



County of Monterey

RECOMMENDED BUDGET 2021

Fiscal Year Ending June 30th





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RECOMMENDED BUDGET

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

FISCAL YEAR ENDING
JUNE 30, 2021

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

CHARLES J. MCKEE
COUNTY ADMINISTRATIVE OFFICER

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

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to County of Monterey, California for the annual budget for the fiscal year beginning July 1, 2019. 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, 2019

Christopher P. Morill

Executive Director

County of Monterey Board of Supervisors

Mission Statement

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



Luis A. Alejo
District 1

John M. Phillips
District 2



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 4th Supervisorial District of Monterey County.

1. **Fort Ord National Monument**- Spring flowers abound in the Fort Ord National Monument, created by President Barak Obama in 2012. There are more than 86 miles of trails providing opportunities to hike, bike or ride a horse through rolling hills, pockets of chaparral and oak woodlands. Fort Ord is also cherished for its link to the heroism and dedication of men and women who have served our nation.
Photo credit: Supervisor Jane Parker
2. **East Garrison**- East Garrison is the county's newest community and the fastest-growing development in the region. It was designed as a complete village, with apartments, single family homes, a business district and parks.
Photo credit: Supervisor Jane Parker
3. **Fort Ord National Monument** provides easy-to-access recreation opportunities for Monterey County residents. Fresh air and exercise are an important component of a healthy lifestyle.
Photo credit: Elizabeth Murray
4. **Fort Ord National Monument**- One of the many examples of the rolling hills and pockets of oak woodlands on the south side of the Fort Ord National Monument.
Photo credit: Supervisor Jane Parker
5. **Fort Ord Dunes State Park** offers 4 miles of ocean beach with beautiful views of Monterey Bay. From the parking area visitors may also take a stroll on the new boardwalk to bluff top viewing platform.
Photo credit: Supervisor Jane Parker
6. **District 4** is home to some of the largest sand dune formations in the county. Monterey County is home to 99 miles of some of the most beautiful coastline in the world.
Photo credit: Supervisor Jane Parker

Fiscal Year 2020-21 Recommended Budget

Submitted by
Charles McKee, County Administrative Officer



Prepared by
County Administrative Office
Budget and Analysis Division

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Administrative Analyst
Department of Social Services
Military & Veterans' Affairs Office
Resource Management Agency
Labor Fiscal Analysis

Raquel Escorcía
Administrative Analyst
Emergency Communications
Probation
Public Defender
Sheriff-Coroner
District Attorney
Prop 172 Forecast

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

Ezequiel Vega
County Budget Director
Countywide Budget & Fiscal Oversight
County Policy Review and Analysis
Staff to Budget Committee (Secondary)

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

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Administrative Analyst
Agricultural Commissioner Office
Cooperative Extension Department
Elections Department
Child Support Services
Library
Civil Rights Office

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

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

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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; of which Salinas is the largest municipality and the County seat.



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

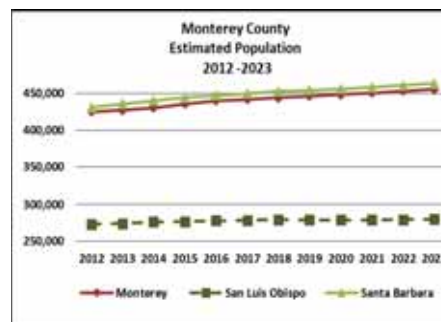
and the site of a Monarch butterfly preserve in the City of Pacific Grove.

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

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

Population

Monterey County is one of 58 counties in the State of California and part of the Salinas, CA Metropolitan Statistical Area. The California Department of Finance projects the County’s population at 448,732 in 2020.



Source: State of California, Department of Finance, Report P-1: State & County Population, January 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 2019 to 2020 is 0.5% (446,539 to 448,732), consistent with Monterey County’s population growth trend over the past 50 years.

Salinas represents the largest city in Monterey County with over 162,797 residents. The cities of Seaside,

Monterey, Soledad and Marina form the second largest group in population ranging from 22,957 to 33,776 residents each. The smallest cities include Sand City, Del Rey Oaks and Carmel-by-the-Sea with populations ranging from 397 to 3,987. The population for the unincorporated areas of Monterey County is 107,946.

Area	Population	% of Total
Carmel-By-The-Sea	3,987	0.9%
Del Rey Oaks	1,734	0.4%
Gonzales	8,677	1.9%
Greenfield	18,009	4.0%
King City	14,724	3.3%
Marina	22,957	5.2%
Monterey	28,448	6.4%
Pacific Grove	15,883	3.6%
Salinas	162,797	36.5%
Sand City	397	0.1%
Seaside	33,776	7.6%
Soledad	26,079	5.9%
unincorporated	107,946	24.2%

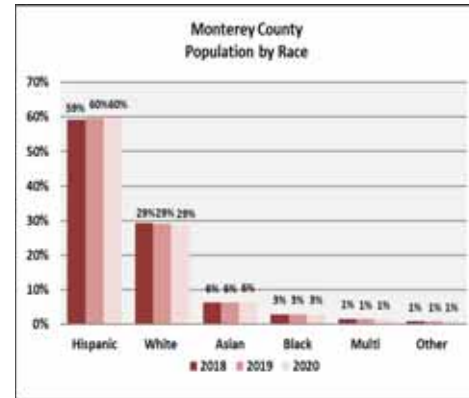
Source: State of California, Department of Finance E-1 Report, May 2019

Monterey County's population is relatively young with 44% of residents under the age of 30. The next largest age group consists of adults between the ages of 30-59 comprising 36% 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 2020 Estimated Population By Age	
Age	Population
0-9	63,401
10-19	67,010
20-29	66,123
30-39	61,515
40-49	54,428
50-59	48,359
60-69	44,374
70-79	27,551
80-89	12,161
90-99	3,736
100+	74

Source: State of California, Department of Finance, Report P-2: State & County Population, January 2019

Monterey County's population reflects its diverse community. The Hispanic population grew by 1% between 2018 and 2020. While the population of White, Asian, Black and all other groups experienced very little growth and remain at the same percentage.



Source: State of California, Department of Finance P-2 Report, May 2019

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 2019, Monterey County had a per capita personal income of \$28,836 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	28,836	66,676	13.3%
San Luis Obispo County	35,832	70,699	12.7%
Santa Barbara County	34,229	71,657	12.6%
Santa Clara County	52,451	116,178	7.3%
California	35,021	71,228	12.8%

Source: U.S. Census Bureau, QuickFacts 2019

The Median Household Income in Monterey County is \$66,676 which is 7% below the statewide average and the lowest compared to neighboring counties.

Monterey County's poverty level of 13.3% is higher than the statewide average of 12.8%, while San Luis Obispo County has the next highest at 12.7% and Santa Clara County has the lowest of neighboring counties at 7.3%.

Employment and Industry

Since 2013, agriculture has been the top industry in the County. According to the 2014 "Economic Contributions of Monterey County Agriculture Report" completed by the Monterey County Agricultural Commissioner, the total economic contribution of agriculture 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	Fruits & Vegetables-Wholesale
Azcona Harvesting	Harvesting-Contract
Bud of California	Fruits & Vegetables-Growers & Shippers
Carol Hatton Breast Care Ctr.	Clinics
Casa Palmero at Pebble Beach	Hotels & Motels
Fort Hunter Liggett Military	Military Bases
Hilltown Packing Co.	Harvesting-Contract
Mann Packing Co.	Fruits & Vegetables-Growers & Shippers
Middlebury Institute-Intl	University-College Dept/Facility/Office
Misionero Vegetables	Fruits & Vegetables-Growers & Shippers
Monterey County	Government Offices-County, Hospitals, Medical Centers, Health Services
Monterey Peninsula College	Junior-Community College-Tech
Ord Community Commissary	Military Bases
Pebble Beach Resorts	Resorts
Premier Raspberry LLC	Grocers-Wholesale
Presidio of Monterey	Military Bases
Quality Farm Labor	Labor Contractors
RC Packing	Packing & Crating Service
Salinas Valley Memorial Healthcare	Health Care Management
US Defense Manpower Data Center	Government Offices- US
Valley Harvesting	Crop Harvesting -Primarily By Machine

Source: America's Labor Market Information System (ALMIS) Employer Database, 2020 1st Edition

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 2018 Employment Estimates	1 Qtr. 2019 Hourly Wage
Farming, Fishing, and Forestry	19%	\$14.38
Office and Administrative Support	11%	\$21.26
Food Preparation and Serving-Related	10%	\$14.48
Sales and Related	8%	\$20.23
Education, Training, and Library	8%	\$33.32
Transportation and Material Moving	6%	\$17.86
Management	4%	\$56.61
Personal Care and Service	4%	\$15.38
Healthcare Practitioners and Technical	4%	\$55.52
Installation, Maintenance, and Repair	3%	\$26.05
Building & Grounds Cleaning & Maintenance	3%	\$17.46
Production	3%	\$20.15
Business and Financial Operations	3%	\$37.93
Protective Service	3%	\$33.73
Construction and Extraction	3%	\$29.27
Healthcare Support	2%	\$20.50
Community and Social Services	2%	\$28.63
Computer and Mathematical	1.2%	\$46.63
Arts, Design, Entertainment, Sports, & Media	1%	\$27.21
Life, Physical, and Social Science	0.9%	\$40.64
Architecture and Engineering	0.5%	\$44.49
Legal	0.3%	\$49.57

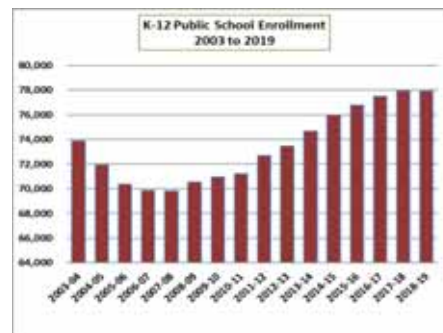
Source: State of California Employment Development Department, Labor Market Division

According to the State of California Employment Development Department's Labor Market Division, Monterey County's local economic strength lies in occupations that generally pay lower wages, explaining why the per capita income levels are relatively low compared to nearby counties. In Monterey County, 19% of the labor force consists of occupations in Farming, Fishing, and Forestry. In the first quarter of 2019, the mean hourly wage was \$14.38 per hour. The second highest occupational category is Office and Administrative Support, accounting for 11% of the workforce with a mean wage of \$21.26 per hour. Food Preparation and Serving-Related occupations represent the third largest share of Monterey County's employment, with 10% and a mean wage of \$14.48 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.

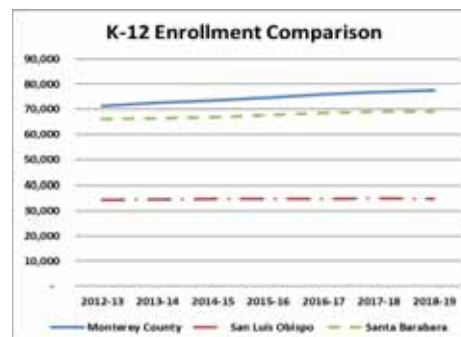
Education

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.



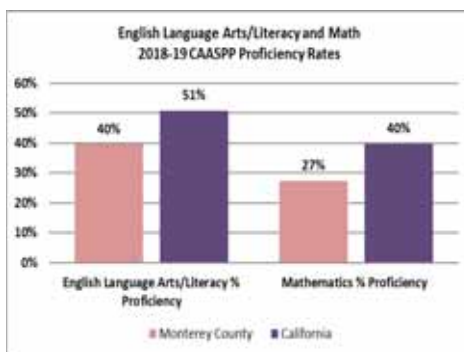
Source: California Department of Education

Enrollment in K-12 Public Schools in 2018-19 was 77,923 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 9.5%.



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 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 in proficiency when comparing the California Assessment of Student Performance and Progress (CAASPP) test results.

High School Graduation Rates 2016 to 2019				
County	2016	2017	2018	2019
Monterey	85.5%	83.9%	84.7%	83.50%
San Luis Obispo	92.3%	90.4%	91.5%	91%
Santa Barbara	88.6%	86.7%	87.4%	86.8%
California	83.8%	82.7%	83.0%	84.5%

Source: California Department of Education, Dataquest

Although Monterey County has had lower graduation rates compared to neighboring counties, it has shown

improvement over time. However, between 2018 and 2019, Monterey County's high school graduation rate decreased from 84.7% to 83.5%. San Luis Obispo and Santa Barbara counties also showed a decrease during the same period. The high school graduation rate for Monterey County remains just below 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, particularly related to marine research. The higher education and research institutions located within Monterey County contribute approximately \$1.9 billion to the local economy, including more than \$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 Coast College

- Defense Language Institute, Foreign Language Center
- Defense Manpower Data Center
- Elkhorn Slough National Estuarine Research Reserve
- Fleet Numerical Meteorology & Oceanography Center, US Navy
- Gavilan College
- Golden Gate University
- Hartnell College
- Hopkins Marine Station
- Stanford University
- Monterey Bay Aquarium



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



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

Social Services

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

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

CalWorks FY 2018-19		
Annual Applications Approved vs Denied		
County	Approved	Denied
Monterey	1,915	4,053
San Luis Obispo	581	*
Santa Barbara	1,740	2,241

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

* Cells that could identify an individual with a value of less than 11 have been replaced with a (*) to comply with the CDSS Data De-identification Guidelines.

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 second highest average number of participating households compared to San Luis Obispo County and Santa Barbara County.

CalFresh 2019	
County	Household Average Participation
Monterey	16,672
San Luis Obispo	8,651
Santa Barbara	19,536
California	1,887,517

Source: CalFresh Participation & Benefit Issuance Report (DFA 256)

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	14%	10%
Uninsured children	4%	3%
Life expectancy	82.5	81.5
Social & Economic Factors		
Children in poverty	16%	18%
Homicides (per 100,000 population)	11	5
Physical Environment		
Air pollution-particulate matter	6.7	9.5

Source: County Health Rankings 2019

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. Most agricultural companies based in Monterey County are family-owned and operated. In 2018, 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	2018 Total Value	2017 Total Value*
Vegetable Crops	\$ 2,871,099,000	\$ 3,006,857,000
Fruit & Nuts	\$ 1,043,856,000	\$ 1,034,072,000
Nursery Crops	\$ 204,289,000	\$ 256,103,000
Livestock & Poultry	\$ 110,598,000	\$ 101,413,000
Field Crops	\$ 23,748,000	\$ 21,675,000
Seed Crops & Apiary	\$ 5,039,000	\$ 5,306,000
TOTAL:	\$ 4,258,629,000	\$ 4,425,426,000

Source: Monterey County Report 2018, *Adjusted Figure

Monterey County is known as "The Salad Bowl of the World" and the gross production values for 2018 reaffirm it with a total vegetable crop value of \$2.8 billion.

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

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

Monterey County farmers are among the most productive and efficient in the world growing more than 150 crops. The table that follows shows that the top two crops in 2018 were leaf lettuce and strawberries as in the prior year.

Monterey County's Ten Million Dollar Crops			
		2018	2017
Crops	2018 Crop Value	Crop Ranking	Crop Ranking
Leaf Lettuce	\$ 733,171,000	1	1
Strawberry	\$ 698,510,000	2	2
Head Lettuce	\$ 459,452,000	3	3
Broccoli	\$ 388,946,000	4	4
Wine Grapes	\$ 247,758,000	5	6
Cauliflower	\$ 209,292,000	6	7
Misc. Vegetables	\$ 205,285,000	7	8
Nursery	\$ 204,289,000	8	5
Celery	\$ 145,400,000	9	9
Spinach	\$ 143,376,000	10	10
Livestock & Poultry	\$ 110,598,000	11	12
Mushroom	\$ 95,261,000	12	11
Brussels Sprouts	\$ 78,300,000	13	13
Peas	\$ 61,387,000	14	16
Artichokes	\$ 53,156,000	15	15
Kale	\$ 48,151,000	16	17
Lemon	\$ 41,612,000	17	20
Onions, Dry	\$ 38,250,000	18	21
Cabbage	\$ 37,924,000	19	19
Spring Mix	\$ 37,414,000	20	18
Raspberry	\$ 35,367,000	21	14
Carrots	\$ 30,248,000	22	22
Rangeland	\$ 19,151,000	23	23
Garlic	\$ 16,380,000	24	-
Chard	\$ 15,198,000	25	25
Blackberry	\$ 14,651,000	26	26

Source: Monterey County Crop Report 2018

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

MONTEREY COUNTY PROBATION

The Probation Department occupies a unique and central position in the justice system, functioning as the linchpin between several stakeholders.

The Monterey County Probation Department serves all the criminal courts of Monterey County. Probation Officers supervise adult and juvenile offenders granted probation by the courts. The department's services to the community include recommending sanctions to the

court, enforcing court orders, operating correctional institutions, incarcerating delinquents, assisting victims, and providing corrective assistance to individuals in conflict with the law.

The department works together with law enforcement agencies, schools, community-based organizations, and the citizens of Monterey County to form productive partnerships to ensure public safety, offender rehabilitation, and the protection of victims' rights.

The Probation Department also operates and maintains the Juvenile Hall and other juvenile facilities and programs, including the Youth Center, the Silver Star Youth Program, and the Silver Star Resource Center.

The executive offices of the Department are located at 20 E. Alisal Street, Salinas, California 93901. Executive staff are:

- **Todd Keating**, *Interim Chief Probation Officer*
- **Jennifer Butz**, *Youth Center Program Division Director*
- **Wil Sims**, *Adult Division Director*
- **Gregory Glazzard**, *Juvenile Division Director*
- **Jose Ramirez**, *Juvenile Hall Division Director*



What is Probation?

Probation is an alternative sentence to incarceration available in the court system. Probation officers supervise juvenile and adult criminal offenders in their community settings and work collaboratively with community agencies to address offender needs. Their work

streamlines the judicial process and links the courts, offenders and the community to preserve community safety while striving to rehabilitate offenders. Conditions of probation may include juvenile hall or county jail time, a fine, restitution to the victim, community work, and participation in counseling and rehabilitative programs.

Since the implementation of Public Safety Realignment in 2011, Probation's role in the adult arena has significantly expanded to include pretrial services, increased therapeutic courts, and the supervision of offenders serving a State sentence locally (Mandatory Supervision) and under community supervision after release from State prison. Additionally, the Continuum of Care Reform (CCR) in 2017 has increased Probation's role in serving foster care youth along a continuum of care or placement toward family reunification and permanency. Probation also manages two juvenile institutions, Juvenile Hall and the Youth Center, where in-custody youth are safely supervised and provided educational, supportive and rehabilitative programs.

Mission

The mission of the Monterey County Probation Department is to provide protection to the citizens of Monterey County by preventing and reducing the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles who come within the jurisdiction of the Probation Department. This is accomplished through prevention activities, preparation of appropriate reports, recommendations to the court, enforcement of court orders, providing victim assistance and by seeking and developing new methodologies in probation services.

Roles and Structure



Office of the Chief and Administrative Services

The Office of the Chief provides clear policy development and direction to the Department; effective interaction with the Courts, county government and other groups or organizations; and comprehensive planning for resource acquisition and allocation. It also manages administrative and infrastructure services supporting probation operations.

The Adult Division

The Adult Division is comprised of five major work units: Court Services, Field Supervision, Special Services which includes Electronic Monitoring, Pretrial Release and Therapeutic Courts, Family Violence, including the Child Advocate Program, and Community Corrections, inclusive of Mandatory Supervision and Post-Release Community Supervision (PRCS) upon discharge from prison.

The Juvenile Division

The Juvenile Division includes prevention programs for youth and families designed to manage risk of delinquency factors through services referred to, and provided by, the Silver Star Resource Center; and a variety of intervention at intake to divert youth from entering the criminal justice system. It also supports the Juvenile Court on truancy and delinquency cases; supervises adjudicated youth in the

community, at home, in out-of-home placement, and on school campuses; manages therapeutic courts (substance abuse and mental health); and provides alternative detention programs such as the Silver Star Youth Program at Rancho Cielo.

Juvenile Institutions



Probation is statutorily responsible for juvenile custody at the Monterey County Juvenile Hall, as short-term detention pending court proceedings and post-adjudication. The Youth Center is a secure residential treatment facility with an aftercare program designed for male Juvenile Court wards. Both institutions are responsible for complying with State regulations for safety and care, education, and physical activities, as well as visitations, and provide pro-social, counseling, and rehabilitation programs to their residents.

Services to the Monterey County Courts

- Investigate and analyze past criminal history and current conviction/referral
- Develop pre-trial and post-conviction recommendation reports for the Adult Court and pre-disposition reports for the Juvenile Court
- Assess, triage, divert and manage juvenile cases
- Book, detain, and seek alternatives to detention for at-risk youth

- Supervise individuals accused of criminal violations during pretrial status
- Supervise offenders in collaboration with the Court and Behavioral Health
- Assist victims of crime
- Manage and monitor the collection of restitution payments from offenders
- Seal juvenile court records
- Supervise probationers on the Electronic Monitoring Program / Home Supervision to assure attendance in court

Services to Adult Clients on Probation

- Supervise and monitor high-risk offenders convicted of offenses such as domestic violence, sex crimes, violent crimes, and identify gang related activity
- Operate evidence-based supervision of adult offenders
- Offer diversion, minimum supervision and treatment services to eligible clients
- Case manage individuals on home supervision, house arrest, and electronic monitoring

Services to Juvenile Clients on Probation

- Operate needs-specific specialized caseloads for juvenile offenders
- Coordinate and case manage youth in out-of-home placement
- Collaborate with Behavioral Health and Community-Based Organizations (CBOs) to provide wraparound services to youth in order to keep youth in their homes
- Divert youth from the juvenile justice system through contracts for behavioral services and informal, pre-court supervision
- Divert referrals to specific targeted programs such as the truancy program

and victim mediation for juvenile offenses

- Case manage individuals on home supervision, house arrest, and electronic monitoring

Services to In-custody Youth

- Offer secure care and treatment for youth in Juvenile Hall
- Facilitate rehabilitation services to wards at the Youth Center (for boys)
- Collaborate with multidisciplinary teams and CBOs to address the health, mental health, and other treatment needs of detained youth
- Prepare wards for reentry into the community
- Provide services aimed at preparing wards to return to their families and / or communities

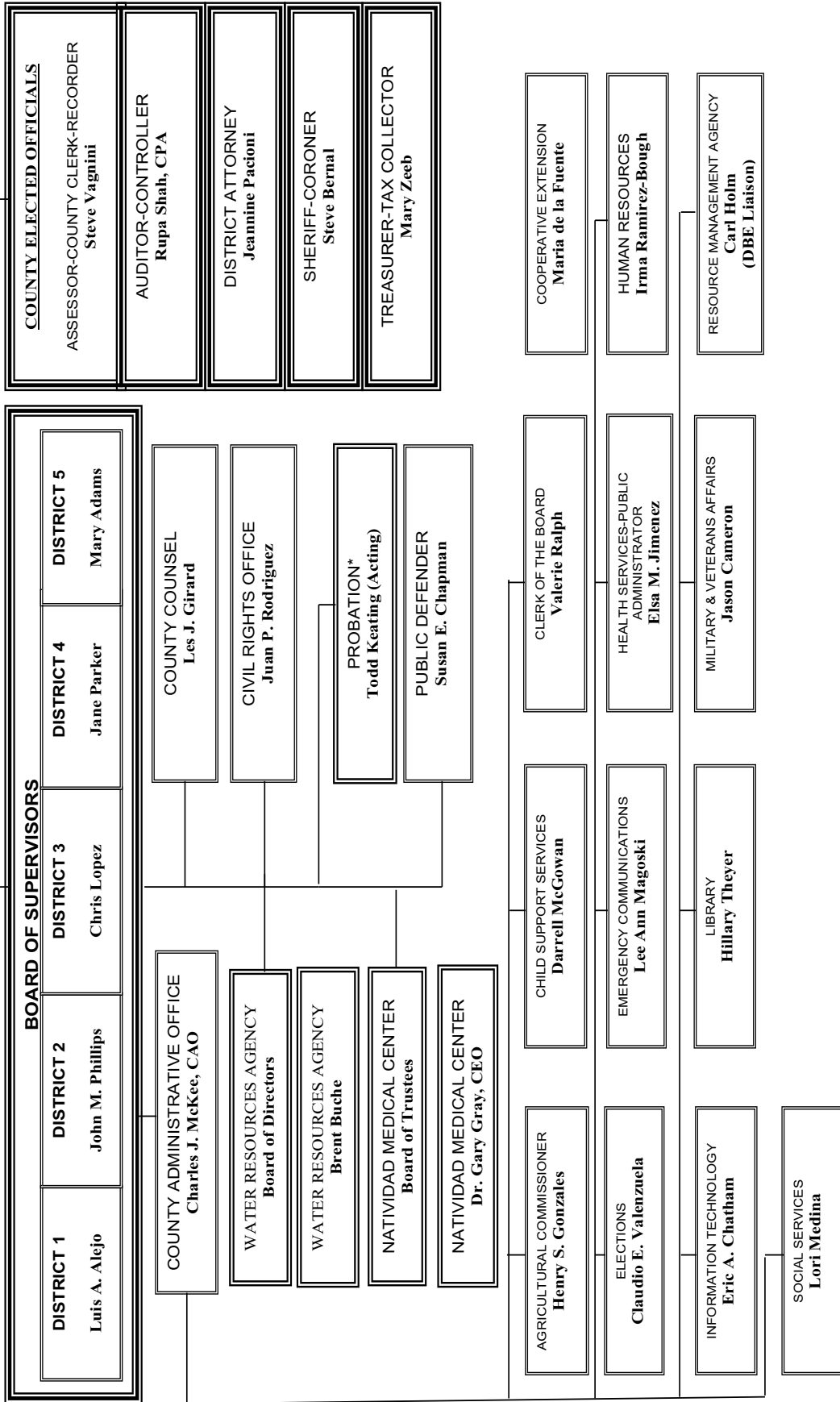
Administrative Services

- Background investigations and Training
- Internal Affairs
- Data collection, evaluation and analysis
- Budget and fiscal management
- Contract and purchasing management
- Payroll and personnel services
- Grant writing
- Information Technology
- Facilities maintenance
- Policies and Procedures



COUNTY OF MONTEREY

Residents of Monterey County



Updated: 04/23/20

*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) 2020-21 Recommended Budget*. The recommended spending plan for the County of Monterey allocates resources consistent with your Board's priorities and policies. The budget maintains service levels across County and makes strategic investments in our communities within the framework of prudent financial management.

The Recommended Budget proposes a balanced \$1.6 billion spending plan, an increase of \$96.1 million (6.23%) over the current year adopted budget and supports a workforce of 5,402.6 employees. The Recommended Budget includes use of \$49.0 million in reserves for capital projects, health and public safety realignment programs, and other appropriate expenses.

Due to the COVID-19 pandemic and stalled tourist industry, the County is facing immediate revenue loss eliminating the previously projected surplus for FY 2019-20 and a loss of \$7.0 million in FY 2020-21. Revenue projections remain preliminary as the full impacts of the pandemic develop, but it is likely to be further projected downwards during the upcoming fiscal year. This revenue reduction is coupled with continued fiscal pressures including negotiated employee raises, rising pension contributions, health care premium increases, higher general liability insurance and worker's compensation costs, and pandemic response costs for those in need. This combination of reduced revenues and increased costs has led to the recommendation to inject all ongoing cannabis revenues into the budget. Previously, cannabis revenues were only utilized for the cannabis regulation program with excesses reserved in assignment for your Board directed items. Despite this injection, the County faced elimination of several filled positions. The Recommended Budget averts this loss by suspending the General Fund's contribution to the general liability non-recoverable insurance; reductions of temporary staff, travel, and overtime costs; utilization of one-time funds; and reductions of contributions to outside agencies and funds.

