaneous Revenues	606,201	255,000	255,000	455,000	455,000	200,000
Other Financing Sources	230,921	535,539	503,772	853,772	853,772	318,233
Subtotal	$9,269,292	$10,282,278	$10,084,646	$10,973,691	$10,973,691	691,413
Fund Balance	(861,996)	(8,991)	174,033	285,956	285,956	294,947
Total Source of Funds	$8,407,296	$10,273,287	$10,258,679	$11,259,647	$11,259,647	986,360

Summary of Recommendation

The Fiscal Year (FY) 2019-20 Recommended Budget includes $11,259,647 in expenditures, financed by an estimated $10,973,691 in revenues and $285,956 use of fund balance. The majority of estimated revenues is made up of $9.1 million in property taxes. A general fund transfer of $235,535 for the Library Director's salary and benefit costs and $300,000 in cannabis monies to increase the purchase of books and other materials are also included (budgeted in Other Financing Sources).

Expenditures increased by $986,360 from FY 2018-19, mostly due to one-time costs. Appropriations are included for two projects funded by the Capital Facilities Projects Fund (401) in the amount of $150,000 to open the Parkfield Library and $200,000 for planning and preconstruction of the Bradley Library (an additional $100,000 match will be utilized from the Library Fund). The remaining cost to replace the Library's 400 staff and public computers and new self-check machines are also included. A contribution of $200,000 from the Foundation for MCFL has also made possible the purchase of a new bookmobile in the Recommended Budget.

Budget Impacts

The FY 2019-20 Recommended Budget allows the Library to sustain status quo service levels.

Department Operational Accomplishments

Staff attended and continue to participate and support the County initiated Government Alliance on Racial Equity (GARE) program.

MCFL is in the final stages of completing a new three year strategic plan.

California State Library has funded the Lunch at the Libraries program at all MCFL branches.

Leveraged federal E-rate funds to upgrade Wi-Fi at all library locations.

Began phase I of a two year project to replace all staff and public computers to integrate with the County's current computing environment.

Launched the online VetNow service to assist veterans in finding local resources and to assist with job skills through resume reviews and interview skills tutorials.

Received the 13th Annual Valley of the World Awards for 2018 Educational Award.

Continued to expand and strengthening the Library Archives collection and program.

Started the redesign of the Library website and anticipate completion in FY 2019-20.

Department Operational Goals

Release and implement a new three year strategic plan which balances individual community needs with efficiency and sustainability while focusing on improving the well-being of County residents.

Expend allocated Capital Improvement Project funds for furniture, fixtures and equipment for the new Parkfield Library and open the library to the public and the students and faculty of the Parkfield Elementary School.

Use allocated Capital Improvement Project funds to explore options and cost estimates to build a new Bradley Library to serve the Bradley community and the students and faculty of Bradley Elementary School. MCFL will work in cooperation with the Bradley Elementary School and School Board to look at partnership opportunities to help build a new library.

Improve the landscaping and public space around the Seaside Branch Library with the City of Seaside and the Friends of the Seaside Library.

Make improvements and repairs at the Soledad Library in collaboration with Soledad School District.

Continue to explore the option of a shared open source integrated library system with four library systems in Monterey County for cost savings and improved service delivery.

Implement an e-commerce option for payment of library fines and fees to meet public demand.

Leverage federal E-rate funding to upgrade cabling and data connectivity at various branch locations, including improved data connectivity at Big Sur and Parkfield Branches.

Continue to investigate cost saving options in the areas of Information Technology and Fleet.

Pending Issues

MCFL continues to support efforts to build a new Bradley Library, Gonzales Library and expand the Greenfield Library.

Both bookmobiles that service a wide range of rural areas need to be replaced.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

		Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Library (LIB001)		8,407,297	10,273,287	10,258,679	11,259,647	11,259,647	986,360	003	8141
	Subtotal	$8,407,297	$10,273,287	$10,258,679	$11,259,647	$11,259,647	986,360		

Budget Units

		Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Library		8,407,297	10,273,287	10,258,679	11,259,647	11,259,647	986,360
	Subtotal	$8,407,297	$10,273,287	$10,258,679	$11,259,647	$11,259,647	986,360

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A05	LIBRARY DIRECTOR	1.00	1.00	1.00	0.00
12C04	ASSISTANT LIBRARY DIRECTOR	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00	1.00	1.00	0.00
65A31	LIBRARIAN I	1.00	1.00	1.00	0.00
65A33	LIBRARIAN II	12.00	12.00	12.00	0.00
65A40	LIBRARIAN III	3.00	3.00	3.00	0.00
65A85	MANAGING LIBRARIAN	2.00	2.00	2.00	0.00
80C01	LIBRARY ASSISTANT I	11.00	9.00	7.00	-2.00
80C21	LIBRARY ASSISTANT II	22.00	22.00	24.00	2.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
80C22	LIBRARY ASSISTANT III	11.00	10.00	11.00	1.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Total	68.00	65.00	66.00	1.00

Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
6110	6110-8141-003-AUG1	Library Assistant III	New Position	0	1.00	0	1.00
6110	6110-8141-003-AUG2	Book Collection Augmentation	Contribution to Other Funds	300,000	0.00	300,000	0.00
			Grand Total	**300,000**	**1.00**	**300,000**	**1.00**

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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 support from the County and the UC to bring the research and knowledge of the land grant universities directly to the community.

Programs and Functions:

AGRICULTURAL PROGRAM: The Agricultural Program is conducted by the Farm Advisors (UC paid academics) who were selected based on their expertise, degrees in their disciplines, and their abilities to teach and work with people. Their mission is to conduct frequent needs assessments and to provide local actionable research and education geared to protecting and promoting Monterey County's farm-based economy, the number one industry. The Agricultural Program has Farm Advisors with programs in Entomology, Irrigation, Water Quality and Water Policy, Plant Pathology, Food Safety, Viticulture, Weed Science, Vegetable Crops, Berry Crops, Ornamental Horticulture, Agricultural Economics, Farm Management, and Waste Management. The programs promote the economic viability of the agricultural industry and the protection of environmental resources. Research and educational programs encompass target areas such as sustainable, safe, nutritious food production, economic success in a global economy, and a sustainable, healthy, productive environment focusing on three of the USDA and UC strategic initiatives: Water Quality, Quantity and Security; Endemic and Invasive Pests; and Sustainable Food Systems.

4-H YOUTH PROGRAM: The mission of the 4-H Youth Development Program is to instill leadership, citizenship and life skills in youth through hands-on learning and community service. In Monterey County there are 14 4-H clubs serving young people ages five through 19. The programs focus on science, engineering and technology, healthy living, and citizenship. High quality 4-H activities engage youth in an environment where youth feel safe and free to share, learn, and grow. The 4-H Youth Development Program is also a part of a statewide pilot program to extend 4-H programs into under-represented Latino communities. The initiative designs programs to engage Latino youth and their families in educational and leadership opportunities.

NATURAL RESOURCES PROGRAM: Three cross-county advisors add to in-County expertise, and UC campus specialists bring additional knowledge to bear on specific County issues as they arise. They work to solve local issues such as pine pitch canker, Monterey pine tree health, Sudden Oak Death (SOD), rangeland management, water quality, soil conservation, and land use.

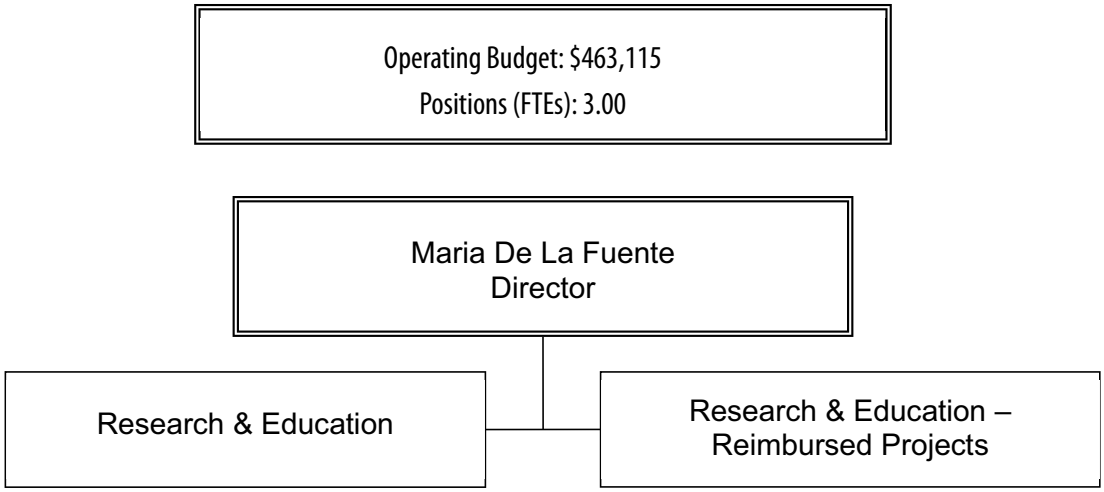
Department's Contribution to Monterey County's Strategic Initiatives:

ECONOMIC DEVELOPMENT

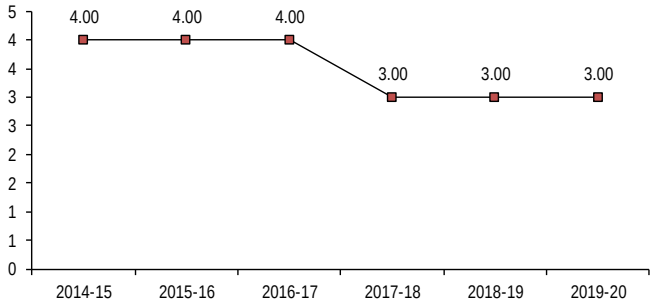
Active engagement in appropriate economic development and promotion of economic viability of the agricultural industry.

HEALTH AND HUMAN SERVICES

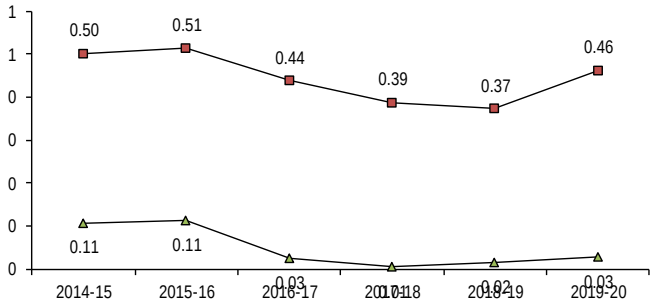
Promote the use of alternative energy sources, conservation, and related best practices that benefit the environment and create approaches aimed at increasing the overall well-being and quality of life for Monterey County residents.



Staffing Trends



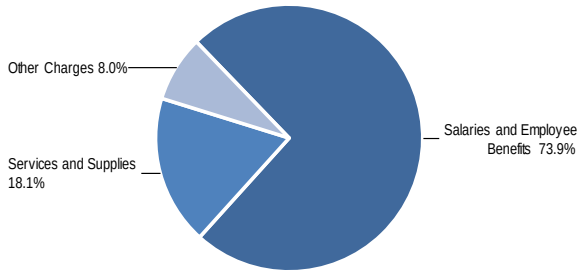
Expenditure/Revenue History (in millions)



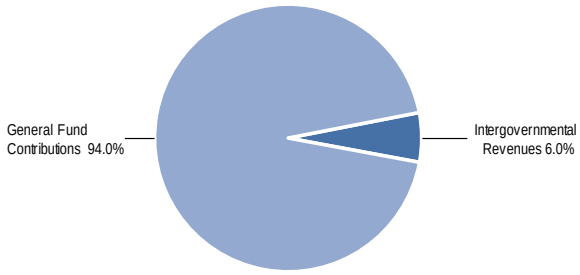
Cooperative Extension utilizes these measures to assist in developing budgets, quantify agricultural research education, and youth development outreach.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Annual Contract and Grant Money Generated by Farm Advisors for Monterey County Agricultural Research.	$5.7 million	$3.9 million	$3.7 million
Annual Number of Workshops, Seminars, Talks, and Conferences Presented at. This includes collaborative efforts with other research institutions and privation industry.	97	91	53
Increase in ration of Latino youth in 4H programs supported by direct outreach of art, STEM, after school, leadership and traditional club programs.	37%	37%	39%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	294,570	330,922	281,598	342,396	342,396	11,474
Services and Supplies	80,816	79,412	80,397	183,761	83,761	4,349
Other Charges	12,875	10,700	10,700	36,958	36,958	26,258
Subtotal	$388,261	$421,034	$372,695	$563,115	$463,115	42,081

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	5,249	32,933	16,656	27,645	27,645	(5,288)
Subtotal	$5,249	$32,933	$16,656	$27,645	$27,645	(5,288)
General Fund Contributions	$383,012	$388,101	$356,039	$535,470	$435,470	47,369
Total Source of Funds	$388,261	$421,034	$372,695	$563,115	$463,115	42,081

Summary of Recommendation

The Recommended Budget for the Cooperative Extension is $463,115, financed by $27,645 in program revenue and $435,470 in general fund contributions (GFC). Recommended appropriations increase by $42,081 due to increases in pension cost, Enterprise Resource Planning Reserve charges, and cost plan charges.

Revenues reflect a decrease of $5,288. The decrease is a result of continued restrictions by the University of California (UC) on grant funds used to reimburse County costs.

The Recommended Budget includes $21,111 in augmentations to maintain a full time Secretary position.

Budget Impacts

The Recommended Budget does not include a $100,000 augmentation request to restore the department's plant pathology lab services and provide partial funding of a new Plant Pathologist Farm Advisor. Funding for the Plant Pathologist Farm Advisor was discontinued by the UC. The Department will continue to work with the agricultural industry and the UC to mitigate loss of services.

Department Operational Accomplishments

GENERAL: The Department managed up to $3,978,736 in research funds and 64 specific research grant projects, provided volunteer services worth approximately $1,631,680 for youth development and community plant beautification and restoration projects, and provided diagnostic tests/identifications to the agricultural industry, pest management industry and homeowners.

ENTOMOLOGY RESEARCH PROGRAM: The Entomology research and extension program targeted vegetable, strawberry and cane berry pests. In vegetables, the major arthropod pests studied were cabbage maggot, springtail, garden symphylan, western flower thrips, lettuce aphid, bagrada bug and lygus bug. In strawberries and cane berry, lygus bug was studied. These arthropod pests severely impact the crop production by reducing yield and quality. Several insecticides were screened to determine their efficacy.

PLANT PATHOLOGY RESEARCH AND EDUCATION PROGRAM: The Department's extension plant pathology lab in Salinas is the only one of its kind in the State. The lab allows the Department to conduct in-depth pathology research that benefits local growers. The Farm Advisor for this program retired in Fiscal Year (FY) 2018-19. The Department will continue efforts to restore this program.

IRRIGATION AND WATER QUALITY RESEARCH AND EXTENSION PROGRAM: The Department developed and/or evaluated affordable conservation practices that can mitigate run-off from agricultural fields and conducted field trials that demonstrated the combination of vegetated ditches and activated carbon socks reduce the concentration of the pesticide chlorpyrifos to non-toxic levels in irrigation run-off.

The Department finished three years of field trials demonstrating background levels of nitrate in ground water has fertilizer value for the production of vegetable crops. The Department's strong

outreach program assisted the agricultural industry in adapting practices that will reduce the impact of nitrate and pesticides to water quality and conserve water during a drought.

The Department promoted the use of low residue cover crops to reduce winter storm water run-off from vegetable and strawberry fields, and increase aquifer recharge. The Department concluded on-farm demonstration trials that verified that the online decision support tool, CropManage (cropmanage.ucanr.edu), which UC Cooperative Extension of Monterey County developed, can help growers reduce the use of nitrogen fertilizer by an average of 30%. The online application recommends appropriate amounts of water based on the crop and weather data from the six California Irrigation Management Information System (CIMIS) stations located in Monterey County.

The Department provided or participated in more than 20 trainings to help growers and irrigators improve the efficiency of their irrigation systems.

VEGETABLE AND WEED SCIENCE RESEARCH PROGRAM: The Department conducted trials with growers to evaluate nitrogen uptake of all key cool season vegetables grown on the Central Coast, the ability of crops to scavenge nitrate from deeper in the soil profile and conduct farm scale evaluation of fertilizer technologies. The Department also evaluated nitrogen fertilizer dynamics in organic production fields, conducted trials on robotic mechanical cultivators, and conducted research on weed control. New findings were extended to the growers via trade journals, UC blogs, newsletters and annual meetings.

VITICULTURE RESEARCH PROGRAM: The Department evaluated management tools for powdery mildew and Botrytis bunch rot control in coastal vineyards. Long-term trials to evaluate grape clonal selections and rootstocks for their field performance under local conditions have been established and evaluation of these sites continues. Studies of planting and training cultural practices are being evaluated for their potential to promote earlier vine development and productivity for newly developed vineyards. The Department also promoted awareness of local grape growers to assist in the management of mealybug spread of grapevine leafroll virus.

4-H YOUTH PROGRAM: The Department enrolled 685 youth members, provided 323 adult 4-H volunteers who offered activities and supervision for the youth of Monterey County, and supported 4-H youth groups who provided community service. The Department also promoted youth leadership by providing scholarships, sending youth to leadership conferences, and providing additional leadership opportunities through the annual summer 4-H Camp McCandless. There was also an 87% increase in Latino youth participation through targeted outreach efforts.

Department Operational Goals

Promote the economic sustainability of the County's economic base from the agricultural industry by conducting research to solve current pest problems. Provide free diagnostic services that lead to the discovery of new diseases that can be stopped before they spread. Provide anti-bioterrorism diagnostic services for the agricultural industry. Increase assistance to growers to improve irrigation and nitrogen use efficiency.

ENOTOMOLOGY RESEARCH PROGRAM: Expand upon the successful existing program by bringing new research topics and funds to Monterey County.

IRRIGATION AND WATER QUALITY RESEARCH PROGRAM: Increase assistance to growers to improve irrigation and nitrogen use efficiency and continue the rigorous research program that evaluates new practices and technologies for improving water and nutrient use efficiency. The Department will continue efforts to establish a new CIMIS weather station near Soledad, and expand 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 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 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Cooperative Extension (EXT001)	372,297	388,288	356,039	535,470	435,470	47,182	001	8021
Cooperative Ext -Reimbursed Projects (EXT001)	15,964	32,746	16,656	27,645	27,645	(5,101)	001	8022
Subtotal	$388,261	$421,034	$372,695	$563,115	$463,115	42,081		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Cooperative Extension	372,297	388,288	356,039	535,470	435,470	47,182
Cooperative Ext -Reimbursed Projects	15,964	32,746	16,656	27,645	27,645	(5,101)
Subtotal	$388,261	$421,034	$372,695	$563,115	$463,115	42,081

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total	3.00	3.00	3.00	0.00

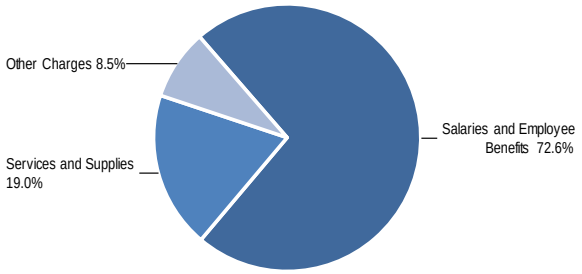
Augmentation Request

Dept	Request Code	Request Name	Request Type	Requested Amount	Requested FTEs	Rec. Amount	Rec. FTEs
6210	6210-8021-001-AUG1	Remain Status Quo FTE	Filled Position	21,111	0.25	21,111	0.25
6210	6210-8021-001-AUG2	Plant Pathologist Fundng	Status Quo	100,000	0.00	0	0.00
			Grand Total	**121,111**	**0.25**	**21,111**	**0.25**

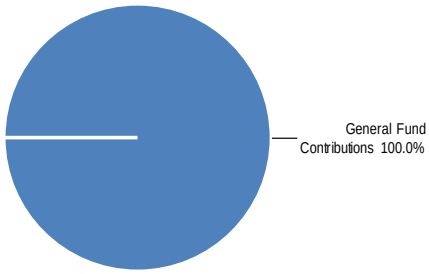
Cooperative Extension

(Budget Unit 8021— Fund 001— Appropriation Unit EXT001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	279,819	298,489	266,240	315,976	315,976	17,487
Services and Supplies	79,603	79,099	79,099	182,536	82,536	3,437
Other Charges	12,875	10,700	10,700	36,958	36,958	26,258
Subtotal	$372,297	$388,288	$356,039	$535,470	$435,470	47,182

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Subtotal	$0	$0	$0	$0	$0	0
General Fund Contributions	$372,297	$388,288	$356,039	$535,470	$435,470	47,182
Total Source of Funds	$372,297	$388,288	$356,039	$535,470	$435,470	47,182

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.

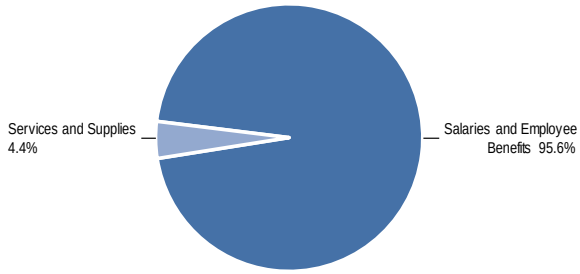
Recommended 2019-20 Positions

Classification Code	Classification Label	FTE
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80A31	SECRETARY	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	3.00

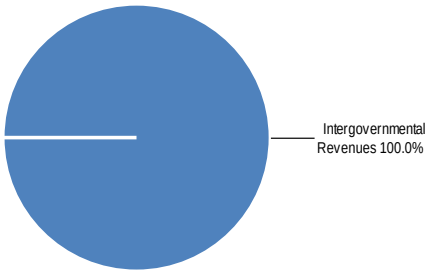
Cooperative Ext -Reimbursed Projects

(Budget Unit 8022— Fund 001— Appropriation Unit EXT001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	14,751	32,433	15,358	26,420	26,420	(6,013)
Services and Supplies	1,213	313	1,298	1,225	1,225	912
Subtotal	$15,964	$32,746	$16,656	$27,645	$27,645	(5,101)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Intergovernmental Revenues	5,249	32,933	16,656	27,645	27,645	(5,288)
Subtotal	$5,249	$32,933	$16,656	$27,645	$27,645	(5,288)
General Fund Contributions	$10,715	($187)	$0	$0	$0	187
Total Source of Funds	$15,964	$32,746	$16,656	$27,645	$27,645	(5,101)

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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Natividad Medical Center

Departmental Overview:

Natividad Medical Center (NMC) is a 172-bed acute care hospital owned and operated by Monterey County. As a successful designated public safety-net hospital providing healthcare to the residents of Monterey County for over 133 years, NMC provides health care access to all patients regardless of their ability to pay.

NMC is fully accredited by The Joint Commission, has an appointed Board of Trustees, and is under the governance of the Board of Supervisors.

Programs and Functions:

NMC offers inpatient, outpatient, emergency, diagnostic, and specialty medical care and annually provides more than 38,000 patient days and more than 50,000 Emergency Department visits. NMC is a Level II Trauma Center providing the immediate availability of specialized personnel, equipment, and services to treat the most severe and critical injuries. NMC also operates a large hospital-based specialty clinic, a primary care clinic, and is the location of outpatient primary care clinics operated by the Monterey County Health Department. NMC has a medical staff of over 350 physicians.

NMC is the only teaching hospital on the Central Coast, through its affiliation with the University of California, San Francisco (UCSF). Recognized nationally and internationally as a model program, NMC's Family Medicine Residency Program is postgraduate training for physicians specializing in family medicine. Approximately one-third (1/3) of graduates remain on the Central Coast to establish a practice.

NMC's mission is to continually monitor and improve the health of the people, including the vulnerable, through coordinated, affordable, and high quality health care. The vision is to be a health care delivery system that collaborates with other providers to offer accessible, high quality, and high value healthcare services in a financially stable manner.

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

ADMINISTRATION

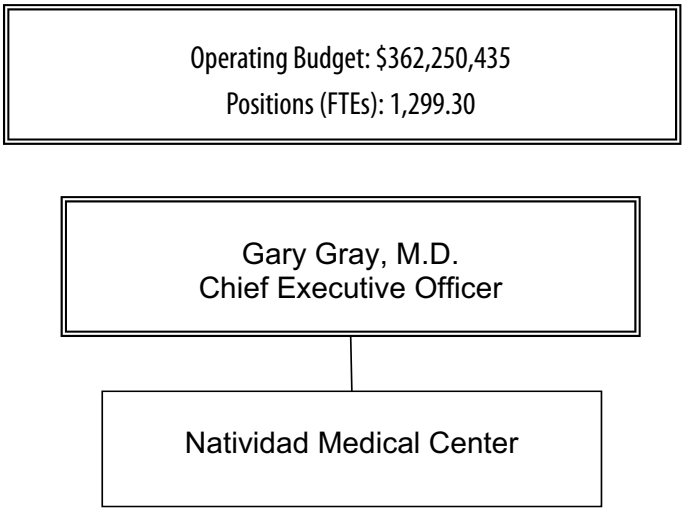
Promote an organization that practices efficient and effective resource management and recognized for responsiveness, strong customer orientation, accountability, and transparency.

HEALTH AND HUMAN SERVICES

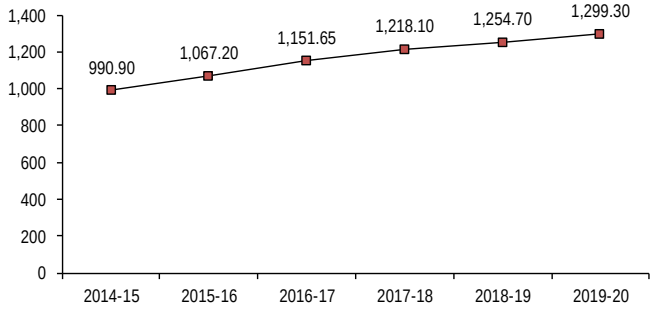
Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and health environments in collaboration with communities.

INFRASTRUCTURE

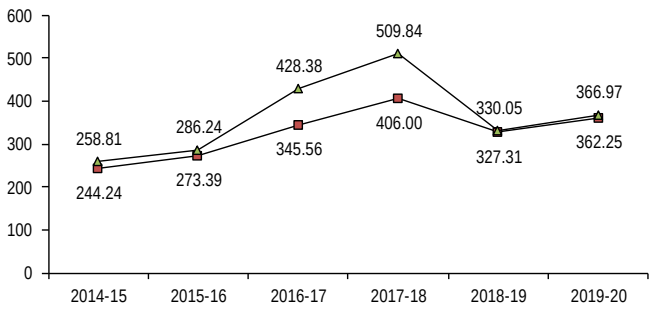
Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development.



Staffing Trends



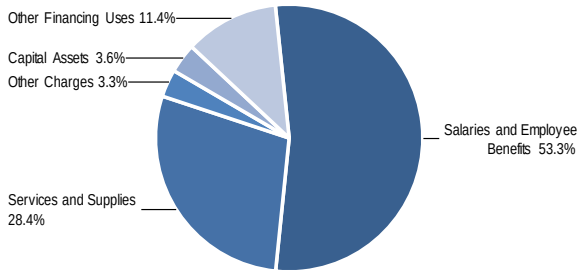
Expenditure/Revenue History (in millions)



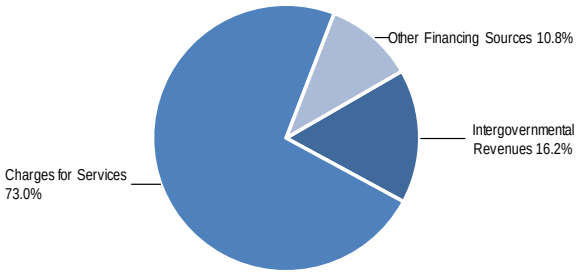
The monitoring of hospital key performance measures help drive performance improvement in the areas of growth of targeted patient service lines, patient experience, and financial performance.

Key Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Mid-Year
Operating Margin, Target = Budgeted Net Income	$33.0M	$43.5M	$34.6M annualized
Average Daily Census. Target = Budgeted Average Daily Census.	105.6	111.8	109.2
CMS Hospital Acquired Conditions (HAC) reduction Program Total Score, Target = National Benchmark Score.	2.68	0.59	0.76
Rate of Hospital Patient Satisfaction - Nurse Communications. Target = CA Benchmark Score.	71.0	73.0	80.0
Rate of Hospital Patient Satisfaction - Doctor Communications. Target = CA Benchmark Score.	75.6	79.0	81.0
Overall staff turnover rate. Target = <10%.	7.8%	7.8%	9.8%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	180,028,039	177,876,114	182,991,249	193,029,733	193,029,733	15,153,619
Services and Supplies	102,486,342	88,923,569	93,211,158	103,057,029	103,057,029	14,133,460
Other Charges	45,052,966	11,135,944	9,160,207	12,036,937	12,036,937	900,993
Capital Assets	4,716,056	34,858,253	27,545,057	12,877,865	12,877,865	(21,980,388)
Other Financing Uses	73,720,181	43,414,316	14,400,000	41,248,871	41,248,871	(2,165,445)
Subtotal	$406,003,584	$356,208,196	$327,307,671	$362,250,435	$362,250,435	6,042,239

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	153,328	0	0	0	0	0
Revenue from Use of Money & Property	4,527,958	0	0	0	0	0
Intergovernmental Revenues	146,769,255	53,869,900	53,869,900	59,597,000	59,597,000	5,727,100
Charges for Services	287,160,381	246,339,224	261,778,150	267,776,893	267,776,893	21,437,669
Miscellaneous Revenues	5,255,809	0	0	0	0	0
Other Financing Sources	65,969,802	43,414,316	14,400,000	39,600,000	39,600,000	(3,814,316)
Subtotal	$509,836,533	$343,623,440	$330,048,050	$366,973,893	$366,973,893	23,350,453
Fund Balance	(103,832,949)	12,584,756	(2,740,379)	(4,723,458)	(4,723,458)	(17,308,214)
Total Source of Funds	$406,003,584	$356,208,196	$327,307,671	$362,250,435	$362,250,435	6,042,239

Summary of Recommendation

The Recommended Budget for the Natividad Medical Center (NMC) totals $362,250,435 in expenditures, financed by $366,973,893 in revenue and a $4,723,458 estimated increase in fund balance. The Recommended Budget represents an appropriation increase of $6,042,239 over the FY 2018-19 Adopted Budget.

Personnel costs and medical operating costs are the largest cost drivers in the budget. Personnel costs are budgeted at $193,029,733, an increase of $15,153,619 from the FY 2018-19 Adopted Budget. The increase includes an additional 44.6 full-time equivalent (FTE) positions where the growth is primarily in nursing and volume-driven departments such as Medical/Surgical and Emergency. Employee step advances, higher employee benefit costs, and pay raises also contribute to the increase in personnel costs. Service and supplies are budgeted at $103,057,029, an increase of $14,133,460 over the FY 2018-19 Adopted Budget. The increase is largely made up of increased medical supply costs as service levels grow, in addition to higher costs for ongoing and new contracted medical services required to provide quality healthcare services.

The $23,350,453 increase in revenue over the FY 2018-19 Adopted Budget is largely attributed to patient revenues from a higher average daily census, an improved payor mix providing a more favorable collection rate, and an increase in governmental funding through the provider incentive payments under the Medi-Cal Managed Care plan.

Budget Impacts

The California 1115 Medicaid Waiver (Medi-Cal 2020) was approved by the Centers for Medicare and Medicaid Services and became effective as of January 1, 2016 through December 31, 2020. Medi-Cal 2020 includes three main concepts: (1) Public Hospital Redesign and Incentive (PRIME), which provides incentive payments to hospitals; (2) Public Safety-Net System Global Payment Program (GPP) funding source for the uninsured; and (3) federal/State shared savings. PRIME incentive payments are earned based on the achievement of specific benchmarks across various metrics. PRIME also requires the achievement of set targets for

moving toward alternative payment methodologies for public hospitals over the course of Medi-Cal 2020. Unlike the previous two waivers, federal payments will be tied to core performance targets and has reduced overall funding which will affect future revenue for NMC. While Medi-Cal 2020 was designed to ensure a predictable Medicaid funding level and provide growth funding, the full financial impact of these changes in the future cannot be determined.

Department Operational Accomplishments

Achieved an average daily census of 110.7 as of December 31, 2018.

Received verification from the American College of Surgeons as a Level II Trauma Center in November 2018.

Completed the Joint Commission's Intracycle Monitoring Process. Completed a successful state General Acute Care Hospital (GACH) Relicensing Survey in October 2018.

Achieved > 300% reduction in urinary catheter infections to SIR of 1.6 partially due to a 20% reduction of total catheter days.

Department Operational Goals

Maintain an average daily census of 110 for FY 2019-20.

Expand Natividad's outpatient primary care footprint.

Enhance the Acute Rehabilitation service line.

Continue to reduce catheter days and alternative device utilization resulting in SIR ≤ 1.0.

Achieve the State of California benchmark score (69% or better) on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Survey for Patients who gave their hospital a rating of 9 or 10 on a scale from 0 to 10 as publicly reported by the Centers for Medicare and Medicaid Services (Hospital Compare).

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted	Fund Code	Budget Unit Code
Natividad Medical Center (NMC001)	399,930,257	323,644,440	312,907,671	331,301,564	331,301,564	7,657,124	451	8142
Natividad Medical Center (NMC002)	6,073,327	32,563,756	14,400,000	30,948,871	30,948,871	(1,614,885)	404	8142
Subtotal	$406,003,584	$356,208,196	$327,307,671	$362,250,435	$362,250,435	6,042,239		

Budget Units

	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Natividad Medical Center	406,003,584	356,208,196	327,307,671	362,250,435	362,250,435	6,042,239
Subtotal	$406,003,584	$356,208,196	$327,307,671	$362,250,435	$362,250,435	6,042,239

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
11A25	HOSPITAL CHIEF EXECUTIVE OFFICER	1.00	1.00	1.00	0.00
12C28	HOSPITAL CHIEF NURSING OFFICER	1.00	1.00	1.00	0.00
12C29	HOSPITAL ASSISTANT ADMINISTRATOR	4.00	4.00	4.00	0.00
14A10	PROJECT MANAGER I	1.00	1.00	1.00	0.00
14A12	PROJECT MANAGER III	1.00	1.00	1.00	0.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.00	2.00	2.00	0.00
14A80	HOSPITAL DECISION SUPPORT MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	4.00	2.00	-2.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	0.00	2.00	2.00
14B66	DEPARTMENTAL HR MANAGER	0.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	5.00	6.00	1.00
14C31	MANAGEMENT ANALYST III	7.00	7.00	7.00	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	2.00	2.00	2.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
14C60	HOSPITAL CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.00	2.00	2.00	0.00
14E01	BUYER I	1.00	1.00	0.00	-1.00
14E20	BUYER II	4.00	4.00	5.00	1.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	5.00	4.00	3.00	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	6.00	1.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	0.00	0.00	1.00	1.00
14H65	MEDICAL STAFF COORDINATOR	1.00	1.00	1.00	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	1.00	1.50	1.50	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
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	1.00	1.00	1.00	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00	1.00	2.00	1.00
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
14P10	DIRECTOR OF MEDICAL CENTER PHYSICIAN SERVICES	0.00	0.00	1.00	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	3.00	3.00	3.00	0.00
16C60	HOSPITAL SOFTWARE ANALYST I	0.00	0.00	1.00	1.00
16C61	HOSPITAL SOFTWARE ANALYST II	4.00	4.00	5.00	1.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	6.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	2.00	2.00	3.00	1.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	2.00	2.00	2.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.00	4.00	4.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.00	3.00	3.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	1.00	0.00	0.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	0.00	1.00	2.00	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.80	0.80	0.80	0.00
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	11.20	12.20	12.20	0.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.00	2.00	2.00	0.00
50D11	MEDICAL LABORATORY TECHNICIAN	1.00	1.00	1.60	0.60
50D12	CLINICAL LABORATORY ASSISTANT	16.70	17.90	17.90	0.00
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	15.00	15.00	15.00	0.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	9.00	9.00	9.00	0.00
50D23	SUPERVISING CLINICAL LABORATORY SCIENTIST	1.00	1.00	1.00	0.00
50D80	CLINICAL LABORATORY MANAGER	1.00	1.00	1.00	0.00
50F10	SUPERVISING THERAPIST	1.00	2.00	2.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
50F20	OCCUPATIONAL THERAPIST	8.80	9.60	10.60	1.00
50G11	PHYSICAL THERAPIST	11.00	11.00	12.00	1.00
50G41	SPEECH PATHOLOGIST	6.00	5.00	5.00	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	17.30	17.30	19.30	2.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	2.00	1.00	1.00	0.00
50P24	SUPERVISING CARDIOPULMONARY TECHNICIAN	0.00	1.00	1.00	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNOLOGIST	26.30	26.30	25.30	-1.00
50R22	SENIOR RADIOLOGIC TECHNOLOGIST	4.00	4.00	5.00	1.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	2.00	2.00	2.00	0.00
50R31	SONOGRAPHER	8.60	8.60	8.60	0.00
50R32	SENIOR SONOGRAPHER	1.00	1.00	1.00	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.00	1.00	1.00	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	5.00	6.00	7.00	1.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T33	HEALTH INFORMATION MANAGEMENT DATA INTEGRITY EXAMINER	0.00	0.00	1.00	1.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	4.00	4.00	4.00	0.00
50U18	PHARMACY TECHNICIAN	9.80	10.80	10.80	0.00
50U19	PHYSICAL THERAPIST HELPER	1.00	0.00	0.00	0.00
50U20	NURSING ASSISTANT	87.30	86.60	90.80	4.20
50U22	HEALTH CARE TECHNICIAN	4.70	4.70	4.70	0.00
50U23	OBSTETRICAL TECHNICIAN	6.30	6.30	6.30	0.00
50U25	ORTHOPEDIC TECHNICIAN	1.00	1.00	1.00	0.00
50U26	SENIOR OBSTETRICAL TECHNICIAN	0.90	0.90	0.90	0.00
50U27	SURGICAL TECHNICIAN	12.60	12.60	11.60	-1.00
50U28	SENIOR PHARMACY TECHNICIAN	2.00	2.00	2.00	0.00
50U29	ENDOSCOPY TECHNICIAN	0.00	0.00	1.90	1.90
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U42	MEDICAL ASSISTANT	0.00	0.00	2.00	2.00
50U43	CENTRAL STERILE TECHNICIAN	5.80	5.80	5.80	0.00
50U44	SENIOR CENTRAL STERILE TECHNICIAN	1.00	1.00	1.00	0.00
50U51	TELEMETRY TECHNICIAN	4.50	4.70	4.70	0.00
50Y21	DIETITIAN	5.80	5.80	5.80	0.00
50Y31	SUPERVISING DIETITIAN	1.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	7.30	7.80	11.30	3.50
52A16	SUPERVISING NURSE I	13.50	14.50	13.50	-1.00
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	313.55	321.15	322.45	1.30
52A20	STAFF NURSE III	28.80	29.80	34.20	4.40
52A21	CLINIC NURSE	4.00	4.00	4.00	0.00
52A22	SENIOR CLINIC NURSE	6.60	6.60	6.60	0.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	13.00	13.00	15.00	2.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	1.00	0.00
52A40	HOSPITAL NURSE AUDITOR	2.00	2.00	2.00	0.00

Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
52A50	HOSPITAL QUALITY ASSURANCE NURSE	7.90	7.90	7.90	0.00
52A60	CLINICAL NURSE SPECIALIST	4.00	4.00	4.00	0.00
52A83	SUPERVISING CLINIC NURSE	1.90	2.00	2.00	0.00
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.00	1.00	1.00	0.00
52A88	NURSING SERVICES DIVISION MANAGER	4.00	4.00	4.00	0.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	5.70	6.30	0.60
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	3.00	3.40	3.40	0.00
52A98	NURSE PRACTITIONER III	11.00	11.00	11.00	0.00
54A03	RESIDENT PHYSICIAN III	33.00	33.00	33.00	0.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	40.00	44.00	47.00	3.00
54B15	NEUROSURGEON	0.00	1.00	1.00	0.00
54B16	TRAUMA SURGEON	0.00	3.00	3.00	0.00
54B17	VASCULAR SURGEON	0.00	0.00	1.00	1.00
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	0.00	0.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C03	PHYSICIAN ASSISTANT	0.80	0.80	1.00	0.20
60B01	PSYCHIATRIC SOCIAL WORKER I	0.50	0.50	0.50	0.00
60C24	SOCIAL WORKER V	5.00	6.00	6.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	1.00	1.00	1.00	0.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	57.80	57.80	57.80	0.00
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	3.00	3.00	3.00	0.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.00	2.00	2.00	0.00
70C21	GROUNDSKEEPER	1.00	1.00	1.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
70F23	STOREKEEPER	8.00	9.00	9.00	0.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	17.00	17.00	19.00	2.00
70K23	COOK	3.50	3.50	3.50	0.00
70K25	SENIOR COOK	2.00	2.00	2.00	0.00
70K80	HEAD COOK	2.00	2.00	2.00	0.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00	1.00	1.00	0.00
70M02	PATIENT TRANSPORTER	5.00	6.00	6.00	0.00
70N01	OFFICE MAINTENANCE WORKER	1.00	0.00	0.00	0.00
72A23	BUILDING MAINTENANCE WORKER	0.00	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	1.00	1.00	1.00	0.00
72C19	HOSPITAL MAINTENANCE MECHANIC	9.00	9.00	9.00	0.00
80A32	SENIOR SECRETARY	5.00	5.00	5.00	0.00
80A33	ADMINISTRATIVE SECRETARY	3.00	4.00	2.00	-2.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	3.00	2.00

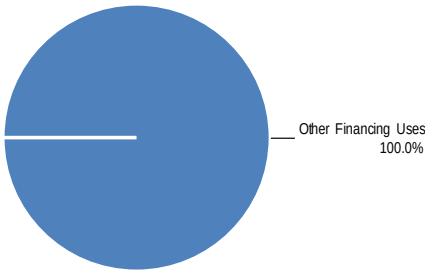
Adopted FY 2018-19 to Recommended FY 2019-20 Positions

Classification Code	Classification Label	Adopted Budget 2017-18	Adopted Budget 2018-19	Recommended Budget 2019-20	Change
80E21	OFFICE ASSISTANT II	11.80	9.80	9.30	-0.50
80E22	OFFICE ASSISTANT III	15.55	17.30	17.30	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	9.00	12.25	14.25	2.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J19	CASHIER	1.50	1.50	1.50	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	4.00	4.00	4.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	23.30	24.50	19.90	-4.60
80K23	HOSPITAL MEDICAL INTERPRETER	3.50	4.50	5.50	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	43.00	43.00	51.00	8.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	30.50	31.30	31.30	0.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	0.00	2.00	2.00	0.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.80	6.80	6.80	0.00
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.00	1.00	1.00	0.00
	Total	1,218.10	1,254.70	1,299.30	44.60

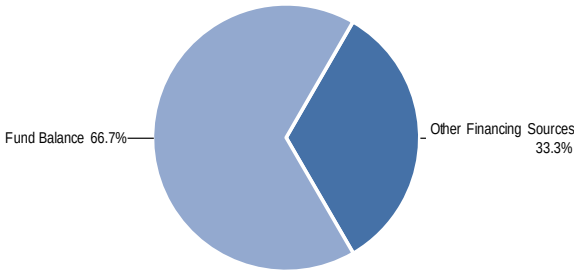
Natividad Medical Center

(Budget Unit 8142— Fund 404— Appropriation Unit NMC002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Uses	6,073,327	32,563,756	14,400,000	30,948,871	30,948,871	(1,614,885)
Subtotal	$6,073,327	$32,563,756	$14,400,000	$30,948,871	$30,948,871	(1,614,885)

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Other Financing Sources	59,896,475	10,850,560	0	10,300,000	10,300,000	(550,560)
Subtotal	$59,896,475	$10,850,560	$0	$10,300,000	$10,300,000	(550,560)
Fund Balance	(53,823,148)	21,713,196	14,400,000	20,648,871	20,648,871	(1,064,325)
Total Source of Funds	$6,073,327	$32,563,756	$14,400,000	$30,948,871	$30,948,871	(1,614,885)

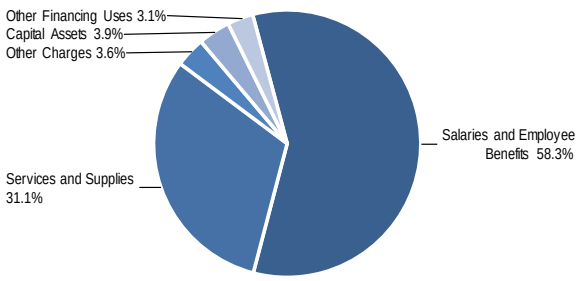
Unit Description

NMC utilizes Fund 404-Facilities Master Plan Implementation, a County Capital Project Fund, to hold funds for capital projects approved by the Board of Supervisors that are greater than $100,000 in cost. As expenditures for capital projects are incurred by NMC, the capital project funds are transferred to Fund 451 (NMC operational fund). This budgetary control prevents commingling of operational and capital funds, and ensures approved funding for capital projects is available to complete projects.

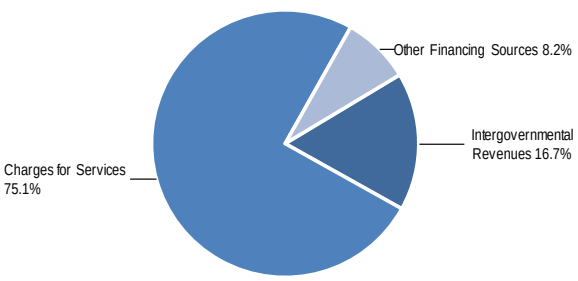
Natividad Medical Center

(Budget Unit 8142— Fund 451— Appropriation Unit NMC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Salaries and Employee Benefits	180,028,039	177,876,114	182,991,249	193,029,733	193,029,733	15,153,619
Services and Supplies	102,486,342	88,923,569	93,211,158	103,057,029	103,057,029	14,133,460
Other Charges	45,052,966	11,135,944	9,160,207	12,036,937	12,036,937	900,993
Capital Assets	4,716,056	34,858,253	27,545,057	12,877,865	12,877,865	(21,980,388)
Other Financing Uses	67,646,854	10,850,560	0	10,300,000	10,300,000	(550,560)
Subtotal	$399,930,257	$323,644,440	$312,907,671	$331,301,564	$331,301,564	7,657,124

Source of Funds

Revenues	Prior Year 2017-18	Adopted Budget 2018-19	CY Estimate 2018-19	Requested Budget 2019-20	Recommended Budget 2019-20	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	153,328	0	0	0	0	0
Revenue from Use of Money & Property	4,527,958	0	0	0	0	0
Intergovernmental Revenues	146,769,255	53,869,900	53,869,900	59,597,000	59,597,000	5,727,100
Charges for Services	287,160,381	246,339,224	261,778,150	267,776,893	267,776,893	21,437,669
Miscellaneous Revenues	5,255,809	0	0	0	0	0
Other Financing Sources	6,073,327	32,563,756	14,400,000	29,300,000	29,300,000	(3,263,756)
Subtotal	$449,940,058	$332,772,880	$330,048,050	$356,673,893	$356,673,893	23,901,013
Fund Balance	(50,009,801)	(9,128,440)	(17,140,379)	(25,372,329)	(25,372,329)	(16,243,889)
Total Source of Funds	$399,930,257	$323,644,440	$312,907,671	$331,301,564	$331,301,564	7,657,124

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), and realignment revenues. NMC is an enterprise fund that is self supporting by providing goods and services to the public for a fee.

Contributions/Obligations, Liabilities and Other

Introduction

This section of the Recommended Budget describes the various contributions, obligations, liabilities, legislation and policies that result in either General Fund expenditures or a decrease in General Fund revenue. This section serves as a repository for legislation and policy decisions impacting availability of General Fund financing sources and provides a historic and comparative perspective of those impacts. This discussion is organized into three sections: 1) Contributions/Obligations - expenditures paid directly from the General Fund; 2) Liabilities - liabilities that have both short and long-term costs/benefits; and 3) Other Obligations adopted to benefit the well-being of the County.

Table 1 summarizes all three sections. County contributions and obligations to non-County entities total $35.2 million in Fiscal Year (FY) 2019-20. Included are the Monterey County Local Agency Formation Commission (LAFCO), economic development and tourism promotion contributions, Trial Court Funding, Proposition 172 sales tax contributions to fire districts and user agencies, and debt service. Liabilities total $945.3 million and are associated with pension benefits, Other Post-Employment Benefits (i.e., retiree health care), workers' compensation, general liability insurance, vacation accruals, certificates of participation debt (COPs), and capital leases. Other financial commitments include Williamson Act subventions, which decrease property owners' tax obligations in exchange for conserving open space, funding for the Library and Road Funds, and an annual contribution to the Pajaro/Sunny Mesa Community Services District.

Details of the contributions, liabilities, and other commitments are described in the sections that follow. The benefit of this historical perspective is the ability to compare over time changes in policy that compete for a share of the County's General Fund revenues.

Table 1

County Contributions/Obligations/Liabilities/Other Summary Table			
County Contributions/ Obligations	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
LAFCO	294,175	313,487	332,016
Economic Dev. & Tourism Promotion	1,875,396	1,987,454	2,316,097
Tobacco Settlement	3,506,261	3,679,414	3,679,414
Trial Court Funding			
MOE	7,183,910	7,183,910	7,183,910
CFP	777,049	777,049	777,049
Total Trial Court	7,960,959	7,960,959	7,960,959
Debt Service	18,539,628	15,777,999	15,998,500
Proposition 172 (Fire Districts)	2,860,749	2,976,816	3,144,425
Proposition 172 (User Agencies)	1,566,675	1,630,239	1,722,029
Total Contributions/ Obligations	**36,603,843**	**34,326,368**	**35,153,440**
Liabilities	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
CalPERS (Unfunded Liability)			
Miscellaneous	297,552,456	414,724,400	407,956,701
Safety	173,183,175	211,185,168	219,605,180
CalPERS Total	470,735,631	625,909,568	627,561,881
Other Post Employment Benefits	41,587,000	41,587,000	39,925,000
General Liability (Fund 475)*	4,612,000	5,803,000	5,643,000
Workers' Compensation (Fund 476)*	1,666,000	1,901,000	1,303,000
Vacation Accruals	26,287,398	29,784,416	30,149,857
Certificates of Participation (COPs)	162,466,287	156,582,087	126,065,481
Capital Leases/Notes/ COPs/Loans	61,238,946	74,773,511	71,048,764
Natividad Medical Center (COPs & Leases)	51,835,000	48,445,000	43,652,750
Total Liabilities	**820,428,262**	**984,785,582**	**945,349,733**
Other	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
Williamson Act Contracts	1,170,811	1,241,059	1,303,112
Library	230,921	235,539	235,539
Road Fund	5,480,243	5,319,831	6,239,884
Pajaro/Sunny Mesa CSD	25,000	25,000	25,000
Total Other	**6,906,975**	**6,821,429**	**7,803,535**

Shaded areas are estimated

*Actuarial information is based on a two years prior basis.

Contributions/Obligations

LAFCO

The Monterey County Local Agency Formation Commission is a regulatory agency with countywide jurisdiction, established by State law (Cortese-Knox-Hertzberg Act) to discourage urban sprawl and to encourage the orderly and efficient provision of services, such as water, sewer, fire protection, etc. LAFCO is responsible for reviewing and approving proposed jurisdictional boundary changes, including annexations and detachments of territory to and/or from cities and special districts, incorporation of new cities, formation of new special districts, and consolidation, merger, and dissolution of existing districts.

LAFCO's primary revenue source is annual contributions from the County, special districts, and cities. Pursuant to Government Code §56381(a), the County pays approximately one-third of LAFCO's annual operational costs. The remaining is apportioned to the special districts and cities.

Table 2 shows the FY 2019-20 projected total (net) revenues of $1,080,420 on which LAFCO's operational cost is based. The County's one-third share is estimated at $332,016. This amount is $18,529 higher than the FY 2018-19 amount.

Table 2

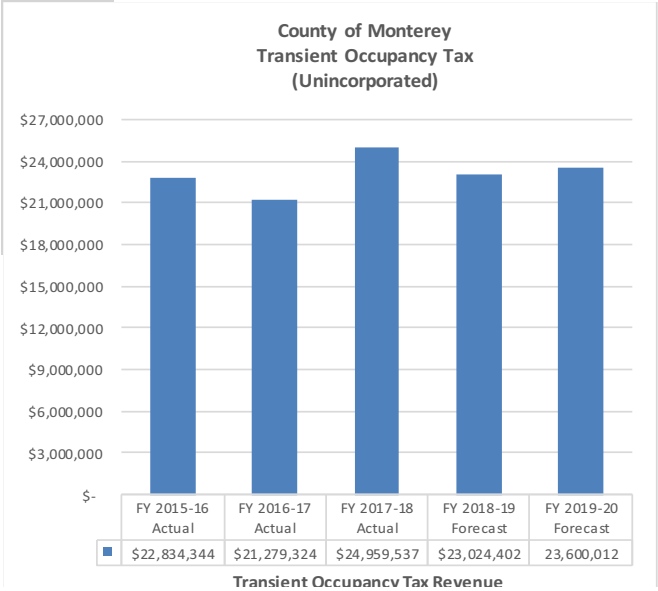
Local Agency Formation Commission (LAFCO)				
Item	**FY 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
Operational Costs	$ 903,000	$ 950,900	$ 1,014,460	$ 1,080,420
County Share	$ 280,167	$ 294,175	$ 313,487	$ 332,016
County % Share	**31.03%**	**30.94%**	**30.90%**	**30.73%**

Economic Development and Promotion of Tourism

The County's Development Set-Aside (DSA) Program promotes economic development, tourism, filmmaking and cultural arts activities that strengthen the County's economic base. The Monterey County Convention and Visitors Bureau (MCCVB), the Arts Council for Monterey County, and the Monterey County Film Commission submit annual marketing plans outlining specific programs and tasks in support of economic development. The County enters into annual agreements with these agencies to implement the plans. Additionally, the County contributes to the Monterey County Business Council. Each agency is described later in this section.