Public Budget Hearings commence on June 1, 2020, 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.



Charles J. McKee
County Administrative Officer

Budget Overview

Current Financial Condition

The quickly developing COVID-19 pandemic has thrown the County into significant uncertainty. Preliminary projections reduce Transient Occupancy Tax (TOT), or hotel tax, by \$7.0 million. Property assessments remain strong, growing by 4%, but it is unknown if collections will remain constant as jobs are lost and rents are delayed. Sales tax is also at risk of reductions, but more information is needed for accurate projections.

In addition to reduced revenue, the County faces cost pressures to continue current operations. The primary factors contributing are negotiated employee raises, rising pension contributions, health insurance premiums, and higher costs to run the internal service fund programs workers' compensation and general liability programs.

Since the forecast was presented, staff has continued to refine projections for next fiscal year and work with departments to find solutions for anticipated budgetary impacts. Per the Board's budget workshop direction, the Recommended Budget seeks to maintain filled positions at risk of elimination as well as key Board priorities to prepare for challenges presented by the COVID-19 pandemic. Additionally, investments in County infrastructure such as roads, new juvenile hall and jail projections, and other County property improvements were included.

Recommended Budget – All Funds

The Recommended Budget for all funds, departments and programs totals \$1.6 billion next fiscal year. The Recommended Budget includes 5,402.6 authorized positions. Significant changes since adoption of the FY 2019-20 budget include:

- Appropriations increase \$96.1 million.** Rising cost pressures and expansion of services require appropriation increases of \$26.2 million in the general fund, \$14.5 million in the road fund, \$20.0 million for Natividad Medical Center (NMC), and \$14.6 million in behavioral health. Appropriations for capital project funds on the other hand decrease by \$6.2 million from the current year adopted budget as the new Juvenile Hall and new Jail projects to continue come to a close.
- Revenue increases \$76.8 million.** Revenues increase mainly due to the release of assignments in the General Fund transferred to Fund 478 for building maintenance projects (\$15.4 million) and the vehicle replacement plan (\$10.5 million). Other major revenue increases include \$3.2 million in the

All Funds	2018- 19 Actual	2019- 20 Adopted	2020 -21 Recommended
Expenditures			
Salaries & Benefits	\$ 656.2	\$ 711.0	\$ 749.1
Services & Supplies	376.1	395.7	391.8
Other Charges	154.5	126.6	133.5
Fixed Assets	85.3	66.3	93.6
Op. Transfers Out / Other Financing	236.9	238.4	265.3
Extraordinary Items	-	0.2	-
Contingencies	-	5.8	6.8
Total Expenditures	\$ 1,509.0	\$ 1,543.9	\$ 1,640.1
Revenues			
Taxes	\$ 253.1	\$ 238.1	\$ 248.4
Licenses, Permits & Franchises	21.7	22.9	25.7
Fines, Forfeitures & Penalties	9.7	11.3	12.2
State & Federal Aid	612.1	578.5	578.4
Charges for Current Services	550.0	402.5	409.7
Other Revenues	323.0	261.0	316.7
Total Revenues	\$ 1,769.5	\$ 1,514.2	\$ 1,591.1
Use of Fund Balance	\$ (260.5)	\$ 29.7	\$ 49.0
FTE Positions	5,238.6	5,361.5	5,402.6

*Numbers may not add up due to rounding.

road fund from increased federal grants and Highway Users Tax, and \$11.1 million in behavioral health due to reimbursements from State and federal agencies for expanded mental health programs.

- **Rising labor costs.** Next fiscal year, salary and benefit costs for the County's workforce totals \$749.1 million, a \$38.1 million increase over the adopted budget. Next fiscal year, the County enters into the second and final year of labor agreements that provide most bargaining units wage increases of 5% over the two-year term. The General Fund accounts for the largest increase (\$10.1 million) due to the authorized wage increases. Other rising costs include pension contributions and worker's compensation, increasing \$15.4 million and \$2.9 million, respectively, over the current year adopted budget (all funds). The Recommended Budget reflects an increase of 41.1 positions from the current year adopted budget, with most of the increase in NMC and Health, supported with program revenue. Of the 41.1 additional positions, 26.1 were added during the current fiscal year and another 15.0 are included in the Recommended Budget as augmentations with their own sustaining revenue sources.
- **Recommended use of fund balance is \$49.0 million.** Of this amount, \$43.1 million is for expenses in the general fund. The remaining (non-general fund) fund balance is primarily for capital projects (\$5.5 million) and to meet State-County Realignment commitments for public safety, health, and social services programs.
- **Infrastructure replacement.** The Recommended Budget provides \$34.2 million in appropriations to continue capital projects such as the new juvenile hall, jail expansion project, and the radiology modernization project at NMC.

Recommended Budget – General Fund

The general fund supports 3,352 authorized positions in 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 \$713.7 million next fiscal year, an increase of \$26.2 million over the current year adopted budget.** Major cost drivers include negotiated employee pay raises, employee pension, worker compensation and general liability costs. In addition to these countywide cost drivers, social services programs experience cost increases such as the approved wage and benefit increase for In-Home Supportive Services (IHSS) providers. Cost plan charges also increased in the general fund.

General Fund	2018 -19 Actual	2019 -20 Adopted	2020 -21 Recommended
Expenditures			
Salaries & Benefits	\$ 396.4	\$ 430.2	\$ 449.1
Services & Supplies	148.7	162.0	143.6
Other Charges	43.8	48.7	43.8
Fixed Assets	5.3	7.4	4.3
Op. Transfers Out	32.6	33.3	66.3
Extraordinary Items	-	0.2	0.0
Contingencies	-	5.8	6.8
Total Expenditures	\$ 626.7	\$ 687.5	\$ 713.7
Revenues			
Taxes	\$ 227.7	\$ 215.7	\$ 226.6
Licenses, Permits & Franchises	21.8	21.9	22.8
Fines, Forfeitures & Penalties	8.8	8.9	9.8
State & Federal Aid	185.3	209.6	211.1
Charges for Current Services	74.5	75.3	72.0
Other Revenues	138.1	138.5	128.3
Total Revenues	\$ 656.1	\$ 669.8	\$ 670.7
Use of Fund Balance	\$ (29.4)	\$ 17.7	\$ 43.1
FTE Positions	3,395.7	3,354.7	3,352.0

*Numbers may not add up due to rounding.

- **Revenue remains relatively flat over the current year adopted budget with many remaining unknowns.** Overall ongoing general fund revenue increased \$0.9 million. Transient Occupancy tax is projected to lose \$7.0 million from pre-pandemic projections due to the continued impacts of the

COVID-19 pandemic into fiscal year 2020-21. Offsetting this loss is the inclusion of all ongoing cannabis revenue into general fund revenues. Since the formation of the cannabis tax in the County, only the amount to run the regulation program was utilized with the remaining revenue set aside in an assignment. FY 20-21 is the first year it is recommended to utilize all \$15.4 million of projected cannabis revenue to address rising costs. Revenue projections included in this budget recommendation remain preliminary. As further impacts of the COVID-19 pandemic unfold, further adjustments to keep the County in fiscal health may be necessary.

- **Uses \$43.1 million in assignment releases and fund balance to cover County asset maintenance expenditures and other one-time needs.** Major items include \$15.4 million in set aside for building maintenance projects such as roof replacement and HVAC projects in County buildings, \$10.5 million for the vehicle replacement program, \$7.0 million to cover increased cost plan charges in the general fund, and \$4.5 million of restricted fund balance in the Health Department 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.
- **Child Support Services, Elections, and Civil Right Office augmentations funded with one-time cannabis funds.** The Recommended Budget includes release of \$1.4 million from the cannabis assignment to fund a \$407,485 loan to Child Support Services for 5.0 filled positions until a decision from the State to increase the agency's funding is received, a one-time contribution of \$973,300 to elections to prepare for the November election under pandemic conditions, and \$27,500 to the Civil Right's Office to fund online staff training software.
- **Provides funding to the road fund to support road maintenance.** \$4.9 million is contributed to the Road Fund to meet the voter approved Measure X maintenance of effort requirement.
- **Includes funding for external agencies that support public safety and promote tourism, arts, and economic development.** This recommendation includes a total of \$1.2 million to the Monterey County Convention and Visitors Bureau (\$750,000), Arts Council of Monterey County (\$247,500), the Film Commission of Monterey County (\$118,750) and the Monterey County Business Council (\$100,000). This is a total decrease of \$905,750 from the current year adopted budget. Discretionary contributions of Proposition 172 funds (Public Safety Sales Tax) to the fire agencies and 9-1-1 dispatch center user agencies remain flat from the current year adopted budget at \$3.1 million and \$1.7 million respectively.

Fiscal Pressures Shaping the General Fund Budget

The General Fund faces pressures that stress declined revenues including increased employee wage and benefit costs, PERS contributions, and general liability and worker's compensation program contributions.

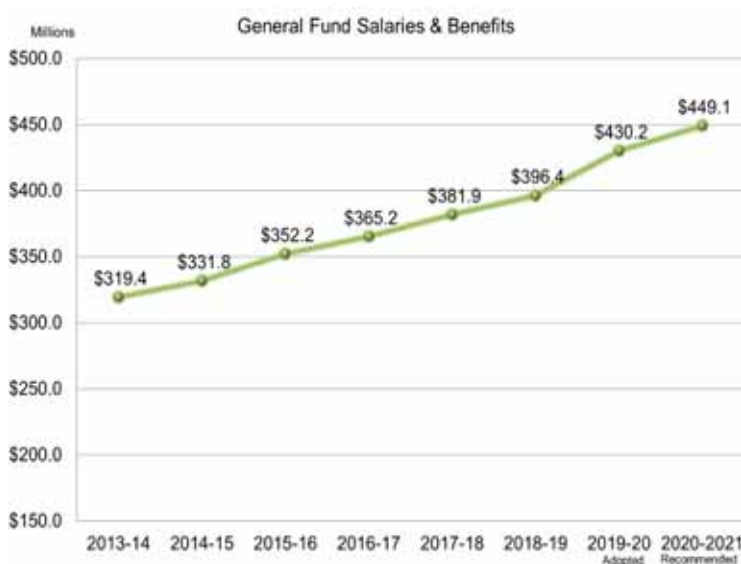
Bargaining agreements and growing workforce.

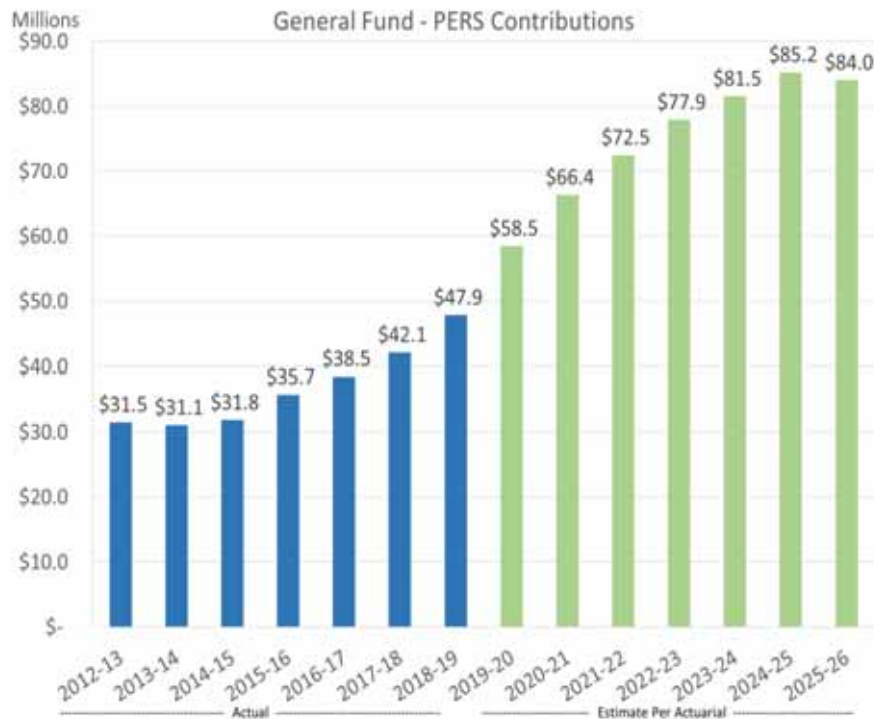
FY 2020-21 is the second and final year of agreements and most miscellaneous and safety units received a 3.0% wage increase. Due to final labor agreements being approved after the formation of the FY 2019-20 budget, FY 2020-21 increases include the 2% approved in the current year and the 3% approved increase the next year for a combined 5% increase from FY 2019-20 adopted budget to the FY 2020-21 recommended budget. It is estimated that the two-year

wage increases will have a cumulative growth of \$16.8 million in the General Fund, independent of position growth, step raises, and reallocations of positions.

The impact of wages and benefits continues to magnify over the years, as prior year wage increases, rising pension costs, and health insurance premium increases accumulate. Additionally, over time 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 62.9% of the general fund budget. The cost has grown from \$319.4 million in FY 2013-14 to \$449.1 million in FY 2020-21, an increase of \$129.7 million over the last seven fiscal years. Over the same period, authorized positions in the general fund grew by 151.5. The FY 2020-21 recommended salaries and benefits increase \$18.9 million over the general fund adopted budget.

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. It is unknown at this time, whether recent turmoil in the financial markets will affect these projections.





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 \$50.0 million (all funds) is to pay down the County's unfunded pension liability of \$724.9 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 \$29.4 million into the miscellaneous and safety pension plans (all funds), of which \$19.4 million is projected for the general fund. Considering employer and employee contributions, an estimated \$85.8 million from the general fund (\$131.0 million all funds), will go toward employee pensions next year.

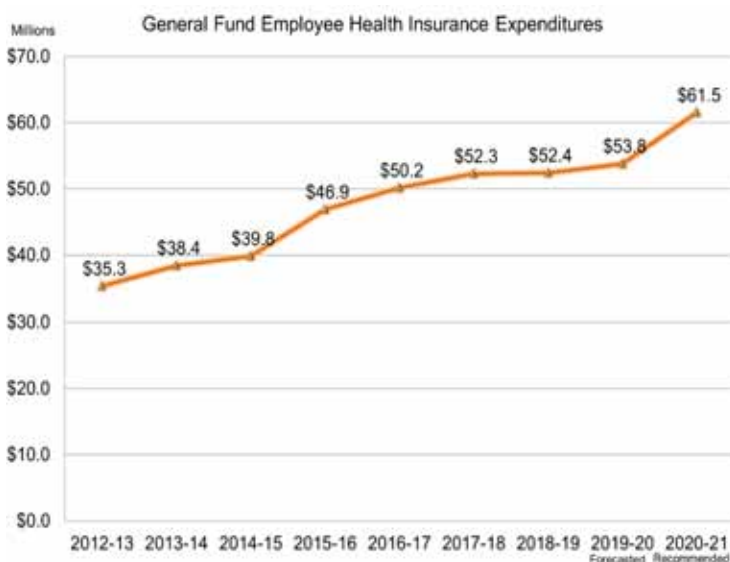
Escalating health insurance premiums contribute to the County's fiscal pressures.

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 \$21.7 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 1.75% in January 2020.

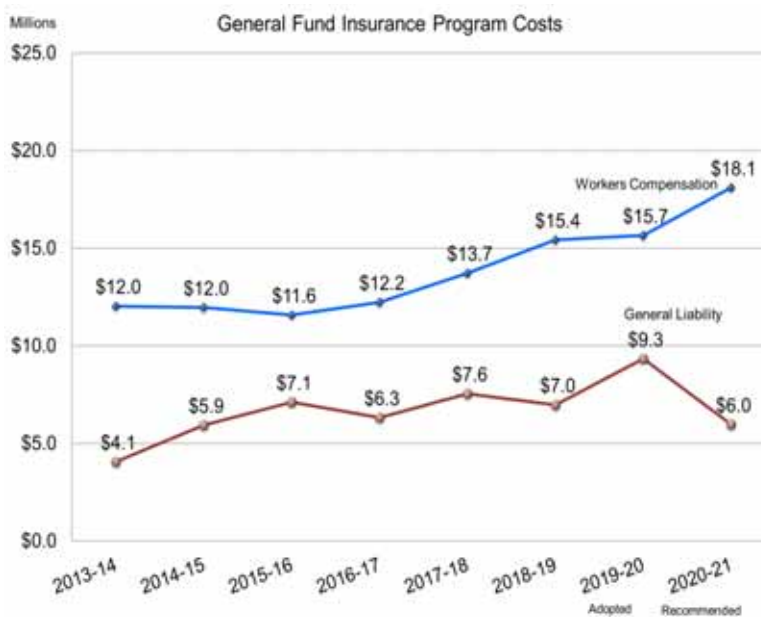
The Human Resources

Department anticipates 6% growth beginning January 2021 based on historical experience. Assuming all positions are filled, health insurance premiums costs will rise by \$7.7 million in FY 2020-21 from estimated FY 2019-20 forecasted actuals. Furthermore, it is possible that the COVID-19 pandemic will increase costs in the future.



Higher insurance program costs.

General liability program costs have also been trending up, and were set to increase by \$5.7 million next fiscal year mainly due to an increase in "non-recoverable" general liability charges based on actuarially determined amounts for legal settlements. Staff made an adjustment to suspend estimated non-recoverable general liability program contributions in FY 2020-21 to free up \$9.0 million to save filled positions at risk of being reduced. This budget solution adds risk of underfunding the internal program and additional measures will be required if



actual costs go higher than budgeted amounts. Charges for workers' compensation increase by \$2.4 M in the general fund also based on actuarially determined amounts for legal settlements. 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:

Significant Revenue Uncertainty. With the COVID-19 pandemic, the County faces many unknowns regarding revenue. The Recommended Budget makes a preliminary reduction of \$7.0 from previous projections in response to the crisis, however it is likely, that additional adjustments will need to be made throughout the FY20-21 fiscal year. The County is not only affected in its discretionary revenue but also will be affected in its non-program revenue as much of this revenue comes from State and Federal governments who are facing their own uncertainties. Staff will continue to monitor the situation closely and update the Board as necessary.

Opening the jail housing addition. The County undertook a project to add 576 beds to the jail, which is anticipated to be completed in July 2020. The Sheriff's Office planned to redirect staff from areas that will be vacated from the existing jail, but 22 of the Sheriff's positions remain unfunded in the Recommended Budget. Currently, the jail population is at historical lows due to the COVID-19 pandemic and the low number of inmates allowing for a partial opening of the jail expansion. Once the inmate population returns to regular levels, more deputies positions will require funding in order to staff the expansion and the existing jail facility.

Increased In-Home Supportive Services (IHSS) Maintenance of Effort (MOE). The Recommended Budget includes augmented funding of \$422,198, based upon negotiated wage and benefit increases for IHSS workers and the rebasing the County's maintenance of effort.

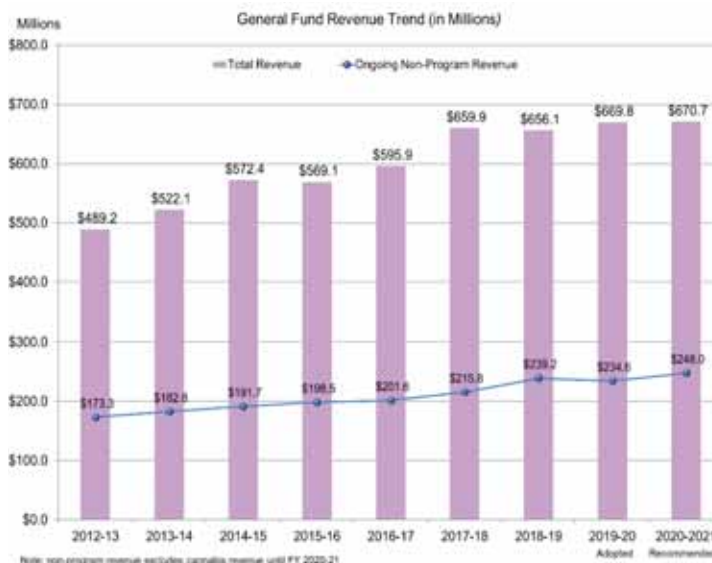
Future replacement of ERP system. The Recommended Budget includes charges of \$4.0 million to general fund departments to save for the future ERP system upgrade.

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

As previously stated, there are many unknowns surrounding General Fund revenues due to the COVID-19 pandemic. Staff have made preliminary reductions in Transient Occupancy Taxes (TOT), also known as hotel tax, of \$7.0 million below pre-pandemic projections in response to the travel restrictions and the stall of the tourist industry. However, it is likely that revenue projections will be further reduced into FY2020-21 as more information develops.

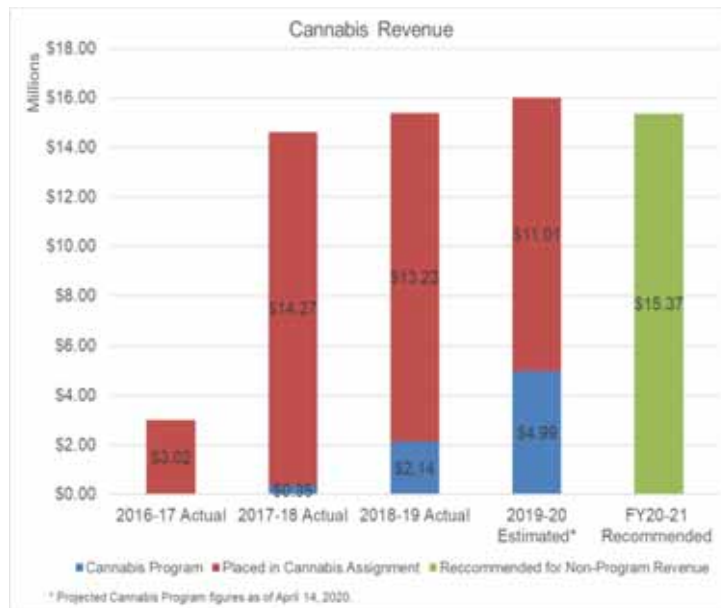
Discretionary revenue overall stays relatively flat next year with a growth of \$0.8 million or a 0.1% increase over the adopted budget. During the April 7th budget workshop all ongoing cannabis revenue was directed to be utilized as non-program revenue, resulting in an estimated \$10.4 million more in discretionary revenue to address rising costs. Property taxes, the bulk of non-program revenue, are projected to increase 4.0% next fiscal year due to higher home value assessments adding \$6.3 million. Despite the projected upward valuation, it is currently unknown whether the collection rate will remain comparable to pre-pandemic levels as unemployment rates have dramatically increased and rental payments have been delayed. In addition to non-program 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 decreased by \$12.6 million from the current year adopted budget due to Laguna Seca Raceway revenue moving outside of the general fund.



Cannabis Revenue

Previously cannabis revenues were utilized for the cannabis regulation program only with excesses reserved in assignment for Board directed purposes. Due to increased cost pressures and revenue loss this budget year, the Board directed staff to utilize all ongoing cannabis revenue as non-program revenue providing an estimated additional \$10.4 million beyond the cannabis program expenditures to address critical needs.

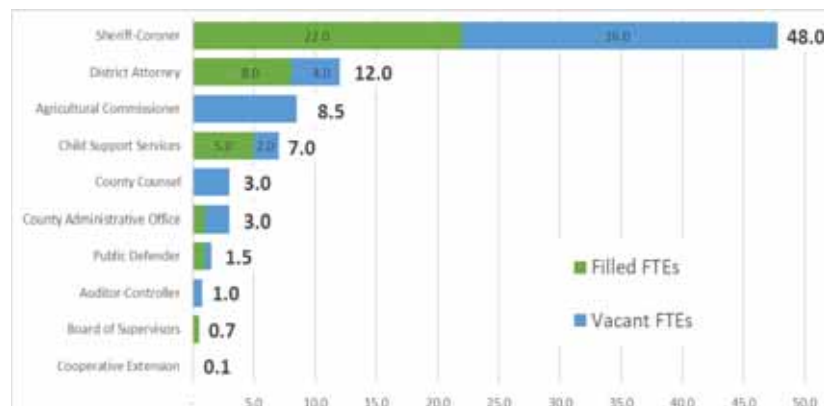
The chart to the right illustrates the history of cannabis revenue in the County since its inception in FY 2016-17. It is estimated that by the end of FY 2019-20 a cumulative \$41.5 million will be placed in the cannabis assignment with approximately \$13.7 million spent for Board directed items as of April 21, 2020.



Baseline Budgets – Initial Service Level Reductions

In February, staff forecasted a budget deficit of \$20.5 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 with preliminary General Fund Contributions (GFC). General fund departments were given revenues for increases in employee salaries, cost plan charges, and general liability and workers compensation costs, offset by a pro-rated reduction based on the known revenue reductions at that time.

Departments initially identified funding gaps for 37.7 filled positions and 47.1 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 was the most impacted due to cost drivers experienced countywide and the department's reliance on GFC. Other departments were also impacted, at a lesser extent including the District Attorney, County Counsel and others.

Departments requested augmentations to continue existing staffing levels and operations. In some cases, departments did not request to restore positions. For example, the Agricultural Commissioner discontinued the Head Lettuce Program, eliminating 6.0 vacant positions and 1.5 filled positions. The two employees assigned to the filled positions accepted demoted positions within the Agricultural Commissioner's office to avoid layoffs. The County Administrative Office reduced 2.0 positions due to the discontinuation of shuttle service for Court jurors and in one case a filled position at the Laguna Seca rifle range that could not be substantiated with program revenues was not requested back, leading to the only proposed layoff in the Recommended Budget.

Requested Augmentations

During the April 7, 2019 budget workshop with the Board of Supervisors, the County Administrative Office provided an update on the fiscal outlook for the 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 \$41 million for all funds including:

- \$4.96 million to keep 36.75 filled positions.
- \$3.38 million to keep 34.0 vacant positions.
- \$3.97 million to maintain non-personnel "status-quo" operations, such as contracted services, homelessness services, IHSS wage and benefit increases, contributions to outside agencies, and other services and supplies.
- \$2.80 million to add 38.0 new positions including 17.0 with their own revenue sources. New positions were requested for park operations, planning and building programs, animals services, and financial services in outside funds.
- \$6.43 million for capital improvements, such as the parking solutions at the government center, jail sewer and water projects, and information technology projects.
- \$19.74 million for new or expanded services and contributions to other funds and agencies including First 5, new juvenile hall over-runs, housing and economic development programs, elections, and operations at Lake San Antonio.

Since department submitted baselines and augmentation requests, an additional \$7.0 million was reduced in projected revenue due to the COVID-19 pandemic. Direction was given during the April budget workshop to maintain filled positions, and prioritize augmentations to prepare for pandemic-related service impacts.