County contributions recognize that the efforts of these agencies can stimulate tourism which in turn may increase Transient Occupancy Tax (TOT). TOT is an assessment by the County on hotel room revenues at all short-term stay hotels and accommodation rentals. The rationale behind levying TOT is to offset a jurisdiction's General Fund expenses for public safety, street cleaning, street maintenance, etc. that are, to a degree, consumed and utilized by visitors.

Chart 1



As indicated in Chart 1, TOT revenues have rebounded by 17% since the Soberanes wildfire, which impacted tourism in the Big Sur area in FY 2016-17. Actual TOT revenues in FY 2017-18 reached $24,959,537. Forecasts for FY 2018-19 and FY 2019-20 are $23,024,402 and $23,600,012 respectively.

In FY 2007-08, the Board of Supervisors determined a formula-based approach to funding the MCCVB, the Arts Council for Monterey County, and the Monterey County Film Commission. The contribution is based on a percentage of the County's TOT from two prior fiscal years. The percentages for the MCCVB, the Arts Council and the Film Commission are 6%, 1.98% and .95%, respectively. However, in years of difficult economic circumstances, the County has negotiated its contributions to these organizations.

Table 3 provides the actual contributions for prior fiscal years, and the amounts calculated for FY 2019-20. Despite growth in actual TOT, contributions in FY 2016-17 and 2017-18 were capped at $1,775,396 due to budget constraints. In FY 2018-19, the additional $12,790 previously approved for the Business Council in FY 2016-17 and FY 2017-18 was funded with a reduction of the same amount from MCCVB's contribution. Based on current policy, DSA contributions will grow in FY 2019-20 by $328,643 (17%) and exclude the temporary $12,790 increase to the Business Council.

Table 3

County TOT Contributions				
Entity	**FY 2016-17 Actual***	**FY 2017-18 Actual ***	**FY 2018-19 Budget**	**FY 2019-20 Budget**
MCCVB	1,192,875	1,192,875	1,263,969	1,497,572
Arts Council	393,649	393,649	421,331	494,199
Film Commission	188,872	188,872	202,154	237,116
TOT Total Contributions	**1,775,396**	**1,775,396**	**1,887,454**	**2,228,887**
County TOT Contributions Percentage of TOT				
Measure	**FY 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
County TOT Revenue	21,279,324	24,959,537	23,024,402	23,600,012
Contributions % of TOT	**8.3%**	**7.1%**	**8.2%**	**9.4%**
Business Council Contribution	**100,000**	**100,000**	**100,000**	**87,210**
Total Contribution of County Funds	1,875,396	1,875,396	1,987,454	2,316,097

*Denotes capped contributions due to County budget constraints
Shaded figures represent estimates

Monterey County Convention and Visitors Bureau

The MCCVB is a non-profit collaborative of local government and the hospitality community with a mission to grow overnight business from domestic and international leisure and business visitors. This is done through initiatives focusing on marketing, media relations, direct sales and visitor services.

The contribution to MCCVB for FY 2019-20 is $1,497,572, an increase of $233,603 over the previous fiscal year. In addition to the support that Monterey County provides, MCCVB also receives funding from other local entities. Table 4 provides a four-year summary of funding by other local entities.

Table 4

MCCVB Total Jurisdiction Contributions				
Jurisdiction	**FY 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
City of Monterey	899,666	999,167	899,667	995,463
Carmel-by-the-Sea	167,656	176,857	176,857	189,347
Pacific Grove	109,156	113,571	113,571	117,742
City of Seaside	80,053	86,424	86,424	88,121
City of Salinas	72,774	78,037	78,034	93,375
City of Marina	59,920	63,718	63,718	98,889
Sand City*	2,000	2,000	2,000	2,000
Del Rey Oaks*	1,000	1,000	1,000	1,000
Total	**1,392,225**	**1,520,774**	**1,421,271**	**1,585,937**

* The Cities of Del Rey Oaks and Sand City do not have TOT

Arts Council of Monterey

The County's contribution to the Arts Council for FY 2019-20 under current policy is $494,199. This is an increase of $72,868 above the previous fiscal year. This contribution funds the Council's focus on audience development including: increasing awareness of opportunities in the arts; strengthening the ability to attract and serve a more diversified audience; increasing participation of visitors in arts activities; enhancing the arts and education program; increasing partnerships and collaborative efforts to serve youth and families; and administering the re-granting program. The Arts Council also displays artwork in the public lobbies at the Monterey County Government Center – Administration Building.

The Monterey County Film Commission

The County's contribution to the Film Commission for FY 2019-20 under current policy is $237,116. This is an increase of $34,962 above the previous fiscal year. The Film Commission is a nonprofit organization, created by the Monterey County Board of Supervisors in 1987 to boost the local economy through on-location film production. 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. Notable recent productions include Public Broadcasting Service (PBS) and British Broadcasting Company's (BBC) "Big Blue Live," and Home Box Office's (HBO) "Big Little Lies" with Nicole Kidman and Reese Witherspoon.

Monterey County Business Council

The Monterey County Business Council recommended contribution for FY 2019-20 is $87,210. The Business Council provides collaborative leadership via such programs as the Procurement Technical Assistance Center, Leadership Monterey County, the Monterey Bay Defense Alliance, and the Monterey County (C^2) competitive clusters initiative. The Monterey County Business Council forges cross-sector alliances to foster entrepreneurship for job creation and economic diversification, facilitates business-related issues between private and public sectors, educates industry executives on the importance of economic drivers in Monterey County, provides access to expert advice and knowledge in relevant industries, and improves the overall image of the 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 to pay annual payments to compensate states for some of the medical costs of caring for persons with smoke-related illnesses. Although the settlement was to compensate for healthcare costs, MSA funds are discretionary, and do not have any restrictions on how the funds may be utilized by the recipient jurisdiction. Monterey County participated in the lawsuit against the tobacco industry and began receiving MSA allocations in FY 2001-02. The funding allotments were allocated to health services, the Sexual Assault Response Team (SART), Court Advocates for Children, the Big Sur and Mee Clinics, and Natividad Medical Center indigent healthcare funding. On March 13, 2001, the Board of Supervisors approved a financial policy of leveraging $500,000 of Tobacco Settlement Funds annually, for twenty-three years, for health facility improvements.

MSA funds are a fluctuating amount based on several factors, i.e. relative market share (based on 1997 figures), number of cigarettes sold in the State, volume adjustments, etc. Table 5 provides a four-year history of the MSA funding to the County. Since implementation, MSA funds have remained relatively flat. Funds received by the County are transferred to Fund 025 and used for Health and Behavioral Health matches, and the health facility debt service.

Table 5

Tobacco Settlement Funds				
Item	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Master Settlement Agreement	$ 3,679,414	$ 3,506,261	$ 3,679,414	$ 3,679,414

Shaded figures are estimated

Trial Court Funding

Maintenance of Effort and 50/50 Revenue Split

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect. This State bill transferred primary responsibility for funding the courts to the State, including future growth in costs. Additionally, it requires counties to make a capped maintenance of effort (MOE) payment to the State each year for court operations. In return, the State allowed the counties to retain many fines and forfeitures revenue to help fund their MOE payments with the provision that collected amounts that exceed a set amount of revenue must be shared equally between the State and the county (50/50 Revenue Split).

The County's historical MOE contribution was made up of two components. The expenditure component of $4,520,911 represented the adjusted FY 1994-95 County expenses for court operations and the revenue component of $3,330,125 was based on the fine and forfeiture revenue sent to the State in FY 1994-95. The revenue component was reduced to $2,662,998 in FY 2006-07 as a result of enacted legislation. The statutory amount of the County's MOE payment is noticed at the beginning of the payment fiscal year by the State of California. The MOE payment of $7,183,910 has remained constant over the past five fiscal years.

County Facilities Payments

The Trial Court Funding Act also transferred responsibility of trial court facilities from counties to the Administrative Office of the Courts (AOC) via transfer agreements that specify the County Facilities

Payment (CFP) amount for ongoing operations and maintenance costs.

Although the Trial Court Funding Act was passed in 1997, by 2001, only a small percentage of California county court facilities had transferred responsibility to the State. By July 2008, the only Monterey County facility that was prepared to be transferred was the Marina Courthouse.

The AOC amended the Trial Court Funding Act in 2002 and provided for the application of monetary penalties to incentivize expeditious transfers, where tiers were established based on time period of transfer. If a transfer agreement(s) was executed during the respective time periods, the following applied in addition to the "standard CFP": Tier 1- December 1, 2008 to March 31, 2009, the inflationary "price" factor of 2.4% was added; Tier 2- April 1, 2009 to December 31, 2009 the State Appropriations Limit was added, which was approximately 5%; and on or after January 1, 2010, no further transfer agreement(s) could be executed.

In July 2008, the County Administrative Office began negotiating with the AOC regarding the transfer of responsibilities for the Marina, Monterey, King City, Salinas North Wing and Juvenile trial court facilities. On December 29, 2008, the County executed a transfer agreement for the Marina Courthouse. The four remaining court facilities were also transferred to the AOC, but title did not pass to the State. Rather, pursuant to the Trial Court Facilities Act, the County retained title to the four facilities due to either long-term debt on the property (Monterey and Salinas North Wing) or the County was the majority occupant and retained management responsibility for the facility. Additionally, the Salinas North Wing facility was undergoing extensive restoration and construction and would not be completed until the summer of 2010. As a result, the Monterey, King City and Juvenile Court facilities transfers were completed via a Transfer of Responsibility Agreement with a Joint Occupancy Agreement, and the Salinas North Wing Facility transferred via a Transfer of Responsibility with a Deferred Transfer of Title Agreement. All four facility transfer agreements were executed on March 29, 2009, thereby avoiding the 5% CFP penalty assessment. Although the County challenged the levying of a 2.5% penalty on the four remaining courthouses at the Court Facilities Dispute Resolution Committee, that challenge was unsuccessful and a 2.5% penalty (in accordance with the formula set forth above) is annually assessed on all facilities excluding Marina.

Table 7 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 for the operation and maintenance of court facilities. The County began paying the CFP for the Salinas North Wing court facility when it was completed on October 13, 2010. FY 2011-12 was the first year in which the County remitted the entire CFP amount for all five facilities to the State.

Table 7

County Facilities Payment (CFP)				
Facility	**FY 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
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. 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 governments 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 4.1% or $63,564 in FY 2018-19 and will increase 5.6% or $91,790 in FY 2019-20.

Table 8 shows the Proposition 172 negotiated offset provided user agencies beginning in FY 2005-06.

Table 8

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
2018-19	1,630,239
2019-20	1,722,029

Fire Agencies' Distribution

In 1997, the Board approved a phased, fixed percentage of Proposition 172 revenues for allocation to fire agencies. The allocation started at 8.02% of the County's total Proposition 172 revenues in FY 1997-1998 and gradually increased to 9.13% by FY 2001-02 and thereafter. In June 2004, the County 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 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. Due to favorable Proposition 172 revenue trends in recent years, the contributions to the Association have grown $907,795 since FY 2012-13. The Association's share of Proposition 172 revenues increased by 4.1% or $116,067 in FY 2018-19 and will increase an additional 5.6% or $167,609 in FY 2019-20, reaching a total of $3,144,425. Like the agreement with emergency communications user agencies, the current 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 9 lists the estimated allocation for FY 2019-20.

Table 9

Proposition 172 FY 2019-20 Fire Agencies Allocation		
Fire Agency	**Allocation**	**% of Total Allocation**
Aromas FPD	$78,808	2.51%
Big Sur VFB	89,767	2.85%
Cachagua FPD	56,211	1.79%
Carmel Highlands FPD	219,799	6.99%
Carmel Valley FPD	453,144	14.41%
Cypress FPD	281,060	8.94%
Gonzales Rural FPD	39,712	1.26%
Greenfield FPD	39,712	1.26%
Mid Coast VFC	56,212	1.79%
North County FPD	694,800	22.10%
Pebble Beach CSD	224,109	7.13%
Monterey County Regional	644,622	20.50%
San Ardo VFC	39,712	1.26%
Soledad Rural FPD	39,712	1.26%
Spreckles CSD	51,102	1.63%
So. Monterey County FP	135,943	4.32%
Total	**$3,144,425**	**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 2018-19 and FY 2019-20 revenues at the time of this publication are estimates. Estimated Proposition 172 revenues for FY 2019-20 are set forth in Table 10.

Table 10

Proposition 172 Allocation by Entity			
Entity	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
Fire District	$2,860,749	$2,976,816	$3,144,425
User Agencies of 911 Disp	1,566,675	1,630,239	1,722,029
County Public Safety*	30,013,157	29,860,379	30,989,695
Total	**$34,440,581**	**$34,467,434**	**$35,856,149**

*Shaded figures are estimated

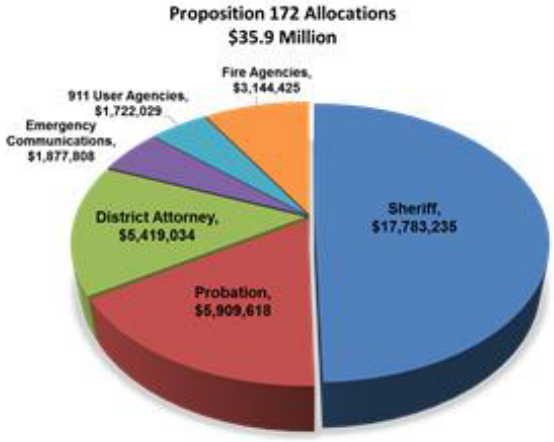
Table 11 further breaks down the negotiated estimated County Public Safety Proposition 172 revenue allocation by County department.

Table 11

Proposition 172 County Public Safety Allocations			
Department	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
Sheriff - Enforcement	$6,829,100	$6,809,771	$7,074,338
Sheriff - Corrections	10,337,649	10,308,388	10,708,897
Probation	3,001,461	2,994,360	3,091,550
Probation - Juvenile Inst.	2,735,903	2,729,427	2,818,068
District Attorney	5,200,443	5,183,214	5,419,034
Emergency Comm.	1,908,600	1,835,219	1,877,808
Total	**$30,013,156**	**$29,860,379**	**$30,989,695**

*Shaded figures represent estimates

The following chart reflects the overall allocation of Proposition 172 revenue amongst the fire agencies, 911 user agencies, and County departments for FY 2019-20. The County department allocations are based on estimates of Proposition 172 revenue for FY 2019-20.



Liabilities

CalPERS

The County of Monterey contributes to the California Public Employees' Retirement System (CalPERS), which manages pension and health benefits for California public employees, retirees, and their families. As of June 30, 2018, CalPERS has 1,264,318 active and inactive (no longer work for a CalPERS employer with service credit on account) members and 694,570 retirees, beneficiaries and survivors receiving a monthly allowance for a total membership of 1,958,888. The CalPERS investment portfolio market value totaled $354 billion as of June 30, 2018 and realized a net investment return of 8.6% over the same fiscal year. [1]

[1] Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2018, https://www.calpers.ca.gov/docs/forms-publications/cafr-2018.pdf

CalPERS provides benefits such as retirement, deferred compensation, disability retirement, death benefits, health benefits, and long-term care benefits to all State government employees and, by contract, to local agencies and school employees. As an active plan member, the County is required to contribute to the pension fund. Previous to FY 2017-18, the County contributed an overall percent of payroll. Beginning with FY 2017-18, the County's contribution has two components: a percentage of the annual covered salary of its miscellaneous and public safety employees and a lump sum to pay down its unfunded liability.

Retirement benefits are calculated using an employee's years of service credit, age at retirement, and final compensation (average salary for a defined period of employment). The actual retirement formulas are determined by the employer (State, school, or local public agency), occupation (miscellaneous [general office and others], safety, industrial, or peace officer/firefighter), and the specific provisions in the contract between CalPERS and the employer. Prior to the enactment of the Public Employees' Pension Reform Act of 2013 (PEPRA) the County utilized the miscellaneous formula of 2% at the age of 55 years and 3% at 50 for safety employees. When PEPRA went into effect on January 1, 2013, the miscellaneous formula for new County employees (new hires without prior membership in any California public retirement system) was designated at 2% at the age of 62, with a minimum retirement age of 52 and 2.7% at 57 for safety employees. Additional information regarding PEPRA can be found 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 October 8, 2011, the County implemented negotiated agreements with its bargaining units wherein employees paid an increased portion. In general, most employees began paying 3.5% of the employee contribution while certain public safety bargaining units' employee contribution amount was increased by 4.5%.

Effective November 2013, most employee groups received a salary increase of 3.5%. This increase was negotiated in exchange for employees paying the remaining 3.5% of the "employee share" of PERS retirement costs (totaling 7%) formerly covered by the County. Public safety employees were already paying in excess of the full employee share with the FY 2011-12 changes.

Table 12 provides the employer contributions required to be paid by the County for the periods specified. These figures are provided in the annual CalPERS actuarial report published each year in October.

Table 12

Miscellaneous Plan Required Contribtuions				
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	23,803,060	25,052,375	27,696,431	30,976,164
Unfunded Liability Contribution	15,671,823	18,736,437	23,664,230	29,028,455
Total Employer Contribution	39,474,883	43,788,812	51,360,661	60,004,619
Annual Lump Sum Prepayment Option*	38,072,958	18,071,025	22,837,091	28,030,140
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	8.00%	7.78%	7.97%	8.54%
Unfunded Rate	5.26%	5.82%	6.81%	8.00%
Total Employer Rate**	13.26%	13.60%	14.78%	16.54%
Employee Contributions				
Employee Contributions	20,188,234	21,685,450	23,256,386	24,173,597
Employee Rate	6.78%	6.74%	6.69%	6.66%

* Beginning FY 2017-18, only the unfunded liability may be prepaid

** Beginning FY 2017-18, the normal cost is billed as a % of payroll. Unfunded contribution was converted to % for comparison.

Table12 (continued)

Safety Plan Required Contribtuions				
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	9,391,521	9,367,521	9,707,401	10,627,819
Unfunded Liability Contribution	8,563,771	10,100,447	12,152,096	14,542,643
Total Employer Contribution	17,955,292	19,467,968	21,859,497	25,170,462
Annual Lump Sum Prepayment Option*	17,317,621	9,741,736	11,727,342	14,042,508
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	17.42%	16.96%	17.61%	19.30%
Unfunded Rate	15.89%	18.29%	22.05%	26.41%
Total Employer Rate**	33.31%	35.24%	39.66%	45.71%
Employee Contributions				
Employee Contributions	4,867,162	5,033,681	5,048,267	5,081,003
Employee Rate	9.03%	9.11%	9.16%	9.23%

* Beginning FY 2017-18, only the unfunded liability may be prepaid

** Beginning FY 2017-18, the normal cost is billed as a % of payroll. Unfunded contribution was converted to % for comparison.

For FY 2019-20, the total County contribution for Miscellaneous Plan employees will increase significantly by $8,643,958, a 16.8% increase over the prior fiscal year. The County contribution for Safety Plan employees over the same fiscal year increases by $3,310,965 (15.1%).

These fluctuations in contribution rates for the County are representative of recent changes in CalPERS methodology. CalPERS revised assumptions used to calculate contributions to reflect improved life expectancy among its membership. The improved life expectancy is reflected in the lower active employee to retiree ratio, which has decreased from 2 to 1 over a decade ago to 1.3 to 1 in 2014 and is expected to continue to decrease. A lower number of active employees are paying into the system to support retirees, who are also living longer. Other factors contributing to the increase in unfunded liabilities are new amortization and smoothing policies (discussed below) and lower than expected returns on investment.

Prior to FY 2017-18, the County's contributions were based on a percent of payroll with a portion of the contribution paying down unfunded liabilities. Beginning with FY 2017-18, the portion to pay unfunded liabilities became a fixed dollar amount determined by CalPERS in its actuarial report, rather than a percent of payroll. This ensures payments are not affected by a lower payroll. The "normal cost" which is the contribution on behalf of active employees will remain as a percentage of the annual covered salary.

In December 2016, the CalPERS Board of Administration approved lowering the CalPERS discount rate assumption from 7.5% to 7.0%, to be phased in over three years, beginning with FY 2018-19. This change was 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 costs and accrued liabilities, further increasing County contributions. However, by lowering the discount rate, CalPERS is on the path to strengthen the long-term sustainability of the pension fund, while reducing negative cash flows and volatility.

In June 2013, CalPERS instituted a new amortization and smoothing policy for determining County contribution rates. Amortization and smoothing are what CalPERS uses to avoid large swings in the rate due to extreme market events. CalPERS stated the changed methodology would: (1) improve funding levels; (2) reduce rate volatility in large investment loss years; (3) improve transparency regarding the timing and impact of future rate changes; and (4) eliminate the need for an actuarial value of assets (future actuarial reports would only provide funded status and unfunded liability). CalPERS also acknowledged that although near term contribution rates would increase as a result of these changes, long term contribution rates would be lower.[2]

Public Employee Pension Reform Act of 2013 (PEPRA)

The California Public Employee Pension Reform Act of 2013 (PEPRA), which went into effect on January 1, 2013, established a cap on the amount of compensation that can be used to calculate the retirement benefits for all *new* CalPERS members. 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

[2] CalPERS Circular Letter No. 200-019-13, April 26, 2013

formula changes from 3% at age 50, to 2.7% at age 57. There are some provisions in PEPRA that also affect existing employees, i.e. limit on post-retirement employment, felony convictions, and breaks in service and reciprocity. A complete actuarial cost analysis of PEPRA prepared by CalPERS can be found at the following link: http://www.calpers.ca.gov/page/newsroom/for-the-record/2012/actuarial-analysis

Unfunded Pension Liabilities

An unfunded pension liability is the difference between the pensions the County is obligated to pay to employees when they retire and the money available to pay for those pensions. CalPERS projects future pension requirements annually for the County and calculates the amount required to meet future pension payments.

Beginning with the June 30, 2013 valuations that set the FY 2015-16 rates, CalPERS no longer uses an actuarial value of assets and has employed an amortization and smoothing policy that pays for all gains and losses over a fixed 30-year period with the increases or decreases in the rate spread applied over a 5-year period. Pursuant to that change, the Market Value of Assets (MVA) is used and not Actuarial Value of Assets (AVA), which means Unfunded Liability is measured on a MVA Basis and not an AVA Basis.

Table 13 reflects the MVA Basis and shows that the County's unfunded liability for Miscellaneous Plan employees has decreased by $6,767,699 from June 30, 2016 to June 30, 2017 but the Safety Plan unfunded liability increased by $8,420,012 over the same period. The amounts provided in Table 13 are based on the previous two years' data, the latest available.

Table 13

Miscellaneous Plan - Funded Status				
Measure	6/30/2014	6/30/2015	6/30/2016	6/30/2017
Projected Benefits	1,760,005,273	1,872,414,135	2,021,809,210	2,190,417,833
Entry Age Normal Accrued Liability	1,449,315,448	1,540,328,790	1,656,141,324	1,778,548,785
Market Value of Assets	1,226,205,577	1,242,776,334	1,241,416,924	1,370,592,084
Unfunded Liability	223,109,871	297,552,456	414,724,400	407,956,701
Funded Ratio	84.6%	80.7%	75.0%	77.1%
Safety Plan - Funded Status				
Measure	6/30/2014	6/30/2015	6/30/2016	6/30/2017
Projected Benefits	651,300,079	682,661,065	720,445,890	776,195,559
Entry Age Normal Accrued Liability	538,959,638	567,901,386	602,799,343	648,537,626
Market Value of Assets	390,301,179	394,718,211	391,614,175	428,932,446
Unfunded Liability	148,294,459	173,183,175	211,185,168	219,605,180
Funded Ratio	72.5%	69.5%	65.0%	66.1%

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 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 2009, the County paid OPEB benefits as they came due. The California Employer's Retiree Benefit Trust (CERBT) was established by CalPERS in 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. The County makes regular contributions to CERBT where the funds are professionally invested similar to the CalPERS retirement funds. The County can then utilize funds from the trust to pay OPEB costs.

To participate in the CERBT, CalPERS requires a funding policy. The County contributes an amount at least equal to 100% of the current year cost of the ARC as specified in the applicable actuarial valuation. The County's contribution to the CERBT account for the period ending June 30, 2018 was $4,246,000 with investment earnings realized for the same period of $2,226,039. The ending balance for the CERBT trust as of June 30, 2018 is $34,037,328, an increase of

$6,528,155 over the previous period. Table 14 reports the CERBT Annual Statements for the past four years.

Table 14

California Employers' Retiree Benefit Trust (CERBT)				
Description	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Beginning Balance	$ 17,237,262	$ 19,785,573	$ 22,595,891	$ 27,590,173
Contribution	$ 2,635,000	$ 2,604,000	$ 2,620,000	$ 4,246,000
Investment Earnings	$ (69,263)	$ 222,643	$ 2,394,553	$ 2,226,039
Administrative Expenses	$ (17,427)	$ (9,430)	$ (11,710)	$ (14,374)
Investment Expense	$ -	$ (6,895)	$ (8,561)	$ (10,510)
Other	$ -	$ -	$ -	$ -
Ending Balance	$ 19,785,573	$ 22,595,891	$ 27,590,173	$ 34,037,328

Table 15

OPEB Obligations and Asset Valuation				
Description	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Total OPEB Liability (TOL)	$ 36,655	$ 61,420	$ 61,420	$ 67,531
Plan Fiduciary Net Position	$ 11,839	$ 19,833	$ 19,833	$ 27,606
Net OPEB Liability (NOL)	$ 24,816	$ 41,587	$ 41,587	$ 39,925

Amounts in thousands
Source Information: Monterey County CAFR, Note 11

Table 15 reflects actuarial valuations, the most recent from June 30, 2017, that shows the Net OPEB liability for the County. The County's Total OPEB Liability (formally the Actuarial Accrued Liability) increased but was outpaced by the growth in the County's Plan Fiduciary Net Position (formally referred to as the Market Value of Assets) resulting in a $1,662,000 decrease of net liability in FY 2017-18 compared to the previous valuation.

Workers' Compensation and General Liability

Workers' Compensation

The County accounts for its Workers' Compensation and General Liability risk financing activities in two internal service funds (ISFs) functioning as the County's self-insurance programs. ISFs are used to separately budget and account for services provided to County departments. Workers' Compensation is administered by Risk Management which is part of the Office of County Counsel. For specific information on the Workers' Compensation ISF, see the detail contained in County Counsel's Budget Unit 8409 description.

Workers' Compensation is a form of insurance the County utilizes to provide compensation and medical care for employees who are injured during the course of employment. Workers' Compensation provides for payments in place of wages (functioning as a form of disability insurance), compensation for economic loss (past and future), reimbursement or payment of medical and like expenses (functioning as a form of health insurance), and benefits payable to the dependents of workers killed during employment (functioning as a form of life insurance). General damages for pain and suffering and punitive damages for employer negligence are generally not available in workers' compensation plans.

Workers' compensation is administered on a state-by-state basis, with a state governing board overseeing varying public/private combinations of workers' compensation systems. In the majority of states, workers' compensation is solely provided by private insurance companies. Twelve states operate a state fund of which California is the largest. The California Constitution, Article XIV Section 4, sets forth the intent of the people to establish a system of workers' compensation. It provides the Legislature with the power to create and enforce a complete system of workers' compensation and, likewise, create and enforce a liability on the part of any or all employers to compensate any or all of their employees for injury or disability. This liability includes employees' dependents in the case of an employee's death in the course of their employment, irrespective of the fault of any employee.

Since 1973, the County has been self-insured for Workers' Compensation liabilities. The County utilizes a third-party claims administrator Bickmore Risk Services to assist with claims management, reporting, and data management. Most recently the agreement was reauthorized on October 31, 2017.

Unpaid claims liabilities are based on the results of actuarial studies and include amounts for claims incurred but not reported, and adjustment expenses. Claims liabilities are calculated considering the effects of inflation, recent claim settlement trends including frequency and amount of payouts, and other economic and social factors. Workers' Compensation liabilities

are carried at present value using a discount rate of 2.54%. Premiums are charged by the ISFs using various allocation methods that include actual costs, trends in claims experience, and number of participants.

Historically, the County's Comprehensive Annual Financial Report (CAFR) has been used to report the Workers' Compensation ISF net position. Commencing in FY 2015-16 the Actuarial review of the County's Self-Insured Workers' Compensation Program is used.

Bickmore's October 2018 review estimates the cost of claims and expenses for claims incurred during the FY 2018-19 and FY 2019-20 program years to be $14,590,000 and $15,038,000, 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). The expected FY 2018-19 and FY 2019-20 costs translate to rates of $3.69 and $3.80 per $100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be $74,778,000 and $75,775,000 as of June 30, 2018 and June 30, 2019, respectively. As of June 30, 2018, the estimated program assets of $79,640,000 render the program funded at a Marginally Acceptable 70% confidence levels.

The Board of Supervisors approved a 10-year plan to fund the program 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.

Bickmore recommends the County implement a five-year funding plan to bring program assets back to the desired 70% confidence level by June 30, 2024. Under this plan, the County funds the value of each prospective year's claims costs; but in addition, contributes an amortized portion of the projected deficit. In accordance with this plan, the County's FY 2019-20 contribution is $20,782,200 made up of $16,437,000 for claims and loss adjustment expenses, $4,071,000 for non-claims related expenses, and $274,000 towards the June 30, 2019 deficit.

General Liability

General Liability insurance is part of the County's general insurance system of risk financing for the risks of liabilities imposed by lawsuits and similar claims. Liability judgments, settlements, and claims against the County are paid from the General Liability ISF.

Similar to Workers' Compensation, the County's CAFR had been used to report the General Liability ISF net position. Commencing in FY 2015-16 the Bickmore actuarial review of the County's Self-Insured General Liability Program is used.

The October 19, 2018 review estimated the cost of claims and expenses for claims during the FY 2018-19 and FY 2019-20 program years to be $5,696,000 and $5,896,000, respectively. These amounts include ALAE, ULAE and a discount for anticipated investment income (based on the likely payout pattern of the County's claims, assuming a 2.5% return on investments per year). The expected costs for FY 2018-19 and FY 2019-20 claims translate to rates of $1.44 and $1.49 per $100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be $17,631,000 and $15,648,000 as of June 30, 2018 and June 30, 2019, respectively. As of June 30, 2018, the estimated program assets of $14,197,000 render the program funded below the expected 70% confidence level.

Bickmore recommends the County implement a three-year funding plan to bring program assets back to the desired Marginally Acceptable 70% confidence level by June 30, 2022. Under this plan, the County funds the value of each prospective year's claims costs; but in addition, will need to collect an amortized portion of the projected deficit as of June 30, 2019. In accordance with this recommendation, the County's FY 2019-20 contribution is $12,088,000 made up of $6,667,000 for claims and loss adjustment expenses, $3,494,000 for non-claims related expenses, and $1,927,000 towards the deficit. The County settled for a $15,500,000 Notes Payable in FY 2007-08 from its Lakes Resort which caused the deficit in the fund. According to the FY 2010-11 CAFR (Note to Financial Statements #23) the

Note amount with interest was approved to be paid in full by the County Board over 15 years; however, the fund experienced a deficit five years previously when the County was on a pay-as-you-go basis.

Vacation Accruals

Employee's unused vacation and paid time off (PTO) may be accumulated up to a specified cap depending on the employee's bargaining unit. 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 16 shows the net vacation accrual/compensated absences liability on June 30 of the past four fiscal years as reported in the CAFR. The vacation accrual liability for fiscal year ending June 30, 2018 is $30,149,857, a $365,441 increase from the prior year. In FY 2010-11, a reserve to meet vacation accrual/compensated absences payouts was created. In FY 2017-18, the reserve remained unchanged from the prior fiscal year at $8,038,138.

Table 16

Vacation Accruals (Governmental Activities)				
Description	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
Unfunded Liability	$ 35,702,692	$ 35,375,496	$ 37,822,554	$ 38,187,995
Reserve	$ 9,853,593	$ 9,088,098	$ 8,038,138	$ 8,038,138
Total	**$ 25,849,099**	**$ 26,287,398**	**$ 29,784,416**	**$ 30,149,857**

Debt

In February 2012, the Board of Supervisors revised the County's Public Finance Policy's 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 include 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.[3] Additional information regarding the County's Public Finance Policy is published on the Auditor Controller's webpage.[4] 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 17 (excludes the 2015 COP, which wasn't included in the FY 2014-15 CAFR).

Table 17

County Long-term Debt Obligations				
Description	**June 2015**	**June 2016**	**June 2017**	**June 2018**
COPs	112,840,000	156,725,000	151,465,000	121,597,250
COP NGEN	6,341,768	5,741,287	5,117,087	4,468,231
Capital Leases/ Notes	64,093,964	61,238,946	74,773,511	71,048,764
NMC (COPs & Leases)	55,055,000	51,835,000	48,445,000	43,652,750
Liabilities	**$238,330,732**	**$275,540,233**	**$279,800,598**	**$240,766,995**

In September 2010, the County refinanced the 1998 Natividad Medical Center (NMC) Series E COPs for the purpose of sustaining cash flow and realizing savings. Table 18 reflects the historical repayment schedule for the County's COPs, designating the Series E refinancing as 2010 NMC Refunding and the County financing of the Next Generation Radio Project (NGEN). NGEN is in response to a Federal Communications Commission mandate requiring wideband radio users to migrate to narrow band modes. The financing obligations are shared by multiple agencies participating in the public safety radio network project. Those agencies obligations are secured by the jurisdictions' property taxes. In FY 2015-16, NGEN County's portion of debt was recalculated and is lower than previously reported.

[3] June 30, 2011 CAFR, Note 10, June 30, 2012 CAFR
[4] http://www.co.monterey.ca.us/auditor/policies.htm

Table 18

Annual Debt Service				
Debt	**Payment Due**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**
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		$ 589,542	$ 589,205	$ 592,206
2010 NMC Refunding	August	$ 334,128	$ 333,428	$ 332,303
	Principal	$ 70,000	$ 75,000	$ 75,000
	February	$ 333,428	$ 332,303	$ 331,178
(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
(Interest & Principal)		$ 4,322,538	$ 4,327,038	$ 4,319,162
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
(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
(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**	**$ 18,539,629**

* NGEN obligation changes annually based on Emergency Communication's calculation as to each MOU participant's obligation.
Shaded area represents 2015 COP had not been implemented

In July 2017, the County refunded (refinanced) its 2007 COPs that were issued to finance portions of the costs of renovating, constructing, acquiring and improving County infrastructure including Health facilities. It is estimated that refinancing the 2007 COPs and issuance of the 2017 COPs will result in over $1 million annually in savings due to favorable market conditions. Interest payments for the 2017 Refunding COPs (both County portion and NMC) are paid twice annually in October and April. Table 19 represents the County's past and future debt payments for fiscal years 2018-19 through 2020-21.

Table 19

Annual Debt Service				
Debt	**Payment Due**	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**
2017 Refunding COP - NMC	October	$ 93,108	$ 90,387	$ 86,404
	Principal	$ 181,375	$ 199,166	$ 203,614
	April	$ 90,387	$ 86,404	$ 81,313
Total		$ 364,870	$ 375,957	$ 371,331
2010 NMC Refunding	August	$ 331,178	$ 329,778	$ 328,378
	Principal	$ 80,000	$ 80,000	$ 85,000
	February	$ 329,778	$ 328,378	$ 326,997
Total		$ 740,956	$ 738,156	$ 740,375
2009 NMC Refunding	August	$ 555,456	$ 473,206	$ 386,706
	Principal	$ 3,290,000	$ 3,460,000	$ 3,600,000
	February	$ 473,206	$ 386,706	$ 296,706
Total		$ 4,318,662	$ 4,319,912	$ 4,283,412
2017 Refunding COP - County	October	$ 1,790,867	$ 1,738,538	$ 1,661,921
	Principal	$ 3,488,625	$ 3,830,834	$ 3,916,386
	April	$ 1,738,538	$ 1,661,921	$ 1,564,012
Total		$ 7,018,030	$ 7,231,293	$ 7,142,319
2015 COP	October	$ 1,067,772	$ 1,051,572	$ 1,030,447
	Principal	$ 810,000	$ 845,000	$ 890,000
	April	$ 1,051,572	$ 1,030,447	$ 1,008,197
Total		$ 2,929,344	$ 2,927,019	$ 2,928,644
NGEN County Portion *		$ 406,163	$ 406,163	$ 406,163
Total County Annual Debt Service		**$ 15,778,025**	**$ 15,998,500**	**$ 15,872,244**

*NGEN obligation changes annually based on Emergency Communication's calculation as to each MOU participant's obligation.

The acquisition of the Schilling Property during FY 2014-15 poised the County to begin the process of optimizing usage of County facilities while incorporating plans to reuse unoccupied County facilities. Several projects were combined: (1) the 1441 Schilling Place Tenant Improvement Project with the Administration Building Tenant Improvement Project; (2) the East and West Wing Tennant Improvement Project; and (3) the Government Center Modular Removal Project all combined into one master project package plan, the Monterey County Facilities Utilization Project. The combined projects are budgeted and scheduled under the Monterey County Facilities Utilization Project, which provides oversight to enhance long term infrastructure and centralization efficiencies while balancing facility space needs at 1441 Schilling Place, the Administration Building, the East and West Wings, and eliminating the need for modular buildings.

Other Obligations

Williamson Act

Monterey County's leading industry and foundation for economic development is agricultural production and distribution. The California Land Conservation Act of 1965, otherwise known as the Williamson Act, was enacted to preserve agricultural and open space lands by discouraging conversion to urban uses.

The Williamson Act allows private land owners to contract with counties to voluntarily restrict land uses. Landowners are given property tax relief in exchange for an agreement that the land will not be developed or converted to another use, thus preserving agricultural and open space land. The Williamson Act provided an annual State-provided subvention to local governments to compensate for the tax loss. However, revisions to the California State budget in July 2009 eliminated the subventions while providing the opportunity for counties to opt out of the contracts.

Table 20 shows the calculated tax loss associated with Williamson Act contracts in FY 2017-18 to be $1,170,811 from approximately 646 active 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. Fiscal Years 2018-19 and FY 2019-20 are estimated using the Assessor's county-wide projected property tax growth rates of 5% and 6%, respectively.

Table 20

Williamson Act Contracts Estimated County Tax Loss			
	FY 2017-18	FY 2018-19	FY 2019-20
Total Contracts	646	656	666
Base Value	2,476,247,197	2,624,822,029	2,756,063,130
WA-Assessed Value	2,210,589,370	2,343,224,732	2,460,385,969
WA Net Value Loss	1,012,227,364	1,072,961,006	1,126,609,056
Net Tax Loss	8,362,934	8,864,710	9,307,946
County Portion of Tax Loss	**1,170,811**	**1,241,059**	**1,303,112**

Shaded areas are estimated

GFC Contributions to the Library Fund (003)

The County has historically supplemented the Library Fund with General Fund Contributions. This figure has remained relatively constant until FY 2017-18. On December 12th, 2017, the Board of Supervisors authorized the General Fund allocation of the full salary and benefits of the Library Director pursuant to State law (California Education Code Article 2, Section 19147). This is shown with a $51,299 increase over the FY 2016-17 contribution for FY 2017-18 totaling $230,921. To continue compliance, the FY 2019-20 General Fund contribution to the Library Fund is budgeted at $235,539. Table 21 provides a five-year history of contributions.

Table 21

GFC Contribution Library	
Fiscal Year	Amount
FY 2015-16	$ 179,622
FY 2016-17	$ 179,622
FY 2017-18	$ 230,921
FY 2018-19	$ 235,539
FY 2019-20	$ 235,539

TOT Contribution to the Road Fund (002)

Prior to FY 2013-14, the Road Fund received $2,000,000 annually in Transient Occupancy Tax (TOT). In February 2014, recognizing that well-maintained roads contribute to economic vitality, the Board of Supervisors 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%). The percent of TOT contributions to the Road Fund is based on the two-year's prior audited TOT numbers contained in the CAFR. Therefore, the 25% contribution to the Road Fund is based on the FY 2017-18 actual TOT ($24,959,537) for a FY 2019-20 contribution of $6,239,884. This is an increase of $920,053 or 17% over the FY 2018-19 contribution. Table 22 provides five-years of past and future TOT contributions to the Road Fund.

Table 22

TOT Contribution to the Road Fund (002)					
% Applied	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
22%	4,373,877				
23%		4,940,363			
24%			5,480,243		
25%				5,319,831	6,239,884

Pajaro /Sunny Mesa Community Services District

In FY 2015-16, the Board of Supervisors approved a Memorandum of Understanding (MOU) with the Pajaro/Sunny Mesa Community Services District to annually allocate $25,000 for the maintenance of the Pajaro Neighborhood Park. The MOU is in effect until June 30, 2039.

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. Until recently, the County received funding for this purpose via the "realignment" of health and social services programs that occurred in 1991 and 1992. Realignment increased California sales and vehicle license fees to earmark for counties to support the financial obligations of caring for the MIA population, amongst other things.

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 (AB 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 AB 85, as modified by Senate Bill 98, reduced California counties' Health Realignment funds by an average of 60% (including maintenance of effort payments). 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 23 provides the amount of realignment dollars the County received for the fiscal periods utilized to determine the redirected amounts.

Table 23

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 (percentage approach); or 2) Formula approach: utilize a formula to show a lesser reduction would be appropriate. The second option was based on historical costs for providing uninsured programs.

The Board of Supervisors chose the formula approach and Natividad Medical Center and the Health Department provided historical data to the State's Department of Health Care Services (DHCS) to use in determining the reduction formula. Initially, the State returned a formula that would have resulted in an 85% reduction of health realignment funds (approximately $8.5 million). The Assistant County Administrative Office (ACAO) of the Budget and Analysis Division submitted a subsequent series of historical documentation to the State for re-evaluating the formula. The second submission resulted in a redetermination by the State placing only 51.19% of Monterey County's realignment dollars at risk for redirection (approximately $5.1 million).

The redirection is based on a calculation of estimated revenue and expenditures, with an annual "true-up" adjusting for actuals. The County received notification in the beginning of FY 2017-18 that the redirection would increase sharply starting in FY 2017-18, with a

nearly $6 million budget gap emerging in FY 2018-19 as a result. A plan utilizing $3.2 million in health realignment fund balance and $1.0 million in contingency funding was adopted to fund FY 2018-19 program costs for animal, children's medical, communicable disease, home visitation, administrative, public health lab, Whole Person Care, and Women, Infant, and Children services.

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.

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Capital Budget Summary

Capital Improvement Program (CIP) Five-Year Plan FY 2019-20 through 2023-24

The Capital Improvement Program (CIP) Five-Year Plan is a compilation of capital project requests submitted by County departments. It is intended to provide a "rolling forward" inventory of the County's most immediate capital projects to be implemented over the next five years. Development of this tool allows the County to identify, select and implement key capital investments deemed appropriate for the County's immediate infrastructure needs while also focusing on the horizon to maintain investments and prepare for ongoing needs. This focus is critical to ongoing efforts to identify and assess funding opportunities and inadequacies.

CIP projects are defined by the following factors:

- Projects are non-recurring
- Completed projects are anticipated to have a useful life of no less than five years
- Cost per project is in excess of $100,000
- Assuming availability of resources, identified projects are planned to be implemented at some point within the next five fiscal years.
- Types of projects include new construction, major maintenance, road and bridge construction or improvement, major equipment, major assessments and large software systems acquisition or enhancements.

The Board of Supervisors has clearly recognized that the County's current and future capital needs far exceed available financing resources. As always, priorities must be established and revised as new funding streams become available and the County's capital needs are modified. In general, projects that meet the County's greatest needs, have dedicated funding, and generate offsetting revenue will be established as priorities. Projects that are beyond the County's short-term capacity to finance or those that represent a less urgent need will continue to be considered a long-term goal in CIP updates.

The updated Five-Year Capital Improvement Program is developed annually as part of the County budget process. The Resource Management Agency (RMA) takes the lead in developing the CIP and coordinates with County departments to identify, compile and document the capital needs of the County organization. Adoption of the resulting CIP budget appropriates funding for the first year of the updated five-year program as part of the operating budget. Projects and costs identified in years two through five of the program are intended to illustrate priorities and the magnitude of funding needed to complete each project.

Development of a five-year CIP is a dynamic process. Annual updates provide flexibility to effectively adjust strategy as funding opportunities allow and emergent conditions require. The five-year CIP development process is used to capture the key components for recommendations on setting project priorities and schedules, and identifying funding requirements and available financing sources.

Project details 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 of the project list and budgetary priority. Additionally, all capital projects recommended for planning, initiation, or construction during the upcoming fiscal year are submitted in accordance with Government Code 65401 and 65402 to the Planning Commission to review for consistency with the Monterey County General Plan.

The RMA is finalizing the draft Five-Year CIP for presentation to the Board's CIC and BC, followed by consideration of the Board of Supervisors by June 30, 2019.

Funding for the CIP is provided through a wide variety of sources, including local, State and federal grants, Gas Tax revenues, bonds, fees and capital funds.

The proposed Capital Budget for Fiscal Year (FY) 2019-20 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 2019-20 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 $384.8 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 88 fully funded and 12 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 66 projects with an unfunded need of $161 million. Capital projects are generally categorized for budget purposes in one of two County funds: Capital Projects (Fund 402) and Facilities Master Plan Projects (Fund 404). The following discussions provide individual project details and anticipated related ongoing operations and maintenance (O&M) impacts, if applicable.

Fund 401: Facilities Maintenance Projects

Facilities Maintenance Projects (Fund 401) provided funding for planned and unplanned County facility maintenance and repair as well as building equipment and control systems projects. In order to more accurately capture cost of non-capital maintenance activities, this fund is being dissolved in FY 2019-

20 and projects previously under this fund are being transferred to Fund 001, Unit 8176 – Facilities Administration, Fund 402 – Capital Projects, and Fund 404 – Facilities Master Plan Projects.

Fund 402:
Capital Projects Overview

Capital Projects (Fund 402) was established to track funding for the construction of County facilities. The FY 2019-20 Recommended Budget includes sufficient appropriations 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. The Fund 402 Recommended Budget for FY 2019-20 includes the following projects with an appropriation total of $1,008,655.

Project Title	Project Cost FY 2019-20
Ag Commissioner - Facility Development - North County	189,582
Ag Commissioner - Facility Development - Salinas Office	231,109
Parkfield Library	153,382
Bradley Library	204,509
CIP Administration	230,073
Fund 402 Total:	$ 1,008,655

Agricultural Commissioner Facility Development – North County:

This project is for the planning and development of a facility to serve the Agricultural Commissioner's operational needs in North County. The current North County branch office in Pajaro is a leased facility. A County owned facility located at 29-A Bishop Street in Pajaro is available and identified for the Department's needs. Due to PG&E delays, planned improvements and alterations were extended into FY 2019-20. Staff anticipates completion of improvements and alterations to the County facility during FY 2019-20.

Total FY 2019-20 Budget: $189,582
Est. Project Completion Date: 6/30/2020
Total Project Budget: $1,490,458
O&M Impacts: TBD

Agricultural Commissioner Facility Development – Salinas Office:

The Agricultural Center Conference Room is used by the Agricultural Commissioner, the University of California Cooperative Extension (UCCE), other County departments and community groups. An engineering report and soil analysis concludes that due to dry conditions, the soil beneath the foundation is shrinking and causing structural damage. Extensive repairs are required to maintain the use of the facility. Work planned next fiscal year consists of procuring consultant services to develop plans and specifications for needed repairs.

Total FY 2019-20 Budget: $231,109
Est. Project Completion Date: 6/30/2020
Total Project Budget: $1,815,511
O&M Impacts: TBD

Parkfield Library:

In 2011, the Parkfield Branch Library was closed due to unsafe building conditions. In FY 2016-2017, local community residents reached an agreement with the local school district to develop a joint public/school library facility. The local Community Club provided funding to support the design and renovation of an existing school building to serve as the new library. Construction on the facility was completed in February of 2019. In FY 2017-18, the County Board of Supervisors allocated $150,000 in Capital Fund 401 for the purchase of furniture, fixtures, equipment and technology for the new Parkfield Library, and it has been carried over to Fund 402 to complete the project. Completion of a lease operating agreement between the County and the local school district is being finalized and expected to be brought to the Board of Supervisors and finalized by July 1, 2019.

Total FY 2019-20 Budget: $153,382
Est. Project Completion Date: 6/30/2020
Total Project Budget: $153,382
O&M Impacts: TBD

Bradley Library:

In FY 2016-17, the Bradley Branch Library lost its lease on a small facility that it had occupied for several decades. The Library served both the community and the rapidly growing local elementary school population in this remote part of the County. In FY 2017-18, the County Board of Supervisors allocated $200,000 in Capital Fund 401 to investigate the feasibility of acquiring a new site for a replacement library, and it has been carried over to Fund 402 to complete the project. As a result of recent discussions with local school leadership in Bradley, pending School Board approval, the project is in the planning stages between the Library and the local school to support the creation of a replacement facility that will serve the residents and students of Bradley. Funding will be used to plan, design, acquire and build-out a pre-fabricated structure on or adjacent to the school.

Total FY 2019-20 Budget: $204,509
Est. Project Completion Date: 6/30/2021
Total Project Budget: $204,509
O&M Impacts: TBD

CIP Administration:

This project funds investigative reviews and analysis of potential projects and special requests initiated by the County Administrative Office or Board of Supervisors as well as funding the extensive update, project and cost validation, publication, and presentation of the County's CIP Five-Year Plan. It is anticipated that a draft Five-Year Plan for FY 2019-20 through FY 2023-24 will be presented to the CIC, BC, and the Board by June 30, 2019.

Total FY 2019-20 Budget: $230,073
Est. Project Completion Date: Annual Recurring
Total Project Budget: N/A
O&M Impacts: NONE

Fund 404:
Facilities Master Plan Projects

The Facilities Master Plan Projects (Fund 404) was established to track the proceeds of and meet the reporting requirements for

the issuance of Certificates of Participation (COPs) for capital projects in the Monterey County Government Center and the Health Services Headquarters. No positions are budgeted in this fund. Staff costs are included in Unit 8176 – Facilities Administration. The FY 2019-20 Recommended Budget for Fund 404 is $15,794,032. Recommended appropriations are sufficient to provide the funding necessary for work expected to be conducted on projects through the fiscal year. FY 2019-20 recommended Facilities Master Plan Implementation Projects include the following:

Project Title	Project Cost FY 2019-20
New Juvenile Hall	2,019,710
Jail Housing Addition	11,560,230
Facilities Utilization Plan	90,207
Carmel River Floodplain Restoration (CRFREE)	2,123,885
Fund 404 Total:	$ 15,794,032

Additional Projects Pending Allocation of Resources from Fund 404

Project Title	Project Cost Estimate
Government Administration Building Tenant Improvements	1,250,000
Development of County Property - Church/Gabilan St.	211,617
Total:	$ 1,461,617

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 project cost budgeted for FY 2019-20 include $2,019,710 to continue work on Phase 1 and Phase 2 of the project. However, the project is currently behind schedule and is expected to exceed the approved budget. Phase 1 of the project is estimated to be complete by November 2019, and Phase 2 by November 2020.

Total FY 2019-20 Budget: $2,019,710
Est. Project Completion Date: 11/01/2020
Total Project Budget: $58,671,291
O&M Impacts: TBD

Jail Housing Addition:

The project consists of a new addition to the existing Monterey County Adult Jail. The project consists of 576 new beds, dayroom, visiting room, program space, outdoor exercise area, central control room, and new administration office space. The project is within the approved budget, on schedule and expected to be completed in October 2019.

Total FY 2019-20 Budget: $11,560,230
Est. Project Completion Date: 10/15/2019
Total Project Budget: $88,900,000
O&M Impacts: TBD

Facilities Utilization Program:

This project supports the pre-planning efforts required to fulfill the 2003 Master Plan at the Alisal Government Center Campus. Scope of work for FY 2019-20 includes, but is not limited to: planning and facilitation of Requests for Proposals for Adaptive Reuse of the Old Jail at 158 West Alisal Street, evaluation of any responsive submittals to Adaptive Reuse procurement and other space planning at the Alisal Government Center campus.

Total FY 2019-20 Budget: $90,207
Est. Project Completion Date: 6/30/2020
Total Project Budget: $1,012,948
O&M Impacts: NONE

Carmel River Floodplain Restoration (CRFREE):

The project consists of restoring 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. Final Environmental Impact Report/Environmental and final designs are anticipated in FY 2019-20. In 2014, the County was awarded a $5 million grant from the Department of Water Resources (DWR). If additional grant funding for the full construction cost is secured, construction may begin the first half of 2020.

Total FY 2019-20 Budget: $2,123,885
Est. Project Completion Date: 6/30/2020
Total Project Budget: $25,894,076
O&M Impacts: NONE

Government Administration Building Tenant Improvements:

This project continues the tenant improvements on the 2nd and 3rd floor of the Administration Building located at 168 West Alisal, Salinas.

Total FY 2019-20 Budget: $1,250,000
Est. Project Completion Date: 6/30/2020
Total Project Budget: $1,250,000
O&M Impacts: TBD

Development of County Property – Church/Gabilan:

The County removed modulars located near the corner of Church and Gabilan Streets in Salinas. On February 5, 2019, staff presented options for use of site and the Board of Supervisors selected Option 1 which provides for landscaped open space and buffer areas next to paved off-street parking.

Total FY 2019-20 Budget: $211,617
Est. Project Completion Date: 6/30/2020
Total Project Budget: $2,288,580
O&M Impacts: TBD

Laguna Seca Projects

The Recommended Budget includes appropriations to provide funding for capital improvements at Laguna Seca. Funding is included in the General Fund, Unit 8441 – Laguna Seca Track, financed by the Laguna Seca Restricted Revenue Account. Annual bridge inspection for one vehicle bridge and four pedestrian bridges will be conducted as part of the Bridge Inspections & Repairs Project. Significant upgrades are

required by regulators to the drinking water distribution system at Laguna Seca. The Drinking Water Distribution System Project is to design and implement a water filtration system and upgrade drinking water distribution system at the Laguna Seca Recreation Area. The Annual Road Paving Project will result in interior road paving and repairs to increase safety and fan experience. Improvements to the campgrounds will include electrical upgrades, group building repairs, and restroom improvements. The Flag Station Project will replace the current flag stations to improve safety for turn workers. The Race Control project consists of demolition of the old Race Control tower and provide level space for hospitality and catering areas, increasing the usefulness and safety of the areas. The Laguna Seca race track was last resurfaced in 2006. The track resurfacing project is needed as a safety measure for sanctioned events. The current Laguna Seca County Office is unhabitable. The project consist of demolishing the old County Office and prepping the area for a new modular building.