Maintaining filled positions (\$4.96 million), and other priorities of elections (\$0.93 million), approved IHSS wage and benefits raises (\$0.42 million), and mandated training support for Civil Rights Office (\$27,500) with the additional revenue reduction (\$7.0million) resulted in a \$13.3 million gap. The gap was filled by the following:

Department	Non-Rec. General Liability	Temporary, Overtime, travel, and other staff costs	Cannabis Assignment	Other Restricted Funds	Reduction to outside agencies and funds	Total
County-wide	9,051,437					9,051,437
County Administrative Office					1,057,078	1,057,078
Child Support Services			407,151			407,151
Civil Rights			27,500			27,500
Elections			973,300			973,300
Emergency Communications					82,874	82,874
Health		264,416		332,994		597,410
Information Technology		82,731				82,731
Probation		195,000				195,000
Resource Management Agency		249,278			408,599	657,877
Social Services		187,995				187,995
Total	9,051,437	979,420	1,407,951	332,994	1,548,552	13,320,354

- **Suspension of the Non-recoverable general liability program contribution.** The contribution to the non-recoverable general liability program was set to increase to \$9.05 million in FY 2020-21. Staff suspended this contribution increasing risk of underfunding the program should expenses arise.
- **Reduction of department temp, travel, overtime, and other staff costs.** Between the Probation, Health and Social Service departments \$647,411 of general funds dedicated to temp staff were eliminated. An additional \$332,009 was reduced from the Resource Management Agency and Information Technology departments in travel, overtime, appropriations for staff working out of class.
- **Utilization of one-time restricted fund balances and assignments including cannabis.** \$1.41 million in cannabis assignment is utilized for elections (\$905,750), a loan to Child Support Services (\$407,151) until the department receives communication from the State if their revenues will be increased, and for mandated training support (\$27,500) in the Civil Rights Office. The Health department utilized an additional \$332,009 of restricted funds for environmental health services.
- **Reduction of contributions to outside agencies and funds.** Discretionary contributions to development set-aside agencies that promote tourism and economic development are based on a percentage of actual Transient Occupancy taxes (TOT) from two years in arrears. Contributions for the FY 2020-21 budget are recommended to be based on current year's forecasted TOT collections, reducing contributions by a total of \$905,750. Contributions to the Road Fund are also based on a percentage of collected TOT (25%) from two years previous. It is recommended, like DSA contributions, to base contributions on current year projected TOT. The County must meet the Measure X maintenance of effort contribution amount of \$4,940,363, but in the event that 25% of TOT collections is less than \$4.9 million, the difference will be credited back to the General Fund at year end. Contributions to fire agencies and 911 user agencies are based on a percentage of County Proposition 172 revenues. Contributions to these agencies are recommended to be kept at the same levels as the FY 2019-20 adopted budget saving a total of \$234,203.

Recommended Augmentations

In reviewing requests for augmentation, staff prioritized recommendations based on feedback received at the April 7th budget workshop. Augmentations leveraging sustainable revenue from other agencies and meeting critical infrastructure needs were also taken into consideration. In total, staff recommend \$8.2 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
Board of Supervisors	73,485	0.68			0.68
Child Support Services	407,151	5.00			5.00
Civil Rights Office	27,500				-
Cooperative Extension Service	6,186	0.07			0.07
County Administrative Office	-			4.00	4.00
District Attorney	899,442	8.00		1.00	9.00
Elections	973,300				-
Health	-			4.00	4.00
Information Technology	902,409				-
Public Defender	231,196	1.00		1.00	2.00
Resource Management Agency	920,000			4.00	4.00
Sheriff-Coroner	3,344,450	22.00	22.00		44.00
Social Services	422,198			1.00	1.00
Totals	\$ 8,207,317	36.75	22.00	15.00	73.75

Recommended augmentations provide funding for 36.75 filled positions. Augmentations for 22 vacant positions in the Sheriff's Office were approved without funding. Additionally, recommended augmentations add 15 new positions next fiscal year, all of which are fully funded by program revenues. Recommended augmentations include:

- \$3.34 million for the Sheriff's Office to maintain 22.0 filled deputy position. Augmentations for 22.0 additional vacant positions were approved without funding to maintain hiring flexibility as recruits train in the academy.
- \$920,000 from the building depreciation assignment to the RMA to fund the construction of sewer and water infrastructure at the jail.
- \$902,409 from the IT assignment to fund information technology infrastructure projects.
- \$899,442 to the District Attorney to maintain 8 filled positions including 5 attorneys, 1 investigator, and 2 legal secretaries. A victim witness advocate position was added with State grant funding.
- \$422,198 to fund Board approved wage and benefit increased to IHSS workers. A Social Worker III position was added for the IHSS program with State and Federal funding.
- A \$407,151 cannabis assignment loan to the Child Support Services department to maintain 5 filled positions while the Department waits for communication from the State of increased funding.
- \$231,196 to the Public Defender for a filled attorney position. Another attorney position is being added with Prop. 47 and public safety realignment funds.
- \$73,485 to restore 5.0 partially cut assistant and chair positions for the Board of Supervisors.
- \$27,500 in cannabis assignment funding in the Civil Rights Office for software to support mandated staff training programs.
- \$6,186 to restore a partially cut education specialist position in the Cooperative Extension.
- 4.0 new positions were approved for the Health Department in the administration unit using departmental resources.

- Two new positions for Laguna Seca and two new for fleet services each were approved in County Administrative Office utilizing program revenues.

Remaining Unfunded Needs

The Recommended Budget seeks to continue filled positions, expand critical programs and services where feasible, and invest in key capital projects. However, resources are limited and \$33.4 million in requested augmentations are not addressed in the Recommended Budget. These remaining unfunded requests are described below:

Status Quo Vacant Positions. The Recommended Budget does not include \$1.7 million in requested funding to restore 12.0 current status quo vacant positions. These positions include 3.0 investigator positions and one manger attorney positions in the District Attorney’s Office, 2.0 attorney and one administrative secretary position in County Counsel, 3.0 correctional officers and a correctional cook in Sheriff’s, and a payroll technician in the Auditor-Controller’s Office.

Some Homeless Services. The Recommended Budget does not include \$1.2 million requested for the continuation of some homeless services including the Safe Parking program, Franciscan Workers (Dorothy’s Place) and to replace the loss of funding after the discontinuation of the Whole Person Care Pilot Program in the Department of Social Services. Funding for operations of the Salinas warming shelter and most of the new shelter construction at 855 E. Laurel was included.

Unfunded Capital Projects. The Recommended Budget does not include funding for \$4.8 million worth of capital projects including the Carmel Lagoon Scenic Road Protective Structure, government center parking structure design, and repair projects for the Boronda Community Sanitation District. \$3.5 million requested for project over-run costs at the new juvenile hall project was also not included.

Unfunded needs for community programs. The Recommended Budget does not include a contribution of \$300,000 to Hartnell College for scholarships through the Salinas Valley Promise Program or \$10.0 million in cannabis funding to First 5 for early childhood education programs.

Housing Programs. Several housing augmentations were not included in the recommended budget including a \$1.0 million contribution to a Housing Fund, consultant work, and a contribution to the Monterey Bay Economic Partnership.

New position requests. Departments submitted \$3.1 million in requests to add 38.0 new positions, of which 15 positions with their own funding sources are included in the Recommended Budget. The majority of the remaining unfunded new position requests were in the RMA mostly for parks, planning, and additional staff for anticipated responsibility associated with the dissolution of the Fort Ord Reuse Authority (FORA). Additional unfunded new positions include a deputy and several office assistant positions in Health, a new attorney for the District Attorney, and an Emergency Services Planner, amongst others.

Other remaining 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.

Next Steps

The Recommended Budget will be presented at the Budget Hearings commencing on June 1st, 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 assignment funding.** The County has set aside prior year cannabis tax revenue in excess of program expenditures into a reserve account, to be utilized for Board directed one-time needs. The projected year-end balance for FY 2019-20 is \$27.7 million, based on current year estimated revenues of \$16.0 million, and may change based on actual collections or additional current year expenditures.
- **Contingencies appropriation.** In accordance with Board policy, the budget includes 1% of estimated general fund revenues (\$6.8 million for FY 2020-21) 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 2020-21 totals \$351.3 million, an increase of \$20.0 million over the FY 2019-20 Adopted Budget. The increase is primarily attributed to increase in service levels, approved wage increases, annual employee step increases, and rising employee benefit costs. Planned spending is supported by an estimated \$350.7

Natividad Medical Center Enterprise Fund ^A	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommend 2020-21
Beginning Net Position	\$ 124,712,392	\$ 190,593,971	\$ 190,593,971	\$ 123,835,135
Revenue	373,583,016	356,673,893	340,733,393	350,655,299
Expenditures	307,701,437	331,301,564	310,425,930	351,305,741
Ending Net Position	190,593,971	215,966,300	220,901,434	123,184,693
Change in Net Position	65,881,579	25,372,329	30,307,463	(650,442)

^A The Enterprise Fund FY 2018-19 Actuals including beginning net position are based on the CAFR Fiscal Year 2018-19.

million in revenue, a decrease of \$20.0 million over the current year adopted budget. The decrease is primarily attributed to a decline to the 1115 Waiver through 2020 (the State's Medicaid pilot program). The 1115 Waiver provides federal funding for public hospital redesign and incentives as well as funding to assist with the uninsured population. Although the Centers for Medicaid and Medicare Services through 2020, there was an overall reduction in funding due to a decline in the uninsured population as a result of the Affordable Care Act (ACA). Based on these assumptions, NMC expects to see a decline in net position of \$650,442, for an ending fund net position of \$123.2 million.

NMC has a capital project sub-fund to provide funding for Board approved capital projects exceeding \$100,000 in cost. NMC transfers funding as needed from the enterprise fund to the capital project fund and draws from the fund to pay for the projects. NMC estimates transfers of \$18.0 million from Fund

451 to Fund 404 for new capital projects exceeding \$100,000. NMC expects Fund 404 to reimburse Fund 451 \$20.0 million for capital projects that will occur in the next fiscal year. Project include Radiology Modernization, Nursecall System

Natividad Medical Center Capital Projects Fund	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommend 2020-21
Beginning Fund Balance	\$ 74,868,143	\$ 70,892,408	\$ 70,892,408	\$ 74,868,143
Revenue	-	10,300,000	-	18,000,000
Expenditures	3,975,735	30,948,871	7,000,000	20,000,000
Ending Fund Balance	70,892,408	50,243,537	63,892,408	72,868,143
Change in Fund Balance	(3,975,735)	(20,648,871)	(7,000,000)	(2,000,000)

Replacement, and Pharmacy Remodel. Based on these assumptions, NMC plans a net utilization use of \$2.0 million from Fund 404 for capital projects in FY 2020-21.

Road Fund

The Road Fund consists of \$69.1 million in expenditures, \$62.2 million in revenues, anticipating a \$6.9 million decrease in fund balance next year. In FY 2017-18, the County began receiving funds from the Transportation Agency for Monterey County

Road Fund	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommended 2020-21
A. Beginning Fund Balance	\$10,153,628	\$17,552,103	\$17,552,103	\$ 40,656,210
B. Revenue	40,678,414	59,369,669	55,245,692	62,177,602
C. Total Financing, A+B	50,832,042	76,921,772	50,914,889	102,833,812
D. Expenditures	33,279,939	54,581,989	10,258,679	69,094,744
E. Ending Fund Balance, C-D	\$17,552,103	\$22,339,783	\$40,656,210	\$ 33,739,068

(TAMC) for the transportation sales tax measure (Measure X) and from the State for SB1 - Road Maintenance and Rehabilitation Account (RMRA). 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 amount spent the year Measure X was approved by voters (\$4.9 million), with the intent to supplement, not supplant transportation expenditures. SB1 and Highway Users Tax Account (HUTA) funds also have a 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 road fund includes \$1.4 million in planned winter storm repair projects funded by NMC's Fund 404 fund balance. Primary funding for the road fund continues to be from State and local fuel taxes (HUTA) and federal and State grants.

Due to shifts in project schedules, several projects in FY 2019-20 were postponed or crossed over to FY 2020-21. The annual work plan includes \$43.8 million in road fund projects, \$11.2 million in non-road projects, and \$10.5 million in road and bridge maintenance. Notable Road Fund projects include: completing design and initiating construction of Gloria Road, Iverson & Johnson Canyon Rehabilitation for \$9.9 million; initiating construction of Nacimiento Lake Drive Bridge for \$6.7 million; completing construction of River Road Overlay Limekiln Road to Gonzales Road for \$6.6 million; the construction of the River Road overlay project for \$4.7 million; the construction of the Countywide Roadway Safety Signage for \$2.9 million; initiating construction of Hartnell Road Bridge Replacement for \$2.3 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 \$4.7 million, completing construction of the Las Lomas Drainage for \$2.6 million, completing design and initiating construction of the Las Lomas Bicycle and Pedestrian Lane for \$1.6 million, and initiating construction for Community Street Repairs in various locations for \$1.0 million. Road maintenance includes the annual Pavement Management Seal Coat for \$2.0 million and \$8.5 million in road and bridge maintenance 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 communities. Library operations are primarily funded through its own share of property tax.

Monterey County Free Library	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommend 2020-21
A. Beginning Fund Balance	\$ 1,011,886	\$ 1,874,071	\$ 1,874,071	\$ 1,737,204
B. Revenue	10,021,707	10,973,691	10,366,531	10,207,852
C. Total Financing, A+B	11,033,593	12,847,762	12,240,602	11,945,056
D. Expenditures	9,159,522	11,259,647	10,503,398	10,164,700
E. Ending Fund Balance, C-D	\$ 1,874,071	\$ 1,588,115	\$ 1,737,204	\$ 1,780,356

The Fiscal Year (FY) 2020-21 Recommended Budget includes \$10.2 million in expenditures, a decrease of \$1.1 million from the FY 2019-20 Adopted Budget. The decrease in expenditures is largely due to salary savings from a Librarian III, half an allocation for Librarian II and two full time library assistant positions and the postponing of the Bradley Library development.

Expenditures are financed by an estimated \$10.2 million in revenues including a mandated \$235,539 general fund contribution (GFC) for the County Librarian's salary, and the contributions by the Foundation for Monterey County Free Libraries (FMCFL), and State and local grants.

Budgeted estimated property tax revenues reflect a decrease of \$765,839 from the adopted FY 2019-20 budget. This projection is based on lower current year actual revenues and aligns with County wide projections. Tax revenue projection may be impacted by the effects of COVID-19 and the Library may need to bring a budget adjustment forward for the Board's consideration once impacts are known.

The Library budget continues to be challenged in meeting the rising costs of salaries and benefits, rents and leases, Information Technology (IT) services, and Countywide Cost Allocation Plan (COWCAP) charges. It is predicted that there is a need to erode the Library Fund Balance by \$136,867 by the end of fiscal year 2019-2020, even with salary savings the Library will need to purchase many more supplies to reopen, and cover elements such as postage to start Library By Mail for many more patrons who will not be able to physically visit a branch library for materials. 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; and join cooperative access to library systems to reduce operational costs.

Local Revenue Fund 2011

The local revenue fund supports public safety and behavioral health programs. For next fiscal year, the revenue increases to \$67.6 million, while expenditures (operating transfers out for the various public safety, health and social services programs) total \$69.4 million, exceeding revenues by \$1.8 million. The use of fund balance is primarily to cover authorized uses in probation and behavioral health programs.

Local Revenue Fund 2011	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommend 2020-21
A. Beginning Fund Balance	\$28,917,003	\$30,013,211	\$30,013,211	\$27,927,305
B. Revenue	63,454,588	66,011,339	65,834,682	67,621,883
C. Total Financing, A+B	92,371,591	96,024,550	95,847,893	95,549,188
D. Expenditures	62,358,380	68,849,082	67,920,588	69,454,086
E. Ending Fund Balance, C-D	\$30,013,211	\$27,175,468	\$27,927,305	\$26,095,102

Behavioral Health Fund

The Recommended Budget for behavioral health fund increases expenditures and revenues by \$14.6 and \$11.1 million, respectively. The increase in budgeted expenditures is attributable to negotiated salary increases, benefit costs,

Behavioral Health	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommend 2020-21
A. Beginning Fund Balance	\$42,651,110	\$43,644,092	\$43,644,092	\$40,716,012
B. Revenue	125,267,777	144,620,465	133,038,162	155,747,555
C. Total Financing, A+B	167,918,887	188,264,557	176,682,254	196,463,567
D. Expenditures	124,274,795	147,620,465	135,966,242	162,247,652
E. Ending Fund Balance, C-D	\$43,644,092	\$40,644,092	\$40,716,012	\$34,215,915

contracted services, and Whole Person Care (WPC) prior-year rollover funds. Additionally, the budget for behavioral health includes capital projects in the existing Marina Clinic and new Sanborn Clinic. The increase in revenue supports additional ongoing expenditures for all behavioral health programs. The fund anticipates \$6.5 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 providers.

Health and Welfare Realignment Fund

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

Health & Welfare Realignment	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommend 2020-21
A. Beginning Fund Balance	\$30,626,466	\$32,399,526	\$32,399,526	\$24,342,033
B. Revenue	71,387,220	68,738,799	66,430,885	67,564,453
C. Total Financing, A+B	102,013,686	101,138,325	98,830,411	91,906,486
D. Expenditures	69,614,160	75,991,783	74,488,378	68,057,431
E. Ending Fund Balance, C-D	\$32,399,526	\$25,146,542	\$24,342,033	\$23,849,055

expenditures of \$68.1 million and revenues of \$67.6 million, anticipating a \$0.5 million reduction to fund balance in FY 2020-21. With sales tax at risk of impacts from the COVID-19 pandemic, this fund may face reductions in FY 2020-21.

Emergency Communications Fund

Emergency Communications transitioned operations to a special revenue fund, effective FY 2019-20. Through this fund, the County provides emergency and non-emergency call answering and dispatch services to law enforcement, fire and

Emergency Communications	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20*	Recommend 2020-21
A. Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 1,110,778
B. Revenue	-	12,631,743	13,452,825	13,335,311
C. Total Financing, A+B	-	12,631,743	13,452,825	14,446,089
D. Expenditures	-	12,277,898	12,342,047	12,997,604
E. Ending Fund Balance, C-D	\$ -	\$ 353,845	\$ 1,110,778	\$ 1,448,485

*A \$762,439 transfer in was not originally included in the current year estimate

emergency medical response agencies across the County. Pursuant to the 911 Service Agreement, user agencies share the cost of dispatch operations, reimbursing the County approximately 70 cents for every dollar expended. Traditionally, user agencies have agreed to pay ahead of planned capital expenditures needed for the operation, resulting in restrictions of those funds in a reserve until the appropriate expenditure was incurred. As recommended by the Auditor-Controller, the Emergency Communications special revenue fund was created, allowing this revenue to be restricted only for the benefit of Emergency Communications. As part of this transition, an operating transfer of \$762,439 from the General Fund into this fund was made in FY2019-20 to move these previously collected reserve funds. FY 2020-21,

the fund expects an additional reserve collection of \$337,707 with an estimated ending fund balance of \$1,448,485.

Parks Lake & Resort Operations

The Parks Resort Enterprise Funds Recommended Budget begins with a negative \$2.7 million net position and projects revenues and expenditures of \$4.3 million and \$3.7

Parks Lake & Resort Operations	Actuals 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Recommend 2020-21
A. Beginning Fund Balance	\$ (3,384,569)	\$ (2,733,381)	\$ (2,733,381)	\$(2,709,332)
B. Revenue	7,375,812	4,921,323	4,226,157	4,268,676
C. Total Financing, A+B	3,991,243	2,187,942	1,492,776	1,559,344
D. Expenditures	6,724,624	4,393,198	4,202,108	3,657,487
E. Ending Fund Balance, C-D	\$ (2,733,381)	\$ (2,205,256)	\$ (2,709,332)	\$(2,098,143)

million, respectively. Ending net position is projected to increase by \$611,189, for a net negative \$2.1 million net position. The negative net position is a result of years of fluctuating water levels that impacted marine recreational activities, substandard amenities due to deferred maintenance, and Lake San Antonio's (LSA) unprofitable scale of operations. The negative net position also includes restricted balances of \$700,000 for the Zebra/Quagga Mussel Program and \$154,324 for the Reserve Fund Account-Improvements and Acquisitions.

To address the ongoing deficit, the Board approved RMA's recommendation to transition LSA to a regional park managed in the General Fund effective FY 2019-20. Lake Nacimiento continued operating under a third-party agreement with Basecamp, with strict County oversight, through the Enterprise Fund. Lake Nacimiento's revenues were trending upwards through February 2020 and RMA expected the Enterprise Fund to break even or turn a slight profit, which would be the first year the Fund would not require a General Fund subsidy. However, the lake closed in April due to the COVID-19 pandemic and it is unknown when it will reopen. If it remains closed through June 2020, the Enterprise Fund will experience a drastic decline in revenues and will not be able to replenish the restricted net position. RMA is working with Basecamp to monitor both operations and finances to manage the extent of loss due to COVID-19.

The Recommended Budget does not include RMA's augmentation to rebuild the rental boat fleet by replacing 13 vessels (\$500,000). Boat rentals are a significant revenue stream and are a visitor attraction that would result in a return on investment after two years.

Budget Hearings

Budget hearings to consider the FY 2020-21 Recommended Budget are scheduled to begin on Monday, June 1, 2020. The budget hearing schedule will be available online at the Monterey County Clerk of the Board's website on or around Friday, May 22, 2020.

Appropriation Limits

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

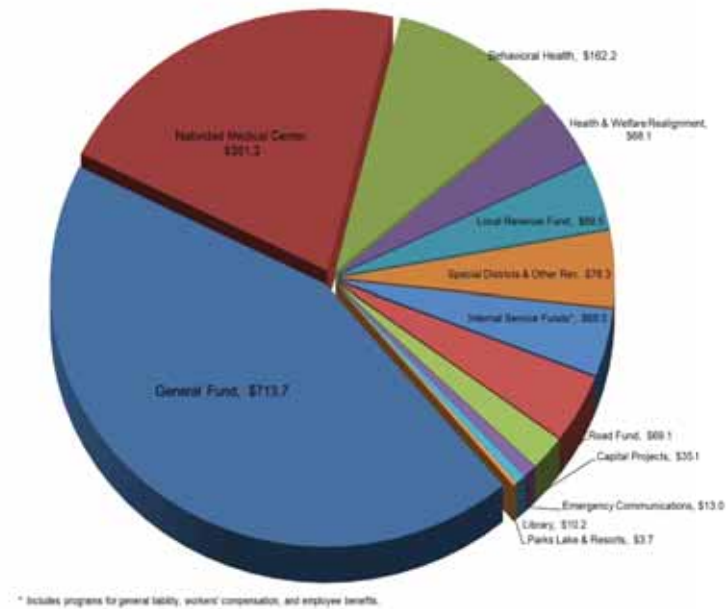
The calculations for the County's general fund and library fund appropriations limit are prepared by the Auditor-Controller's Office with assistance from the County Administrative Office. All districts are within their limits.

Supplemental Charts

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

All Funds – Appropriations by Fund

Chart 1. Recommended Appropriations by Fund (Millions)



General Fund Expenditures

Chart 2. General Fund Appropriations by Department (Millions)

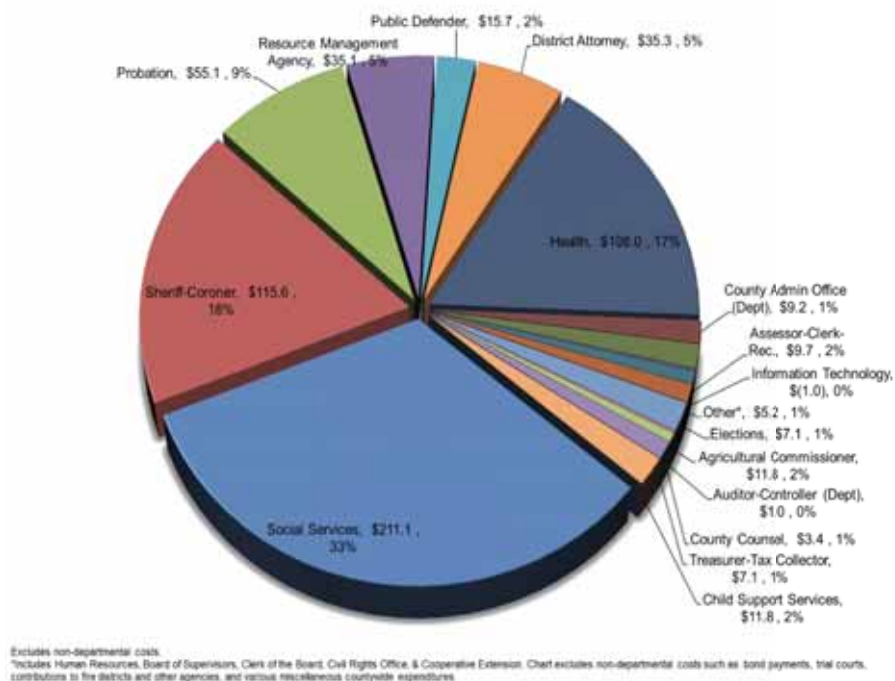
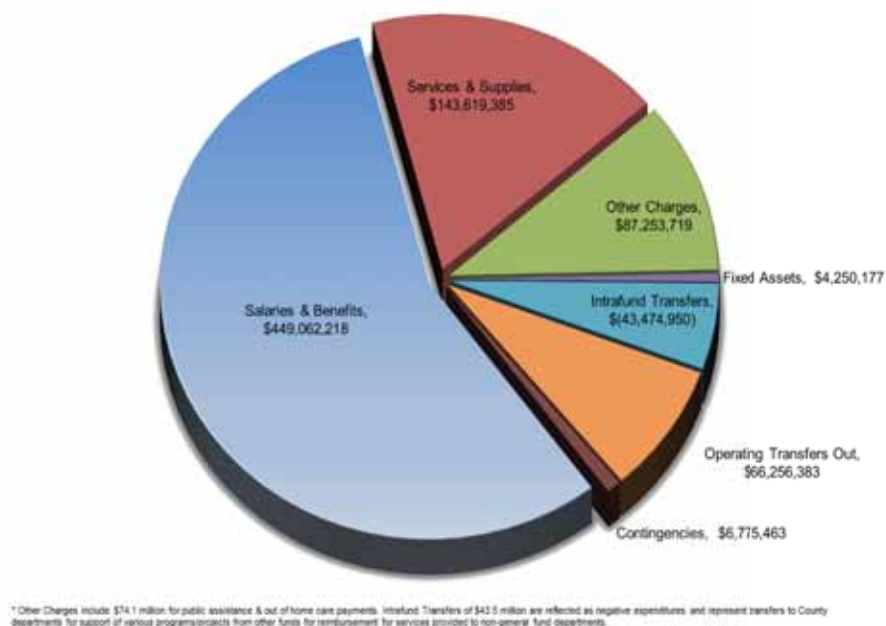
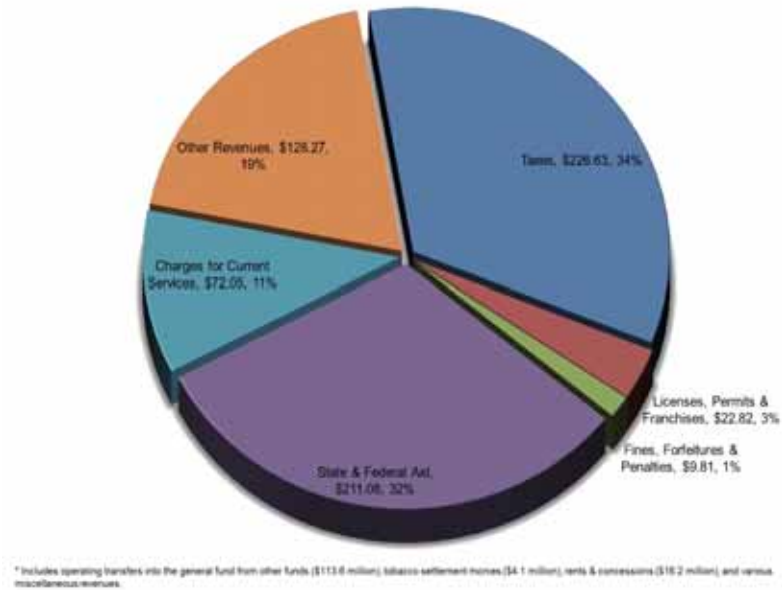


Chart 3. General Fund Expenditures by Category (Millions)



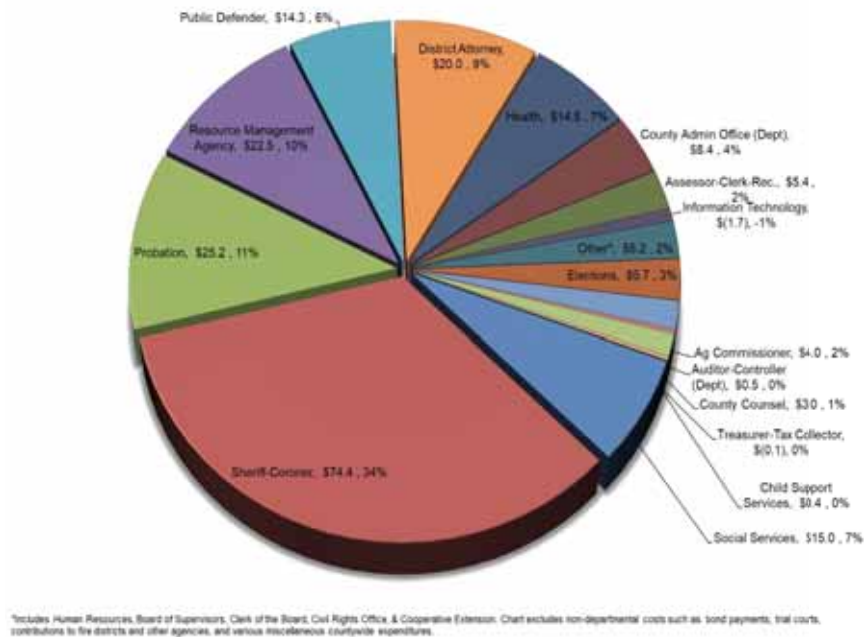
General Fund Sources of Revenue

Chart 4. General Fund Sources of Revenue (Millions)



General Fund Contributions

Chart 5. General Fund Contributions by Department (Millions)



Strategic Reserve

The chart below reflects funds set aside in the strategic reserve. The general fund portion of \$66.5 million represents 9.9% of estimated revenues in the FY 2020-21 Recommended Budget, just 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 2020-21 Adopted Budget.