Project Title	Project Cost FY 2019-20
Bridge Inspections & Repairs	180,000
Mother's Bridge - BMW to Octogon Building Phase Ii	636,769
Drinking Water Distribution System	965,000
Annual Road Paving	135,000
Campground Improvements	50,000
Flag Station Replacement	371,250
Race Control Area	175,000
Lagun Seca Track Resurficing	3,262,500
Laguna Seca County Office	50,000
Total:	$ 5,825,519

Total FY 2019-20 Cost: $5,825,519
Est. Project Completion Date: 6/30/2019
Total Project Costs: $7,430,519
O&M Impacts: NONE

Fund 451:
Natividad Medical Center (NMC)

NMC utilizes Fund 404 (Facilities Master Plan Implementation) to hold funds for Board-approved capital projects greater than $100,000. As capital project expenditures are incurred, the capital project funds are transferred to NMC's Fund 451. This budgetary control avoids commingling of operational and capital funds and ensures capital project funding is available to complete the projects.

Project Title	Project Cost FY 2019-20
Radiology Modernization Project	21,691,653
Nursecall	2,698,822
Pharmacy Remodel	1,113,657
Laboratory Remodel	600,000
Parking Lots & Roadwork	417,969
Fund 451 Total:	$ 26,522,101

Radiology Modernization:

The Diagnostic Imaging Department requires a complete remodel and modernization. This includes the replacement of obsolescent medical equipment, such as Computer Tomography (CT) and Magnetic Resonance Imaging (MRI). Aging X-Ray equipment was replaced with new digitally enhanced basic radiographic equipment (Phase 1). Phase 2 includes adding two new CT scanners, a new MRI, and new Angiography equipment. In November 2017, the Board approved to advertise the project and go out to bid. The Board awarded the contract to Otto Construction and approved to increase the construction project cost to $18,373,081. The project is forecasted to occur over a 24-36 month period with actual construction occurring in several phases to maintain services during the remodel. The project is estimated to be completed by December 2020. This project is approved by the Office of Statewide Health Planning and Development (OSHPD).

Total FY 2019-20 Cost: $21,691,653
Est. Project Completion Date: December 2020
Total Project Cost: $24,621,331
O&M: None

Nurse call:

The Fisher Berkley nurse call system was put into service in 1998. The system is a traditional system with a centralized annunciator panel with audible alarms and visual displays at the nurse's stations. The nurse call system is at end of life and replacement parts have been discontinued. A phased fully operational temporary wireless system will be installed prior to the replacement of the old system. The new nurse call system will have the capability of using two-way devices that are text capable to receive alerts from the nurse call system along with computer work stations in each unit. Currently the designers are proceeding with construction documents for approval by OSHPD.

Total FY 2019-20 Cost: $2,698,822
Est. Project Completion Date: December 2020
Total Project Cost: $3,001,000
O&M: None

Pharmacy Remodel:

The Pharmacy Department develops intravenous (IV) medications that are introduced directly into the bloodstream, bypassing the anti-infective defenses of the stomach and skin. Contaminated compounding IV medications can result in patient harm due to infections. It is necessary that medications are developed by trained staff using proper procedures in facilities designed to prevent contamination. The current IV compounding facility will not meet new regulations set by the California State Board of Pharmacy. This project will update the facility to meet new laws and regulations by providing a new compounding room with a new non-hazardous anteroom and a hazardous medication storage room. The Pharmacy Project was approved by the Board on March 1, 2016 in the amount of $1,200,000. The Pharmacy Remodel Project is being reviewed by OSHPD and is expected to be completed by June 2020.

Total FY 2019-20 Cost: $1,113,657
Est. Project Completion Date: June 2020
Total Project Cost: $1,200,000
O&M: None

Laboratory Remodel:
The Laboratory is where collection and testing of specimens are done to obtain information about the health of a patient as it pertains to the diagnosis, treatment, and prevention of disease. The phlebotomy area needs to be renovated to improve esthetics for better patient comfort during patient procedures. The blood bank needs additional space for specimen processing. The chemistry analyzers are to be replaced and supplemented with deionized water, resulting in decreased operational costs, faster turnaround time, and smaller sample size.

Total FY 2019-20 Cost: $600,000
Est. Project Completion Date: June 2020
Total Project Cost: $600,000
O&M: None

Parking lots and Roadwork:
The roadways throughout the NMC campus need improvement, from resurfacing and restriping of the parking lots, to providing additional parking spaces and resurfacing the main roadway. Bus stop locations need improvements due to increased traffic. NMC needs to improve the sub grade and provide adequate foundation for the weight of Monterey-Salinas Transit buses. The paint that designates pedestrian travel, stop signs, handicapped parking stalls, and curb paint has faded and will need to be repainted. The parking lots and roadwork project was approved by the Board of Supervisors on March 1, 2016, in the amount of $840,000.

Total FY 2019-20 Cost: $417,969
Est. Project Completion Date: June 2020
Total Project Cost: $840,000
O&M: None

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Debt Management Policy

Section 1 – Introduction

The purpose of the County of Monterey (the "County") Debt Management Policy (the "Policy") is to ensure sound and uniform practices for issuing and managing debt. The County recognizes that it may need to enter into debt obligations to finance projects and to meet fiscal responsibilities. Accordingly, this Debt Management Policy confirms the commitment of the Board of Supervisors (the "Board"), staff, advisors and other decision makers to adhere to sound financial management practices.

The County's Comprehensive Annual Financial Report lists a number of legally separate organizations ("component units") for which the Board is financially accountable. This Policy informs the actions of these component units to ensure a uniform approach to the issuance of debt.

The procedures set forth herein shall be followed in connection with all proposed offerings of bonds, notes, or other debt instrument financings authorized by the County, and any other entity for which the Board, or other County agency, is the governing body. The Board adopted a Public Financing Policy ("Debt Management Policy") on May 19, 1998 which incorporated as an addendum the Mello-Roos Community Facilities District Financing Policy, previously adopted by the board on March 25, 1991. Revising resolutions were approved: on October 8, 2002 to address statutory changes and to more appropriately provide financial protection to the County for issuance of Mello-Roos debt; August 16, 2005 to add Certificates of Participation to General Obligation Bonds for purposes of calculating debt ceilings; on July 11, 2006 to establish the Capital Improvement Plan and Committee, and on April 21, 2008 to further amend policies, and on February 14, 2012 to delete reference to the Debt Advisory Committee (DAC). Those amendments and original policy are modified and restated herein. This revised policy as of July 25, 2017 ensures the County's compliance with requirements pursuant to California Senate Bill 1029, which amended Section 8855 of the California Government Code and became effective in January 2017. Such requirements pertain to how the policy's goals relate to the County's planning goals, capital improvement program, and overall objectives. The updated policy herein also contains new language to ensure the County's ongoing diligence with respect to financial disclosure, monitoring, and recordkeeping.

The proper utilization of debt is a major financing tool of the County – supplementing and/or leveraging other sources of financing such as allowed taxation, fees for services, fines and grants. Costs versus benefits/risks of borrowing will be a major consideration when evaluating each proposed use of debt as a source of financing specific county needs.

Debt is utilized by the County to address County-wide business needs and Board of Supervisor goals and objectives, and when it is determined to be the most prudent and cost-effective method for meeting general or specific needs and service requirements. Debt proposals must be closely coordinated with the county's capital and operating budget processes and must consider the impact of the proposed debt issue on the county's credit rating and total debt burden, as well as long-term goals, objectives and financial forecasts. Repayment of borrowed funds is of paramount concern to the County. Proper structuring and continued management of county debt is critical.

1.1 Policy Objectives

The Policy objectives are as follows:

- Establish a systematic and prudent approach to debt issuance and debt management.
- Ensure access to debt capital markets and direct purchase investors (private placement providers) through prudent and flexible policies.
- Define specific limits or acceptable ranges for general fund supported debt and pension obligation debt.

1.2 Scope

This Policy governs the issuance and management of all debt and lease financing activity by County entities and component units. The debt policies and practices of the County are subject to and limited by applicable provisions of state and federal law and to prudent debt management principles.

The County uses financing techniques prescribed under existing law for projects that require financing beyond the current fiscal year. These techniques can include, but are not limited to, certificates of participation, lease-back arrangements, and revenue and assessment bonds.

Section 2 – Debt Advisory Committee

The Debt Advisory Committee (DAC) shall be reestablished, consisting of the Auditor-Controller, Treasurer-Tax Collector, and County Administrative Officer, or their designees, for the purpose of reviewing and advising the Budget Committee, Capital Improvements Committee, and the Board regarding proposed and existing debt issues in which the Monterey, or other entity for which the Board is the governing body, has complete or limited obligation for debt repayment. Such debt issues include, but are not

limited to General Obligation Bonds, Revenue Bonds, Certificates of Participation (COPs), Tax Allocation Bonds, Special Assessment Bonds, Revenue Securitizations, Judgment Obligation Bonds, Conduit Debt, Mark-Roos and Mello-Roos financings, Tax and Revenue Anticipation Notes (TRANs), and other short term financings. The DAC may utilize the services of an independent municipal advisor when analyzing the proposed financing.

The Auditor-Controller or his or her alternate will chair the DAC. The Treasurer-Tax Collector or his or her alternate will act as the vice chair. The chair shall be responsible for providing the functions of a recording secretary if the DAC deems such services to be necessary.

2.1 DAC Responsibilities

The DAC shall meet to consider County public financing proposals, refunding opportunities, or other debt management issues. A Debt Action Request (DAR) will be presented to the DAC by the County Administrative Office summarizing the action(s) requested (i.e., proposed financings, refunding opportunities, material events disclosure requirements, arbitrage issues, recommendations, policy, and other matters), all pertinent information surrounding the request, analysis, findings, and justification for a recommended course of action.

The DAC will consider and discuss the DAR and any additional relevant information required to make an informed decision. This may include seeking input and analysis from other internal and/or external resources, as deemed appropriate. The DAC will approve, modify, or deny the DAR, as determined by the DAC to be in the best interests of the County. If the DAC approves or modifies the DAR, the County Administrative Office will be responsible for implementation of requested action(s). If the DAC advises denial of the request, a written explanation of the Committee's reasoning will be provided to the requesting agency, committee, or department by the County Administrative Office within 10 days of the meeting, or as determined to be an appropriate and reasonable timeframe based on the requesting entity and purpose of the request.

For each individual issue, the DAC will analyze the current market conditions, benefits to be derived from the financing, potential risks, debt service burdens, revenue streams, sector expertise, cost of issuance, statutory restraints, current and projected market conditions, and other factors to determine debt structure, the method of sale, the financing team composition, term, use of credit enhancement, and method of awarding contracts.

Section 3 – Issuance of Approval Process

The approved Monterey County Capital Improvement Plan (CIP) and other Board approved or referred projects are the primary foundation for debt financing consideration for County serviceable debt. Debt proposals may originate from the Board, the Budget Committee, the issuing agency, and/or the recommending department. Debt for projects not eligible as a CIP project (non-recurring, less than $100,000, and/or useful life of less than five years) may be recommended by the agency or department proposing such issuance. A department, agency, or committee proposing a debt issue will submit a written report (in Board report format) to the County Administrative Officer, or designee, fully describing the proposed project, which specifically addresses the following:

- Purpose and feasibility of the proposed project.
- Public benefit derived from the project.
- Available project financing sources and alternatives (grants, etc.).
- Estimated total costs of the project (excluding cost of financing).
- Estimated timeline for completion of the project.
- Estimated additional ongoing operational costs resulting from the project.
- Appropriate revenue streams available for debt service.
- Proposed collateral to be pledged.
- Estimated total General Fund impact from debt service requirements and changed operational costs.

A DAR will be presented by the County Administrative Officer, or designee, for DAC review. DAC's review, findings, and recommendations will be presented to the Budget Committee for consideration and, if appropriate, referral for full Board consideration for approval to engage the financing team of external finance professionals. The County Administrative Office will be responsible for presentation, in coordination with the proposing department, agency, or committee.

3.1 Standards of Debt Financing

The County will minimize the level of direct debt by incurring debt only in those cases where public policy, public interest and/or economic efficiency favor debt over

cash financing or grant funding. In addition, the County shall use self-supporting (debt-service neutral or better) debt when possible.

The County in most cases will issue debt to finance capital projects. Other possible reasons to issue debt include (but are not limited to) refinancing unfunded pension liabilities, allowing the County to cover periods of temporary cash shortfalls, refinancing bonds, and paying obligations imposed by law. Except to alleviate cash-flow timing issues within a fiscal year, the County will avoid using debt to finance reoccurring operating expenses. All debt issuance will fall within the limits permitted by the California Constitution and state law.

Section 4 – General Debt Policies

4.1 Purpose of Debt

There are two basic types of debt: new money financings and refunding financings.

4.1.1 New Money Financings

The County may issue long-term debt to generate funding for capital projects. Short-term debt may be issued to generate funding for cash flow needs.

4.1.2 Refunding Financings

Refunding bonds are issued to retire all or a portion of an outstanding bond issue or other debt. Such bonds can be used to achieve present value savings on debt service, to modify interest rate risk, or to restructure the payment schedule, type of debt instrument used, or covenants of existing debt. The County must analyze each refunding bond on a present value basis to evaluate the economic effects. Policies on the administration of refunding bonds are detailed in Section 4.13 "Debt Refunding."

4.2 Use of Debt

Debt should be used when it is in the best overall interest of the County, including appropriate short-term borrowings and financing of certain assets with substantial useful and economic lives. The term of the debt must not exceed the useful life of the financed asset and, ideally, it should match or have a duration of less than the useful life of the asset.

Debt may be issued to finance needed equipment, facilities or infrastructure identified by the Capital Improvement Committee or adopted County Budget.

Debt may be issued to fund short-term operating and/or cash flow needs of the County, but must be repaid within 13 months from date of issuance. Debt may be issued for refunding existing debt when a reasonable overall net savings can be realized.

4.3 Legal Limitations

All debt issued by the County shall be in compliance with all pertinent State and federal statutes and in compliance with all regulations promulgated by agencies that maintain jurisdiction over debt issuance. All debt issues by the County shall conform to the provisions of this policy, unless waived by the Board. The Board, by resolution dated August 16, 2005, extended the General Obligation bond debt ceiling of 1.25% of countywide assessed value to include COPs financings.

4.4 Bond Proceeds

The use of proceeds from long-term financings will be limited to the uses authorized by law and allowed by the provisions of the particular debt issue. Generally, these limitations will allow for paying costs of planning, design, land, construction or acquisition of buildings, permanent structures, attached fixtures and/or equipment, movable furniture and equipment, and the costs of planning and issuing the debt.

The uses of short term financing will include funding the County's cash flow deficit in anticipation of tax and revenue receipts.

Proceeds of debt will be held either (a) by a third-party trustee, which will disburse such proceeds to the issuer upon the submission of one or more written requisitions, or (b) by the issuer, to be held and accounted for in a separate fund or account, the expenditure of which will be carefully documented by the County.

4.5 Avoiding Negative Impact on General Fund

Expenditures and investment transactions related to borrowings for funds other than the County's General Fund shall be structured to eliminate, to the maximum extent possible, direct and or indirect negative impacts on the General Fund. Interim funding for project expenditures shall be established and financed from proceeds of borrowings (or other appropriate sources) to avoid delays in draw-downs or reimbursements which would have the effect of reducing General Fund interest earnings.

4.6 Debt Issue Size

The amount of any financing should be held to a minimum, taking into consideration any available existing funds to partially finance project costs. Reasonable revenue coverage will be required for all issues. Bond reserve funds and capitalized interest should generally be minimized or

eliminated to reduce borrowing size, unless it is in the County's best interest to do otherwise, or if such funds are required as a function of law, regulation, or market conditions. Debt will only be issued to cover authorized costs as indicated in the preceding section on Bond Proceeds. Generally, debt will only be issued upon receipt of acceptable and reliable project construction bids. In certain situations, reliable estimates may be the basis for debt issuance.

4.7 Debt Level/ Affordability Targets

The County shall establish an affordable level of debt to preserve credit quality and ensure financial stability. As such, aggregate General Fund lease debt service should not fall more than within a range of four to six percent (4%-6%) of General Fund expenditures. The County shall maintain a debt affordability model with ratios recalculated at the time of a new debt issue. The DAC and the Board will be notified if any new issuance would cause the ratio to exceed the threshold. Both DAC and Board approval would be required before the County is allowed to exceed the ratio threshold.

A component unit may be allowed to exceed the above target ratio if the unit generates user fees through a business-type activity. The component unit must, however, repay the debt with money generated by user fees or other dedicated revenue sources.

The above target ratio does not include the County's pension and retiree health care unfunded actuarial accrued liabilities (UAAL), which itself is a form of "debt" owed to retirement plan members

4.8 Tax Status

It is the County's policy to issue tax-exempt obligations and to avoid taxable status on County borrowings unless it is determined that taxable status would be in the best interest of the County. Generally, tax-exempt bond issues are subject to IRS arbitrage rebate requirements. These requirements specify that any profit or arbitrage be rebated to the federal government. Rebate computations are typically required every five (5) years and upon final redemption or maturity of the bonds. Any excess earnings are required to be rebated to the federal government. As primarily a tax-exempt borrower, the County will comply with applicable IRS regulations and provisions including arbitrage rebate calculations, rebate of arbitrage profits, and any necessary tax filings.

4.9 Taxpayer Equity

If a debt issuance is to be financed by General Fund revenues, the proposing department must demonstrate a benefit to a significantly large proportion of the County's property taxpayers. If the project would primarily serve a definable group of taxpayers, the obligation to repay the debt should be borne by that group of taxpayers, when feasible. In certain instances, the Board may determine that exceptions to this general guideline would be in the best interests of the County.

4.10 Authorized Method of Sale

The County's goal is to protect the public's interest by obtaining the lowest possible interest cost. To obtain this goal, the County may use a competitive, negotiated, limited-competitive (hybrid) or private placement method of sale. The appropriate method should be determined on a case-by-case basis.

Before selecting a method of sale for public offerings, the financing team shall take into consideration the current market, the issuer's characteristics, and the proposed bond structure. Market considerations will focus on the supply and demand of competing issuances. Issuer characteristic considerations will include market familiarity, credit strength, and policy goals. Bond structure considerations will include the type of debt instrument, issue size, structure, and timing.

Determination of whether to sell bonds under a competitive bid or a negotiated sale will depend on many factors, including the market environment, timing considerations, structure of financing, and the type of bond or other financing instrument. For certain types of debt instruments and financing structures, competitive sale is generally the method by which the County can obtain the lowest interest cost, and is required for specified types of debt issues. However, in some circumstances, competitive sale may not be feasible or practical, and in some situations, the use of negotiated sales may provide a more favorable financial outcome. Thus, the method of sale must be analyzed by the County, and if used, the municipal advisor, prior to any debt issue. Private placement may be used for any debt issue structured specifically for one purchaser, typically, a bank, insurance company, broker dealer, or leasing company. Financial analysis and professional concurrence must precede any private placement issue.

4.10.1 Competitive Sale

In a competitive sale, competing underwriters deliver sealed bids to the County, at the time and place specified

in the Official Notice of Sale. The County selects the underwriter offering the best terms at the time. Bids will be awarded on a True Interest Cost (TIC) basis, providing other bidding requirements are satisfied. TIC is a method of calculating bids for new issues that takes into consideration certain costs of issuance and the time value of money. In such instances where the County Administrative Office deems the bids received unsatisfactory, the County Administrative Office may enter negotiations for sale of the securities or reject all bids. The Official Notice of Sale will be carefully constructed to ensure the best possible bid for the bonds, in light of existing market conditions and other prevailing factors

4.10.2 Negotiated Sale

A negotiated sale is a sale of bonds whereby the terms and price are negotiated by the County and the municipal advisor through an exclusive agreement with a previously selected underwriter and/or underwriting syndicate. In many cases, County debt is issued via a negotiated process, which provides the County control over the financing structure, the issuance timing and flexibility of distribution.

4.11 Debt Credit Rating

The County seeks to maintain and, if possible, improve its current long and short-term debt ratings to enhance the County's reputation within the financial community and to minimize borrowing costs. Emphasis should be placed on protecting the General Fund and enhancing the County's financial condition. Further, the County will maintain good communication with the bond rating agencies and keep them apprised about the County's financial condition through provision of relevant reports and documents.

The County may solicit a credit rating review at its discretion, typically done in the context of a bond transaction. It is the County's policy to solicit ratings from Nationally Recognized Statistical Ratings Organizations (NRSRO) for its debt issues, including Fitch Ratings, Moody's Investor Services, and Standard & Poor's. A single credit rating may be utilized if/when it is financially advantageous to do so and upon advice from the County's municipal advisor, or/and underwriter.

4.12 No Public Financing for the Purpose of Arbitrage

The County shall be prohibited from issuing arbitrage bonds. Permitted investment of proceeds must be clearly defined prior to each issuance. Planning, contract, and construction delays must be managed to assure compliance with the various exceptions afforded by the Internal Revenue Service (IRS) concerning arbitrage, such as the 6-month, 18-month, 3-year and 5-year exceptions, when applicable.

4.13 Debt Refunding

The County is responsible for acting upon refunding opportunities that offer significant savings over the maintenance of existing debt. Periodically, the County will analyze and evaluate debt repayment opportunities based on current market conditions. Additionally, the County may request or receive analysis of an opportunity to refund existing debt from a municipal advisor or other municipal financial market participant. The County will consider such opportunities and evaluate the economic benefit they may present.

Outstanding debt issues may be refunded, if permissible by federal tax law and the terms of the debt instrument, if refunding results in an acceptable level of debt service savings. Other structural aspects are to be determined by the DAC, municipal advisor or/and underwriter.

As defined for federal tax law purposes, the County may issue current or advance refunding bonds when advantageous, legally permissible, prudent, and when the aggregate net present value savings (expressed as a percentage of the par amount of the refunding bonds) equal or exceed three percent (3%). Refunding's of current debt shall be made only if recommended by the DAC and the County Admirative Office, and approved by the Board. Refundings that produce negative savings will not be considered, unless there is a compelling public policy objective.

Within federal tax law constraints, a refunding will be considered if and when there is a net economic benefit or if it is imperative in order to modernize covenants essential to operations and management. A current refunding provides that all proceeds (aside from expenses and reserve fund, if required) are used to extinguish existing debt at a savings to the County in the overall repayment costs. Managers of existing projects may request refundings for the purpose of taking advantage of more favorable economic conditions and lower market interest rates, restructuring the principal and debt service payments, or eliminating burdensome covenants with bondholders. Advance refundings used to refinance outstanding debt before the date the outstanding debt becomes due or callable. Proceeds of advance refunding bonds are placed into an escrow account with a fiduciary agent and used to pay interest and principal on the refunded bonds until final redemption at their maturity or call date.

The financial advantages of a refunding must outweigh the costs and risks of reissuing bonds. The request for refunding will be assessed with competing new capital projects requiring financing. In no event will the maturity date of the refunding issue exceed the original maturity date of the refunded debt.

Savings requirements for current or advance refunding undertaken to restructure debt may be waived at the recommendation of the County Administrative Office, in consultation with the municipal advisor, with DAC and Board approval, upon a finding that such a restructuring is in the County's overall best financial interest.

4.14 Primary and Continuing Disclosure

Primary disclosure shall include the preliminary official statement (POS) and the official statement (OS), which shall be prepared in a manner consistent with applicable securities laws and the Government Finance Officers Association (GFOA) guidelines. In connection with a debt issuance, the County may undertake to provide continuing disclosure in order to enable the underwriters of such debt to comply with the requirements of Securities and Exchange Commission (SEC) rule 15c2-12. Disclosure certifications shall be acknowledged by the Office of the Auditor-Controller who shall be responsible for the County's continuing disclosure undertakings.

After entering a Continuing Disclosure undertaking (i.e., a contract), the County shall comply with the terms of such undertaking. Not only must all filings be made in a timely manner, if for any reason there is a failure to make a timely filing, such failure also must be disclosed (and could reflect negatively on the County). The Office of the Auditor-Controller will take all reasonable steps to ensure that the County files timely annual reports and "listed event" (there are currently 15 such events) notices with the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access system (EMMA), and that all such filings are (i) complete and accurate under the law and (ii) clear, concise and readable for the investing community.

The County may also (i) select certain staff members to be the County's "disclosure team" that, with the County Administrative Office, develops and employs disclosure practices and procedures that are effective, reasonable and defensible and (ii) engage with an external disclosure counsel to provide additional guidance and training. The County may also from time to time evaluate using the services of a dissemination agent, such as the County's municipal advisor or Digital Assurance Certification, LLC, or some other third-party entity to assist with compliance.

4.15 Investment of Bond Proceeds

Bond proceeds shall be invested as permitted by the instrument pursuant to which the bonds are issued and pursuant to the County's investment policies. The County Administrative Office will determine the investment structure reasonably expected to produce the results which are in the best interest of the County as it relates to the issue. Bond proceed investment can be managed by the County Treasury, Guaranteed Investment Contracts, or outside investment managers within the scope allowed by the instrument pursuant to which the bonds are issued.

4.16 Timing of Debt Issuance

Debt should be issued to correlate with the need for funds. For long-term projects, issuance should only occur when there is a verifiable need and reasonable expectation of compliance with statutes.

4.17 Expenditure of Bond Proceeds

Any new construction or project acquisition monies raised through debt issuance will adhere to the specific "Use of Proceeds" disclosures provided in the instrument pursuant to which the bonds are issued and any statutory requirements.

Annually, the Office of the Auditor-Controller shall submit a report to the California Debt and Investment Advisory Commission (CDIAC). The annual report will cover the period July 1, to June 30, inclusive and shall be submitted no later than seven months after the end of the reporting period by any method approved by CDIAC. The annual report shall, among other things, include the use of proceeds of issued debt during the reporting period, including the following:

1. Debt proceeds available at the beginning of the reporting period.
2. Proceeds spent during the reporting period and the purposes for which it was spent.
3. Debt proceeds remaining at the end of the reporting period.

4.18 Arm's Length Transactions

The County will endeavor to have "Arm's Length Transactions," in which the buyers (underwriters) of the debt have no relationship with the County. For Arm's Length Transactions, the County and the buyer are both

acting in their own self-interest and are not subject to any pressure or duress from the other party.

4.19 Records Retention

Documentation relating to each particular financing will be retained for the term of the financing plus three years, including all refundings. Storage may be in hard copy or electronic format.

Section 5 – External Finance Professionals

The County Administrative Office will be responsible for dissemination of requests for proposal (RFP), at least every three (3) years, to establish pre-approved lists of financing professionals from which issue specific teams will be selected. The County Administrative Office will assemble issue specific teams based on factors, including but not limited to, experience of the firm and individuals, issue specific expertise, scope of services to be provided, financial strength, recommended strategies, industry reputation, and pricing. Awards will not be based on price alone, but instead on which combination of professionals will result in the lowest overall borrowing costs to the County.

Most financing professionals are compensated from bond proceeds upon issuance. However, legal, municipal advisory, and feasibility consultant services may require payment for hourly services regardless of whether an issue is sold. Arbitrage rebate consultants, trustees, paying agents, and custodians generally charge annual fees for services provided after issuance.