Table 1. Position Summary

Department	2019-20 Adopted	2020-21 Recommended	Change
Natividad Medical Center	1,299.3	1,325.1	25.8
Health	1,102.2	1,115.0	12.8
Social Services	874.0	877.0	3.0
Sheriff-Coroner	469.0	471.0	2.0
Probation	288.0	288.0	-
Resource Management Agency	277.0	283.0	6.0
District Attorney	158.0	156.0	(2.0)
Child Support Services	94.0	92.0	(2.0)
Information Technology	108.0	109.0	1.0
Ag Commissioner	83.0	74.5	(8.5)
Emergency Communications	75.0	75.0	-
Library	66.0	66.0	-
Assessor	68.0	69.0	1.0
CAO	114.5	119.5	5.0
Public Defender	56.5	57.5	1.0
Treas-Tax Collector	49.0	49.0	-
Auditor-Controller	44.0	43.0	(1.0)
County Counsel	56.0	53.0	(3.0)
Human Resources	35.0	35.0	-
Board of Supervisors	20.0	20.0	-
Clerk of the Board	5.0	5.0	-
Cooperative Extension Service	3.0	3.0	-
Civil Rights Office	5.0	5.0	-
Elections	12.0	12.0	-
Total	5,361.5	5,402.6	41.1



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Appropriation Limits

COUNTY OF MONTEREY
APPROPRIATION LIMITS FOR THE 2020 - 21 FISCAL YEAR
Pursuant to Article XIII B of the California Constitution

<u>FUND</u>		<u>1978-79</u> <u>Base Year</u>	<u>Appropriation</u> <u>Limit</u>	<u>Estimated</u> <u>Tax proceeds</u>
County General and Library Funds	\$	33,688,425	\$ 734,474,167	\$ 246,475,635
<u>Special Districts</u>				
052 CSA # 9 Oak Park		42,702	419,211	43,980
053 CSA # 10 Laguna Seca Ranch		9,658	94,814	-
055 CSA # 14 Castroville		530,743	5,210,371	-
056 CSA # 15 Serra Village, Toro Park		87,250	856,544	158,609
059 CSA # 20 Royal Estates		4,977	48,860	2,248
062 CSA # 25 Carmel Valley Country Club		9,339	91,682	42,415
063 CSA # 26 New Moss Landing Heights		1,026	10,072	3,090
066 CSA # 32 Green Valley Acres		1,836	18,024	3,888
069 CSA # 35 Paradise Park		5,283	51,864	6,711
072 CSA # 41 Gabilan Acres		2,727	26,771	9,054
076 CSA # 47 Carmel Views		5,013	49,213	18,863
077 CSA # 50 Rioway Track		944	9,267	1,163
079 CSA # 52 Cerro Del Oso		2,055	20,174	4,414
081 CSA # 54 Manzanita		219	2,150	1,194
085 CSA # 58 Vista Corado		1,406	13,803	2,352
086 CSA # 62 Rancho Del Monte		5,363	52,649	9,744
151 Pajaro County Sanitation District		254,092	2,494,453	259,347



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Recommendations

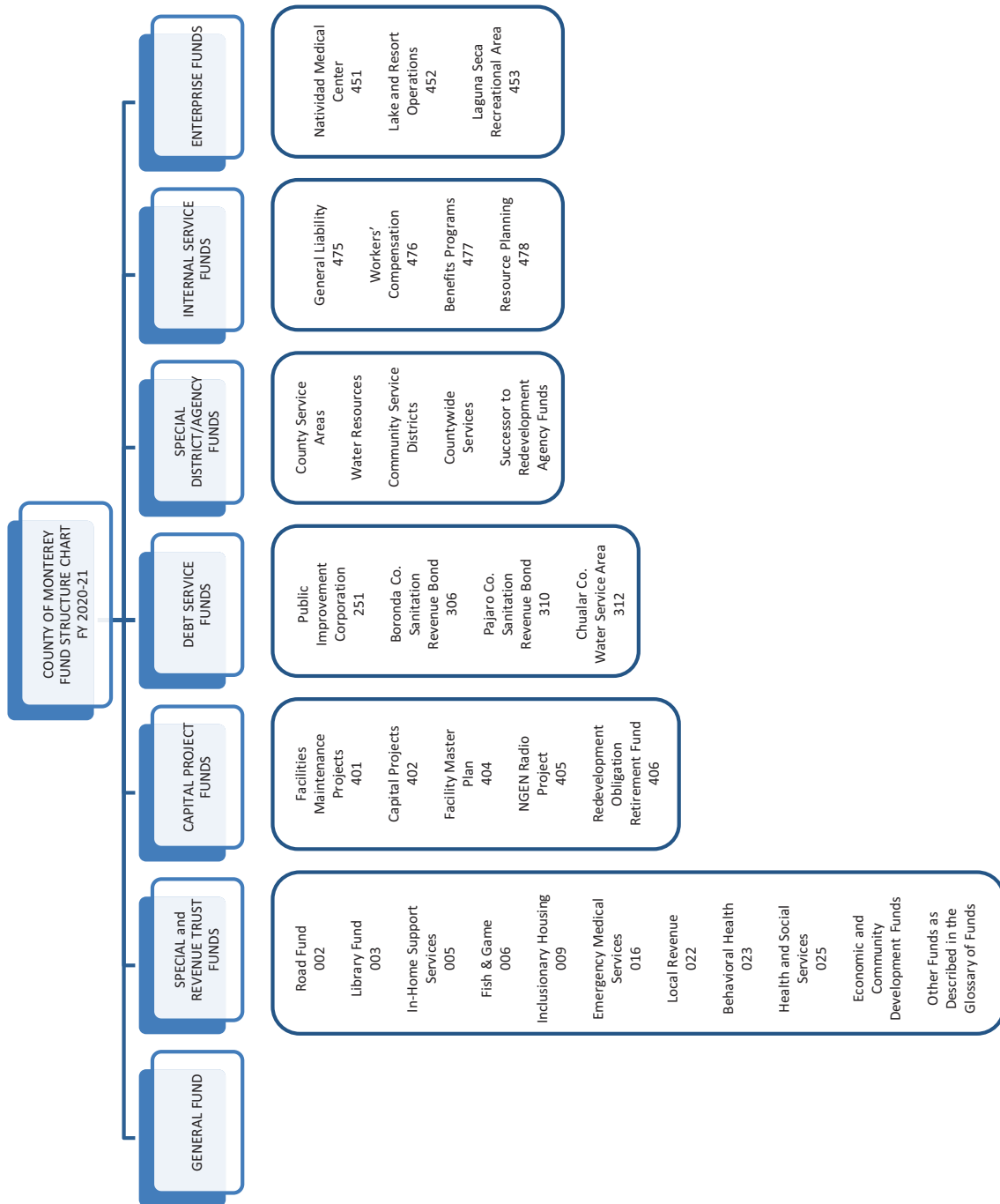
It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 1, 2020 at 9:00 a.m. to adopt the Fiscal Year (FY) 2020-21 Appropriation Limits pursuant to Article XIII B of the California State Constitution.
2. Commence Budget Hearings with the County Administrative Office summary presentation of the FY 2020-21 Recommended Budget on June 1, 2020 at 9:00 a.m. and continue Budget Hearings on June 2, 2020 beginning at 9:00 a.m. if necessary.
3. Authorize and direct the County Administrative Office to prepare the FY 2020-21 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 and inadvertent errors due to erroneous entries in the County's new budget book generating software.
5. Authorize the County Administrative Office to amend the FY 2020-21 General Financial Policies by adjusting the contribution of transient occupancy tax (TOT) revenue to the Monterey County Convention and Visitors Bureau, Arts Council and Film Commission from the current rates of 6.0%, 1.98% and 0.95% of County TOT revenue based on prior year audited actuals to the new methodology taking the same percentages but of actual TOT collected during FY 2020-21, currently estimated at \$12.5 million resulting in contributions of \$750,000, \$247,500 and \$118,750 respectively; with a reconciliation to be conducted at the end of the fiscal year. Authorize and direct the County Administrative Office to incorporate this change in the FY 2020-21 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 \$4,940,363, the FY 2020-21 maintenance of effort (MOE) requirement, effective July 1, 2020. Authorize and direct the County Administrative Office to incorporate in the FY 2020-21 Adopted Budget the updated TOT contribution to the Road Fund.
7. Authorize the County Administrative Office to amend the General Financial Policies by adjusting the contribution of Proposition 172 revenue to emergency communication user agencies from the current rate 5.0% of County's total Proposition 172 revenue for the most recent audited fiscal year to a flat amount of \$1,722,029. Authorize and direct the County Administrative Office to incorporate this change in the FY 2020-21 Adopted Budget.
8. Authorize the County Administrative Office to amend the General Financial Policies by adjusting the contribution of Proposition 172 revenue to fire agencies from the current rate of 9.13% of Proposition 172 revenue for the most recently audited fiscal year to a flat amount of \$3,144,425. Authorize and direct the County Administrative Office to incorporate this change in the FY 2020-21 Adopted Budget.
9. Authorize the County Administrative Office, in the event that any unbudgeted/unassigned fund balance is available at year-end FY 2019-20, 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.
10. 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 2019-20:
 - 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)
 - f. Disaster Assistance Program Assignment (3126).
 - g. Non-Recoverable Costs Assignment (3131).
11. Authorize the County Administrative Office to adjust the FY 2020-21 Adopted Budgets for the other funds under the authority of the Board of Supervisors to reflect the FY 2019-20 year-end final available fund balance.
12. Consider approval and adoption of the *Resource Management Agency-Public Works Annual Work Program* for the Road Fund for Fiscal Year 2020-21. 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

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* 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 fiscal year, budget year (FY 2020-21), 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. 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 2022-23

	FY 2018-19	FY 2019-20			FY 2020-21	FY 2021-22	FY 2022-23
	Actual	Adopted	Modified	Year-End Estimate	Forecast		
Financing Sources:							
Beg. Unassigned Fund Balance	\$ 3.9	\$ 1.3	\$ 1.3	\$ 1.3	\$ -	\$ -	\$ -
Cancellation of Restricted Fund Balance	8.7	4.6	4.6	4.6	-	-	-
Cancellation of Assignments	18.9	11.7	12.1	10.8	-	-	-
Revenues	656.1	669.8	672.4	666.8	684.0	698.3	706.3
Total Financing Sources	\$ 687.5	\$ 687.5	\$ 690.5	\$ 683.6	\$ 684.0	\$ 698.3	\$ 706.3
Financing Uses:							
Restricted Fund Balance	\$ 9.2	\$ -	\$ -	\$ 2.7	\$ -	\$ -	\$ -
Assignments	20.3	-	-	9.9	-	-	-
Strategic Reserve	29.0	-	-	-	-	-	-
Expenditures	626.7	687.5	690.5	664.4	715.0	739.2	758.2
<i>Adjustment - Est Salary Savings</i>	-	-	-	-	(10.5)	(10.8)	(11.1)
Total Financing Uses	\$ 685.1	\$ 687.5	\$ 690.5	\$ 677.0	\$ 704.5	\$ 728.4	\$ 747.1
Ending unassigned fund balance	\$ 2.4	\$ -	\$ -	\$ 7.6	\$ (20.5)	\$ (30.1)	\$ (40.8)

Prior year performance results in an operating surplus and investments in County reserves. Through the Board's leadership, and departments' responsible financial oversight, the general fund ended the prior year with an operating surplus. The Board judiciously invested this surplus by adding \$29.0 million to the Strategic Reserve and nearly meeting the Board's policy of setting aside 10% of estimated general fund revenue. An additional \$13.2 million was added towards the cannabis assignment. Investments in the County's reserves are a strong indicator of the County's commitment to weathering future unforeseen events and meet emerging needs. While the prior year ended in a surplus, the unassigned fund balance includes \$1.3 million that was obligated in the FY

2019-20 adopted budget to fund one-time expenditures. Therefore, only \$1.1 million of the unassigned fund balance is truly available in the current year.

Positive results are expected in the current year. The responsible stewardship of County departments is evident in the current year, with the County forecasting a \$7.6 million improvement compared to budget. Departments expect to end the current year with expenditures \$26.1 million below budget with a decrease in estimated year-end revenues of \$5.6 million. The decrease in expenditures is mostly due to salary savings for vacant positions. To the extent departments do not fill positions this also decreases reimbursement-based revenues from federal and State agencies. The forecast assumes \$2.7 million will be transferred to restricted fund balance at year-end due to funding constraints associated with these monies and \$9.9 million in additional uncommitted cannabis revenue moved to the Cannabis assignment.

PERS rate increases continue to drive deficits in Departmental forecasts. Department forecasts generally assume vacancies are filled, resulting in increased salary and benefit costs projections. A comparison of budgeted versus actual salary costs illustrates that in reality savings consistently occur due to attrition and turnover. As such, the County Administrative Office (CAO) again added a salary savings adjustment that lowers overall projected expenditures by \$10.5 million to \$11.1 million annually by the end of the forecast period. After making the salary adjustment, the forecast reveals a forecasted deficit of \$20.5 million next fiscal year, growing to \$40.8 million by FY 2022-23. While current wage increases approved by the Board add to salary costs, most 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 and Worker's Compensation. Even with a salary adjustment, County staff are 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 after FY 2020-21, changes in federal or State financial commitments, or revenue declines in an economic downturn.

Current year discretionary revenue grows mostly due to cannabis revenue and improvements in TOT. Discretionary revenues grow in the current year by \$11.5 million over the modified budget, mostly to account for all cannabis estimated revenue for the year (\$9.9 million), including revenue that has not been committed. Property tax revenues are forecasted to drop \$3.2 million compared to budget due to a decrease in revenue receipts for property tax in lieu of VLF – a one-time adjustment for overpayments received by the County. The projected decrease is anticipated to be offset with projected increases in transient occupancy tax (TOT) revenue collections, investment income, and other property tax revenues. As previously mentioned, at year end any uncommitted cannabis revenues will be moved to the Cannabis assignment; however, for the upcoming budget year, all current estimated cannabis revenue is combined with discretionary revenue to increase preliminary GFC allocations. As of the writing of this report, the assessed valuation growth for property value decreased from the adopted projection of 5% to 4%. The decrease in projected growth is estimated to result in an additional \$1.3 million in discretionary revenue loss in the current year. This decrease is not included in the forecast.

Next year, the County is faced with major cost drivers which exceed available funding. While cannabis revenues are combined with discretionary revenue as part of preliminary general fund contributions (GFC) to help offset costs increases, as of the writing of this report there remained a \$4.4 million gap needed for salary, worker's compensation and general liability increases. The lower projected growth in property assessed valuation in the current year will also impact next year's budget, resulting in a projected \$1.4 million loss in discretionary revenue. This revenue is vital as it helps general fund departments cover costs increases and prevent service impacts. Other unfunded needs include \$1.6 million for Juvenile Hall cost overruns, loss of revenue to replace a portion of the Department of Social Services Whole Person Care pilot program grant, and to be determined staffing and operations cost at Lake San Antonio.

A cautious approach to future financial decisions given uncertainty of revenues. 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 maintaining its Strategic Reserve, addressing infrastructure needs, and paying down

unfunded liabilities. Unfunded liabilities include a \$724.9 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 \$39.6 million and \$31.2 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 or current year discretionary revenue declines.

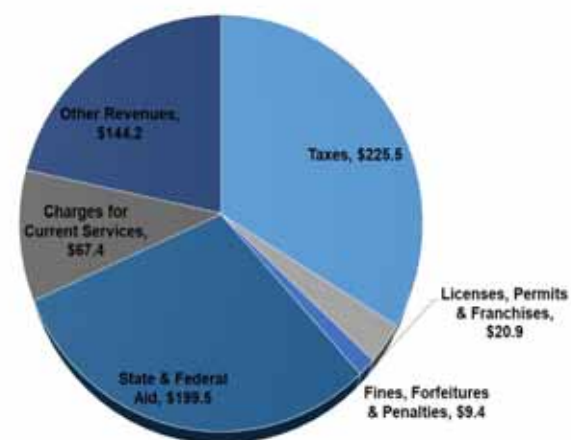
While some growth is assumed in forecasted years, it is not enough to cover increases in costs for current levels of staffing and services. Furthermore, planning for the next recession continues to be an issue of concern for the State as well as local governments considering the U.S. is entering its 11th year of expansion. Any new budget commitments will increase the severity of cuts the County would have to make in an economic downturn. Given these uncertainties and events, continued prudent financial management practices, including limiting new on-going commitments or expansion of programs, seems appropriate for the current environment.

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 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.

General Fund Current Year Estimated Revenues (Millions)
Total \$666.8

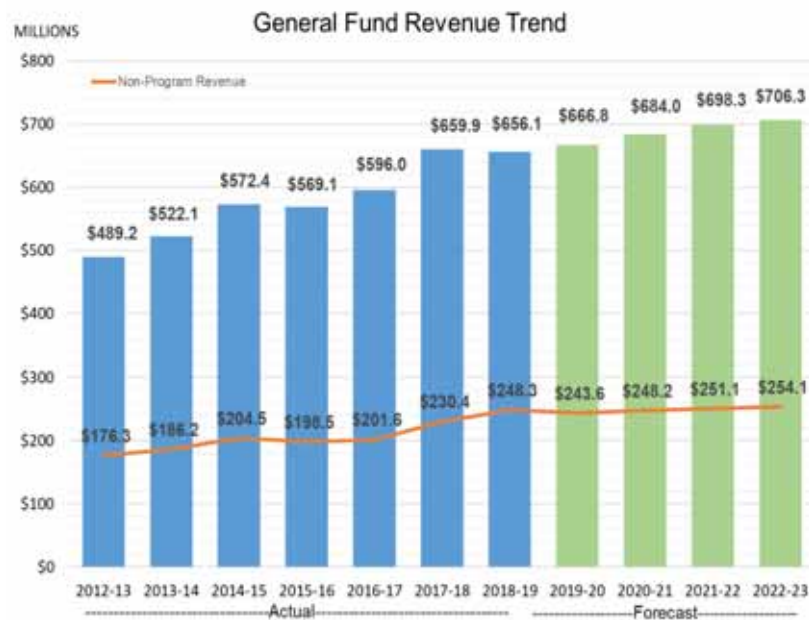


Current year revenues are \$5.6 million below budget expectations. The major causes of the decrease in revenue in the current year include:

- **Revenue in the Health Department is \$11.9 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 due to vacancies in primary care clinics as well as a reduction in revenues from the State due to the prior year’s audit recovery.
- **Lower reimbursements expected in Social Services due to lower caseloads:** The Department of Social Services is estimating a \$10.4 million decrease due to \$5.4 million lower State and federal reimbursements with some corresponding reductions in expenses due to lower caseloads in entitlement programs such as CalWorks and a \$6.1 million error in revenues for IHSS.
- **Elimination of Produce Inspection reduces reimbursements in Agriculture Commissioner.** In November 2019, the Board of Supervisors adopted an ordinance repealing Chapter 10.16 of the Monterey County Code, thereby eliminating the Produce Inspection program. As such, the department is anticipating a loss of \$0.7 million in reimbursements with a corresponding reduction in expenses.

Overall reductions in revenue are offset by a \$18.9 million increase in revenues, mostly for higher than budgeted cannabis revenues and revenue generated from the Laguna Seca track’s increase in sponsors and events. The

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



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 above reflects the overall general fund revenue trend and the non-program revenue trend, which accounts for approximately one-third of general fund revenues. For FY 2020-21, general fund revenues grow \$17.2 million, 3% over current year expectations. The increase is mostly attributed to higher program revenue for State and federal reimbursements, an increase in Health fees due to the anticipated Natividad Immunology Division Outpatient (NIDO) clinic being fully operational, and an increase in non-program revenue, specifically modest growth in 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 account for majority 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 \$243.6 million.

Property tax revenue is the largest source of non-program revenue, projected at \$173.3 million (71%) of total current year estimated non-program revenue. Other



significant sources of discretionary revenue include: \$24.9 million in TOT; \$15.4 million in Cannabis revenue; \$11.8 million in sales and use tax revenue; franchise fees of \$5.0 million and tobacco settlement monies of \$4.1 million.

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 2020-21) and two out years. Projected current year non-program revenue is above budget mostly due to the recognition of an additional \$9.9 million in cannabis revenue. Any uncommitted revenue will be moved to the cannabis assignment at end of year.

The forecast assumes modest 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 \$16.1 million over the current budget. Excluding the growth in cannabis revenue, non-program revenue grows \$6.2 million. Growth in the two out years is projected at approximately \$2.9 million and \$3.0 million respectively.

Increases in property assessments result in modest discretionary revenue growth. While the forecast assumes moderate growth in property tax assessment, the impact of a recession on property tax revenue should be noted. 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 2019-20. The current year estimate reflects a 5.8% increase as reported by the County Assessor's Office. Next year, the forecast assumes a lower growth in assessments, currently projected at 4.0% which produces \$4.2 million growth in property tax revenue. The two out years include a more conservative growth assumption of 2.5% each, yielding additional revenue of \$2.7 million each year.



Transient Occupancy Tax receipts continue to see positive results.

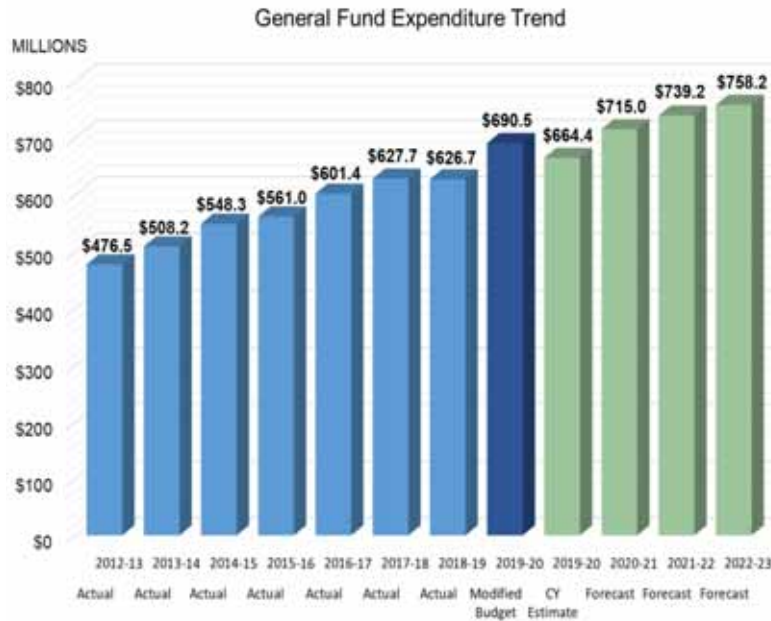
TOT is the County's second largest source of discretionary revenue. Often referred to as the "hotel tax," TOT is the tax applied on hotel/motel accommodations. Various tourist attractions contribute to the County's TOT, including the County's Laguna Seca Recreation Area (LSRA). The tax rate for Monterey County is 10.5%. Last fiscal year, TOT revenues increased \$3.6 million over the prior year which was attributable to the U.S. Open, a one-time event, as well as continued efforts by the Treasurer-Tax Collector in recuperating one-time collections for non-complaint Short Term Rental operators. The current year estimate conservatively assumes an average of the prior three years actuals to account for one-time events and collections, however, revenue collections for the first quarter are already outperforming 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 \$24.9 million next fiscal year with no growth in the two out years.



Cannabis revenues to support on-going cannabis program and reduce financing needs in upcoming budget process. The adopted budget included \$5.0 million in cannabis revenues to support 24.98 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: CA Cannabis Authority membership, additional Accela automation licenses, new vehicles in the Sheriff's Office, lab analysis in the Health Department, and funding for overtime related to enforcement efforts. In the current year, the Board authorized an additional two FTEs and other services for an additional increase of \$0.5 million in cannabis revenues. In total, 26.98 positions have been added towards the County's cannabis program. Cannabis revenues are estimated at \$15.4 million next fiscal year which supports cannabis program staffing and services and helps cover increased costs for Board approved raises and increased financing needs for the Worker's Compensation and General Liability programs.

General Fund Expenditures

The FY 2019-20 adopted budget included appropriations of \$687.5 million. The modified budget is \$690.5 million, including modifications of \$2.9 million over the course of the year primarily due to \$1.5 million for the Sheriff's Office to implement a Jail Based Competency Treatment program, including the addition of two new Deputy Sheriffs in the Monterey County jail. In addition, the Board approved \$0.8 million in one-time funding needs for the Resource Management Agency to continue staffing and operations at Lake San Antonio, including backfilling reimbursements for County Park Rangers and adding an Administrative Operations Manager. Lastly, two additional staff were added to support the Cannabis Program and enforcement and compliance efforts increasing appropriations by \$0.5 million.



Current year expenditures are estimated at \$664.4 million, or \$26.1 million below budgeted expenditures. The primary factor decreasing expenditures in the current year is salary and benefit savings of \$26.8 million resulting from vacancies across the County. At the writing of this report, the County had an overall 10.6% vacancy rate. There are an estimated 379 vacancies in the general fund, with an annualized value of \$35.6 million next fiscal year. Of these vacancies, over half reside within the departments of Health and Social Services. To the extent these departments fill vacant positions, it is likely they would qualify for some level of reimbursements from State and federal agencies. However, 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 or departments that share cost with other payors.

For next year's forecast, departments generally assume that all vacancies are filled and at top step. This conservative estimate illustrates potential increases in expenditure levels; however, in actuality, expenditures are curtailed to available funding. As responsible fiscal managers, Departments make operational changes if funding levels are constrained, including delaying hiring of vacant positions. An adjustment for salary savings is made in the forecast years. This adjustment is discussed later in the report.

One-time and on-going expenditures in the current year are financed with fund balance. The FY 2019-20 adopted budget included \$17.7 million use of fund balance to cover one-time and on-going expenditures. These expenditures include Laguna Seca improvements (\$3.2 million), the contingencies appropriation (\$6.7 million), and the Health's Department liability payment to the State related to the true-up of payments received and services provided in the health clinics and for expenditures in environmental health programs (\$4.6 million). Additionally, the budget included use of prior years unassigned fund balance to cover one-time needs, including: information technology (IT) infrastructure, the Salinas Valley Groundwater Basin investigation and the Pajaro and Boronda community services district (CSD) Proposition 218 rate increases. The budget also included the release of cannabis assignment to fund community programs (\$1.2 million).

While one-time expenditures go away in the upcoming year, salary increases related to the Board approved bargaining agreements for FY 2019-20 and FY 2020-21 and other major cost drivers such as pension contributions, healthcare costs, general liability, and workers' compensation consume next year's expected gain in discretionary revenue. Major cost drivers are discussed in detail in the following section.

Major Cost Drivers

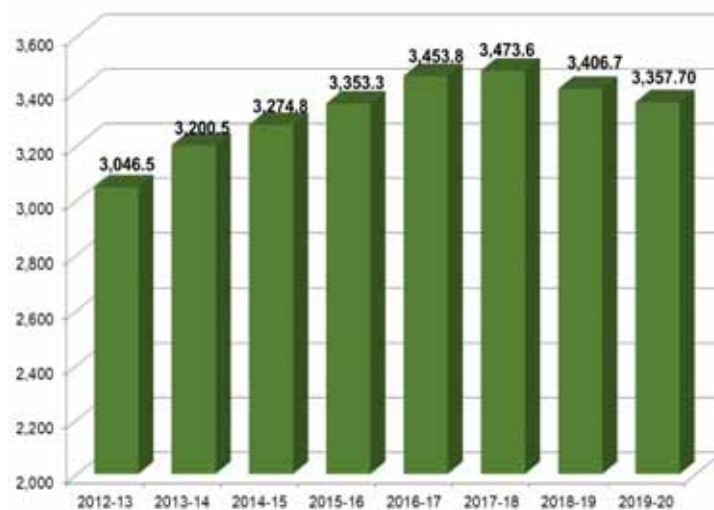
County programs and services continue to be impacted by higher labor costs resulting from negotiated salary increases, increased employer pension contributions, increased healthcare costs, higher workers' compensation and general liability costs.

Recent wage increases add to salary cost.

In September 2019, the Board of Supervisors approved wage increases for FY 2019-20 and FY 2020-21. The Board approved wage increases for most labor groups of 2.0% in the current year and 3.0% in FY 2020-21. Most safety bargaining units received increases of 2.0% in the current year, 3.0% in FY 2020-21. Independent of position growth, wage increases approved for the two fiscal years will have added \$12.5 million in cost to the general fund.

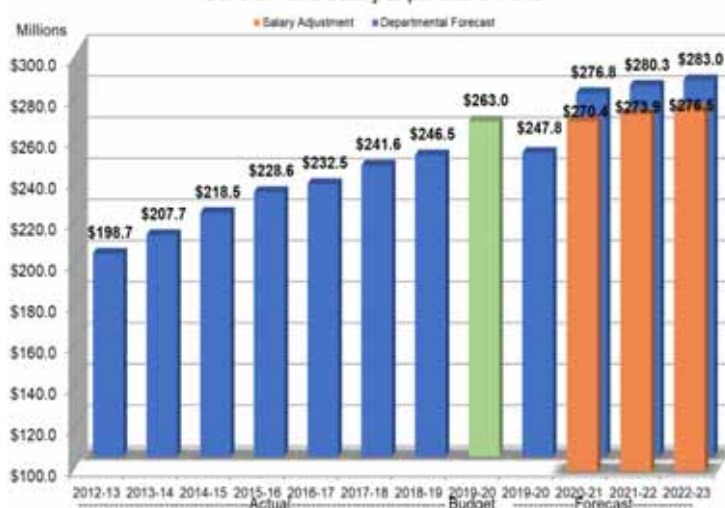
Despite reductions in staffing levels, salary increases continue to constrain department's budgetary flexibility. Between FY 2012-13 and FY 2017-18, general fund positions increased year-over-year, with a total of 427.1 general fund positions added. However, FY 2018-19 was the first-year general fund positions experienced an overall drop with additional reduction in position level in FY 2019-20. While departments made reductions to non-core services and identified other areas of budgetary flexibility, the final adopted budget still included a reduction of 52.0 positions in the general fund due mostly to mounting cost pressures but in some areas positions were eliminated due to loss of funding, such as in Social Services for adult and dislocated worker services, or is in the case of the Health Department to better align staffing levels to service needs. Despite the reduction in total general fund positions, salary costs continue to increase over prior year cost for step advances and salary increases.

General Fund Authorized Positions



Departments estimate salary expenditures increase \$1.3 million, from \$246.5 million in the prior year to \$247.4 million in the current year. However, prior year actuals include salary expenditures for Emergency Communications which in FY 2019-20 moved to its own fund. Accounting for this, departments estimate for current year salary expenditures increase \$7.2 million over the prior year. As mentioned earlier in the report, departments generally forecast all vacancies are filled and at top step. Departments manage their budgets to anticipated funding levels, and thereby make changes to their operations – including delaying hiring. Additionally, savings in salaries have consistently occurred due to attrition and turnover. As such, the forecast added a salary savings adjustment to more closely

General Fund Salary Expenditure Trend

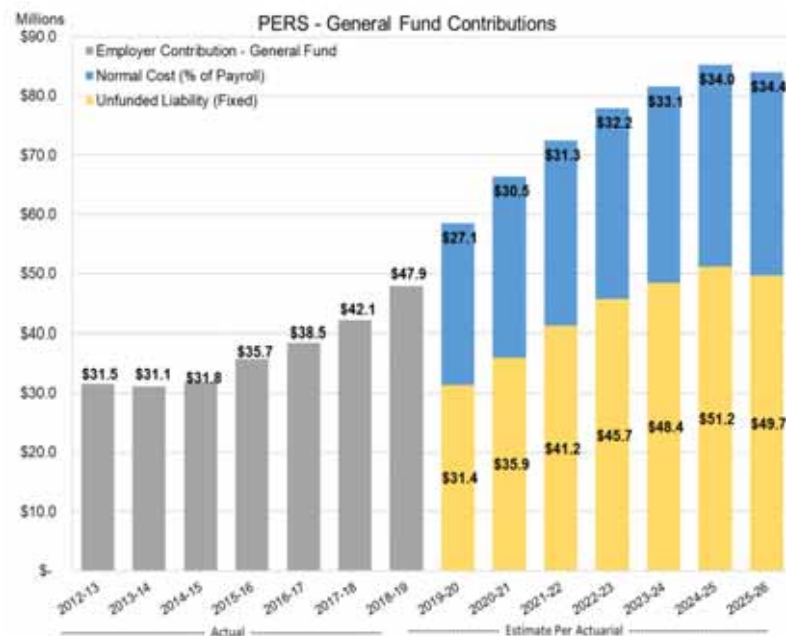


illustrate prior years' experience in salary expenditures. Taking the salary adjustment into consideration, salary expenditures increase to \$276.5 million by FY 2022-23. The forecast does not include future wage increases for labor agreements beyond FY 2020-21.

Employer contributions continue to see increases due to changes in CalPERS' actuarial methodology. 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. Additionally, projected results are based on investment returns not falling below the assumed rate of return, which will increase contributions. Any changes to the aforementioned will have a direct impact on required contributions.

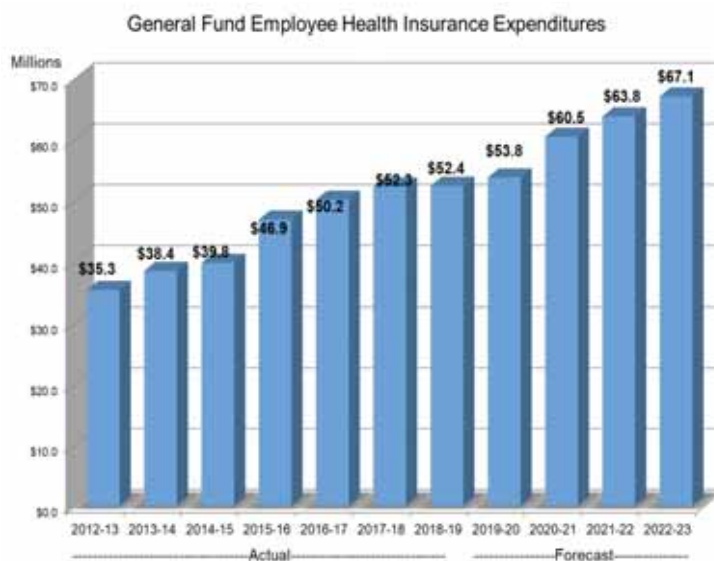


General fund contributions increase sharply in the forecast years with an increase of \$7.8 million next fiscal year (more than double the FY 2013-14 level) and grow \$25.6 million by FY 2025-26. The most significant change impacting contributions is the reduction in the "Discount Rate," which reduced the assumed rate of return by CalPERS from 7.50% to 7.0% over three years, beginning with the June 30, 2016 valuation. The result has been a continued increase in agencies contribution levels. The change was made by CalPERS due to expectations of lower investment returns. While a lower discount rate helps the pension fund reduce the risk of funding issues and cash flow gaps, the impact to the County is a larger share of revenues being consumed to pay for contribution increases. The contributions for FY 2019-20 are 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. The County's current unfunded liabilities of \$724.9 million

represents more than next year's forecasted general fund budget.

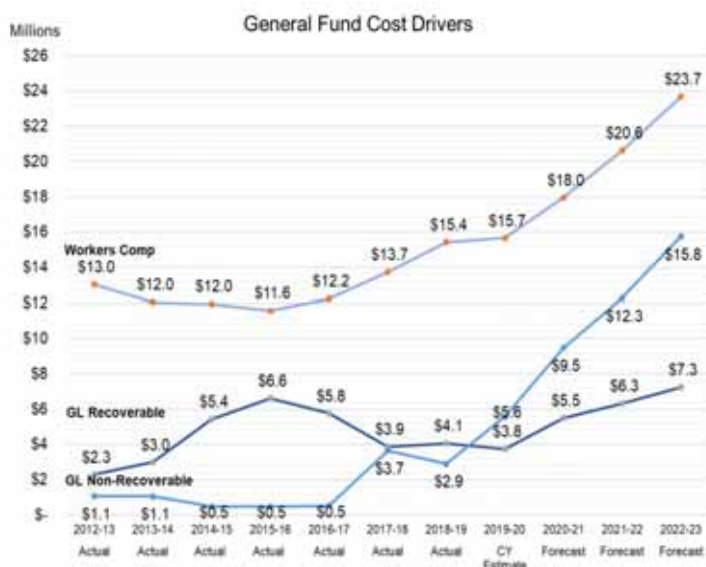
Increases in health insurance premiums continue to add to Countywide fiscal pressures.

Health care costs have grown \$17.1 million since FY 2012-13 and are forecasted to increase another \$14.7 million over the next four fiscal years. In the current year, health costs are estimated at \$53.8 million, or \$1.4 million over last fiscal year. The Human Resources Department is anticipating a 6.0% annual growth for FY 2020-21 and the remainder of the forecast period based on historical experience, resulting in a \$6.7 million increase in FY 2020-21 assuming all positions are filled. Additionally, the forecast projects a \$3.3 million increase in both FY 2021-22 and FY 2022-23. In addition to rate increases, the present liability for retiree health expenses is \$39.6 million.



Sharp increases in costs to run internal service fund programs.

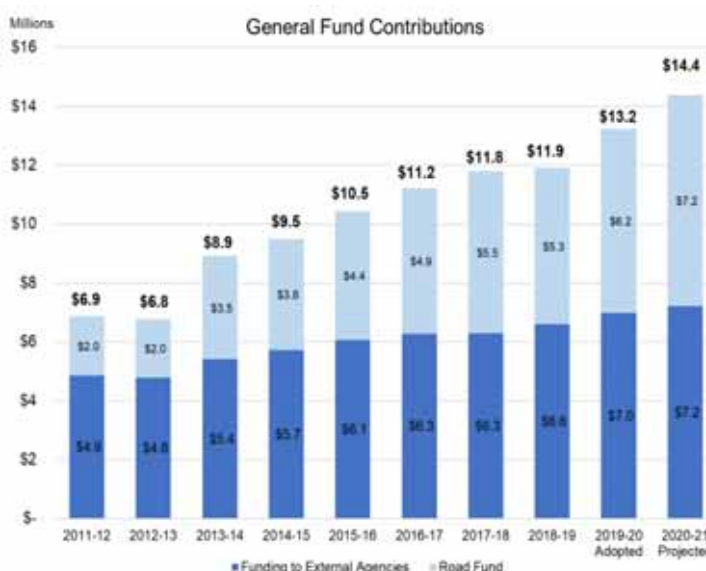
The workers' compensation program is increasing its allocated costs to departments by \$2.3 million next fiscal year with additional increases of \$2.6 million and \$3.1 million in the out years of the forecast due to a 15.0% increase in costs per year based on the most recent actuarial reports. The general liability program's allocated costs to departments increase \$5.6 million in FY 2020-21 with increases of \$3.6 million and \$4.5 million in the two out years to pay down unfunded liabilities associated with legal settlements. While recoverable costs are expected to increase 15% in FY 2021-22, non-recoverable costs increase 30%. 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 \$13.2 million in FY 2019-20 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 returned to formula based; however, in FY 2019-20 contributions were again capped and include \$2.1 million from TOT. Next year, contributions are estimated at \$2.1 million assuming contributions continue to be capped.



- **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 2019-20 contributions to user agencies of the 911 center total \$1.7 million and the allocation to the fire districts is \$3.1 million, a combined increase of \$259,399 over the prior year. Next year, contributions are estimated at \$3.3 million for fire districts and \$1.8 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. In FY 2019-20, the Board approved adjusting the contribution to the Road Fund at a level necessary to meet maintenance of effort (MOE) with the difference directed to Board approved road projects. The FY 2019-20 contribution is \$5.2 million, with \$1.0 million set aside. Based on current formulas, next fiscal year, the estimated contribution to the Road Fund to meet MOE is \$5.3 million, with \$1.8 million set aside.

Emerging Countywide Needs

The following table summarizes emerging needs including departmental cost pressures that will require budget solutions beginning in the current year and next fiscal year. These known costs total \$11.6 million in the current year and grow to \$35.7 million in the general fund next fiscal year.

Bargaining Agreements and increases and Worker's Compensation and General Liability. In the current year, the Board approved salary increases of 2.0% in FY 2019-20 and 3.0% in FY 2020-21. Funding for the increase in the current year was not included in the adopted budget. Salaries and benefits are estimated to increase over \$5.8 million in the current

Emerging Needs	FY 2019-20	FY 2020-21
Bargaining Agreements ^{1,2} , WC and GL Increase (FY 2020-21)	\$5,782,611	\$15,920,882
Decrease in Non Program Revenue	\$4,551,364	\$1,375,297
Lake San Antonio Operations	TBD	TBD
PERS Contribution Increase	-	7,837,534
Increased cost due to COWCAP cost plan changes	518,013	7,851,121
New Juvenile Hall	725,560	1,625,933
855 E. Laurel Homeless Shelter		318,154
Storm Water Pollution Prevention Plan		157,523
Whole Person Care Grant Loss		617,462
Total	\$11,577,548	\$ 35,703,907

¹ Estimates based on payroll FY 2018-19 actuals. Includes MOU impact on salaries, PERS, Medicare and Social Security.

² Unfunded need assumes no change in GFC preliminary estimates 12/2/19.

year due to approved increases. This increase does not account for any added positions. While in the current year, departments are generally forecasting to be able to absorb costs increases, next year, a funding gap appears. Preliminary GFC estimates include an adjustment to cover increases to salary costs, with financing needs being offset with use of on-going cannabis revenue. The adjustment also includes funding to help cover cost increases for worker's compensation and general liability. The combined costs increase for all three cost drivers is \$15.9 million. However, funding is still insufficient to cover all costs, resulting in a \$4.4 million gap.

Decrease in Non-Program Revenue. The adopted budget assumed a 5% growth in assessed valuation of property values. Current year estimates include a revised projection of 4%, or a 1% decrease over adopted. This decrease results in a projected \$1.3 million loss in revenues in the current year. Next year, the impact of lower assessed valuation is estimated at \$1.4 million. The decrease in revenues was not included in preliminary GFC estimate calculations.

Lake San Antonio Operations. In 2019, the Board directed moving Lake San Antonio operations from the enterprise fund to the general fund. In the current year, the Board also provided one-time funding to backfill reimbursement for County rangers and approved the addition of one Administrative Operations Manager. RMA staff are still determining recreational service levels at Lake San Antonio, but anticipate it is likely that unfunded operational and capital costs will emerge as a result.

Increased costs in general fund departments due to COWCAP cost plan changes. After the adoption of the budget, the State approved the FY 2019-20 County-wide Cost Allocation Plan (COWCAP). The State approved COWCAP included revisions to cost plan charges to departments. Overall, the result in the current year is a decrease in cost plan credits to general fund departments of \$518,013 thereby potentially creating an appropriations issue for some departments who will receive less cost plan credits. Staff will monitor the issue and work with departments to ensure operations are not impacted due to cost plan changes. For next year, the Auditor-Controller's Office has provided preliminary cost plan charges to departments. The charges reflect a \$7.3 million increase in charges for general fund departments for building depreciation. The updated cost plan changes are not reflected in departments' forecast or preliminary GFC estimates. Per the Board's prior direction, updated GFC estimates will 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.

New Juvenile Hall. In 2013, the Board approved construction for a new Juvenile Hall. The project is currently behind schedule. As of the writing of this report, staff estimates \$.07 million in the current year and \$1.6 million next year is needed for change orders and soft costs (consultant and staff charges). However, to date, there has been \$3.5 million added to the project budget for Board approved change orders and/or additional costs overruns. Most estimated cost overruns are due to requirements from the California State Fire Marshall and the Board of State and Community corrections for items not considered during the design.

855 E. Laurel Homeless Shelter. In November 2019, the Board approved an alternate construction bid from Avila Construction that included a kitchen. The existing state homelessness funding (HEAP), Fund 401 Facilities funding, and City of Salinas contribution was not enough to complete the project. Staff projects an additional \$318,154 is needed in FY 2020-21 to complete the new homeless shelter.

Storm Water Pollution Prevention Plan. The Resource Management Agency is projecting a \$157,523 in funding needs to address compliance issues at five County closed landfills in FY 2020-21. This need was funded by one-time sources in the current year.

Whole Person Care grant expiring. The Department of Social Services currently receives a grant from the State for the Whole Person Care pilot program. The grant will expire on December 31, 2020 which the department of Social Services is projecting will result in \$617,462 in lost revenue. These revenues support the goals of the Lead Me Home/10 Year plan homelessness plan that coordinate health and social services for vulnerable Medi-Cal beneficiaries who are high users of multiple systems. Revenues have supported the Coalition of Homeless

Services Providers and Franciscan Workers of Junipero Serra (Dorothy's Place) to providing housing case management and the Coordinated Assessment and Referral System.

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.

The FY 2019-20 adopted budget includes \$17.7 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 2019-20 is \$207.6 million.

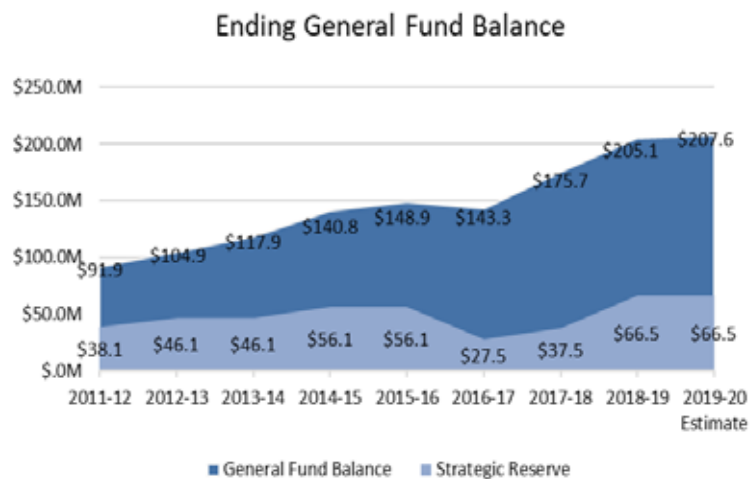
The County had previously built up the general fund strategic reserve to \$56.1 million by FY 2015-16. Because of these prior investments and prudent financial planning, the County was able to respond to natural disasters and extraordinary legal costs during FY 2016-17 by redirecting \$30.9 million towards these unforeseen costs. Because of favorable results in the last three years, the County was able to invest \$2.3 million back into the strategic reserve in FY 2016-17, \$10.0 million in FY 2017-18, and an additional \$29.0 million in FY 2018-19, reaching 9.9% of estimated annual general fund revenue and \$500,000 short of meeting the Board's policy of 10%.

As illustrated in the above graph, unforeseen costs can easily reduce reserve levels. 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 continue 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: Information Technology, Sheriff's Office, Social Services and Treasurer-Tax Collector.



General Fund Contributions

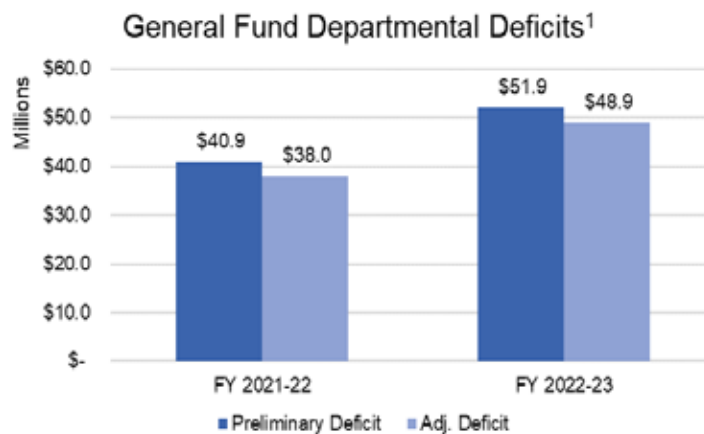
Departments are provided preliminary estimates of general fund contributions for purposes of building their initial “baseline” budgets. The initial GFC estimates represent preliminary allocations of discretionary general fund monies to be used for planning purposes. Departments use these monies to supplement 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 three adjustments:

- Wage and Worker’s Compensation & General Liability Increase Adjustments – ongoing cannabis revenue is combined with discretionary revenue to increase preliminary GFC allocations to help cover costs increases with salary increases and worker’s compensation and general liability insurance costs increases in FY 2020-21.
- Cost Plan Adjustment – preliminary GFC planning estimates did not include an adjustment to departments GFC for anticipated cost plan charges or credits. Since the preliminary GFC estimates were distributed, the Auditor-Controller’s Office has published updated countywide cost plan allocation (COWCAP) amounts to be applied next fiscal year. An updated GFC estimate will be distributed to departments to include an adjustment for COWCAP. Per the Board’s prior direction, updated GFC estimates will 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.

Departmental Forecasts

Departmental forecasts assume general fund contribution (GFC) is static in fiscal years 2021-22 and 2022-23. As such, while the fiscal year 2020-21 forecast includes preliminary GFC figures as approved by the Board for adopted levels of staffing and services, future forecast years do not assume a distribution of growth in discretionary revenue. An adjustment for growth in discretionary revenue shows departments GFC need would decrease overall.



¹ Excludes estimated salary savings adjustment.

Agriculture Commissioner	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$11,291,686	\$10,547,603	\$11,355,634	\$11,840,424	\$12,078,488
B. COWCAP	1,003,333	980,413	980,413	980,413	980,413
C. Total Expenditures	12,295,019	11,528,016	12,336,047	12,820,837	13,058,901
D. Revenue	8,334,703	7,590,620	7,331,836	7,284,699	7,284,699
E. Financing Need, C-D	3,960,316	3,937,396	5,004,211	5,536,138	5,774,202
F. Preliminary GFC	3,960,316	3,960,316	4,464,137	4,464,137	4,464,137
G. Surplus/(Deficit), F-E	\$ -	\$ 22,920	\$ (540,074)	\$ (1,072,001)	\$ (1,310,065)

Agricultural Commissioner – The Agricultural Commissioner’s Office expects to end the current year with \$11.5 million in expenditures, \$7.6 million in revenues, and a general fund contribution of \$4.0 million resulting in a year-end surplus of \$22,920, mostly due to a decrease in cost plan charges. In the forecast years, the projected increase in appropriations results from increased salary and benefit costs, loss of the Produce Inspection Program’s portion of overhead costs reimbursement and anticipated vehicle replacement costs. While Unclaimed gas tax revenue is anticipated to increase, the elimination of the Produce Inspection Program and reductions in State contracts, most notably trapping for the European Grape Vine Moth, are anticipated to decrease, resulting in a loss of revenues.

Auditor-Controller	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 6,704,187	\$ 6,440,264	\$ 7,029,100	\$ 7,210,549	\$ 7,369,225
B. COWCAP	(4,694,117)	(4,694,282)	(4,694,282)	(4,694,282)	(4,694,282)
C. Total Expenditures	2,010,070	1,745,982	2,334,818	2,516,267	2,674,943
D. Revenue	500,847	500,847	500,847	500,847	500,847
E. Financing Need, C-D	1,509,223	1,245,135	1,833,971	2,015,420	2,174,096
F. Preliminary GFC	1,509,223	1,509,223	1,724,044	1,724,044	1,724,044
G. Surplus/(Deficit), F-E	\$ -	\$ 264,088	\$ (109,927)	\$ (291,376)	\$ (450,052)

Auditor-Controller – The table summarizes the finances for departmental operations. The Auditor-Controller estimates ending the fiscal year with expenditures of \$1,745,982 and revenues of \$500,847, resulting in a projected surplus of \$264,088. The surplus is a result of salary and benefits savings due to vacancies. The deficits emerging in forecast years are driven by increases in PERS retirement and health insurance costs.

Assessor-County Clerk-Recorder	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 8,238,545	\$ 7,643,568	\$ 8,777,485	\$ 9,036,207	\$ 9,273,624
B. COWCAP	1,237,188	1,222,385	1,222,385	1,222,385	1,222,385
C. Total Expenditures	9,475,733	8,865,953	9,999,870	10,258,592	10,496,009
D. Revenue	4,131,656	3,962,833	4,181,656	4,231,656	4,281,656
E. Financing Need, C-D	5,344,077	4,903,120	5,818,214	6,026,936	6,214,353
F. Preliminary GFC	5,344,077	5,344,077	5,593,297	5,593,297	5,593,297
G. Surplus/(Deficit), F-E	\$ -	\$ 440,957	\$ (224,917)	\$ (433,639)	\$ (621,056)

Assessor-County Clerk/Recorder – The Assessor-County Clerk/Recorder estimates year-end expenditures of \$8.9 million, \$4.0 million in revenue, and a surplus of \$440,957. The surplus is due to unexpected vacancies, and medical leaves in the Assessor’s office. Projected deficits in the forecasted years are due to estimated step advances, salary increases, PERS retirement, and rising health insurance premiums.