5.1 External Finance Professionals

A. **Bond Counsel:** Prepares necessary bond resolutions, bond indentures, establishes underlying legal framework for the issuance, reviews all documentation and opines as to legalities relating to the issue.

B. **Disclosure Counsel:** Prepares the official statement or other disclosure for a debt issue.

C. **Tax Counsel**: Opine on tax matters associated with the offering and preparation of filings necessitated by IRS rules.

D. **Independent Municipal Advisor(s)** (MA): May be engaged by the County, if deemed advisable or appropriate by the DAC, to provide independent analysis to the County of proposed public financings on such terms and conditions as ratified by the Board. The County Administrative Office, subject to Board ratification, shall have the discretion to hire MAs with respect to any particular proposed public financing or more generally to provide advice with respect to the public financing needs of the County on a periodic basis. The MA, and any related entity, shall be prohibited from: (i) receiving any payments from the underwriter(s) with respect to the proposed public financing; and (ii) selling any securities or derivative products to the County during the period it is acting as MA to the County. In the event it is determined that it is not necessary or advisable for the County to hire a MA with respect to a particular proposed public financing, the County shall perform any responsibilities which might otherwise have been performed by the MA.

E. **Feasibility Consultants:** Determine feasibility of complex debt issues as required by statute or at the County's discretion.

F. **Underwriters:** Contractually commit to purchase and market the debt issue on negotiated sales, or may be the successful bidder(s) on competitive sales.

G. **Underwriter's Counsel:** Selected by the underwriter to act as counsel to the underwriter on negotiated sales.

H. **Special Tax Counsel:** Advises the County and bond counsel on tax related matters if tax counsel does not have the appropriate level of expertise. Customarily applicable to Mello Roos issuance.

I. **Ratings Agency Analysts**: Conduct financial reviews of the County and the debt issue to assign short and/or long-term ratings and will monitor the County's financial condition for possible adjustments to the assigned rating. Subsequent reviews can be initiated by either the County or the ratings agency.

J. **Credit Enhancement Providers:** Provide credit enhancements for debt issues including, but not limited to, insurance, liquidity facilitation, and letters of credit. Banks providing enhancement must be rated at least "A" by an NRSRO, approved by the County, and properly licensed to conduct business within the state of California. Bond insurance must be provided by nationally recognized municipal bond insurers who are rated

at least "A" by an NRSRO. Contracts with credit enhancement providers should be structured, if possible, to protect the County's interests in the event of ratings downgrades, financial deterioration of the enhancement provider, and other material events likely to affect the issuance.

K. **Arbitrage Consultants:** Calculate investment returns on bond proceeds, arbitrage rebate amounts, and prepare the associated tax returns and forms.

L. **Trustees, Registrars, Paying Agents, and Fiscal Agents:** Banks or trust companies that provide vital corporate trust services throughout the term of the debt issue.

M. **Investment Advisors:** Provide advice as to investment of proceeds of debt issuances in appropriate investment vehicles.

Section 6 – Financial Disclosure, Monitoring, and Recordkeeping

To assure clear, comprehensive, and accurate financial information, the County is committed to meeting secondary disclosure requirements on a timely and comprehensive basis, cooperating fully with rating agencies, institutional and individual investors, County departments and agencies, other levels of government, and the general public. Complete and accurate disclosure supports the taxable or tax exempt status of bonds issued by the County and provides transparency regarding County finances and operations.

The County Administrative Office, Treasurer-Tax Collector, and Auditor-Controller, pursuant to their authority, shall be responsible for the following as they apply to County long-term and short-term debt issues:

A) Providing the trustees and/or dissemination agents ongoing disclosure information for filing with the MSRB via EMMA. The County may elect to utilize the services of a dissemination agent for continuing disclosure reporting; however, the responsibility for ensuring the reports are filed timely remains with the County.

B) Maintaining compliance with disclosure standards promulgated by State and Federal regulatory bodies.

C) Ensuring the Comprehensive Annual Financial Report (CAFR) and continuing disclosure statements meet (at a minimum) the standards articulated by the Government Accounting Standards Board (GASB), the SEC, and Generally Accepted Accounting Principles (GAAP).

D) Monitoring to ensure all covenants and annual continuing disclosure requirements are complied with, including requiring each County department, agency, district, or authority to notify the County Administrative Office immediately upon the occurrence of any event, specified in Rule 15c2-12 under the Securities Exchange Act of 1934, which must be filed with EMMA. Examples of such events are credit rating downgrades, major disasters, major litigation, default on existing debt, bankruptcy, etc. and for Tax and Revenue Anticipation Notes (TRANs) issuance, ensuring cash deficit requirements are met for each issuance, to meet arbitrage and rebate requirements and protect the tax-exempt status of each issuance.

E) Submit an annual report to the CDIAC. The annual report will cover the period July 1, to June 30, inclusive and shall be submitted no later than seven months after the end of the reporting period by any method approved by CDIAC. The annual report shall consist of the following:

1. Debt authorized during the reporting period, which shall include the following:
   - Debt authorized at the beginning of the reporting period.
   - Debt authorized and issued during the reporting period.
   - Debt authorized but not issued at the end of the reporting period.
   - Debt authority that has lapsed during the reporting period.

2. Debt outstanding during the reporting period, which shall include the following:
   - Principal balance at the beginning of the reporting period.
   - Principal paid during the reporting period.
   - Principal outstanding at the end of the reporting period.

3. The use of proceeds of issued debt during the reporting period, which shall include the following:
    - Debt proceeds available at the beginning of the reporting period.
    - Proceeds spent during the reporting period and the purposes for which it was spent.
    - Debt proceeds remaining at the end of the reporting period.

F) When applicable, applying the private business use, private payment or security, and the private loan financing tests to ensure the tax-exempt bond issues are not issues of private activity bonds. Monitoring shall include:

1. Reviewing the amount of existing private use of bond-financed facilities,

2. Identifying any new sale, lease or license, management contract, or other arrangements involving the private use of a bond-financed facility, and

3. Promptly consulting with bond counsel as to any possible private use of a bond-financed facility and any necessary remedial action. Generally, an issuer will not loan more than five percent (5%) of the proceeds of an issue to one or more nongovernmental persons. The issuer does not expect to allow and will not allow more than ten percent (10%) of the sale proceeds and investment proceeds of the issue or of the bond-financed facility to be privately used directly or indirectly by any nongovernmental person in any trade or business, other than as a member of the general public. For purposes of the preceding sentence, "10%" is reduced to "5%" for nongovernmental use of any facility financed or refinanced from the proceeds of an issue which are disproportionate to or not related to the governmental purposes of the issue. Absent an opinion of counsel a nongovernmental person is treated as "privately using" proceeds of the issue to the extent the nongovernmental person:

    a. borrows proceeds of the issue,

    b. uses the bond-financed facility (e.g., as owner, lessee, service provider, operator or manager), or

    c. acquires the output (or throughput) of the bond-financed facility.

G) When applicable, establishing and maintaining a system of monitoring, reporting and recordkeeping to meet the arbitrage rebate compliance requirements of the federal tax code. Arbitrage in the municipal bond market is the difference in the interest paid on the tax-exempt bonds and the interest earned by investing the bond proceeds in taxable securities. If interest rates on investments are higher than the interest on the bonds, there is positive arbitrage. The tax code requires that, to the extent the investment yield exceeds the bond yield, such excess must be rebated to the federal government, subject to the exceptions discussed in paragraph 3, below. The system shall include annually:

1. Ensuring investments of proceeds comply with yield restrictions throughout their investment life;

2. Tracking the investment earnings on bond proceeds since issuance and calculating any rebatable earnings (rebatable earnings are amounts earned from the investment of the gross bond proceeds at a yield in excess of the yield on the issue);

3. Applying exceptions to the application of rebatable earnings for certain investments of bond proceeds [e.g., if investments were (i) during a temporary period, (ii) part of a reasonably required reserve or replacement fund, or (iii) as part of a minor portion (an amount not exceeding the lesser of 5% of the sale proceeds of the issue or $100,000)];

4. Remitting any rebatable earnings to the federal government no later than sixty (60) days after the end of every fifth (5th) bond year throughout the term of a bond issue. The County Administrative Office has the authority to contract with parties specializing in arbitrage/rebate calculations, if deemed necessary; and

5. Satisfying the Arbitrage Rebate/Yield Reduction Filing Requirements-Form 8038-T or Form 8038-R, if applicable.

H) Ensuring debt service for all existing and anticipated debt is properly budgeted and appropriated for each fiscal year and documenting any specific revenue sources for repayment.

I) Initiating scheduled debt service payments.

J) Reconciling bank statements for money managed by trustees.

K) Validating all payments for construction and other debt related expenditures.

L) Retaining all material records related to bond financings, in a combination of paper and electronic forms, including, but not limited to:

1. Records relating to the bond transaction, including documents prepared by bond counsel, audited financial statements, offering documents (including the official statements), minutes and resolutions authorizing the bond financings, appraisals, surveys, feasibility studies, documents related to government grants, publications/articles related to County bond financings, correspondence, any IRS correspondence or examinations, and arbitrage related documents and calculations;

2. Documentation evidencing expenditure of bond proceeds;

3. Documentation evidencing use of bond-financed property;

4. Documentation of allocation of bond proceeds to issuance costs;

5. Copies of construction and purchase contracts, requisitions, draw schedules, draw requests, invoices, bills, and cancelled checks related to bond proceeds spent for construction or purchase of bond financed facilities;

6. Copies of all agreements, contracts, leases, subleases, ownership documentation, and entity formation documentation;

7. Documentation evidencing all payments and security for the bonds;

8. An asset list or schedule of all bond-financed facilities or equipment;

9. Depreciation schedules for bond-financed depreciable property; and

10. The tracking of purchases and sales of bond-financed assets.

M) Maintaining material records for as long as the bonds are outstanding plus three (3) years after the final redemption date of the bonds.

N) Ensuring all County staff involved with debt issuance will be provided pertinent educational resources, enrolled in training/educational seminars and classes, and trained by knowledgeable staff to ensure compliance with all applicable Federal and State laws and regulations.

Section 7 – Types of Debt Permitted to be Issued

The County may engage in issuance of the following types of debt when circumstances, resources, and appropriate planning suggest their need and use.

7.1 Short-term Debt

A. Bond Anticipation Notes: used to obtain interim project financing when bonds are approved but not yet issued.

B. Grant Anticipation Notes: used to eliminate cash flow deficits associated with funding delays on State or federally funded programs.

C. Tax and Revenue Anticipation Notes: used to eliminate cash flow deficits before receipt of taxes and other revenue in the same fiscal year.

D. Other types of short-term debt promulgated by statute or regulatory authority that serves a beneficial public purpose (includes dry period loans).

7.2 Long-term Debt

A. General Obligation Bonds and Limited Obligation Bonds: used for acquisition and improvements of land and buildings.

B. Special Assessment Bonds: used for facilities of local benefit to property.

C. Tax Allocation Bonds: used for public projects within a redevelopment project area.

D. Certificates of Participation and Lease Revenue Bonds: use unrestricted.

E. Revenue Bonds: used for revenue producing facilities.

F. Taxable Bonds: Required if there is a private, non-governmental purpose of financing. Used to avoid arbitrage rebate restriction on projects with anticipated completion dates beyond three (3) years after issuance.

G. Mello-Roos Bonds: used for community facilities development.

H. Marks-Roos Bonds: issued by a joint power authority (JPA) to provides loans to local agencies to finance public capital improvements, working capital, and insurance programs. Voter approval is not required.

I. Pension Obligation Bonds and Other Post-Employment Benefits (OPEB) Bonds: issued to fund the obligation to pay pension benefits and other post-employment benefits.

J. Judgment Obligation Bonds: issued to finance legal obligations resulting from litigation.

K. Other securitizations of County revenues: issued to obtain lump sum cash from a multi-year income stream.

Section 8 – Permitted Structural Features

A. Maturity of the debt issued cannot exceed that permitted by law.

B. Maturity of the debt shall not exceed the estimated useful life of the project being constructed or improved with the proceeds of the debt, regardless of the legally permitted final maturity.

C. Compound interest bonds (also known as zero coupon bonds or capital appreciation bonds) are sold at a deep discount from par but do not require interest or principal payments until maturity or sinking fund dates. Subject to specific structural restrictions, they are to be used for projects that will not generate sufficient revenue to permit semi-annual debt service until some time in the future. Premium bonds are those sold at a premium over par. The premium cannot exceed that permitted by law.

D. In most cases, annual debt service will be approximately level with semi-annual interest coupons. Non-level debt service may be utilized if the structure results in a favorable financial outcome. Annual payments may be considered for multi-participant JPA or MOU financings.

E. A mandatory redemption feature may be used on revenue bonds to call bonds with revenues produced in excess of those required to debt service. An optional call feature should be used on special assessment bonds to call bonds from proceeds of assessment prepayments.

F. Credit enhancements, such as bond insurance or a letter of credit, are to be used if they result in an overall net debt service savings. In any event, credit enhancement is required for the use of Mello-Roos bonds in the County. A cost versus benefit analysis must be reviewed by the County Administrative Office to determine whether to purchase bond insurance or to issue bonds based on the stand-alone credit rating.

G. Debt issues should be structured to be senior lien obligations; junior lien obligations are to be avoided due to the higher interest rate demanded by investors, but may be required dependent on the credit and structure of bond issuance.

H. Derivative products such as interest rate swaps and hedges, while permissible, impose

additional risks. Use of derivatives must first be analyzed by the County's MA, reviewed by the DAC, and approved by the Board.

I. If necessary for federal tax law purposes, a reimbursement resolution should be approved by the Board for qualifying capital projects that require expenditures prior to the issuance of the debt to enable those expenditures to be reimbursed in the debt issue sizing.

Section 9 – Specific Permitted Features by Type of Debt

9.1 General Obligation

General obligation bonds pursuant to State law require a two-thirds majority of those voting in a local election to authorize a bond issue for a specific purpose. They may be issued to acquire, construct, and improve real property, but cannot be used to purchase equipment or for operations and maintenance. Both competitive and negotiated sales are permissible. The bonds cannot be sold at a discount from par and the interest rate cannot be higher than the statutory limit of twelve percent (12%) nor that approved by the voters. The maximum aggregate outstanding amount of general obligation bonds may not exceed 1.25% of the assessed valuation of all real and personal property in the County, except that for water conservation and flood control projects and construction of certain County roads, the maximum may increase to 3.75%. The maximum maturity cannot exceed forty (40) years, and in no event shall it exceed the useful life of the project being financed. Annual debt service shall be approximately level. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A debt service reserve is not required. A credit enhancement may be employed if it reduces the overall net cost of the issue.

9.2 Revenue Obligations

Enterprise Revenue bonds are to be used to acquire or construct a specific project and are to be repaid solely from the revenue, or net revenue, produced by such enterprise. Bondholders are only entitled to repayment from such revenue or net revenue and have no recourse to the general fund. The net revenue coverage ratio (gross revenue less operations and maintenance cost) goal of 1.25 times annual debt service is desired. A debt service reserve equal to the highest annual debt service (limited by Tax Code to 10% or proceeds) may be dictated by the market. There is no stated maximum maturity, but in no event shall it exceed the useful life of the project being financed. Annual debt service should be approximately level unless rate increases have been implemented. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A credit enhancement may be employed if it reduces the overall net cost of the issue. Estimated costs of issuance may be included in sizing the issue. Capitalized interest from the dated date of the bonds to six months after the anticipated completion of the project or until revenues are sufficient to pay debt service may be included in the issue sizing, as determined by the MA and/or Debt Advisory Committee (DAC).

9.3 Fixed and Variable Rate Debt

To maintain a predictable debt service burden, the County will give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is floating or variable rate debt. It may be appropriate to issue short-term or long-term variable rate debt to diversify the County's debt portfolio, reduce interest costs, provide interim funding for capital projects, or improve the match of assets to liabilities.

Fixed rate debt should be considered as a primary structural tool for project financings, so that annual debt service requirements are not subject to interest rate exposure and will not vary as interest rates change. However, other forms of rate structures may be used if they result in favorable financial outcomes.

Budgetary safeguards should be in place before incurring variable rate debt, and such debt should never amount to more than twenty percent (20%) of all outstanding debt. Before incurring variable rate debt, careful consideration should be given to current market conditions and trends, including the costs and availability of Liquidity Facilities. The County's cost for administering variable rate debt should be considered when comparing fixed and variable rate debt.

Variable rate debt may be used if interest rates are high and market expectations are that rates will decline. While variable rate debt permits the County to obtain lower rates than fixed rate debt, the County is subject to interest rate

risk. The frequency with which the interest rate on the debt is reset has a direct effect on the amount of interest to be paid. Variable rate debt should only be used if the County can be converted to fixed rate debt. The County will consider the use of interest rate caps on any variable rate issue.

The use of synthetic interest rate swaps may be employed if their use is determined advisable by the County's MA, reviewed by the DAC, and approved by the Board.

9.4 Lease-backed Debt

COPs provide long-term financing through a lease or installment sale agreement that does not constitute indebtedness under the State constitutional debt limitation and are not subject to other statutory restrictions applicable to bonds, including interest rate limitation, election requirements, competitive sale requirements, or semiannual or fixed rate interest payment restrictions. COP debt was aggregated with General Obligation debt by Board of Supervisor resolution on August 16, 2005 to maximize aggregate County debt 1.25% of countywide assessed value. Rental interruption, earthquake, and other insurance should be provided. COPs shall require specific noticing for public hearings to be held for any such financing.

Lease revenue bonds are like COPs because they are both based on a lease agreement and are not subject to the constitutional debt limitation. The financed project may be revenue producing or non-revenue producing. The issuer (lessor) must lease to another public entity and receive lease payments in return that are sufficient to meet the debt service on the issue. Title must revert to the issuer after the bonds are paid in full. Lease revenue bonds cannot bear an interest rate above the legal maximum.

9.5 Special Obligation Debt

Assessment district debt may be levied to provide infrastructure improvements to defined communities of interest. Sizing of the issue may include engineering costs, legal and financing costs, and a debt service reserve. The ratio of land value to assessment lien must be at least 4 to 1 on a per parcel basis. As there is generally no obligation of the issuer to make up any delinquencies or defaults, it is necessary to provide a covenant to foreclose. Balloting for the assessment protest procedures must be in compliance with Proposition 218.

Tax allocation bonds may be issued by redevelopment agencies to revitalize blighted and economically depressed areas of the County and to promote economic growth. They may be structured as tax-exempt bonds or federally taxable bonds. If tax increment is the sole source of repayment, it must meet a reasonable coverage test for annual debt service. The bonds must be sold by competitive sale and cannot bear an interest rate above the legal maximum. However, the bonds can be sold to the JPA at negotiated sale. Refunding bonds can be negotiated, as can housing bonds. The issue must include capitalized interest to cover the period before sufficient incremental taxes will be realized. A professional analysis of projected tax increment is required for any tax allocation bond. The County must pursue all appropriate pass-through agreements prior to debt issuance. The County may contract with a professional firm to prepare an economic feasibility determination in support of debt issuance.

9.6 Conduit Issues

Industrial development bonds may be issued under the California Industrial Development Financing Act to assist private companies is financing certain projects. Bonds issued under the Act are repaid solely by private enterprise, and no taxes or other public moneys are obligated. The maximum term is forty (40) years, the interest rate cannot exceed 12%, and they may be sold at either competitive or negotiated sale.

There are a number of federal tax law limitations and restrictions applicable to industrial development bonds.

The County may act as a conduit issuer for entities qualifying under statute for tax exempt financing when the County is expressly held harmless as documented in the bond covenants.

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

9.7 Taxable Debt

Taxable debt may be issued when facilities include private uses that exceed statutory thresholds. Taxable debt may be used when its use is determined to be structurally favorable to the overall financing. There are no arbitrage restrictions on taxable debt. There are also no restrictions as to use of the bond proceeds and on the amount of private participation. Taxable debt may be sold by competitive or negotiated sale. Taxable debt may be issued in conjunction

with tax exempt debt when economically in the best interest of the County.

9.8 New Financing Methods and Techniques

Changing federal regulations and the shifting concerns of rating agencies mean that the County operates in a dynamic financial environment. This policy is not intended to hinder the County's use of any new financing techniques that may arise.

Proposals for financing methods not included in this policy should be addressed to the DAC. If the DAC approves of such financing methods, the DAC should recommend their use to the County Administrative Office. This policy should then be amended to reflect any new financing techniques recommended by the DAC and approved by the Board.

Section 10 – Mello-Roos Debt

10.1 Local Goals and Policies

Adopted by the Board of Supervisors on March 29, 1991, the County's Mello-Roos Policy is restated and incorporated into this Debt Management Policy with only minor modifications. Section 53312.7(a) of the California Government Code required the County to consider and adopt local goals and policies concerning the use of the Mello-Roos Community Facilities Act of 1982 (the "Act"), prior to the initiation of proceeding on or after January 1, 1994 to establish a Community Facilities District (also known as Mello-Roos district) under the Act. This policy was intended to satisfy the requirements of the Act and provides specific guidance for approval of public financing for provision of public facilities and services in proposed development projects through Community Facilities Districts. In addition, this policy established the standards and guidelines for the review of these proposed development financings by County staff and its designated agent(s), the Budget Committee, and ultimately the Board. In those cases in which fixed lien special assessment or other types of land based financing is substituted for Community Facilities Districts, the County will apply applicable provisions of this policy.

10.2 Priorities for Financing

The priority that various kinds of public facilities and services will have for financing through the County's use of the Act are as follows:

- Public facilities to be owned and operated by the County that constitute regional or backbone infrastructure required to serve proposed development;
- Other public facilities (excluding in-tract infrastructure) to be owned and operated by the County for which there is a clearly demonstrated public benefit; and
- Services authorized to be financed pursuant to the Act; and
- In-tract infrastructure to be owned and operated by the County.

Generally, public facilities to be owned or operated by a public agency other than the County, including such public facilities financed in lieu of the payment of development fees imposed by such public agency, will not be financed through the County's use of the Act; provided, however, that the County may consider the financing of such facilities on a case-by-case basis. Generally, privately owned facilities (that is, facilities not owned by a local agency) will not be financed through the County's use of the Act; provided, however, that the County may consider the financing of such facilities on a case-by-case basis.

10.3 Mello-Roos Policies

A) **Consideration of Community Facilities Districts.** The Board of Supervisors will consider the use of community facilities districts (CFDs) as well as other financing methods to assist certain types of residential, and/or nonresidential development, where, in the County's opinion, the financing of public facilities satisfies a public need and represents a significant public benefit, while having the financial security to reasonably assure a sound investment for potential bondholders and minimize any County exposure to liability for actions taken on behalf of public financing projects. Effective January 1, 2008, CFD policies must include a statement of priority for services.

While recognizing that public facilities proposed to be financed must meet a public need and must benefit properties within the proposed development project, public benefit implies that a significant public benefit will also result to the community at large. An example of significant public benefit is a public facility having regional impact such as an all-weather bridge, a freeway overpass, or a regional water or wastewater treatment plant. In respect of the foregoing, the County will give priority to the financing of backbone regional public

infrastructure improvements that produce significant public benefit. Significant public benefit can also take the form of the provision of affordable housing through reduced housing costs.

CFD financing will be permitted for public improvements that will benefit the expected long-term property owners, and whose useful life will be equal or greater than the longer of (a) five (5) years or (b) the term of the bonds.

B) **Consistency with Comprehensive General Plan.** The proposed development project must be consistent with the County's Comprehensive General Plan and have secure appropriate land use approvals from the County to allow for the implementation of the development of the area as contemplated.

C) **Ownership of Facilities.** Facilities which, upon completion, are to be owned, operated, or maintained by public agencies shall be considered public facilities. Limited exceptions will be made for certain facilities that are to be owned, operated, or maintained by private utilities and homeowner associations.

D) **Appraisal.** An appraisal of the property subject to any lien required to secure any public financing shall be required. A minimum property value to lien/debt ratio of 4:1 (including any overlapping assessment or community facilities districts) must be present pursuant to Premise 3 entitled "Bulk Land Value" as set forth in Attachment A as determined by an M.A.I appraisal. The appraisal shall be reviewed by the County and shall be prepared as set forth in Attachment A hereto.

E) **Absorption Study.** Unless waived by the County, an absorption study of the proposed development project shall be required for CFD financings. The absorption study shall be used as a basis for verification that sufficient revenues can be produced to fully and timely satisfy debt service requirements and costs of services and to determine if the financing of the public facilities and services is appropriate given the timing of the development. Additionally, the projected absorption rates will be provided to the appraiser for use in the appraisal.

F) **Rate and Apportionment of Special Tax.** With regard to CFDs, the proposed rate and method of apportionment of the special tax shall comply with the following criteria:

1. The rate and method of apportionment shall not provide for an annually increasing maximum special tax for any classification. However, subject to County approval in its sole discretion, under appropriate circumstance, as determined by the County, an increase in the maximum special tax may be permitted, not to exceed two percent (2%) annually.

2. The total projected annual special tax revenues must exceed the projected annual gross debt service on the bonds by at least ten percent (10%). In structuring the special tax, projected annual interest earnings on bond reserve funds shall not be included as revenue for the purpose of this calculation.

3. In limited cases, as determined by the County in its sole discretion, a special tax for services may be permitted and the annual special tax may increase to reflect projected increases in costs to provide the applicable services in an amount to be determined by the County, in its sole discretion.

4. The projected annual special tax revenues shall include amounts projected to be sufficient to pay reasonable annual administrative expenses and other direct costs to the CFD.

5. All property not otherwise statutorily exempted or owned (or to be owned) by a public entity shall bear its appropriate share of the special tax liability.

6. The special tax shall be apportioned on a reasonable basis to categories and

classes of property within the CFD subject to the special tax.

7. A formula to prepay the special tax may be permitted.

8. The projected ad valorem property tax and other direct and overlapping debt for the proposed development project (including estimated CSA charges, projected benefit assessments, levies for authorized but unissued debt and any other anticipated municipal charges which may be included in a property owners annual tax bill), including the proposed maximum special tax, may not exceed two percent (2%) of the anticipated original sales value of each improved parcel upon completion of the bond financed improvements and the reasonably anticipated private improvements. Real estate market fluctuation downward can cause the overall rate, as a percentage of sales price or appraised value, to be in excess of the two percent (2%) limitation.

9. A backup special tax or other security device to protect against changes in densities resulting in insufficient annual special tax revenues to pay annual debt service and administrative expenses may be required at the sole discretion of the County.

G) **Credit and Structure for Bond Issues.** Each bond issue shall be structured to adequately protect bondholders and to not negatively impact the bonding capacity or credit rating of the County through a combination of credit enhancements, foreclosure covenants, and special reserve funds. Specifically:

1. A credit enhancement will be required whenever one entity or related entities are responsible for twenty percent (20%) or more of the debt service obligation of the proposed debt issue. The required credit enhancement shall take the form of, and shall be provided as set forth in Attachment B, hereto.

2. A foreclosure covenant will be required and shall be included in any applicable bond indenture or fiscal agent agreement.

3. The County will require that capitalized interest on the initial series of bonds be funded from proceeds of the bonds and be limited to the amount necessary to pay debt service on the bonds until the first interest payment date occurring after the levy of the special taxes on the real property tax roll. Inclusion of capitalized interest on subsequent series of bonds will be at the County's discretion and will only be permitted if a direct benefit inures to the ultimate property owners.

4. A reserve fund equal to the lesser of ten percent (10%) of the original principal amount of the bonds, maximum annual debt service or one hundred twenty five percent (125%) of average annual debt service (Reserve Requirement) shall be funded from the proceeds of each series of bonds. A reserve fund surety bond or letter of credit, provided by a municipal bond insurer, a major banking institution or other equivalent source, may be substituted, at the County's sole discretion.

H) **Level Debt Service Requirement.** Bond issues should be structured with approximately level debt service. To the extent that bonds are issued in series, individual series of bonds may have uneven debt service if the intent is to create level debt service at such time as all series of bonds are issued and to minimize the potential of fluctuating annual special taxes.

I) **Maximum Term of Bonds.** If a single series of bonds is contemplated, the term of the bonds shall not, by statute, exceed forty (40) years. It is County policy to attempt to restrict such bonds to a term of thirty (30) years. If multiple series of bond issue are contemplated, in no instance should an individual residential parcel

be encumbered for debt service beyond a thirty-five (35) year period.

J) **Disclosure.** Disclosure of the special tax lien shall be in compliance with applicable statutory authority. The County, in its sole judgment, may require additional property owner notification if it deems such disclosure will assist subsequent property owners to be made aware of the lien obligation. In addition, applicants for CFD financings and all major landowners will be required to co-operate prior to and subsequent to all bond sales with initial and continuing disclosure to bondholders and the financial markets. Applicants and landowners will cooperate in the preparation, verification, and dissemination of the identity of land owners, development project plans, timetables, and statistics, and financial pro-forma information, and any other information the County and its financing team deem appropriate.

K) **Payment of Initial Fees and Costs by Applicant.** No proposal to initiate the formation of a CFD financing will be considered valid without the payment of a fee to compensate the County for all costs incurred to perform its analysis of the proposal and to pay for the costs of conducting the proceedings. Applicants for public financing projects shall submit proposals to the Clerk to the Board of Supervisors. The County will review the proposal within sixty (60) days after it is deemed complete and make its determination whether or not to formally consider the proposed district. The applicant(s) shall deposit a minimum $25,000 estimated fee amount with the Clerk to the Board of Supervisors at the time the proposal is submitted. Additional deposits will be required as needed to cover costs. The minimum fee will be increased to an amount determined by the County in its sole discretion to be appropriate given the size and scope of the proposed project or financing. The estimated fee amount shall be in the form of cash or other negotiable instrument. Failure to submit any requested increase in the deposit will result in a suspension of the processing of the financing.

L) **Independent Review by County.** The County will perform an independent review of the proposed public financing and may take recommendations to the Board regarding the financial risk, impact on the County's bonding capacity, economic feasibility and related issues. The applicant(s) shall be required to provide current and two (2) prior year financial statements, preferably audited, of the entity responsible for the development and initial payment of special taxes and other materials to assist the County or its agent in its fiscal review.

M) **County to Select Professionals.** The County shall select the bond counsel, underwriter, financial advisor, appraiser, absorption consultant, special tax consultant and other professionals and consultants it deems appropriate. No payment from special tax or bonds will be made for property owner consultants.

N) **Cooperation by County Departments.** All appropriate County departments will cooperate with the initiating department, the County Administrative Office and the Debt Advisory Committee (DAC) in conducting the necessary reviews and proceedings.

O) **Limited Security for Bonds.** All statements and materials related to the sale of CFD bonds shall emphasize and state that neither the faith, credit nor the taxing power of the County is pledged to the repayment of the bonds.

P) **County to Acquire Completed Facilities**. It is the desire of the County that it incur no liability for the design, engineering and maintenance of the public improvements to be financed through bond proceeds. It is the preference of the County to use the "acquisition district" approach to pay for CFD financed public infrastructure, under which bond proceeds will be released only upon completion of the financed improvement or approved components thereof and acceptance by the entity which is to own, operate, and maintain the improvement. All contracts for public improvements to be owned, operated or maintained by the County shall be consistent with the requirements set for the in Attachment C, hereto.

Q) **County's Use of Financial Consultant.** The County may, at its sole discretion, employ a financial consultant to assist the County during its fiscal review period and all costs for consulting services will be borne by the applicant(s).

R) **Disbursement of Bond Proceeds.** The financing documents will provide that bond proceeds will be used and disbursed at times and in the manner as specified in the indenture or fiscal agent agreement pursuant to which the bonds are issued.

S) **Report in Event of Default**. For outstanding bond issues, all County departments and agencies with administrative responsibilities will notify the Board and file a written report of the circumstances if an event of default under the financing documents has occurred.

T) **Refunding of CFD Bonds.** All proposed refunding or refinancing issues will be submitted to the County for review with complete disclosure of the benefits and costs of the proposed refinancing. A preliminary and final official statement or disclosure statement for any bonds to be refunded shall be filed with the County Treasurer-Tax Collector, County Counsel, Office of the Auditor-Controller, and Clerk of the Board of Supervisors.

U) **Right to Modify or Waive Policies.** The County has the right to waive or modify any of the policies included herein if, in the County's judgment, benefit inures to the ultimate property owners, the CFD and/or to the County.

Criteria for Appraisals

A. **Definition of Appraisal.** An appraisal is a written statement independently and impartially prepared by a qualified appraiser setting forth an opinion of defined value of an adequately described property as of a specific date, supported by the presentation and analysis of relevant market information.

B. **Standards of Appraisal.** The format and level of documentation for an appraisal depend on the complexity of the appraisal problem. A detailed appraisal shall be prepared for complex appraisal problems. A detailed appraisal shall reflect nationally recognized appraisal standards, including, to the extent appropriate, the Uniform Appraisal Standards for Federal Land Acquisition. An appraisal must contain sufficient documentation, including valuation data and the appraiser's analysis of the data, to support his or her opinion of value. At a minimum, the appraisal shall contain the following items:

1. The purpose and/or the function of the appraisal; a definition of the estate being appraised, and a statement of the assumption and limiting conditions affecting the appraisal.
2. An adequate description of the physical characteristics of the property being appraised; location, zoning, present use, and analysis of the highest and best use.
3. All relevant and reliable approaches to value consistent with commonly accepted professional appraisal practices. If a discounted cash flow analysis is used, it should be supported with at least on other valuation method such as a market approach using sales that are at the same stage of land development. If more than one approach is utilized, there shall be an analysis and reconciliation of approaches to value that are sufficient to support the appraiser's opinion of value.
4. A description of comparable sales, including a description of all relevant physical, legal and economic factors such as parties to the transaction, source and method of financing, and verification by a party involved in the transaction.
5. A statement of the value of the real property.
6. The effective date of valuation, date of appraisal, signature and certification of the appraiser.

C. **Conflict of Interest.** No appraiser or review appraiser shall have any interest direct or indirect in the real property being appraised for the Agency that would in any way conflict with the preparation or review of the appraisal. Compensation for making the appraisal shall not be based on the amount of valuation.

D. **Community Facilities District Appraisal Premises.** The valuation of proposed special tax districts should be based on three premises:

1. Raw Land Value. (Premise #1). The total land within the project is valued "as is":
    a. Without any existing infrastructure.
    b. Without proposed infrastructure being financed.
    c. With existing parcel configuration.
    d. Considering planned densities allowed by the specific plan of the project.

    This is a typical type of land valuation.
2. Project Build-out Value. (Premise #2). The total land within the project is valued under projected conditions:
    a. With proposed infrastructure being financed completed.
    b. At the planned densities allowed by the specific plan.
    c. Land development is at the stage of being marketed to merchant builders or tentative tract maps ready to be filed.

    This is a projected value based on project plans predicated on market conditions continuing as projected.
3. Bulk Land Value. (Premise #3). The total land within the project is valued under projected conditions:
    a. With proposed infrastructure being financed completed.
    b. With existing parcel configuration.
    c. Considering planned densities allowed by the specific plan of the project.

    This premise should consider a discounted or "quick sale" valuation considering time, costs, and the possibility of a per unit value based on the total size of the project.

Policy on Credit Enhancement

A. With regard to formation of a Community Facilities District pursuant to the Mello-Roos community Facilities Act of 1982, as amended, if a property owner or owners would be responsible for ten percent (10%) or more of the total annual special tax to be levied within the proposed boundaries of the District, then said property owner or owners will be required to provide a Letter of Credit naming the County of Monterey as beneficiary.

B. The Letter of Credit will be drawn down by the County to call and redeem all bonds allocable to said property owner or owners, pay interest thereon through redemption, bond call premiums and an associated costs and penalties when the property owner or owners are deemed to be in default under the terms of the required contractual agreement between the property owner or owners and the County for payment of annual assessed special taxes.

C. The terms of the agreement with the bank providing the Letter of Credit shall require the bank to provide sixty (60) days notice of termination or expiration for any cause to the County, and permit, if fifteen (15) days prior to expiration no replacement or renewal Letter of Credit is in place that will be in effect upon the expiration date, the County to draw upon the Letter of Credit and call and redeem the allocable bonds, pay interest thereon through redemption, call premiums and any associated costs and penalties.

D. The Letter of Credit is to be in an amount equal to 110% of the gross principal amount of the bonds allocable to the said property owner or owners plus an amount sufficient to pay the maximum accrued interest and bond premium, if any, through call and redemption of the allocable bonds in event of default in payment of special tax by said property owner or owners. The Letter of Credit shall be in force and renewed continuously for a period beginning on the date before the delivery of the bonds and continuing until such time as the said property owner or owners annual tax liability falls below ten percent (10%) of the gross annual special tax being levied within the boundaries of the proposed District. The amount of the Letter of Credit may be reduced on an annual basis, commencing on the anniversary date of the day prior to delivery of the bonds as the aforementioned property owner or owners sell portions of their property.

E. The Letter of Credit must be issued by a financial institution acceptable to the County, the long term unsecured obligations of which are rated at least "single-A" or better by a NRSRO.

F. "Property owner or owners" as used here shall mean owners at the time of commencement of the CFD, owners owned or controlled by said owner or any related owners and any successor property owner.

Construction Contracts for Community Facilities Within Mello-Roos Districts

With regard to the construction of public facilities that are to be financed from the proceeds of bonds sold pursuant to the Mello-Roos Community Facilities Act of 1982, as amended, (commencing with Section 53311 et seq. of the Government Code) (the "Act") the following policies are to be applied:

A. The appropriate County department will be specified as the District's representative to administer the construction of each of the facilities to be owned and maintained by the County.

B. The facilities to be owned and maintained by the County are to be constructed and/or acquired, by the District.

C. Consistent with this policy, the County finds, pursuant to Section 53329.5(c) of the Act, that it will not serve the public interest to allow the property owners to elect to perform the construction of the facilities after the publication of the notice of the award of the contract and declaration to this effect is to be included in each resolution of intention submitted to the Board of Supervisors pursuant to Section 53321.

Required Basic Contractual Terms

Prior to delivery of the bonds, property owner or owners agree for timely payment of all annual assessed special taxes to the property owner or owners or its successors. An agreement will specify that a required Letter of Credit will be liquidated and applied to payment of the bonds via bond call provisions specified in the bond indenture in the event of default by the property owner or owners or its successors.

A default condition is defined as any installment (Section 2605 et seq. Revenue and Taxation Code) of property taxes where a lien for Mello-Roos assessments attaches to some installment and where such installment remains unpaid as of 5:00 p.m. on the delinquent date established for a tax installment (normally December 10 and April 10).

The agreement shall remain in full force and effect, and will be binding upon the property owner or owners or its successors in fee title as long as the property owner or owners (as defined by County Policy on Credit Enhancement) or its successors are responsible for payment of 10% or more of the total annual special tax to be levied for any fiscal year.

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 2019-20.

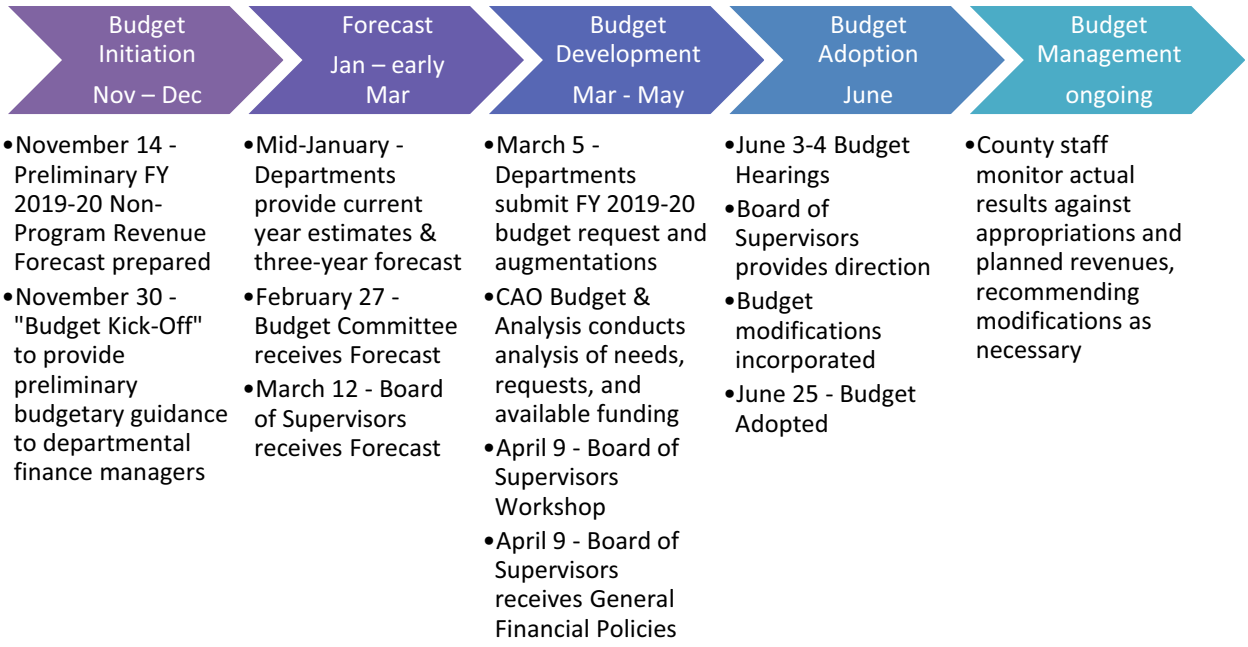
PROJECT NO.	ACTIVITY/PROJECT	Unit 8195 Construction	Unit 8443 Maintenance	FY20 Total
	ADMINISTRATION, GENERAL ENGINEERING, AND EQUIPMENT			
0400	Public Works - Maintenance Administration	49	704,049	704,098
0500	Public Works - Roads Administration	422,828	376	423,204
0700	General Engineering, Traffic Engineering	961,662		961,662
Total	**Total Administration, General Engineering and Equipment**	**1,384,538**	**704,425**	**2,088,963**
	NON-ROAD REIMBURSABLE WORK			
8100	County Service Area Support		141,615	141,615
8200	Non-Road Maintenance Work	3,632		3,632
8300	County Sanitation District Support		420,400	420,400
8440	Development Services	61,228		61,228
8652	Litter Control		233,311	233,311
8655	Adopt a Roadway Program (Litter)		2,941	2,941
PWOTH	Public Works Support for Other Divisions	72,073	133,513	205,586
Total	**Total Non-Road Reimbursable Work**	**136,933**	**931,780**	**1,068,714**
	ROAD & BRIDGE MAINTENANCE			
5000	Traffic Signals	86,794		86,794
5100	Road Maintenance District 1 - San Miguel	4,306	2,254,283	2,258,588
5200	Road Maintenance District 2 - Monterey		2,439,565	2,439,565
5300	Road Maintenance District 3 - Greenfield		1,755,898	1,755,898
5400	Road Maintenance District 4 - San Ardo		1,875,323	1,875,323
5500	Pavement Management Seal Coat	66,189	2,000,000	2,066,189
5600	Bridge Maintenance		971,807	971,807
5800	Maintenance - Traffic		672,886	672,886
6000	Maintenance-Emergency	196,725	3,277,645	3,474,370
Total	**Total Maintenance**	**354,013**	**15,247,407**	**15,601,420**
	ROAD PROJECTS			
1142	Jolon Road Bridge over Pine Canyon Creek-Bridge Rail Replacement *Complete Construction Phase.*	458,700		458,700
1145	Countywide Roadway Safety Signage *Complete Construction Phase.*	2,494,280		2,494,280
1146	Laureles Grade Carmel Valley Rd Roundabout *Complete Design Phase and initiate Construction Phase.*	600,000		600,000
1147	Rogge Rd San Juan Grade Rd Intersection Improvements *Initiate the Preliminary Design Phase of project.*	400,000		400,000
1148	Pedestrian Beacons *Complete Design Phase and initiate Construction Phase.*	210,440		210,440
1149	Guardrail Replacement *Complete Design Phase and initiate Construction Phase.*	405,500		405,500
1151	Aromas Road Erosion *Complete Construction Phase.*	261,080		261,080
1152	Cooper Road Overlay *Initiate the Preliminary Design Phase of project.*	243,750		243,750
1153	Hall Road Erosion *Complete Construction Phase.*	1,202,726		1,202,726
1154	Arroyo Seco Road Overlay *Complete Construction Phase.*	1,190,000		1,190,000
1155	Elkhorn Road Rehabilitation *Initiate the Preliminary Design Phase of project.*	427,500		427,500
1158	Nacimiento- Fergusson Road Rehabilitation *Complete Construction Phase.*	560,000		560,000
1161	River Road Overlay (Chualar River Rd Br to 1.1 mi n/o Limekiln Rd) *Complete Construction Phase.*	2,125,000		2,125,000
1162	River Road Overlay *Complete Construction Phase.*	1,640,000		1,640,000

PROJECT NO.	ACTIVITY/PROJECT	Unit 8195 Construction	Unit 8443 Maintenance	FY20 Total
1163	San Juan Grade Road Erosion (MP 8.6) *Complete Construction Phase.*	451,800		451,800
1164	San Juan Road at Aromas Road Erosion *Complete Construction Phase.*	110,055		110,055
1575	Gloria Road, Iverson Road & Johnson Canyon Road Rehabilitation *Initiate the Preliminary Design Phase of project.*	750,000		750,000
2202	Nacimiento Lake Drive Bridge #449 *Complete Design and Right-of-way Phases of project.*	306,601		306,601
3600	Davis Road Bridge #208 and Four Lane Road *Complete Design and Right-of-way Phases of project.*	6,367,113		6,367,113
3851	Robinson Canyon Road Bridge Scour Repair *Advance Environmental and Preliminary Design Phases of project.*	987,955		987,955
3852	Bradley Road Bridge Scour Repair *Initiate the Construction Phase.*	1,996,500		1,996,500
3853	Gonzales River Road Bridge Superstructure Replacement *Finalize Environmental and Preliminary Design Phases of project.*	220,000		220,000
3854	Hartnell Road Bridge Replacement *Finalize Environmental and Design Phases of project.*	1,993,261		1,993,261
3855	Johnson Road Bridge *Right-of-way Phase*	122,000		122,000
611089	Echo Valley Road Repair *Complete Preliminary Design Phases of project.*	422,500		422,500
621082	Toro Road Repair *Complete Design Phase and initiate Construction Phase.*	552,500		552,500
611099	Cathedral Oaks Drive Repair *Complete Construction Phase.*	167,500		167,500
621095C	Viejo Road Slope Repiar *Complete Design Phase and initiate Construction Phase.*	552,500		552,500
621122C	Pescadero Road Repair *Complete Construction Phase.*	167,500		167,500
PW2020-4	Old Stage Rd (Alisal Rd to Iverson RD) *Complete Design Phase and initiate Construction Phase.*	500,000		500,000
PW2020-5	Blackie Road Extention *Complete Design Phase and initiate Construction Phase.*	50,000		50,000
PW2020-14	Elkhorn Rd / Werner Rd / Salinas Rd Intersection Safety Improvement Phase 1 *Complete Design Phase and initiate Construction Phase.*	11,000		11,000
PW2020-15	Countywide Damaged Signs *Complete Construction Phase.*	554,000		554,000
Total	**Total Road Projects**	**28,501,761**		**28,501,761**
	NON-ROAD PROJECTS			
8667	Las Lomas Drive Bike and Pedestrian *Complete Design and initiate the Right-of-way Phase.*	335,000		335,000
8668	Monterey Bay Sanctuary Scenic Trail *Complete Design Phase and initiate Construction Phase.*	5,225,456		5,225,456
1723	Las Lomas Drainage *Complete Construction Phase.*	2,050,947		2,050,947
PW2020-10	NPDES Street Sweeping *National Pollution Discharge Elimination System that is required by the State of California to keep roadways clean of debris*	100,000		100,000
PW2020-11	Proactive Drainage Maintenance & Flood Prevention *Proactively permitting and completing necessary maintenance work along flood prone drainage areas*	452,800		452,800
PW2020-12	Vegetation Removal *Cut or remove tall vegetation and treat weeds from road way medians.*	150,000		150,000
Total	**Total Non-Road Projects**	**8,314,203**		**8,314,203**
	Total FY 2019-20 Work Program, Road Fund - Fund 002	**38,691,449**	**16,883,612**	**55,575,061**

Budget Development Process

The County's annual budget development process consists of five stages: 1) Budget Initiation; 2) Forecast; 3) Budget Development; 4) Budget Adoption; and 5) Budget Management. Departments began their financial planning at mid-year, with development of a detailed financial forecast. Departments use the financial forecast to estimate future levels of services that can be afforded with their program revenue and general fund contributions (GFC). General fund contributions are "non-departmental" monies allocated at the discretion of the Board to supplement a department's program-specific revenues (federal or State allotments, service charges, etc.). The majority of departments rely on GFC at some level to provide services and use their forecasts to plan capacity for funding future years' services. The County Administrative Office (CAO) presented details of the forecast to the Board at its March 12, 2019 meeting.

Following the forecast, departments submitted their requested budgets for the next fiscal year. These requests included two parts: baseline spending plans and augmentation requests. Baseline requests represent departments' proposed plan for carrying out operations for next fiscal year within the constraints of its expected revenue and GFC. The CAO reviewed and prioritized requests based on the substantiation of benefits, alignment with Board priorities, and opportunities for leveraging existing or new resources. The CAO held workshops with Department Heads and the Board to communicate fiscal challenges shaping next year's budget. The CAO then incorporated direction from the Board and built a comprehensive, rational, and balanced spending plan for the coming year. This plan will be presented to the Board at the annual Budget Hearings on June 3-4, with adoption on June 25. 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 2018-19 and FY 2019-20

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead
SEPTEMBER	17	CAO-Budget & Analysis initiates review of FY 2018-19 year-end results for preparation of Budget End of Year Report (BEYR).	CAO B&A
	20	Distribute FY 2018-19 and FY 2019-20 Budget Reporting and Development Schedule.	CAO B&A
	21	Departments notified of deadlines for organization structure change requests for FY 2019-20.	CAO B&A
	26	**Budget Committee Meeting** - (1:30 pm, - Monterey Room).	CAO B&A
	28	Information Technology and customer depts. begin discussions for FY 2019-20 technology and telecom service needs and related charges (estimated charges must be available to depts. no later than January 2, 2019 for inclusion in budget request preparations).	ITD
OCTOBER	5	**Deadline** for all departments to submit narratives for BEYR.*	CAO B&A
	19	Deadline: Last day for departments to submit request forms for FY 2019-20 organization structure changes to CAO-Budget & Analysis (Form in LDN; search "Reference Center>Documents>ERP:FIN ADV:COA Request for Changes to Organization Structure").	Requesting Depts
	22	Charging departments (ERP, Fleet, Mail Svcs., Facilities, Risk, Benefits, Health, etc.) begin review of FY 2018-19 year-end and FY 2019-20 services/costs, including Indirect Costs (COWCAP).	ITD, RMA, A/C-ERP, Gen'l Acctg.
	31	CAO-Budget & Analysis communicates to departments about approved FY 2019-20 organization change requests.	CAO B&A
	31	**Budget Committee Meeting** (1:30 p.m. - Monterey Room)	CAO B&A
	31	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
NOVEMBER	1	**Deadline:** HR & Payroll to provide MOU details for approved changes (if any) that impact pay differentials, salary increases, etc.	HRD/ACO Payroll
	2	Deadline: Risk Mgmt. distributes FY 2018-19 & FY 2019-20 cost allocations/assumptions for Gen'l Liab., Work Comp, Other Insurance for PB programming & Three-Year Forecast.	Risk Mgmt
	2	Deadline: HR-Benefits distributes FY 2018-19 & FY 2019-20 cost allocation changes/assumptions for PERS Retirement, Med/Dental, etc. for PB programming & Three-Year Forecast.	HR - Benefits
	2	Deadline: Health distributes FY 2019-20 Wellness Program cost changes/assumptions for non general fund budget units.	Health - Wellness
	12	Reminder to fund managers - year-end estimated fund balance and cancellations to obligated fund balance are due 1/11/19.	Fund Mgrs, FMs
	14	CAO-Budget & Analysis prepares preliminary FY 2019-20 non-program revenue forecast.	CAO B&A
	14	Send out notice to departments to schedule FY 2019-20 Budget Kickoff Meeting **(November 30th)**.	CAO B&A
	16	Confirmation of PB security assignment/access by all departments.	CAO B&A A/C-ERP
	26	**Special Budget Committee meeting** - receives BEYR.	CAO B&A
	28	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
	28	Depts to have all new & reallocated positions finalized before 1st HRM to PB Load.	HR & Finance - All Depts
	30	FIN to PB Load.	A/C - ERP
	30	**FY 2019-20 Budget Development kick-off meeting** at 8:00 a.m., Monterey Room - Admin. Bldg.	All Depts
	30	Distribute CAO B&A Assumptions for development of the FY 2018-19 Three-Year Forecast.	CAO B&A
	30	CAO B&A issues preliminary FY 2019-20 Budget Baseline Funding Approach/General Fund Contribution (GFC).	CAO B&A
DECEMBER	3	Ist HRM to PB Load.	A/C - ERP, HR
	4	**Board of Supervisors Meeting** - receives Budget End of Year Report (BEYR)	CAO B&A
	13-14	PB training for PB functionality, Year-End Estimate, and Three-year Forecast data entry.	CAO B&A
	18	PB open for Year-End Estimates & Three-Year Forecast data entry.	CAO B&A
JANUARY	3	**Deadline:** Service departments issue FY 2018-19 Year-end Estimate (if applicable) and FY 2019-20 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 2019-20 Proposed State Budget (usually released no later than Jan. 10); submit fiscal impact (if any) to CAO Analysts by 1/14/19.	All Depts
	3-4	PB Year-End Estimate/Three-Year Forecast Labs.	CAO B&A
	4	**Deadline:** Depts finalize Year-End Estimate and Three-Year Forecast data entry in PB.	All Depts
	4	**Deadline**: LDPC (HRM Labor Distribution Profile Codes) Requests to Add/Delete/Update due to ERP for FY 2019-20.	HR & Finance - All Depts
	4	CAO Analysts begin review/analysis of Year-End Estimate, Three-Year Forecast, fund balance, mid-year cost adjustments, etc. CAO Year-End Estimate and Three-Year Forecast data entry deadline 1/25/19.	CAO B&A
	8	**Board of Supervisors Meeting** (first meeting of calendar year 2019).	CAO B&A
	11	**Deadline:** Other fund departments submit year-end estimated fund balance, cancellations & provisions to obligated fund balance.	Fund Mgrs, FMs
	14	**Deadline:** Depts submit narrative to CAO B&A regarding proposed State Budget Impacts (if any).	All Depts
	14	CAO B&A issues memo advising departments of "BLACKOUT" dates and related Board Report language (black-out for new or revised position allocations begins 3/5/19).	CAO B&A
	16	State Budget Impacts Board Report to begin workflow through Legistar for BoS mtg.	CAO B&A
	18	**Deadline:** Departments submit pictures to CAO B&A for the FY 2019-20 Recommended Budget Book.	All Depts