Board of Supervisors	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 3,344,367	\$ 3,173,680	\$ 3,564,601	\$ 3,651,414	\$ 3,733,972
B. COWCAP	694,411	692,114	692,114	692,114	692,114
C. Total Expenditures	4,038,778	3,865,794	4,256,715	4,343,528	4,426,086
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	4,038,778	3,865,794	4,256,715	4,343,528	4,426,086
F. Preliminary GFC	4,038,778	4,038,778	4,185,382	4,185,382	4,185,382
G. Surplus/(Deficit), F-E	\$ -	\$ 172,984	\$ (71,333)	\$ (158,146)	\$ (240,704)

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. The Department projects year-end expenditures of \$3.9 million and a County contribution of \$4.0 million, resulting in a year-end estimated surplus of \$172,984. The estimated surplus is primarily due to salary savings due to a vacancy. The deficits emerging in forecast years are driven by cost increases related to higher salaries, health insurance premiums, PERS, general liability insurance, and workers compensation insurance.

Child Support Services	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$10,765,802	\$10,051,937	\$10,825,215	\$11,207,610	\$11,597,970
B. COWCAP	452,716	441,474	441,474	441,474	441,474
C. Total Expenditures	11,218,518	10,493,411	11,266,689	11,649,084	12,039,444
D. Revenue	11,218,518	10,493,411	11,218,519	11,218,520	11,164,184
E. Financing Need, C-D	-	-	48,170	430,564	875,260
F. Preliminary GFC	-	-	-	-	-
G. Surplus/(Deficit), F-E	\$ -	\$ -	\$ (48,170)	\$ (430,564)	\$ (875,260)

Child Support Services - Child Support Services is funded entirely through federal and State subventions for mandated services. It is projected that the State Department of Child Support Services will increase the department's funding allocations slightly in the next two years, 2020-21 and 2021-22. The department is anticipating a need for general fund contribution in the upcoming years largely due to increases in employee salaries and benefits, health insurance premiums, and workers' compensation. To the extent County Overhead Allocation (COWCAP) costs also increase next fiscal year, the need for general fund contribution may be higher than forecasted. Unless other means are taken to offset escalating costs, the cost increases will impact Child Support Services' ability to maintain existing resources and to continue delivering an important service to the children and families of Monterey County.

Civil Rights Office	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 913,291	\$ 906,122	\$ 985,795	\$ 1,016,123	\$ 1,039,324
B. COWCAP	(1,034,102)	(1,034,044)	(1,034,044)	(1,034,044)	(1,034,044)
C. Total Expenditures	(120,811)	(127,922)	(48,249)	(17,921)	5,280
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	(120,811)	(127,922)	(48,249)	(17,921)	5,280
F. Preliminary GFC	(120,811)	(120,811)	(90,617)	(90,617)	(90,617)
G. Surplus/(Deficit), F-E	\$ -	\$ 7,111	\$ (42,368)	\$ (72,696)	\$ (95,897)

Civil Rights Office - The Civil Rights Office estimates coming within its budget during the current fiscal year. However, as salary and healthcare costs continue to increase, and civil rights training and investigation services expand to meet organizational needs and state and federal requirements, the department anticipates deficits at current-level funding for forecasted years.

Clerk of the Board	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 774,073	\$ 650,870	\$ 812,156	\$ 834,086	\$ 864,167
B. COWCAP	113,151	110,554	110,554	110,554	110,554
C. Total Expenditures	887,224	761,424	922,710	944,640	974,721
D. Revenue	20,000	20,000	20,000	20,000	20,000
E. Financing Need, C-D	867,224	741,424	902,710	924,640	954,721
F. Preliminary GFC	867,224	867,224	880,479	880,479	880,479
G. Surplus/(Deficit), F-E	\$ -	\$ 125,800	\$ (22,231)	\$ (44,161)	\$ (74,242)

Clerk of the Board - The Clerk of the Board estimates year-end expenditures of \$761,424 and revenue of \$20,000, ending the year with a surplus of \$125,800. The surplus is mainly attributed to salary and benefits savings due a vacant Management Analyst position and small savings throughout various services. The revenues from the assessment appeal application filings are projected to be static in forecasted years while expenditures are expected to continue rising due to step advances and employee benefit costs resulting in projected deficits.

Cooperative Extension	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 426,157	\$ 408,084	\$ 446,576	\$ 465,735	\$ 479,072
B. COWCAP	36,958	34,631	34,631	34,631	34,631
C. Total Expenditures	463,115	442,715	481,207	500,366	513,703
D. Revenue	27,645	7,325	14,717	15,049	15,431
E. Financing Need, C-D	435,470	435,390	466,490	485,317	498,272
F. Preliminary GFC	435,470	435,470	445,333	445,333	445,333
G. Surplus/(Deficit), F-E	\$ -	\$ 80	\$ (21,157)	\$ (39,984)	\$ (52,939)

Cooperative Extension - The Cooperative Extension estimates ending the current year with \$442,715 in expenditures, \$7,325 in revenue and a general fund contribution of \$435,390. Compared to budget, the Department estimates it will end the year with a surplus of \$80 due to salary and benefit savings and a decrease in cost plan charges. Without changes to cost plan charges, the department would end the year with a deficit of \$2,247. Compared to budget there is a reduction in estimated revenue of \$20,320 due to a reduction of reimbursable costs from the University of California (UC). The Cooperative Extension projects a deficit in forecast years due to increases in general liability charges, salary and benefit cost increases driven by approved bargaining agreements, PERS increases, and increased employee health insurance premiums. Revenue forecasts are also anticipated to decrease due to budget constraints from the UC.

County Administrative Office	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$13,914,400	\$12,969,971	\$13,247,240	\$13,515,899	\$13,754,057
B. COWCAP	(3,970,509)	(4,015,386)	(4,015,386)	(4,015,386)	(4,015,386)
C. Total Expenditures	9,943,891	8,954,585	9,231,854	9,500,513	9,738,671
D. Revenue	1,209,941	1,006,479	590,272	590,300	590,329
E. Financing Need, C-D	8,733,950	7,948,106	8,641,582	8,910,213	9,148,342
F. Preliminary GFC	8,733,950	8,733,950	8,591,054	8,591,054	8,591,054
G. Surplus/(Deficit), F-E	\$ -	\$ 785,844	\$ (50,528)	\$ (319,159)	\$ (557,288)

County Administrative Office - The County's Administration "departmental" operations, includes Administration and Finance, Budget and Analysis, Contracts/Purchasing, Intergovernmental and Legislative Affairs (IGLA), Emergency Services, Community Engagement & Strategic Advocacy, Fleet Administration, and Mail & Courier. The Department projects year-end expenditures of \$9.0 million, revenues of \$1.0 million, and a County contribution of \$8.7 million. These projections result in a year-end estimated surplus of \$785,844. Primary reasons for the surplus include salary savings in IGLA and cost plan adjustments in Mail & Courier and Fleet Administration. The Department is projecting hypothetical deficits in the forecast years due primarily to salary increases, health insurance premiums, PERS, general liability insurance, and workers compensation insurance.

County Counsel	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 5,113,247	\$ 4,287,445	\$ 5,682,747	\$ 5,932,072	\$ 6,157,367
B. COWCAP	(3,637,547)	(3,294,584)	(3,294,584)	(3,294,584)	(3,294,584)
C. Total Expenditures	1,475,700	992,861	2,388,163	2,637,488	2,862,783
D. Revenue	340,000	504,484	357,000	357,000	357,000
E. Financing Need, C-D	1,135,700	488,377	2,031,163	2,280,488	2,505,783
F. Preliminary GFC	1,135,700	1,135,700	1,255,858	1,255,858	1,255,858
G. Surplus/(Deficit), F-E	\$ -	\$ 647,323	\$ (775,305)	\$ (1,024,630)	\$ (1,249,925)

County Counsel – County Counsel estimates it will end the current fiscal year with \$992,861 in expenditures, revenue of \$504,484 and a \$647,323 surplus. The surplus is due to vacancies, and the estimates could change if vacancies are filled or other unexpected expenses arise. The deficits emerging in forecast years are driven mainly by cost increases related to salaries, PERS retirement contribution rates, health insurance premiums, Workers’ Compensation and General Liability allocations.

District Attorney	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 26,192,097	\$ 25,237,177	\$ 29,929,032	\$ 30,622,290	\$ 31,224,568
B. COWCAP	2,220,439	2,190,436	2,190,436	2,190,436	2,190,436
C. Total Expenditures	28,412,536	27,427,613	32,119,468	32,812,726	33,415,004
D. Revenue	15,464,548	15,068,587	15,160,024	15,948,696	16,781,762
E. Financing Need, C-D	12,947,988	12,359,026	16,959,444	16,864,030	16,633,242
F. Preliminary GFC	12,947,988	12,947,988	14,087,592	14,087,592	14,087,592
G. Surplus/(Deficit), F-E	\$ -	\$ 588,962	\$ (2,871,852)	\$ (2,776,438)	\$ (2,545,650)

District Attorney – The Office of the District Attorney (DA) anticipates year-end expenditures of \$27.4 million, revenues of \$15.1 million and \$12.4 million in County contribution, resulting in a year-end surplus of \$588,962. Much of the surplus represents salary savings from vacant positions over the first 6-months of the fiscal year. The DA projects deficits in the forecast years primarily due to forecasted salary increases, assuming all positions are filled, as well as the increasing costs related to PERS retirement, health insurance premiums and allocated costs such as workers’ compensation insurance and general liability insurance.

Elections Department	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 4,479,793	\$ 4,333,988	\$ 5,317,093	\$ 4,498,392	\$ 4,558,023
B. COWCAP	1,076,139	1,071,959	1,071,959	1,071,959	1,071,959
C. Total Expenditures	5,555,932	5,405,947	6,389,052	5,570,351	5,629,982
D. Revenue	1,341,500	1,195,695	913,000	911,500	911,500
E. Financing Need, C-D	4,214,432	4,210,252	5,476,052	4,658,851	4,718,482
F. Preliminary GFC	4,214,432	4,214,432	4,286,775	4,286,775	4,286,775
G. Surplus/(Deficit), F-E	\$ -	\$ 4,180	\$ (1,189,277)	\$ (372,076)	\$ (431,707)

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 \$5.4 million, revenues of \$1.2 million, and a County contribution of \$4.2 million. Compared to budget, the Department estimates ending the year with a negligible surplus of \$4,180 due to a reduced Countywide cost allocation.

Projected expenditures and revenues in forecast years reflect estimated charges for one scheduled election per fiscal year, including a Presidential election in 2020-21, a statewide primary in 2021-22 and a statewide general in 2022-23. The funds necessary to conduct mandated 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 and seasonal staffing) are projected to increase next year due to a large Presidential election before decreasing to approximately current year levels in future years. Salary, benefit and countywide cost pressures contribute to deficits in forecast years.

Health	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 97,410,297	\$82,083,074	\$94,461,595	\$ 96,490,537	\$ 98,982,701
B. COWCAP	5,562,840	5,445,055	5,445,055	5,445,055	5,445,055
C. Total Expenditures	102,973,137	87,528,129	99,906,650	101,935,592	104,427,756
D. Revenue	88,810,357	76,934,061	83,362,164	82,929,255	83,712,352
E. Financing Need, C-D	14,162,780	10,594,068	16,544,486	19,006,337	20,715,404
F. Preliminary GFC	14,162,780	14,162,780	11,677,347	11,677,347	11,677,347
G. Adjustments		2,697,813			
H. Surplus/(Deficit), F-E-G	\$ -	\$ 870,899	\$ (4,867,139)	\$ (7,328,990)	\$ (9,038,057)

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 \$87.5 million, revenues of \$76.9 million, and a financing need of \$10.6 million.

Year-end expenditures are estimated at \$15.3 million lower than budgeted primarily due to salary savings of \$13.4 million resulting from a vacancy rate of 17% as the Department experiences challenges finding qualified staff, particularly in the Primary Care Bureau. These savings were offset by a liability payment to the State totaling \$3.6 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. Revenue is projected to end the year \$11.9 million below budget. The high vacancy rate impacted the amount of services provided, therefore decreasing revenue.

The Department projects ending the year with a \$3.5 million preliminary surplus and is requesting that \$2.7 million of the \$3.5 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 \$870,899. 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 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 5,245,538	\$ 4,788,169	\$ 5,477,664	\$ 5,732,958	\$ 5,947,903
B. COWCAP	(5,762,349)	(5,762,048)	(5,762,048)	(5,762,048)	(5,762,048)
C. Total Expenditures	(516,811)	(973,879)	(284,384)	(29,090)	185,855
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	(516,811)	(973,879)	(284,384)	(29,090)	185,855
F. Preliminary GFC	(516,811)	(516,811)	(232,721)	(232,721)	(232,721)
G. Surplus/(Deficit), F-E	\$ -	\$ 457,068	\$ 51,663	\$ (203,631)	\$ (418,576)

Human Resources – The Human Resources Department projects \$457,068 in surplus for the current fiscal year due to vacancies. For the first forecasted year, the department projects a surplus of \$51,663 due to anticipated vacancies. However, a deficit is projected for the second and third forecast years as a result of rising salary and benefit costs, such as position step advances, PERS contributions, and health insurance.

Information Technology	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$21,856,660	\$21,216,735	\$20,671,294	\$20,671,294	\$20,671,294
B. COWCAP	(15,878,341)	(15,346,674)	(15,346,674)	(15,346,674)	(15,346,674)
C. Total Expenditures	5,978,319	5,870,061	5,324,620	5,324,620	5,324,620
D. Revenue	704,492	554,492	550,000	550,000	550,000
E. Financing Need, C-D	5,273,827	5,315,569	4,774,620	4,774,620	4,774,620
F. Preliminary GFC	5,273,827	5,273,827	4,235,018	4,235,018	4,235,018
G. Surplus/(Deficit), F-E	\$ -	\$ (41,742)	\$ (539,602)	\$ (539,602)	\$ (539,602)

Information Technology – The Information Technology Department (ITD) estimates year-end expenditures of \$5.9 million, revenue of \$554,492, and a general fund contribution of \$5.3 million, resulting in a budgetary shortfall of \$41,742. In the current year, ITD anticipates lower operating costs due to estimated salary savings of \$639,925. These savings are offset by reduction in revenue of \$150,000 and the actual cost plan allocation adjustment in the amount of \$531,667. The forecast years assume a GFC deficit of \$539,602 mainly due to anticipated MOU salary changes and ongoing reduced cost plan allocation credits.

Probation	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$48,663,109	\$48,653,255	\$52,296,111	\$53,867,420	\$55,319,694
B. COWCAP	3,612,748	3,582,586	3,582,586	3,582,586	3,582,586
C. Total Expenditures	52,275,857	52,235,841	55,878,697	57,450,006	58,902,280
D. Revenue	28,057,399	27,948,399	27,878,807	27,938,030	27,982,624
E. Financing Need, C-D	24,218,458	24,287,442	27,999,890	29,511,976	30,919,656
F. Preliminary GFC	24,218,458	24,327,458	25,692,129	25,692,129	25,692,129
G. Surplus/(Deficit), F-E	\$ -	\$ 40,016	\$ (2,307,761)	\$ (3,819,847)	\$ (5,227,527)

Probation - The Department's FY 2019-20 year-end estimate reflects expenditures of \$52.2 million, revenue of \$27.9 million and a general fund contribution of \$24.3 million. The general fund contribution includes a one-time use of cannabis assignment approved by the Board in the current year to partially fund the DUI court that lost grant funding. The projected surplus of \$40,016 is mostly related to a \$30,162 decrease in the COWCAP. The remaining surplus of \$9,854 is primarily due to unused appropriations from contracted savings in institutional supplies and professional services. The forecast for FY 2020-21 through FY 2022-23 indicates deficits ranging from \$2.3 to \$5.2 million. Contributing factors to the forecasted deficits are increases to salary and benefits related to approved wage increases, step increases and the assumption that all positions are filled, rising PERS contribution rates, employee health insurance, general liability 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 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$13,800,570	\$13,705,758	\$14,304,217	\$14,759,337	\$15,210,695
B. COWCAP	2,068,038	2,057,830	2,057,830	2,057,830	2,057,830
C. Total Expenditures	15,868,608	15,763,588	16,362,047	16,817,167	17,268,525
D. Revenue	1,379,829	1,321,230	1,426,283	1,426,283	1,426,283
E. Financing Need, C-D	14,488,779	14,442,358	14,935,764	15,390,884	15,842,242
F. Preliminary GFC	14,488,779	14,488,779	14,817,601	14,817,601	14,817,601
G. Surplus/(Deficit), F-E	\$ -	\$ 46,421	\$ (118,163)	\$ (573,283)	\$ (1,024,641)

Public Defender - The FY 2019-20 year-end estimate for the Public Defender consists of \$15.8 million in expenditures, \$1.3 in revenue, and a General Fund Contribution (GFC) of \$14.4 million. The Department projects a surplus of \$46,421, of which \$10,208 is attributed to a reduction in the COWCAP charge for the current year. The remaining surplus is attributed to salary savings from a vacant position.

The Department projects deficits in the forecasted years due to earned step advances, increased salary due to wage increases approved for next fiscal year, PERS contribution rates, worker's compensation, and general liability insurance costs. Ancillary and special circumstance costs are expected to continue at the current level through the forecast.

Resource Management Agency	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$33,948,041	\$35,035,840	\$33,278,279	\$34,550,947	\$35,835,055
B. COWCAP	(4,627,251)	(4,607,727)	(4,607,727)	(4,607,727)	(4,607,727)
C. Total Expenditures	29,320,790	30,428,113	28,670,552	29,943,220	31,227,328
D. Revenue	12,233,583	13,452,245	12,179,560	11,933,722	11,941,727
E. Financing Need, C-D	17,087,207	16,975,868	16,490,992	18,009,498	19,285,601
F. Preliminary GFC	17,087,207	17,087,207	16,316,127	16,316,127	16,316,127
G. Surplus/(Deficit), F-E	\$ -	\$ 111,339	\$ (174,865)	\$ (1,693,371)	\$ (2,969,474)

Resource Management Agency – The Resource Management Agency (RMA) current year estimate projects \$30.4 million in expenditures, revenues of \$13.5 million, and a general fund contribution of \$17.0 million. In comparison to the modified budget, the Department estimates it will end the year with a surplus of \$111,339. The surplus is a result of salary and benefits savings due to vacancies. Higher estimated expenditures and revenues for the current fiscal year are primarily due to the move of Lake San Antonio (LSA) operations from the Enterprise Fund (Fund 452) to the General Fund. Additionally, new maintenance and special projects also contributed to the higher current year-end estimates for both revenues and expenditures. The forecasted deficits are a result of increased costs and flat revenues. Increasing non-discretionary costs include PERS pension contributions, employee health insurance premiums, liability insurance costs and utilities.

Sheriff-Coroner	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$107,286,038	\$107,412,239	\$119,144,734	\$124,996,295	\$131,195,221
B. COWCAP	8,187,647	8,061,446	8,061,446	8,061,446	8,061,446
C. Total Expenditures	115,473,685	115,473,685	127,206,180	133,057,741	139,256,667
D. Revenue	40,146,352	39,555,622	40,053,492	40,265,448	40,425,046
E. Financing Need, C-D	75,327,333	75,918,063	87,152,688	92,792,293	98,831,621
F. Preliminary GFC	75,327,333	75,327,333	79,765,407	79,765,407	79,765,407
G. Surplus/(Deficit), F-E	\$ -	\$ (590,730)	\$ (7,387,281)	\$ (13,026,886)	\$ (19,066,214)

Sheriff-Coroner - The Sheriff's Office estimates ending the current fiscal year with a deficit estimated at \$590,730. Expenditures are estimated at \$115.5 million, while revenues are estimated at \$39.6 million or \$500,000 lower than the modified budget due to a delayed start of the Jail Based Competency Program, lowering reimbursable expenditures. There are unbudgeted and unexpected charges that the Department is trying to absorb within its budget, including the unbudgeted Cost of Living Wage Adjustments (COLA), employee separation payouts, health insurance for retirees and temporary staffing costs. In addition, overtime is expected to exceed its budget by \$2.2 million. Most overtime hours are non-discretionary and needed to cover minimum staffing requirements to cover shifts of employees on workers' compensation injuries or sick leave. Measures have been implemented to control and mitigate overtime. Most of the increase in unbudgeted expenditures is offset with salary savings from vacant positions, a reduction in COWCAP, and Unemployment Insurance allocations. However, the department estimates ending the year with a GFC deficit of \$590,730. The Sheriff's Office projects growing deficits in the forecast years increasing from \$7.4 million in FY 2020-21 to \$19.1 million by FY 2022-23 due to significant increase in the general liability insurance and increases in salaries, PERS retirement and health insurance premiums. The forecast assumes all positions are filled.

Social Services	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 207,386,490	\$ 197,618,967	\$ 207,940,278	\$ 210,302,960	\$ 214,097,605
B. COWCAP ¹	5,792,840	5,164,889	5,167,017	14,083,598	14,203,598
C. Total Expenditures	213,179,330	202,783,856	213,107,295	224,386,558	228,301,203
D. Revenue	197,966,246	187,543,226	193,850,076	204,345,958	206,972,959
E. Financing Need, C-D	15,213,084	15,240,630	19,257,219	20,040,600	21,328,244
F. Preliminary GFC	15,213,084	15,213,084	16,798,163	16,798,163	16,798,163
G. Surplus/(Deficit), F-E	\$ -	\$ (27,546)	\$ (2,459,056)	\$ (3,242,437)	\$ (4,530,081)

¹ The Department of Social Services estimates their cost plan charges will increase in FY 2021-22 by \$8.9 million due to ITD charges not reported to the State and instead included in the County's COWCAP calculation.

Social Services - The Department of Social Services (DSS) estimates year-end expenditures of \$202.8 million, revenue of \$187.5 million and a General Fund Contribution of \$15.2 million, resulting in a deficit of \$27,546. Year-end expenditure estimates decrease by \$10.4 million due to \$5.4 million in salary savings, \$1.8 million less in CalWORKS entitlement payments due to declining caseloads, and a \$6.1 million error in IHSS appropriations (explained below). These savings were offset by a \$3.1 million increase in Out of Home care costs due to a 4.15% increase to foster care rates as well as an increase in costlier Probation cases. Year-end revenue estimates declined by \$10.4 million due to a \$5.4 million decline in reimbursable staff costs, a \$6.1 million IHSS appropriations error, and \$2.1 million less in revenue for CalWORKS entitlements. These declines in revenue were offset by an increase in revenue in Out of Home Care of \$3.1 million corresponding to increased costs including a \$1.0 million use of fund balance. 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. These estimates may change before year-end closing.

In-Home Supportive Services had a \$6.1 million decrease in expenditures and revenues due to a technical error for an IHSS wage increase adopted in the beginning of FY19-20. The full \$7.1 million cost of the wage increase was appropriated (both expenditures and revenues) when only the \$1.0 million County share of the cost should have been included. The remaining \$6.1 million cost is handled at the state level instead of the County level. There is no net general fund impact as a result of this error which the Department expects to correct by the close of the fiscal year.

The estimated deficits for the forecast years are directly related to the increase in salaries, PERS, health insurance, workers compensation, general liability insurance, and the loss of Whole Person Care revenues for the grant ending December 2020. Future cost pressures include a 4% ongoing inflation factor applied annually to the IHSS MOE beginning FY 2020-21, an increase in Out of Home Care costs due to estimated 2.5% annual foster and adoption rate increases, and the increased County share of cost for the CalWORKs program covered by fund balance in the current year. Realignment funding is not yet known and was assumed to remain "flat" for the forecast.

Treasurer-Tax Collector	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Operational Expenditures	\$ 8,464,246	\$ 8,181,732	\$ 8,694,780	\$ 8,803,395	\$ 8,925,168
B. COWCAP	(1,461,494)	(1,461,389)	(1,461,389)	(1,461,389)	(1,461,389)
C. Total Expenditures	7,002,752	6,720,343	7,233,391	7,342,006	7,463,779
D. Revenue	6,766,432	6,411,172	6,698,377	6,761,161	6,835,818
E. Financing Need, C-D	236,320	309,171	535,014	580,845	627,961
F. Preliminary GFC	236,320	236,320	334,587	334,587	334,587
G. Surplus/(Deficit), F-E	\$ -	\$ (72,851)	\$ (200,427)	\$ (246,258)	\$ (293,374)

Treasurer-Tax Collector – The Treasurer-Tax Collector (TTC) projects year-end expenditures of \$6.7 million, revenue of \$6.4 million, and a general fund contribution (GFC) of \$309,171. Use of GFC is estimated to exceed budget by \$72,851. Year-end expenditures include unbudgeted costs of \$115,500 for a retirement payout and the negotiated countywide 2% COLA. Overall, expenditures are expected to be under budget by \$282,409, due to vacancies in the Revenue Division, and revenue is projected to be \$355,260 below budget. The reduced revenue directly correlates with reduced spending in the Revenue Division, which receives cost recovery based on actual expenditures. Estimated expenditures in the last two forecast years assume minor increases for earned step increases, projected increases in service agreement expenditures, and countywide increases for healthcare insurance, PERS retirement, General Liability and other internal service charges. Forecasted revenue assumes allowable cost recovery based on estimated expenditures for Revenue Division and Treasury services, and conservative increases based on recent and current year experience.

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 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Beginning Fund Balance	17,552,103	17,552,103	21,882,906	5,640,230	13,737,471
B. Revenue	59,369,669	55,245,692	56,929,457	53,750,207	68,005,990
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	76,921,772	72,797,795	78,812,363	59,390,437	81,743,461
E. Expenditures	54,581,989	50,914,889	73,172,133	45,652,966	59,575,651
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	54,581,989	50,914,889	73,172,133	45,652,966	59,575,651
H. Ending Fund Balance, D-G	\$22,339,783	\$21,882,906	\$ 5,640,230	\$13,737,471	\$22,167,810

The Road Fund's primary funding source for road and bridge maintenance includes State Highway User Tax Allocation (HUTA or Gas Tax), the Transportation Agency for Monterey County (TAMC) retail transaction and use tax ordinance (Measure X), generating approximately \$7.3 million annually and restricted for local road repair, maintenance, and safety projects and 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, generating approximately \$7.2 million annually.

The current year end estimate for revenue decreased by \$4.1 million due to reimbursable construction phases for Davis Road Bridge, Monterey Bay Sanctuary Scenic Trail, Bradley Road Bridge, and Hall Road projects shifting to FY 2020-21. Similarly, expenditures are projected to decrease by \$3.6 million primarily due to construction delays.

The Department projects the FY 2020-21 fund balance to decrease to \$5.6 million as the Measure X balance decreases to \$3.4 million in FY 2020-21 and SB1 will be fully exhausted. Gloria Road Iverson, River Road Overlay, Elkhorn Road Rehabilitation, Old State Road Rehabilitation projects are expected to be completed during next fiscal year.

The forecasted revenues and expenditures tend to fluctuate depending upon anticipated project activities and other influencing factors such as weather, permitting, funding, and staffing constraints. In FY 2020-21, Gonzales River Road Bridge, Hartnell Road Bridge, Monterey Bay Sanctuary Scenic Trail, Nacimiento Lake Drive projects are scheduled to be in construction which will drive expenditures and revenues up. Revenue and expenditures are expected to decrease in FY 2021-22 when these major projects are complete. In FY 2022-23, construction of the Davis Road Bridge will increase expenditures and revenues.

Four options for road funding for the next 10 years were presented to the Capital Improvement Committee in January 2020. The first option maintains the County's existing funding levels of \$24.0 million per year. In this scenario, the Pavement Condition Index (PCI) of County roads drops from a current 48 to 42 with increasing deferred maintenance and a decreased service life of roads. Option 2 increases annual funding levels to \$31.0 million a year, maintaining the current PCI level of 48, reducing deferred maintenance and increasing service life. Scenario 3 increases annual funding levels to \$60.0 million, further reducing deferred maintenance and increasing PCI to 70 by the end of ten years. Scenario 4 further increases PCI to 79 with a funding level of \$73.0 million per year.

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 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Beginning Fund Balance	\$ 1,874,070	\$ 1,874,070	\$ 1,737,203	\$ 1,675,750	\$ 1,684,061
B. Revenue	10,973,691	10,366,531	10,133,532	10,372,832	10,618,046
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	12,847,761	12,240,601	11,870,735	12,048,582	12,302,107
E. Expenditures	11,259,647	10,503,398	10,194,985	10,364,521	10,610,681
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	11,259,647	10,503,398	10,194,985	10,364,521	10,610,681
H. Ending Fund Balance, D-G	\$ 1,588,114	\$ 1,737,203	\$ 1,675,750	\$ 1,684,061	\$ 1,691,426

For the current fiscal year, the Library Department is projecting to increase its use of fund balance. The use of fund balance is mainly to cover the cost of purchasing 350 computers, a project that began in FY 2018-19. The computers in the branch libraries were operating on a Windows 7 environment. As of January 2020, Microsoft no longer supports Windows 7. Current year expenditures include the 2% increase in salaries. The Department is finding ways to absorb the salaries and benefits cost increase and projects salary savings from vacancies will help cover the increase in costs.

The current budget also includes the purchase of a new bookmobile, which is funded in full by a contribution from the Foundation for Monterey County Free Libraries. Additional operating expenses arising from opening the Parkfield library branch will be absorbed into the Library Department's operating budget, including one-time expenses such as purchase of an opening collection, and ongoing expenses for staffing.

The Library is projecting property tax revenues continue to increase next fiscal year at a rate of 3%. County projections for property tax revenue growth for next year is 4%. For the two out years, the Library is projecting an increase of 2.5%, in line with County projections. Despite anticipated increases in property tax revenues, fiscal year 2020-2021 may continue to experience an erosion of the fund balance due to increasing costs for salaries and benefits, insurance costs, increases for rent, janitorial services, and utilities. In addition, repairs to library facilities are increasing, with these

unexpected costs being mandatory for safe provision of public library services. The Library Department is completing a Strategic Plan, with stewardship of the organization as a guiding principle, and a focus on evaluation of operational costs and financial structures including contracts, efficiencies, and maximizing effective philanthropy.

For forecasted fiscal years 2021-2022, and 2022-2023, the Library Department projects a slight increase in Fund Balance while the Department continues to strive to control all discretionary expenditures. Staff is committed to garner technology and library services grants to augment program and technology needs. The Foundation for Monterey County Free Libraries is committed to continue funding ongoing programs such as Homework Centers, Summer Reading Program, and outreach to youth in the community. Various Friends of the Library groups continue to support and fundraise on behalf of local branch libraries.

The Library Department's upcoming capital improvement projects for the next three years include the addition of a rural library in Bradley, and the Director is working toward developing a library services solution for the East Garrison community and exploration of possible leases in partnership with cities and school districts. The Foundation for Monterey County Free Libraries is holding a grant to create a small landscaped area around the San Lucas branch. A significant unfunded need at this time is a new full-service bookmobile, replacing a vehicle which is outside its serviceable life, and is costing the Department increasing amounts to maintain as well as disrupting service due to frequent breakdowns.

Behavioral Health – Pursuant to Welfare and Institutions Code Section 5600, the Health Department's Behavioral Health Bureau provides a continuum of County operated and community-based substance use disorder and mental health services. The program provides community prevention programs, crisis intervention, inpatient psychiatric services, social rehabilitation, supportive housing, and outpatient services primarily to Monterey County Medi-Cal beneficiaries who meet the State Department of Health Care Services, Mental Health Division's medical necessity criteria. In addition, the program also serves many non Medi-Cal eligible residents who have behavioral health disorders.

Behavioral Health	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Beginning Fund Balance	\$42,410,810	\$42,410,810	\$39,482,730	\$32,599,515	\$24,308,896
B. Revenue	144,620,465	133,038,162	134,617,308	126,605,756	128,044,641
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	187,031,275	175,448,972	174,100,038	159,205,271	152,353,537
E. Expenditures	147,620,465	135,966,242	141,500,523	134,896,375	137,665,671
F. Provisions for Assignments	8,400,000	8,400,000	8,400,000	8,400,000	8,400,000
G. Total Financing Uses, E+F	156,020,465	144,366,242	149,900,523	143,296,375	146,065,671
H. Ending Fund Balance, D-G	\$31,010,810	\$31,082,730	\$24,199,515	\$15,908,896	\$ 6,287,866

The Department estimates year-end expenditures of \$136.0 million and revenues of \$133.0 million. Expenditures and revenues are estimated below the modified budget by approximately \$11.6 million. Expenditures are lower primarily due to a higher than budgeted vacancy rate generating \$4.8 million in salary and benefit savings and lower operating transfers out in the Whole Person Care program in the amount of \$4.2 million. Revenues are estimated at lower levels since the vacancy rate affects levels of service and therefore revenue levels.

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 as well as contracted services are projected to increase by approximately 8.0% resulting in a significant reduction in fund balance. However, the Department will monitor the increases as it prepares the FY 2020-21 budget and will adjust as needed to reduce this impact. As reported in the FY

2018-19 year-end report, fund balance includes \$8.4 million in assigned funds for potential future Medi-Cal program settlement costs.

Emergency Communications – The Emergency Communications Department provides dispatch and call taking (9-1-1 and non-emergency) 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.

Emergency Communications	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Beginning Fund Balance	\$ -	\$ -	\$ 348,339	\$ 698,348	\$ 1,048,347
B. Revenue	12,631,743	12,690,386	13,229,433	13,586,519	13,930,118
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	12,631,743	12,690,386	13,577,772	14,284,867	14,978,465
E. Expenditures	12,277,898	12,342,047	12,879,424	13,236,520	13,580,119
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	12,277,898	12,342,047	12,879,424	13,236,520	13,580,119
H. Ending Fund Balance, D-G	\$ 353,845	\$ 348,339	\$ 698,348	\$ 1,048,347	\$ 1,398,346

The Department received over 731,000 phone calls and processed over 560,000 calls for service for Law, Fire and EMS events in 2019 (calendar year). The Department is operating under a special revenue fund effective FY 2019-20. The Department expects to end the current year with expenditures totaling \$12.3 million and revenue totaling \$12.6 million, including a County contribution of \$1.9 million. The Department estimates requiring an additional \$14,312 in County contributions, primarily due to the unbudgeted 2% wage increase that was approved in the current year. The Department will work to identify savings in the remaining fiscal year to absorb this short fall. The Department estimates a surplus of \$348,339 in the current year. This surplus was planned through the annual budgeting process and will be set-aside as a reserve for future use. The Department's reserve is primarily used for replacement and upgrades to the Department's equipment, systems, and building.

Costs are expected to rise in the forecast years due to escalating salaries, pension, healthcare costs, as well as rising costs of service agreements that maintain the operations at the Department. These escalating costs will require \$300,000 in additional County contributions by FY 2022-23 to maintain current levels of service. The Department anticipates continuing to build its reserves through the forecast years, by \$350,000 annually as recommended by the Department's Executive Board. The forecast assumes fund balance will end at \$1.4 million by FY 2022-23 based on the assumption that it collects reserve payments annually.

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 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Beginning Fund Balance	124,712,392	124,712,392	\$ 155,019,855	\$ 158,197,473	\$ 150,399,015
B. Revenue	356,673,893	340,733,393	354,622,499	394,655,129	405,992,705
C. Total Financing Sources, A+B	481,386,285	465,445,785	509,642,354	552,852,602	556,391,720
D. Expenditures	331,301,564	310,425,930	351,444,881	402,453,587	421,166,362
E. Total Financing Uses	331,301,564	310,425,930	351,444,881	402,453,587	421,166,362
F. Ending Fund Balance, C-E	\$ 150,084,721	\$ 155,019,855	\$ 158,197,473	\$ 150,399,015	\$ 135,225,358

Revenue: Net revenue for the current year is expected to fall \$16.0 million below budget. The estimated decrease arises from less than anticipated reimbursements for capital projects from NMC's capital strategic reserve fund. Operating revenue is expected to exceed budget primarily from an improved payor mix providing a more favorable collection rate. Net patient revenue is forecasted to increase conservatively in fiscal years 2021-2023. 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. Renewal of a new Waiver is currently under consideration by state and federal agencies with a goal to preserve existing funding for Medi-Cal and the uninsured patients for the next several years.

Operating Expenses: Current year operating expenses are expected to be slightly lower than budget \$20.9 million due to cost management and lower capital project costs. Operating expenses for fiscal years 2021-2023, are projected to increase by an annual average of 2.4% due to annual cost increases for projected 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 costs for capital projects. NMC forecasts to spend on average \$45.0 million annually on capital projects. A capital strategic reserve fund has been established for capital projects and purchase of equipment.

Some of the highlighted 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; (3) Replacing the current nurse call system; (4) Replacing the angiography equipment; (5) Upgrading the chemical analyzer for testing in the laboratory department; and (6) Overall upgrade of the facility internal and external.

Net Results: NMC projects a decrease in net position from operations totaling \$19.8 million over the current and forecasted years.

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

Parks - Lakes Resorts	Modified Budget 2019-20	Year-End Estimate 2019-20	Forecast		
			2020-21	2021-22	2022-23
A. Beginning Fund Balance	(2,733,381)	(2,733,381)	(2,709,332)	(2,321,031)	(1,922,281)
B. Revenue	4,921,323	4,226,157	4,262,465	4,262,465	4,262,465
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	2,187,942	1,492,776	1,553,133	1,941,434	2,340,184
E. Expenditures	4,393,198	4,202,108	3,874,164	3,863,715	3,852,958
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	4,393,198	4,202,108	3,874,164	3,863,715	3,852,958
H. Ending Fund Balance, D-G	\$(2,205,256)	\$(2,709,332)	\$(2,321,031)	\$(1,922,281)	\$(1,512,774)

The Lakes began FY 2019-20 with a negative \$2.7 million net position and is estimated to end the current year negative \$2.7 million. Both revenues and expenditures are expected to be less than budgeted. Lake San Antonio was removed from the Enterprise Fund this fiscal year and is now included with the Parks General Fund unit. Additionally, the current year budget will reflect the new management agreement with Urban Parks Concessionaires dba Monterey Lakes Recreation Company (Basecamp). The agreement allows for reimbursement of the operator's expenses in addition to a management fee and incentive fee which are calculated as part of the \$4.2 million in expenses. The concessionaire's operations revenue is estimated at \$3.7 million, with an additional \$519,206 transfer in to cover the cost of the annual debt payments related to Lake Nacimiento for a total revenue of \$4.2 million. The County will continue to be responsible for capital expenses such as repairs to infrastructure.

Lake water levels have improved. Currently, water levels are higher with storage capacity at 52% for Lake Nacimiento compared to 11% the same period last year. This is good news for recreation as it will draw camping and boating activities, potentially increasing revenue.

The Resource Management Agency is working closely with the operator's management on the monitoring of its staff assignments, expenditures and marketing of the facilities. Both the operator and the County are actively pursuing special events to benefit recreation facilities.

Expenditure/Revenue History by Department for All Funds									
Department			FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated	FY 2020-21 Recommended
Board of Supervisors 1000	Expenditures	\$ 2,968,566	\$ 3,063,579	\$ 3,866,229	\$ 3,760,068	\$ 3,927,926	\$ 3,868,091	\$ 3,870,363	
	Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ -	
	GF Contribution	\$ 2,968,566	\$ 3,063,579	\$ 3,866,229	\$ 3,760,068	\$ 3,927,926	\$ 3,868,081	\$ 3,870,363	
County Administrative Office 1050	Expenditures	\$ 69,877,033	\$ 54,329,509	\$ 55,762,872	\$ 78,537,390	\$ 70,217,348	\$ 94,971,011	\$ 132,246,132	
	Revenue	\$ 226,883,472	\$ 209,534,602	\$ 208,646,864	\$ 279,314,659	\$ 288,471,074	\$ 288,947,338	\$ 333,636,588	
	GF Contribution/Fund Balance	\$ (157,006,439)	\$ (155,205,093)	\$ (152,883,992)	\$ (200,777,269)	\$ (218,253,726)	\$ (193,976,327)	\$ (201,390,456)	
County Administrative Office Departmental 1050_CAO_BR	Expenditures	\$ 5,345,862	\$ 7,415,365	\$ 2,883,992	\$ 7,910,710	\$ 7,701,514	\$ 17,084,233	\$ 40,771,640	
	Revenue	\$ 560,514	\$ 636,707	\$ 551,140	\$ 6,783,914	\$ 8,009,962	\$ 9,126,230	\$ 32,411,861	
	GF Contribution	\$ 4,785,348	\$ 6,778,658	\$ 2,332,852	\$ 1,126,796	\$ (308,448)	\$ 7,958,003	\$ 8,359,779	
County Administrative Office Nondepartmental 1050_CAON_BR	Expenditures	\$ 64,531,171	\$ 46,914,144	\$ 52,878,880	\$ 70,626,680	\$ 62,515,834	\$ 77,886,778	\$ 91,474,492	
	Revenue	\$ 226,322,958	\$ 208,897,894	\$ 208,095,724	\$ 272,530,746	\$ 280,461,112	\$ 279,821,108	\$ 301,224,727	
	GF Contribution/Fund Balance	\$ (161,791,787)	\$ (161,983,750)	\$ (155,216,844)	\$ (201,904,066)	\$ (217,945,278)	\$ (201,934,330)	\$ (209,750,235)	
Human Resources 1060	Expenditures	\$ 12,433,657	\$ 12,058,163	\$ 10,190,178	\$ 12,817,763	\$ 11,704,919	\$ 12,026,021	\$ 19,082,882	
	Revenue	\$ 8,693,114	\$ 9,099,346	\$ 9,547,901	\$ 11,309,682	\$ 11,821,329	\$ 12,090,571	\$ 11,553,743	
	GF Contribution/Fund Balance	\$ 3,740,543	\$ 2,958,817	\$ 642,277	\$ 1,508,081	\$ (116,410)	\$ (64,550)	\$ 7,529,139	
Human Resources Departmental 1060_HRB_BR	Expenditures	\$ 2,679,299	\$ 2,784,241	\$ 909,328	\$ 909,328	\$ (851,332)	\$ (973,879)	\$ 156,783	
	Revenue	\$ 80	\$ 28	\$ 172	\$ 172	\$ -	\$ -	\$ -	
	GF Contribution	\$ 2,679,219	\$ 2,784,213	\$ 909,156	\$ 909,156	\$ (851,332)	\$ (973,879)	\$ 156,783	
Human Resources Nondepartmental 1060_HRN_BR	Expenditures	\$ 9,754,358	\$ 9,273,922	\$ 9,280,850	\$ 9,280,850	\$ 12,556,251	\$ 12,999,900	\$ 18,926,099	
	Revenue	\$ 8,693,034	\$ 9,099,318	\$ 9,547,729	\$ 9,547,729	\$ 11,821,329	\$ 12,090,571	\$ 11,553,743	
	Fund Balance	\$ 1,061,324	\$ 174,604	\$ (266,879)	\$ (266,879)	\$ 734,922	\$ 909,329	\$ 7,372,356	
Economic Development* 1070	Expenditures	\$ 15,942,077	\$ 12,403,550	\$ 14,823,637	\$ 10,761,686	\$ 7,813,551			
	Revenue	\$ 13,832,275	\$ 10,084,736	\$ 13,387,750	\$ 7,894,518	\$ 5,087,666			
	GF Contribution/Fund Balance	\$ 2,109,802	\$ 2,318,814	\$ 1,435,887	\$ 2,867,168	\$ 2,725,885			
Civil Rights Office 1080	Expenditures	\$ 659,738	\$ 792,199	\$ (8,499)	\$ (206,384)	\$ 43,642	\$ (127,922)	\$ (197,257)	
	Revenue	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	
	GF Contribution	\$ 659,738	\$ 792,194	\$ (8,499)	\$ (206,384)	\$ 43,642	\$ (127,922)	\$ (197,257)	
Auditor-Controller 1110	Expenditures	\$ 13,828,772	\$ 17,330,663	\$ 23,060,616	\$ 128,845,450	\$ 16,976,937	\$ 17,984,568	\$ 16,958,909	
	Revenue	\$ 16,694,850	\$ 18,313,951	\$ 22,169,172	\$ 124,484,043	\$ 22,098,301	\$ 16,691,213	\$ 16,429,529	
	GF Contribution/Fund Balance	\$ (2,866,078)	\$ (983,288)	\$ 891,444	\$ 4,361,407	\$ (5,121,364)	\$ 1,293,355	\$ 529,380	
Auditor-Controller Departmental 1110_AUDC_DV	Expenditures	\$ 5,073,692	\$ 5,294,163	\$ 1,499,620	\$ (9,112)	\$ 458,040	\$ 1,746,147	\$ 1,008,481	
	Revenue	\$ 520,445	\$ 443,828	\$ 493,538	\$ 499,290	\$ 497,350	\$ 500,847	\$ 517,754	
	GF Contribution	\$ 4,553,247	\$ 4,850,335	\$ 1,006,082	\$ (508,402)	\$ (39,310)	\$ 1,245,300	\$ 490,727	
Auditor-Controller Nondepartmental 1110_ACNO_DV	Expenditures	\$ 8,755,080	\$ 12,036,500	\$ 21,560,995	\$ 128,854,562	\$ 16,518,896	\$ 16,238,421	\$ 15,950,128	
	Revenue	\$ 16,174,405	\$ 17,870,123	\$ 21,675,634	\$ 123,984,754	\$ 21,600,951	\$ 16,190,366	\$ 15,911,775	
	GF Contribution/Fund Balance	\$ (7,419,325)	\$ (5,833,623)	\$ (114,639)	\$ 4,869,808	\$ (5,082,055)	\$ 48,055	\$ 38,353	
Treasurer-Tax Collector 1170	Expenditures	\$ 6,177,869	\$ 6,674,084	\$ 6,418,547	\$ 6,997,213	\$ 7,081,120	\$ 6,720,238	\$ 7,056,037	
	Revenue	\$ 5,268,574	\$ 5,174,106	\$ 5,638,955	\$ 5,455,113	\$ 6,109,579	\$ 6,411,172	\$ 7,123,535	
	GF Contribution	\$ 909,295	\$ 1,499,978	\$ 779,592	\$ 1,542,100	\$ 971,541	\$ 309,066	\$ (67,498)	
Assessor-County Clerk-Recorder 1180	Expenditures	\$ 7,484,598	\$ 7,824,883	\$ 8,628,783	\$ 8,477,647	\$ 8,420,070	\$ 9,205,756	\$ 10,016,870	
	Revenue	\$ 3,845,156	\$ 3,932,640	\$ 4,258,377	\$ 6,182,701	\$ 3,774,007	\$ 4,287,833	\$ 4,593,748	
	GF Contribution	\$ 3,639,442	\$ 3,892,243	\$ 4,370,406	\$ 2,294,946	\$ 4,646,063	\$ 4,917,923	\$ 5,423,122	
County Counsel 1210	Expenditures	\$ 28,944,039	\$ 30,872,925	\$ 29,698,578	\$ 33,454,057	\$ 44,260,706	\$ 43,029,125	\$ 48,805,446	
	Revenue	\$ 26,964,784	\$ 28,904,752	\$ 29,540,327	\$ 34,306,977	\$ 40,652,689	\$ 38,958,446	\$ 38,578,312	
	GF Contribution/Fund Balance	\$ 1,979,255	\$ 1,968,173	\$ 158,251	\$ (852,920)	\$ 3,608,017	\$ 4,070,679	\$ 10,227,134	
County Counsel Departmental 1210_COUN_BR	Expenditures	\$ 4,155,469	\$ 4,247,026	\$ (743,607)	\$ (873,768)	\$ 213,602	\$ 280,476	\$ 2,719,910	
	Revenue	\$ 231,857	\$ 294,846	\$ 262,005	\$ 357,308	\$ 458,330	\$ 504,237	\$ 357,000	
	GF Contribution	\$ 3,923,612	\$ 3,952,180	\$ (1,005,612)	\$ (1,231,076)	\$ (244,728)	\$ (223,761)	\$ 2,362,910	
County Counsel Nondepartmental 1210_CCND_BR	Expenditures	\$ 24,788,570	\$ 26,625,899	\$ 30,442,185	\$ 34,327,825	\$ 44,047,104	\$ 42,748,649	\$ 46,085,536	
	Revenue	\$ 26,732,927	\$ 28,609,906	\$ 29,278,322	\$ 33,949,668	\$ 40,194,360	\$ 38,454,209	\$ 38,221,312	
	GF Contribution/Fund Balance	\$ (1,944,357)	\$ (1,984,007)	\$ 1,163,863	\$ 378,157	\$ 3,852,744	\$ 4,294,440	\$ 7,864,224	
Clerk of the Board 1300	Expenditures	\$ 684,025	\$ 737,242	\$ 865,040	\$ 916,390	\$ 783,508	\$ 764,021	\$ 923,761	
	Revenue	\$ 23,082	\$ 22,436	\$ 21,984	\$ 23,431	\$ 19,365	\$ 20,000	\$ 20,000	
	GF Contribution	\$ 660,943	\$ 714,806	\$ 843,056	\$ 892,959	\$ 764,143	\$ 744,021	\$ 903,761	

Department		FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated	FY 2020-21 Recommended
Elections 1410	Expenditures	\$ 3,528,924	\$ 4,680,339	\$ 5,163,795	\$ 4,473,705	\$ 3,662,061	\$ 5,410,127	\$ 7,056,616
	Revenue	\$ 1,618,667	\$ 1,106,439	\$ 2,505,786	\$ 914,004	\$ 1,929,851	\$ 1,195,695	\$ 1,373,229
	GF Contribution	\$ 1,910,257	\$ 3,573,900	\$ 2,658,009	\$ 3,559,701	\$ 1,732,210	\$ 4,214,432	\$ 5,683,387
Emergency Communications 1520	Expenditures	\$ 10,798,468	\$ 12,824,361	\$ 15,226,574	\$ 12,498,468	\$ 13,391,864	\$ 13,804,174	\$ 14,116,461
	Revenue	\$ 10,597,626	\$ 17,123,794	\$ 11,574,868	\$ 12,131,358	\$ 11,993,511	\$ 13,976,863	\$ 14,453,605
	GF Contribution/Fund Balance	\$ 200,842	\$ (4,299,433)	\$ 3,651,706	\$ 367,110	\$ 1,398,353	\$ (172,689)	\$ (337,144)
Information Technology 1930	Expenditures	\$ 1,181,772	\$ 64,436	\$ 734,610	\$ 14,301,817	\$ 14,259,950	\$ 5,870,061	\$ (990,939)
	Revenue	\$ 1,335,259	\$ 756,108	\$ 1,127,690	\$ 1,259,139	\$ 1,554,389	\$ 554,492	\$ 750,000
	GF Contribution	\$ (153,487)	\$ (691,672)	\$ (393,080)	\$ 13,042,678	\$ 12,705,561	\$ 5,315,569	\$ (1,740,939)
District Attorney 2240	Expenditures	\$ 22,375,004	\$ 23,844,084	\$ 24,783,159	\$ 25,038,490	\$ 26,322,084	\$ 28,077,613	\$ 36,044,122
	Revenue	\$ 13,248,789	\$ 12,042,643	\$ 12,913,326	\$ 16,351,414	\$ 13,170,749	\$ 15,718,587	\$ 16,000,513
	GF Contribution/Fund Balance	\$ 9,126,215	\$ 11,801,441	\$ 11,869,833	\$ 8,687,076	\$ 13,151,335	\$ 12,359,026	\$ 20,043,609
Child Support Services 2250	Expenditures	\$ 10,903,940	\$ 10,824,994	\$ 10,733,175	\$ 10,429,115	\$ 10,590,050	\$ 10,493,411	\$ 11,823,905
	Revenue	\$ 11,456,313	\$ 10,879,019	\$ 10,759,248	\$ 10,641,081	\$ 10,169,044	\$ 10,493,411	\$ 11,404,094
	GF Contribution	\$ (552,373)	\$ (54,025)	\$ (26,073)	\$ (211,966)	\$ 421,006	\$ -	\$ 419,811
Public Defender 2270	Expenditures	\$ 9,974,522	\$ 11,359,375	\$ 11,775,230	\$ 12,926,204	\$ 12,135,080	\$ 16,048,588	\$ 15,989,392
	Revenue	\$ 704,764	\$ 654,766	\$ 863,693	\$ 1,121,086	\$ 1,883,390	\$ 1,570,780	\$ 1,623,196
	GF Contribution/Fund Balance	\$ 9,269,758	\$ 10,704,609	\$ 10,911,537	\$ 11,805,118	\$ 10,251,690	\$ 14,477,808	\$ 14,366,196
Sheriff-Coroner 2300	Expenditures	\$ 92,930,663	\$ 95,201,493	\$ 103,201,919	\$ 109,831,647	\$ 111,811,340	\$ 121,885,349	\$ 122,213,214
	Revenue	\$ 43,484,552	\$ 42,535,617	\$ 39,877,323	\$ 42,847,951	\$ 42,829,522	\$ 45,967,286	\$ 47,793,914
	GF Contribution/Fund Balance	\$ 49,446,111	\$ 52,665,876	\$ 63,324,596	\$ 66,983,696	\$ 68,981,818	\$ 75,918,063	\$ 74,419,300
Probation 2550	Expenditures	\$ 54,168,671	\$ 55,604,295	\$ 56,579,717	\$ 62,193,935	\$ 66,242,489	\$ 76,681,454	\$ 78,857,465
	Revenue	\$ 36,064,305	\$ 39,759,384	\$ 39,699,096	\$ 41,361,485	\$ 44,695,603	\$ 51,200,352	\$ 51,908,173
	GF Contribution/Fund Balance	\$ 18,104,366	\$ 15,844,911	\$ 16,880,621	\$ 20,832,450	\$ 21,546,886	\$ 25,481,102	\$ 26,949,292
Agricultural Commissioner 2810	Expenditures	\$ 9,489,142	\$ 10,579,426	\$ 11,276,398	\$ 10,380,040	\$ 11,191,545	\$ 11,550,936	\$ 11,775,914
	Revenue	\$ 6,602,122	\$ 6,893,547	\$ 7,528,033	\$ 6,907,235	\$ 7,403,708	\$ 7,590,620	\$ 7,801,848
	GF Contribution	\$ 2,887,020	\$ 3,685,879	\$ 3,748,365	\$ 3,472,805	\$ 3,787,837	\$ 3,960,316	\$ 3,974,066
Resource Management Agency 3000	Expenditures	\$ 83,765,322	\$ 71,085,415	\$ 82,955,686	\$ 145,285,045	\$ 129,022,787	\$ 148,244,858	\$ 130,799,216
	Revenue	\$ 61,404,397	\$ 103,011,128	\$ 52,464,493	\$ 99,120,117	\$ 119,068,982	\$ 160,781,662	\$ 97,261,670
	GF Contribution/Fund Balance	\$ 22,360,925	\$ (31,925,713)	\$ 30,491,193	\$ 46,164,928	\$ 9,953,805	\$ (12,536,804)	\$ 33,537,546
Health 4000	Expenditures	\$ 179,894,900	\$ 196,689,205	\$ 215,715,616	\$ 226,943,008	\$ 250,118,036	\$ 269,598,198	\$ 310,681,594
	Revenue	\$ 180,979,862	\$ 188,458,034	\$ 238,744,032	\$ 251,039,616	\$ 241,460,912	\$ 248,144,888	\$ 284,479,266
	GF Contribution/Fund Balance	\$ (1,084,962)	\$ 8,231,171	\$ (23,028,416)	\$ (24,096,608)	\$ 8,657,124	\$ 21,453,310	\$ 26,202,328
Social Services 5010	Expenditures	\$ 217,697,510	\$ 225,943,538	\$ 249,145,517	\$ 256,966,277	\$ 260,516,702	\$ 271,081,737	\$ 281,014,581
	Revenue	\$ 209,412,641	\$ 226,437,523	\$ 241,602,438	\$ 246,843,815	\$ 245,491,881	\$ 254,887,908	\$ 265,376,183
	GF Contribution/Fund Balance	\$ 8,284,869	\$ (493,985)	\$ 7,543,079	\$ 10,122,462	\$ 15,024,821	\$ 16,193,829	\$ 15,638,398
Library 6110	Expenditures	\$ 8,312,832	\$ 9,179,278	\$ 9,450,293	\$ 8,407,297	\$ 9,159,522	\$ 10,503,398	\$ 10,164,700
	Revenue	\$ 7,839,671	\$ 8,474,577	\$ 9,228,450	\$ 9,269,292	\$ 10,021,707	\$ 10,366,531	\$ 10,207,852
	Fund Balance	\$ 473,161	\$ 704,701	\$ 221,843	\$ (861,995)	\$ (862,185)	\$ 136,867	\$ (43,152)
Cooperative Extension Service 6210	Expenditures	\$ 501,846	\$ 514,574	\$ 437,439	\$ 388,261	\$ 317,288	\$ 442,715	\$ 463,269
	Revenue	\$ 107,947	\$ 114,352	\$ 25,073	\$ 5,249	\$ 16,471	\$ 7,325	\$ 27,193
	GF Contribution	\$ 393,899	\$ 400,222	\$ 412,366	\$ 383,012	\$ 300,817	\$ 435,390	\$ 436,076
Parks 7500	Expenditures	\$ 10,873,881	\$ 10,671,966	\$ 16,718,726	\$ -	\$ 12,351		
	Revenue	\$ 10,033,823	\$ 9,763,006	\$ 15,577,958	\$ 649,409			
	GF Contribution/Fund Balance	\$ 840,058	\$ 908,960	\$ 1,140,768	\$ (649,409)			
Natividad Medical Center 9600	Expenditures	\$ 244,237,687	\$ 273,387,094	\$ 345,559,834	\$ 406,003,584	\$ 419,041,137	\$ 317,425,930	\$ 371,305,741
	Revenue	\$ 258,806,795	\$ 286,241,021	\$ 428,383,838	\$ 509,836,533	\$ 589,880,809	\$ 340,733,393	\$ 368,655,299
	Net Position	\$ (14,569,108)	\$ (12,853,927)	\$ (82,824,004)	\$ (103,832,949)	\$ (170,839,672)	\$ (23,307,463)	\$ 2,650,442
Countywide Totals	Expenditures	\$1,119,635,458	\$1,158,540,670	\$1,312,763,669	\$1,590,428,173	\$1,509,024,013	\$ 1,495,559,458	\$ 1,640,078,394
	Revenue	\$1,155,902,840	\$1,239,317,532	\$1,406,086,675	\$1,719,269,908	\$1,719,604,539	\$ 1,530,596,376	\$ 1,591,051,490
	GF Contribution/Fund Balance	\$ (36,267,382)	\$ (80,776,862)	\$ (93,323,006)	\$ (128,841,735)	\$ (210,580,526)	\$ (35,036,918)	\$ 49,026,904