* 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 2018-19 and FY 2019-20

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead
JAN	25	**Deadline:** CAO Analysts finalize Year-End Estimates and Three-Year Forecast data entry in PB.	CAO B&A
	28	2nd HRM to PB Load, PB closed for baseline preparation.	A/C-ERP, HR
	30	**Budget Committee Meeting** - receives State Budget Impacts report.	CAO B&A
Feburary	1	Depts. to submit narratives for Three-Year Forecast.*	CAO B&A
	1	Deadline: Departments submit Requests to Classify (RTC) forms for FY 2019-20 new or reallocated positions to HRD for approval.	HR Analysts - Applicable Depts
	4	Depts run MC-PB-SBFS-4301/MC-PB-SBFS-4305/MC-PB-SBFS-4306 reports, verify correct position data transferred from HRM.	HR & Finance - All Depts
	4	Open PB for Baseline Budget data entry.	A/C-ERP, HR
	7-8	PB training for Budget Development 'Baseline' and Budget Augmentations.	CAO B&A
	12	**Board of Supervisors Meeting** - receives State Budget Impacts report.	CAO B&A
	13	FY 2018-19 Three-Year Forecast & General Financial Policies begins Legistar workflow for BC & BoS mtg.	CAO B&A
	15	**Deadline:** Submit all HR-reviewed/approved RTCs for new or revised positions to CAO B&A.	HR
	27	Deadline: Input Board approved positions for the current year in HRM.	HR Analysts/CAO
	2/27-3/1	PB Budget Development 'Baseline' and Budget Augmentations Labs.	CAO B&A
	27	Review of HRM report, MC-HRM-POSN-0039 Authorized Position vs MC-PB-SBFS-4305/MC-PB-SBFS-4306 to compare and verify Current Year Allocations to continue for FY 2019.	HR & Finance - All Depts
	27	**Deadline:** CAO B&A review Request to Classify (RTC) forms/follow up as needed.	CAO B&A, HR, Depts
	27	**Budget Committee Meeting** - receives 3-Year Forecast	CAO B&A
	27	Deadline: Departments submit Performance Measures to FY 2019-20 Recommended Budget Book.	All Depts/FMs
	27	3rd HRM to PB Load	A/C-ERP, HR
MARCH	5	Deadline: Departments finalize FY 2019-20 requested budget and budget augmentation data entry in PB.	All Depts/FMs
	5	**Board of Supervisors Meeting** - receives 3-Year Forecast	CAO B&A
	5	**BLACKOUT:** Last day for position changes (new/reallocations) until adoption of FY 2019-20 Budget.	CAO B&A, HR, All Depts.
	5	PB Requested Budget/Stage 1 closed.	A/C - ERP, CAO B&A
	15	CAO Analysts complete preliminary data entry in PB for FY 2019-20 Recommended Budget.	CAO B&A
	15	Recommendation from Budget Director to CAO on available Fund Balance and budget augmentations.	CAO B&A
	19	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
	27	**Budget Committee Meeting** - (1:30 p.m. - Monterey Room).	CAO B&A
	29	Recommended Budget Book - Budget Narratives Training and Lab.	CAO B&A
	29	**Department Heads Budget Workshop** - Schilling Place - Cayenne Room - 9am-4pm.	CAO B&A
APRIL	1	Board Report on Status on the Development of FY 2019-20 Recommended Budget begins Legistar workflow (for Special Budget Workshop of the Board on 4/10 - date subject to change)	CAO B&A
	2	Deadline: Departmental Request for Change in Chart of Account for FY 2019-20 (e.g. programs, activity, function)	Applicable Depts/Auditor
	3-5	Preliminary confirmation to departments regarding FY 2019-20 recommended budget augmentation requests.	CAO
	3-5	Individual DH meetings w/CAO if appealing FY 2019-20 recommendations	CAO - DHs
	5	**Deadline:** Departments update CAO Analysts on any significant changes to year-end estimate based on third quarter actuals.	Applicable Depts
	9	CAO Analysts make final adjustments to PB FY 2018-19 Year-End Estimate, if material, based on third quarter estimates.	CAO B&A
	9	**Special Meeting of the Board of Supervisors** - **Budget Workshop** on the Status on the Development of the Recommended Budget - Board Chambers - 9am-4pm (or 1:30pm-4pm); and Board receives the General Financial Policies.	CAO B&A
	11	**Deadline:** Departments finalize Requested Budget narratives, including recommended budget augmentation requests.	All Depts
	11	Communicate Layoff Positions to Budget Analyst and HRD.	HR & Finance - All Depts
	11	Inform HRD if extension is needed for filled Allocation on Loan Positions.	HR & Finance - All Depts
	12	CAO Analysts revise Recommended Budget and Recommended Budget Book narratives, third-quarter year-end estimate changes, and BoS approved budget modifications.	CAO B&A
	15	Verify balanced FY 2019-20 Recommended Budget.	CAO B&A
	15	Create PB to HRM "Draft" position worksheet for departments to review/confirm.	A/C - ERP
	4/17-5/8	Departments review "draft" position worksheet and confirm all positions, transfers, reorgs, reallocations, deletions, etc. (deadline 5/8/19).	HR & Finance - All Depts
	19	CAO and Auditor-Controller review Year-End Estimated Fund Balance, Cancellations/Provisions for Designations & Reserves.	CAO B&A
	24	**Budget Committee Meeting** (1:30 p.m. - Monterey Room)	
	4/29-5/9	Finalize proofing of all Budget Narratives, Functional write-ups, Exec. Summary, etc..	CAO B&A
MAY	3-9	CAO 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
	7	Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book.	CAO B&A & Auditor

* 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 2018-19 and FY 2019-20

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead
MAY	8	**Deadline:** Dept. HR and finance sign off "Draft" PB to HRM position spreadsheet to Auditor's Office.	HR/Finance/All Depts
	10	Deadline: Depts submit list to CAO B&A verifying details of any Board approved FY 2018-19 budget modifications that impact FY 2019-20 budget that are not included in Recommended Budget.	Applicable Depts
	10	Prepare Notice to Taxpayers to publish by 5/17 (10 days before Public Hearings).	CAO B&A
	10	FY 2019-20 Recommended Budget goes to print.	CAO B&A
	15	FY 2019-20 Recommended Budget Summary Report(s) due in Legistar workflow (for BC).	CAO B&A
	17	Begin preparing "Adopted Budget" Board Reports for all agencies in Legistar, to be finalized immediately following Budget Hearings	CAO B&A
	17	FY 2019-20 Recommended Budget available for review by public & departments.	CAO B&A
	24	BoS - FY 2019-20 Recommended Budget Agenda(s) posted (for 6/3-4 hearings)	CAO B&A
	29	**Budget Committee Meeting** - receives FY 2019-20 Recommended Budget Summary	CAO B&A
JUNE	3 & 4	**FY 2019-20 Recommended Budget Hearings (6/3 & 4, if needed)**	CAO B&A
	5-6	Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings	CAO B&A
	5-6	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
	6	**Deadline:** Submit detailed worksheet to HRD and A/C-ERP for any position changes directed by Board at Budget Hearings	CAO B&A
	6	Create PB to HRM "Final" position spreadsheet for departmental review/verification	A/C - ERP, HR
	5-7	Prepare worksheets to identify Budget Hearing changes to Recommended Budget, detailed by Fund, Dept, Unit, line item for revenue, expenditures, for data entry in PB and SBFS revisions	CAO B&A
	5-7	Final "Adopted Budget" changes data entry in PB for all accounting details by department, all position changes in SBFS, verify through queries and Advantage reports **PB Stage 3**	CAO B&A
	5-17	Finalize and workflow 9+/- individual Board Reports in Legistar for adoption of FY 2019-20 Budgets for all Board of Supervisors governed agencies and special districts (for 6/25 BoS mtg.)	CAO B&A
	25	**Board of Supervisors Meeting** - Adoption of FY 2019-20 Budget	CAO B&A
	26	**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
	26	Load PB to HRM "Final" position spreadsheet to HRM as draft documents	A/C - ERP
	26	Load ESMT to HRM as draft documents	A/C - ERP
	26-28	Position (PSMT) - Position Authorization (PAMT) - Employee (ESMT) documents finalized	A/C - ERP
	24-27	PB approved FY 2019 budget data moved to FIN Advantage	A/C - ERP
	25-28	Department verification of budgets in FIN Advantage, Expense/Revenue query pages (MC-FIN-BA-0200/0201), Expense vs Budget/Revenue vs Budget	Finance Staff/All Depts
	26	**Budget Committee Meeting -** (1:30 p.m. - Monterey Room).	CAO B&A
JULY	1	Departments compare FY 2019-20 Adopted Budget to HRM report (MC-HRM-POSN-0039) authorized positions to verify position and FTE counts	HR & Finance - All Depts
	1	Departments verify positions finalize manual entries to HRM with HRD coordination when discrepancies found in authorized positions & FTE counts and employees.	HR & Finance - All Depts, HRD

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Glossary of Terms

ACCOUNT
An account is a classification of activity. Example: "Office Expense" is an account in the overall category "Services and Supplies."

ADOPTED BUDGET
The approved plan for funding sources and uses (estimated revenues, unreserved fund balance and appropriations) for a fiscal year. Also referenced as "Final Budget."

APPROPRIATION
An appropriation is the Board of Supervisors' authorization to make expenditures and to incur obligations for specific purposes. An appropriation expires at fiscal year-end.

ASSESSED VALUATION
A value established for real estate or other property by the County Assessor or the State Board of Equalization as a basis for levying taxes.

ASSIGNED FUNDS
Amounts constrained by the government's *intent* to be used for a specific purpose, but are neither restricted nor committed. Intent is expressed by the governing body itself, or a body (a budget or finance committee) or official to which the governing body has delegated the authority to assign amounts. Assignment is not required to be the government's highest level of decision-making authority and the nature of the action to remove or modify assignments are not as strict.

AUTHORIZED POSITIONS
Personnel positions approved by the Board of Supervisors which may or may not be funded (see Budgeted Positions).

AVAILABLE FINANCING
All the means of financing a budget, primarily fund balance and estimated revenues including proceeds of property taxes. Does not include encumbered reserves, reserves or designations.

BALANCED BUDGET
Statutorily Balanced: When total estimated financing sources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending fund balance). Spending in a given year does not exceed total current revenues plus any Fund Balance carryover from the prior year.

Structurally Balanced: The budget matches total ongoing expenditures to the annual estimated revenues. In a structurally balanced budget, beginning fund balance may "not" be used as a financing source for ongoing expenditures.

BUDGET
A budget is a document listing appropriations and estimated revenues for a fiscal year.

BUDGET UNIT
A budget unit is the smallest entity for which the Board of Supervisors approves an appropriation. A department may have one or more budget units. Each budget unit has a number of accounts.

BUDGETED POSITIONS
The number of full-time equivalent (FTE) personnel positions funded in a budget. Budgeted positions should not be confused with "authorized" positions, which are positions that may or may not be funded.

CAPITAL ASSET
A capital asset is a tangible or intangible item with a life beyond one year, such as land, buildings, furniture, and equipment, with a unit cost in excess of $5,000.

CAPITAL PROJECTS
Capital projects are proposed acquisitions, additions, and improvements to capital assets, e.g., buildings, building improvements, and land purchases subject to the County's Capitalization Policy.

CERTIFICATES OF PARTICIPATION
A form of financing by government entities which allows an individual to buy a share of the lease revenue of an agreement made by these entities.

CJIS/SUSTAIN
Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN).

COMMITTED FUNDS
Constraints on use of these funds are imposed by formal action of the government's highest level of decision-making authority. Constraints can only be removed or changed by taking the same type of action it employed to commit those amounts, i.e. legislation, resolution, or ordinance.

CONTINGENCIES
Contingencies are an amount set-aside in the budget for unforeseen expenditure requirements. The Contingencies must be appropriated by the Board and is subject to a 4/5ths vote.

COBRA
Consolidated Budget Reconciliation Act of 1985. Refers specifically to Title X of the Act, which included provisions to provide members of company health plans who have lost their coverage due to a "qualifying event" to continue coverage at the employee's expense for a period of time.

COST PLAN
Cost Allocation Plan is known as OMB Circular A-87. This is a document that identifies, accumulates, and distributes allowable direct and indirect costs under grants and contracts and identifies the allocation methods used for distribution.

DEBT SERVICE
Debt Service is an obligation to pay principal and interest on all bonds and other debt instruments issued by the County according to a pre-determined payment schedule.

EMPLOYEE BENEFITS
Amounts paid to or on behalf of employees but not included in the salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, Workers' Compensation payments, and Unemployment Insurance payments.

ENCUMBRANCE
An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances.

ENTERPRISE FUND
A fund established to account for certain functions which are primarily or partially supported by user charges. Natividad Medical Center is an Enterprise Fund.

EXPENDITURE
A payment made for goods delivered or services rendered during a fiscal year whether paid or unpaid at fiscal year-end. An expenditure occurs in a governmental fund.

FINAL BUDGET
The approved plan for appropriations and estimated revenues for a fiscal year. Also referenced as "Adopted Budget."

FISCAL YEAR
The twelve-month period on which financial accounting is based. The fiscal year for Monterey County is July 1st through June 30th.

FUNCTION
A group of activities aimed at achieving an objective. For example, "Public Protection" is a function.

FUND
A fund is a fiscal and accounting entity; e.g., General Fund, Library Fund.

FUND BALANCE
Fund balance is an amount derived by the formula: "fund balance = assets – liabilities." All or a portion of this balance may be available to finance a succeeding year's budget.

GANN LIMIT
Annual appropriation limits established in accordance with Article 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.

INTER FUND TRANSFER
An inter fund transfer is a non-reciprocal transfer of

resources by one fund to another fund.

MEDI-CAL
The California Medical Assistance Program is the California Medicaid welfare program serving low-income families, seniors, persons with disabilities, children in foster care, pregnant women, and certain low-income adults.

NON-SPENDABLE FUNDS
Non-spendable funds are an amount that is not expected to be converted to cash such as inventories, prepaid items, long-term loans and notes receivable; or funds that are legally or contractually required to be maintained intact.

OBJECT TYPE OF EXPENDITURE
An object of expenditure is a major type of expenditure. For example: "Salaries and Benefits," "Services and Supplies," "Capital Assets" and "Other Charges."

OPERATING TRANSFER IN/OUT
The authorized transfer of funds from one fund/account/unit (Operating Transfer Out) to another made to support the normal level of operations of the receiving fund/account/ unit (Operating Transfer In).

REIMBURSEMENT
A reimbursement is a repayment from the funds responsible for particular expenditures or expenses to the funds that initially paid for them.

RESERVE
An amount set aside based on legal requirements.

RESTRICTED FUND
A fund is restricted when constraints are imposed on the use of resources by external creditors, grantors, contributors, or laws or regulations of other governments, or imposed by law through constitutional provisions of enabling legislation.

REVENUE
Money received which can be used to finance County operations. For example: property taxes, sales taxes, fees, and state and federal grants.

SALARY SAVINGS
The dollar amount of salaries saved due to position vacancies.

SCHEDULE
A "Schedule" is a listing of financial data in a form and manner prescribed by a governing code, policy or standard.

SPECIAL DISTRICT
A dependent (under the Board of Supervisors) or independent unit of local government generally organized to perform a single function. Examples: street lighting, water works, fire protection.

SUBVENTION
Subventions are payments by an outside agency for specific costs which originate in the County.

TAX REVENUE ANTICIPATION NOTE
A note of short-term debt obligation issued by a state or local government with the understanding that a certain amount of taxes will be collected within an appreciable period of time.

TRANSIENT OCCUPANCY TAX
A California tax charged when occupying a room or other living space in a hotel, inn, motel, or other lodging for a period of less than 31 days.

UNASSIGNED FUNDS
This is the residual amount for the General Fund and represents fund balance that has not been restricted, committed, or assigned. The General Fund should be the only fund that reports a positive unassigned fund balance amount. The only classification that can report negative fund balances is the unassigned category.

USER CHARGES (USER FEES)
A fee for a public service paid by the party benefiting from the service.

VIACARE
The Monterey County Low Income Health Program which ended on December 31, 2013 as most members transitioned to Medi-Cal through the Central California Alliance for Health.

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Glossary of Acronyms

AAA	Area Agency on Aging
AAB	Assessment Appeals Board
AB	Assembly Bill
ACA	Affordable Care Act
ACAO	Assistant County Administrative Officer
ADA	Americans with Disabilities Act
AFDC	Aid to Families with Dependent Children
ALAE	Allocated Loss Adjustment Expense
AOC	Administration Office of the Courts
ARC	Annual Required Contribution
APS	Adult Protective Services
AVA	Actuarial Value of Assets
BEYR	Budget End of Year Report
BOS	Board of Supervisors
CACEO	California Association of Clerks and Elections Officials
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALA	Community Action Linking Adolescents
CalFresh	Federally known as the Supplemental Nutrition Assistance Program
CalPERS	California Public Employees Retirement System
CAO	County Administrative Office
CAO	County Administrative Officer
CAP	Community Action Partnership
CCAH	Central California Alliance for Health
CCCP	Criminal Court Collections Program
CCR	Continuum of Care Reform
CCS	California Children's Services
CCTA	California Coastal Trail Association
CDBG	Community Development Block Grants
CDCR	California Department of Corrections and Rehabilitation
CDFA	California Department of Food and Agriculture
CDS	County Disposal Site
CEQA	California Environmental Quality Act
CERBT	California Employers' Retiree Benefit Trust
CFD	Community Facilities District
CFP	County Facility Payment
CHDP	Child Health Disability Prevention
CHPS	Consumer Health Protection Services
CIC	Capital Improvement Committee
CIMIS	California Irrigation Management Information System
CIP	Capital Improvement Projects
CJIS	Criminal Justice Information System
CJIS/SUSTAIN	Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN)
CLPPP	Childhood Lead Poisoning Prevention Program
CMS	Case Management System
CNC	Creating New Choices
COB	Clerk of the Board
COB	Corrections Operations Bureau
COBRA	Consolidated Omnibus Budget Reconciliation Act
COP	Certificates of Participation
COWCAP	Countywide Cost Allocation Plan
CSA	County Service Area
CSAC	California State Association of Counties
CSBG	Community Services Block Grant
CUPA	Certified Unified Program Agency
CY	Current Year
CYE	Current Year Estimate
DA	District Attorney
DCSS	Department of Child Support Services
DJJ	Department of Juvenile Justice
DOJ	Department of Justice
DSA	Development Set-Aside
DSS	Department of Social Services
DWPS	Drinking Water Protection Services
EAP	Employee Assistance Program

EDD	Economic Development Department
EHRS	Environmental Health Review Services
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERP	Enterprise Resource Planning
FC	Foster Care
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FOR A	Fort Ord Reuse Authority
RPPC	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
FY	Fiscal Year
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
GRM	Graduated Responses and Incentives Matrix
HCAHPS	Hospital Consumer Assessment of Healthcare Providers and Systems
HEAP	Homeless Emergency Aid Program
HICAP	Health Insurance Counseling and Advocacy Program
HMMS	Hazardous Materials Management Services
HNT	Hostage Negotiators
HR	Human Resources
HRD	Human Resources Department
HRM	Advantage Human Resources Management
HRSA	Health Resources and Services Administration
HVAC	Heating, Ventilation, and Air Conditioning
IGLA	Intergovernmental and Legislative Affairs
IHSS	In-Home Support Services
ILP	Independent Living Program
IP	Internet Protocol
IRS	Internal Revenue Service
ISF	Internal Service Fund
ITD	Information Technology Department
JBCT	Jail Based Competency Treatment
JSORT	Juvenile Sex Offender Response Team
LAE	Loss Adjustment Expenses
LAFCO	Local Agency Formation Commission
LBAM	Light Brown Apple Moth
LEA	CalRecycle's Local Enforcement Agency
LMS	Learning Management System
LOD	Learning and Organizational Development
MCAP	Municipal Climate Action Plan
MCBC	Monterey County Business Council
MCCVB	Monterey County Convention and Visitors Bureau
MCFC	Monterey County Film Commission
MCFL	Monterey County Free Libraries
MCLE	Mandatory Continuing Legal Education
MCOE	Monterey County Office of Education
MFF	Mobile Field Force
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MPI	Master Patient Index
MVA	Market Value of Assets
MVAO	Military and Veterans' Affairs Offices
NACO	National Association of Counties
NCRIC	Northern California Regional Intelligence Center
NCQA	National Committee for Quality Assurance
NFP	Nurse Family Partnership

NGEN	Next Generation Public Safety Radio System Project
NMC	Natividad Medical Center
NPDES	National Pollutant Discharge Elimination System
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
PC	Penal Code
PCSD	Pajaro County Sanitation District
PD	Public Defender
PDO	Public Defender's Office
PEPRA	Public Employee's Pension Reform Act
PIC	Public Improvement Corporation
PMO	Project Management Office
PRIME	Public Hospital Redesign and Incentives
PSAP	Public Safety Answering Point
PTO	Paid Time Off
RFP	Request for Proposal
RLF	Revolving Loan Fund
RMA	Resource Management Agency
ROPS	Recognized Obligation Payment Schedule
RRRS	Recycling and Resource Recovery Services
SAFE	Sexual Assault Felony Enforcement
SAR	Search and Rescue Team
SART	Sexual Assault Response Team
SB	Senate Bill
SCRAMP	Sports Car Racing Association of the Monterey Peninsula
SIR	Self-Insured Retention
SOD	Sudden Oak Death
SRPS	Scenic Road Protective Structure
SSI	Supplemental Security Income
SSI/SSP	Supplemental Security Income/ State Supplementary Program
SSRC	Silver Star Resource Center
SUD	Substance Use Disorder
SWAT	Special Weapons and Tactical Team
SWMS	Solid Waste Management Services
TAMC	Transportation Agency for Monterey County
TANF	Temporary Assistance for Needy Families
TBD	To be determined
THPP	Transitional Housing Placement Program
TMDL	Total Maximum Daily Loads
TOT	Transient Occupancy Tax
TPA	Third Party Administrator
TTC	Treasurer-Tax Collector
UC	University of California
UCSF	University of California, San Francisco
ULAE	Unallocated Loss Adjustment Expense
UPS	Uninterruptable Power Supply
USDA	United States Department of Agriculture
VA	Veterans' Affairs
VAMP	Vehicle Asset Management Program
VHF	Very High Frequency
VLF	Vehicle License Fees
VRP	Vehicle Replacement Program
WAM	Weighted Average Maturity
WAN/LAN	Wide Area/Local Area Networks
WAP	Work Alternative Program
WDB	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
WPC	Whole Person Care
YC	Youth Center

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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 infrastructure.

003 – LIBRARY FUND: Monterey County Free Libraries (MCFL) is a special taxing authority under the County Library Law of 1911 and, as such, its operations are funded primarily through its own share of property tax.

005 – IN-HOME SUPPORT SERVICES (IHSS): This fund provides for the cost of home care services to support the independence of aged, blind, and disabled persons, assisting them to live safely in their own home and community.

006 – FISH & GAME PROPAGATION FUND: This fund provides for the administration of the County's Fish and Game Commission. The Commission oversees the allocation of Fish and Game fine monies for grants to organizations and agencies undertaking fish and game wildlife propagation or educational projects.

007 – OFFICE OF EMPLOYMENT TRAINING (OET): This 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: This fund facilitates development of housing for lower and moderate-income residents. 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. 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 DEVELOPMENT 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.

027 – CLERK / RECORDER: This fund serves as the repository for the County Clerk/Recorder's restricted revenue solely for the use of modernization, micrographics, vital record, and electronic recording delivery system expenses.

028 – EMERGENCY COMMUNICATIONS: This fund contains the operations of emergency and non-emergency call answering services to law enforcement and fire agencies in the County.

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.

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 TIERRA 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 /INDIAN SPRINGS: This fund provides support for the storm drainage system.

062 - CSA 25 CARMEL VALLEY GOLF & 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 SUBDIVISION: This fund provides support for the storm drainage system.

066 - CSA 32 GREEN VALLEY ACRES/MOON SUBDIVISION: This fund provides support for the storm drainage & streetlight systems.

067 - CSA 33 COAST RIDGE/CARMEL SUR: This fund provides support for the storm drainage system.

068 - CSA 34 RANCHO RIO VISTA/CARMEL KNOLLS: This fund provides support for the storm drainage system.

069 - CSA 35 PARADISE PARK/RANCHO BORROMEO: 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/BORONDA: 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/MAR VISTA: This fund provides support for the storm drainage & streetlight systems.

077 - CSA 50 RIOWAY TRACK NO.2: 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 CARMEL VALLEY VILLAGE: 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/SARSI SUBDIVISONS: This fund provides support for the storm drainage system.

082 - CSA 55 ROBLES DEL RIO: 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 SUBDIVISION: This fund provides support for the storm drainage & Open Space systems.

085 - CSA 58 VISTA DORADO: This fund provides support for the storm drainage & streetlight systems.

086 - CSA 62 RANCHO DEL MONTE 14: This fund provides support for the storm drainage system.

087 - CSA 66 OASK TREE VIEWS: This fund provides support for the storm drainage, Open Space, playground, street maintenance & streetlight systems.

088 - CSA 67 CORRAL DE TIERRA OAKS 4: This fund provides support for the storm drainage & streetlight systems.

089 - CSA 68 VIERRA CANYON KNOLLS: This fund provides support for the storm drainage system.

090 – CSA 69 RALPH LANE: This fund was established to provide sanitation services; however, most 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: 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 COUNTY SANITATION DISTRICT: This fund provides support for the wastewater collection system.

154 – CARMEL VALLEY COUNTY SANITATION DISTRICT: This fund provides support for the Carmel Valley Sanitation Zone #2 District.

156 - BORONDA COUNTY SANITATION DISTRICT: 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 COMMUNITY FACILITY DISTRICT: This fund includes funding for activities to own, operate, and maintain designated municipal infrastructure within the East Garrison Development Project.

182 – EAST GARRISON DEVELOPER REIMBURSEMENTS: This fund is used to track the expenditures and reimbursement receipts of the East Garrison Developer when performing project administration or land use activities associated with the development.

251 - PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE: This fund funds debt payments and related expenses for Certificates of Participation issued by the Public Improvement Corporation.

305 - BORONDA COUNTY 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 COUNTY SANITATION REVENUE BOND: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District.

310 - PAJARO COUNTY SANITATION SEWER REVENUE: This Bond Revenue Fund is used for sanitation for Pajaro County Sanitation District.

312 - CHUALAR COUNTY 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.

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.