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

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

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

Effective FY 2019-20, Economic Development was reorganized and now falls under the County Administrative Office (CAO) and RMA.

Strategic Initiatives

Monterey County Strategic Initiatives

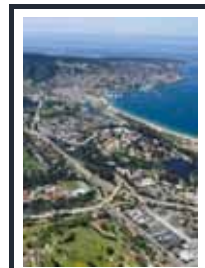
Overview

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.

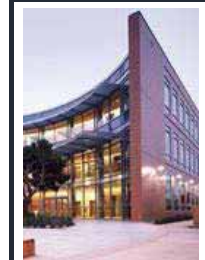


Each element of this integrated management system provides critical information for County officials, staff and the public.

- **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



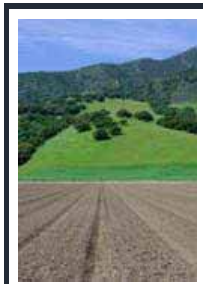
INFRASTRUCTURE



PUBLIC SAFETY

Strategic Initiatives

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

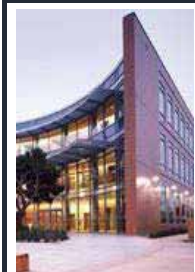
- Improve the conditions of County roads and bridges.
- Promote the use of best environmental practices for County facilities and operations.
- Provide for adequate County facilities and infrastructure.
- Protect water quality and provide for adequate water supply.

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 most significant responsibilities given to the officials and managers of the County of Monterey (County). The development and maintenance of prudent financial policies enable 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. The policies also offer guidelines for evaluating both current activities and proposals for future programs and direct the County's financial resources toward meeting the initiatives and objectives of the County's Strategic Initiatives.

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

2. GENERAL FINANCIAL PHILOSOPHY

The financial policies provide a sufficient financial base and the resources necessary to support and sustain an adequate and responsible level of community services to ensure public safety, enhance the physical infrastructure and environment, and improve and maintain 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 a sufficient financial base is maintained to withstand local and regional economic impacts;
- b. Foster the 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.
- h. Promote collaboration with other government entities, the private sector, and public-private partnerships where cost and risk are minimized in the delivery of services within the community;
- i. Support sound financial management by providing accurate and timely information on the County's financial condition;
- j. Ensure the legal use of financial resources through effective systems of internal controls;
- k. Provide a framework for the wise and prudent use of debt financing and maintain a good credit rating in the financial community; and
- l. Promote equitable sharing of costs by service users.

2.1 The Annual Budget

- a. The County Administrative Office will recommend a balanced budget that aligns annual expenditures with estimated annual revenues and minimizes the use of fund balance or other one-time financing sources for ongoing operating expenditures while utilizing conservative revenue forecasts;
- b. The County Administrative Office will consult with Department Heads and seek their input in developing the Recommended Budget through cooperative discussions and budget workshops;
- c. The County Administrative Office will keep the Board apprised on the condition of the County's finances and emerging fiscal issues; and
- d. Through the Board's Legislative Committee, the County will work with the California State Association of Counties (CSAC), state representatives, legislative advocates in the State Capitol, and other local government organizations, to assure any state programs administered by the County are adequately

funded and any realignment of state and county responsibilities are expenditure/revenue neutral.

3. ROLES AND FUNCTIONS

3.1 Role of County Administrative Office

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

3.2 Principal Functions of the County Administrative Office

Principal functions of the CAO include:

- a. Promoting continuous improvement of the structures, systems, processes, and effectiveness of programs;
- b. Recommending effective fiscal policies to carry out programs;
- c. Verifying Board policies are consistently applied;
- d. Preparing the annual financial plan (Recommended Budget);
- e. Developing financial forecasts;
- f. Working with departments to evaluate potential federal, state, and local budget impacts;
- g. Monitoring revenues and expenditures for conformance with the annual budget; and
- h. 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:

- a. Carrying out operations efficiently and cost-effectively while adhering to all county, state, and federal laws, regulations, and policies;
- b. Preparing budgets and financial estimates with attention to accuracy based on their operational expertise, county, state and federal funding changes, and economic indicators affecting revenues, expenditures, and service levels;

- c. Reviewing, evaluating, and assessing potential federal and state budget issues that may impact local budgets;
- d. Monitoring monthly revenue and expenditure performance and conformance with the annual budget;
- e. Developing and performing financial forecasts;
- f. Meeting the Board's Strategic Initiatives and its policies; and
- g. Ensuring items brought before the Board are transparent, accurate, complete, fully justified, and reviewed by all appropriate stakeholders.

3.4 Principal Functions of the Budget Committee

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

3.5 Principal Functions of the Capital Improvement Committee

The principal functions of the Capital Improvement Committee are to review the status of projects and establish a 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 activities not provided by the General Fund. The following is a brief description of the additional funds:

Other Governmental Funds

- a. 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, resolution, or board order.
- b. Debt service funds are used to provide repayment of debt, such as Certificates of Participation (COPs), short-term borrowing, and other obligations.
 - c. Capital project funds are used for capital improvements management and specified capital projects.

Proprietary Funds

- a. Enterprise funds are operations that are financed and operated like private business enterprises where services provided are primarily funded through user charges.
- b. 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 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; the significance of that fund on financing activities which are of high interest to the County and the public; and, the existence of known uses or users of that information (e.g., bond rating companies, investors).

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 the authority to determine funds that will be considered major funds for financial planning purposes.

5. OPERATING BUDGET

5.1 The County Budget

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

on this relationship meeting the Recommended Budget. If revenues fall below expected amounts, the department must take all actions available to reestablish a revenue and expenditure relationship that conforms to the Recommended Budget.

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

5.2 Balanced Budget

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

In addition to adopting a statutorily balanced budget, the County ensures the 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 the 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. 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 report to the Budget Committee that outlines the cause of the problem, the alternatives available to mitigate the projected budget deficit, and the department's recommended action. All additions to appropriations, major plans to reduce service levels, or plans to request funding from the contingencies appropriation require approval by the Board if it is consistent with state and federal law.

5.7 Appropriations and Transfers

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

After the Board adopts the budget, departments may request a transfer between major expense categories within the same appropriation unit. The County Administrative Officer has designated authority to approve moves 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 County Administrative Office must approve the request to transfer between major expense categories.

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

5.8 Responsibility for Budget Management and Budgetary Control

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

County Officers and Department Heads have primary responsibility for the management of the budgets within their departments. The responsibility to manage budgets includes:

- a. Providing accurate and timely budget estimates;
- b. Monitoring revenues to ensure timely receipt in the amounts anticipated;
- c. Ensuring that expenditures comply with the law, adopted resolutions, policies, and within appropriations relative to revenues;
- d. Providing prompt notification to the County Administrative Office when either revenues or expenditures are not as anticipated; and
- e. The preparation and justification for budget revisions as necessary.

5.9 Preparation of Financial Reports

The County Administrative Office annually prepares:

- a. A Budget End-of-Year Report (BEYR) to retrospectively report on actual financial performance at both a detail and summary level;
- b. 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

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

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

- a. The countywide Comprehensive Annual Financial Report (CAFR) as required by the state. The CAFR reports on the County's financial position and activities by presenting information above and beyond what is required by Generally Accepted Accounting Principles (GAAP) or state law. The intent is also to provide its readers with a broader view and understanding of financial operations;
- b. 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 the County's adherence to laws, regulations, contracts, and grants applicable to its major federal programs;
- c. 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
- d. The countywide annual Tax Rate Book.

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

5.10 Publication of Budget

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

5.11 County Budget Development

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 proposing levels of service and staffing that can be carried out the following year within expected resources (e.g. program revenues and general fund contributions). To the extent there are increased costs or reduced revenue, baseline budgets 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 considers the following criteria in formulating recommendations for the annual budget and subsequent mid-year budget modifications:

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

The above criteria comprise 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 Establish Countywide Priorities

The Board has a continuous process of establishing countywide priorities for ensuing years. The Board has implemented the process of incorporating these priorities in the Recommended Budget within the

framework of the law. Understanding that elected officials and Department Heads are charged with the actual provision of services to the community, the Board shall set broad priorities to ensure flexibility to departments to concentrate on these priorities.

5.13 Authorization of Elected Officials

In determining service levels, the Board and County Administrative Office recognize that countywide elected officials have constitutional and/or statutorily-created mandates and are accountable to the electorate. Although the Board adopts a budget for each department, the countywide elected officials will determine the services that they will provide within the adopted budgetary constraints. These policies recognize that elected officials 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 appropriations to all departments.

5.14 Budget Adoption Level

Under the County Budget Act (California Government Code, Sections 29000 through 29144), the Board enacts the annual financial plan (the Adopted Budget) through the passage of a resolution. The resolution mandates the maximum authorized expenditures for the fiscal year and sets appropriation control at the appropriation unit level. An appropriation unit represents one or more budget units, and it is used to define the budgetary limits of those budget units. A budget unit represents a program or group of programs providing a similar service. The assignment of an appropriation unit is guided by State Controller financial reporting requirements and/or County requirements. Pursuant to Section 29092 of the County Budget Act, the County Administrative Office is charged by the Board to monitor and make administrative decisions related to appropriation control.

5.15 Changes to Adopted Budget

Amendments approved by the Board can only modify the Adopted Budget. 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 following 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 three enterprise funds 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 above one year except for buildings for which the threshold is set at \$100,000. Capital assets include both tangible and intangible assets categorized by asset type for reporting purposes.

6. 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 the 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 outcomes of alternative decisions and to select the one that effectively serves the interests of the community within the financial resources of the County.

The strategic model identifies fund balances, revenue patterns, expenditure trends, and cash requirements, which are subject to constant change. The strategic model is not a future budget nor recommends services or programs; it is a guide to assist in making recommendations and building future budgets. Due to the dynamic nature of government, it is understood that an operating budget may experience change during the course of a fiscal year. This makes the strategic model relevant because it does not assume a trend rate is destined and that finances will not remain constant. The

strategic model is designed to facilitate decision-making based on two fundamental questions: “What is the financial future of the County without change?” and “What path does the County wish to take for the future?”

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

7. REVENUE AND EXPENDITURE POLICIES

7.1 Revenue Diversification

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

7.2 Revenue Estimates

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

7.3 Current Revenues

Annual expenditures shall be balanced to ongoing annual revenues without the use of one-time financing. Deficit financing and borrowing will not be used to support ongoing County services and operations, without explicit Board direction and approval. The Board shall be advised in the event interfund loans are

required, or use of non-appropriated funds are requested.

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 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 taxpayers, 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 appropriate. 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).

7.5 One-Time Revenues

The use of one-time revenues for ongoing expenditures is discouraged. Unpredictable revenues are budgeted conservatively, and any amount collected over 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 unlimited term functions associated with the revenue. If it cannot be done, the revenue is to be considered discretionary revenue. It 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 the use of discretionary General Fund revenue through the annual budget process.

7.8 Maintaining Revenue and Expenditure Categories

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

7.9 Outside Organization Contributions

Public Safety Sales Tax (Proposition 172)

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

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

Emergency Communications Users' Offset

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 2020-21 allocation will be five percent (5%) of FY 2018-19 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 agreement with emergency communications user agencies, this agreement ties future allocations to audited actuals, resulting in greater predictability for budgeting purposes, and eliminating the need for year-end reconciliations and payment "true-ups." The various fire agencies allocate the Proposition 172 revenues amongst themselves via their own allocation formula.

Distributions to Sheriff, Probation, and District Attorney

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

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

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.

Proposition 172 Distribution Formula

<u>Agency</u>	<u>Prop. 172 Distribution</u>
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 County Administrative Office is charged with the duty to determine when a reduction to outside agencies would be appropriate and obtain authorization from the Board to begin those discussions.

Contributions to the Road Fund

The Board recognizes the contributing value that well-maintained roads provide for the overall economic vitality of the County and contributes to the County's TOT. In response, in June 2013, the Board approved the inclusion of the Road Fund as a beneficiary in the TOT contribution formula. In FY 2013-14, the TOT contribution percentage for the Road Fund was established at twenty percent (20%) of total TOT revenue. Per annum, the contribution shall increase by one percent (1%) until it reaches a cap of twenty-five percent (25%). This contribution replaces and is not in addition to, the \$2.0 million the County previously provided per annum to the Road Fund from the General Fund.

Annual Contributions

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

7.10 Appropriations 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 the 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 expressly modified by the Board as part of the annual budget adoption.

7.11 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 (results) are being achieved for the resources utilized. Where performance measures and associated costs have demonstrated that activities are more cost-effective through alternative means, those means shall be pursued. Performance measures shall provide management and the Board criteria in which to evaluate departmental requests for funding.

7.12 Payment for Goods from Prior Year

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

8. FUND BALANCE AND RESERVE POLICIES

8.1 Use of Year-End Fund Balance

The fund balance is a measurement of available financial resources and is the difference between total assets and total liabilities in each fund. The Board recognizes that the maintenance of fund balance is essential to the preservation of the financial integrity. The County's goal is to use fund balance as a source to finance one-time investments, reserves, and/or commitments. As a one-time financing source, any unbudgeted year-end fund balance will be used for nonrecurring expenditures and only after the yearly audit and confirmation of the General Fund's *fund balance*.

GASB Statement 54 distinguishes fund balance based on the relative strength of the constraints that control the

purposes for which specified amounts can be spent. Beginning with the most restrictive constraints, fund balance amounts are reported in the following categories:

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

8.2 Fund 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 creditworthiness. Adequate reserves provide 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 the 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

8.3 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 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 capital projects funds or prepaying existing debt.

8.4 Order of Expenditure of Fund Balance

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

8.5 Adequate Fund Balance and Reserve Levels

Sufficient fund balance and reserve levels are critical measures in the County's financial management policies. They are key factors in the ability to sustain service delivery and obtain external financing. All funds are to be kept in a positive cash balance position. In the event a fund anticipates going in a negative cash position, the fund manager shall immediately bring to the Budget Committee a report outlining the reason(s) along with a financial plan to ensure the fund regains a positive cash balance.

9. INTERFUND LOANS

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

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

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

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

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

9.1 Interfund Loan Terms

- a. Repayment of an interfund loan shall be within the same fiscal year unless otherwise stated in a Board resolution.
- b. 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.
- c. The Board must approve interfund loans by resolution. The resolution will include a planned schedule of repayment of the loan principal as well as setting a reasonable rate of interest to be paid to the lending fund if required by the lending fund.
- d. The County Administrative Office shall have authority for issuing temporary interfund loans for end-of-year proposes and report out these temporary interfund loans to the Board via memorandum.

9.2 Interfund Loan Interest

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

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

Interest is not required in the following circumstances:

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

10. ENTERPRISE FUNDS

The County will establish enterprise funds for County services when:

- a. The fund's operations are to be financed and operated like 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 the chief advisor to the Board in the creation of an enterprise fund. The County currently has three enterprise funds:

1. Fund 451 – Natividad Medical Center
2. Fund 452 – The Lake Resorts
3. Fund 453 – Laguna Seca Recreational Area

10.1 Expenses

Enterprise fund expenses will be established at a level sufficient to properly maintain the fund's infrastructure, provide significant 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 the 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 County Administrative Office and departments shall monitor revenues and expenses throughout the year to ensure conformity to adopted budgets. Enterprise funds shall provide the Budget Committee financial status reports on a semi-annual or quarterly basis. Financial reports shall contain a year-to-date summary of expenses, revenues, and cash positions, including significant variances and comparisons to previous fiscal years' activity, trending for the current fiscal year, and financial impacts to the General Fund.

11. INTERNAL SERVICE FUNDS

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

11.1 Use of Internal Service Funds

Risk Management

The County Counsel is responsible for managing the County's general liability (fund 475) and workers' compensation (fund 476) ISF funds. These ISFs shall function as funds for paying all judgments, settlements, and claims against the County. The General Liability ISF will reserve adequate funds to cover both excess insured events and events not covered by excess insurance coverage and will provide for "recoverable" and "non-recoverable" losses. Both ISFs are currently funded at seventy percent (70%) confidence level.

Human Resources – Benefits

The Human Resources Department is responsible for managing the County's Benefits ISF (fund 477). The ISF supports various benefit programs supported by contributions from the County, active employees, and

retired employees. Programs include dental and vision benefits for employees and dependents, Employee Assistance Program, Long-Term Disability, Retiree Sick Leave Conversion, and other miscellaneous benefit programs.

Resource Planning

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

11.2 General Fund Transfers

In the event there is a large settlement that cannot be funded within the existing ISF reserve, the County Counsel may submit a request to the County Administrative Office for a transfer from the General Fund, or such other fund as may be available and appropriate. Such a request will include, at a minimum, an analysis of the impact of the settlement on the reserve, alternatives for addressing the implications, and the advantages and disadvantages of each alternative.

11.3 Actuarial Studies

The County Counsel-managed ISFs and the Benefits ISF 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 (e.g., purchasing excess insurance coverage). County Counsel will work throughout the year to obtain information on potential settlements that could impact reserve levels and provide this information to the actuary as part of the semi-annual actuarial valuation process.

11.4 Internal Service Funds Reporting

Departments that manage ISFs shall provide to the Board and its Budget Committee an annual report outlining the progress made in meeting the funding levels and outlining the operational costs and outcomes of operations.

12. CAPITAL FACILITIES AND IMPROVEMENT POLICIES

12.1 Capital Investments

The County is accountable for considerable investment in buildings, parks, roads, sewers, equipment, and other capital investments. The preservation, maintenance, and future improvement of these facilities are the primary responsibility of the County. Planning and implementing sound capital improvement plans, policies, and programs will not only help avoid emergencies and major costs in the future but strategically plan for 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 includes design, construction, equipment, land purchases, and project administration. The CIP is prepared and updated annually by the Resource Management Agency with review by the County Administrative Office.

The CIP includes projects where costs exceed \$100,000, are non-recurring, and have an estimated useful life of five years or more. The CIP does not indicate approval of a project but is considered a tool that 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 Budget Committee determines the funding sources and, if not possible, provides input toward scope changes to meet the fiscal constraints. All projects are submitted before the Board for approval. 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 (e.g., 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.

12.5 Capital Project Reports

Capital projects shall provide the following reports:

- a. Monthly update of the drawdown schedule for debt-financed projects.
- b. Quarterly updates to the Capital Improvement and Budget committees on implemented capital projects, which include, in part, the initial approved budget, budget modifications, expenditures to date, remaining budget and expenditures, original completion date and if applicable, revised completion date and the phase (in a percentage) the project is toward completion.
- c. Quarterly updates to the Budget Committee on capital funds interest accumulation.
- d. Quarterly report to the County Administrative Office detailing quarterly forecasts of expenditures for the life of debt-financed projects.
- e. Semi-annual update to the Capital Improvement and Budget committees on scheduled and unscheduled maintenance projects.

The County Administrative Office shall provide a quarterly report to the Capital Improvement and Budget

committees regarding drawdown schedules for debt-financed projects.

12.6 Capital Maintenance

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

13. DEBT MANAGEMENT

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

14. GRANT MANAGEMENT

The County recognizes that grant funding provides significant resources to enhance the 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 that are in the best interests of the community. The County shall examine the benefits of grant funding before 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 the 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 adequately 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 providing reports to grantors, and adequately closing out grant projects. Department staff and the County Administrative Office will maintain a close working relationship concerning any grant activity to ensure a clear understanding of the project status.

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

15. STATE AND FEDERAL PROGRAMS

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



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Schedules

Schedule 1

Schedule 1 County of Monterey All Funds Summary Fiscal Year 2020-21

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	849,400	48,370,121	670,657,938	719,877,459	713,742,395	-	713,742,395	6,135,064
Special Revenue Funds	101,873,568	-	393,679,156	495,552,724	412,116,487	-	412,116,487	83,436,237
Capital Project Funds	121,926,512	-	28,671,938	150,598,450	34,182,558	-	34,182,558	116,415,892
Total Governmental Funds	224,649,480	48,370,121	1,093,009,032	1,366,028,633	1,160,041,440	-	1,160,041,440	205,987,193
Other Funds								
Internal Service Fund	17,034,714	-	94,699,899	111,734,613	73,902,070	-	73,902,070	37,832,543
Enterprise	87,298,590	-	377,991,057	465,289,647	378,030,310	-	378,030,310	87,259,337
Special District & Other Agencies								
CSA	10,712,817	-	3,027,555	13,740,372	4,219,482	-	4,219,482	9,520,890
CSD	442,677	-	1,432,104	1,874,781	1,867,356	-	1,867,356	7,425
Successor	4,767,159	-	4,980,068	9,747,227	6,105,961	-	6,105,961	3,641,266
Debt Service Funds	24,574	-	15,911,775	15,936,349	15,911,775	-	15,911,775	24,574
Total Other Funds	120,280,531	-	498,042,458	618,322,989	480,036,954	-	480,036,954	138,286,035
Total All Funds	344,930,011	48,370,121	1,591,051,490	1,984,351,622	1,640,078,394	-	1,640,078,394	344,273,228

Schedule 2

Schedule 2 County of Monterey Governmental Funds Summary Fiscal Year 2020-21

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	849,400	48,370,121	670,657,938	719,877,459	713,742,395	-	713,742,395	6,135,064
Total General Fund	849,400	48,370,121	670,657,938	719,877,459	713,742,395	-	713,742,395	6,135,064
Special Revenue Funds:								
Road Fund	21,882,906	-	62,177,602	84,060,508	69,094,744	-	69,094,744	14,965,764
Library Fund	1,737,203	-	10,207,852	11,945,055	10,164,700	-	10,164,700	1,780,355
In-Home Support Services	179,757	-	956,233	1,135,990	956,233	-	956,233	179,757
Fish & Game Propagation Fund	17,517	-	24,065	41,582	38,775	-	38,775	2,807
Office Of Employment Training	-	-	-	-	-	-	-	-
Community Action Partnership	169,670	-	579,853	749,523	579,853	-	579,853	169,670
Inclusionary Housing	689,782	-	30,000	719,782	863,460	-	863,460	(143,678)
Economic Development Program	1,130,669	-	150,400	1,281,069	1,150,500	-	1,150,500	130,569
Community Development Fund	1,491,200	-	3,689,508	5,180,708	5,119,508	-	5,119,508	61,200
Emergency Medical Service Fund	1,631,351	-	765,000	2,396,351	630,000	-	630,000	1,766,351
Workforce Development Board	-	-	8,517,009	8,517,009	8,517,009	-	8,517,009	-
Local Revenue Fund 2011	7,850,669	-	67,621,883	75,472,552	69,454,086	-	69,454,086	6,018,466
Behavioral Health	42,410,810	-	155,747,555	198,158,365	162,247,652	-	162,247,652	35,910,713
Homeland Security	202,341	-	844,138	1,046,479	844,138	-	844,138	202,341
H&W Realignment	20,765,796	-	67,564,453	88,330,249	67,989,931	-	67,989,931	20,340,318
NGEN Operations & Maintenance	613,751	-	1,606,001	2,219,752	1,606,001	-	1,606,001	613,751
County Clerk Recorder	-	-	350,000	350,000	350,000	-	350,000	-
Emergency Communications	1,100,146	-	12,847,604	13,947,750	12,509,897	-	12,509,897	1,437,853
Total Special Revenue Funds	101,873,568	-	393,679,156	495,552,724	412,116,487	-	412,116,487	83,436,237
Capital Projects Funds:								
Facilities Project Fund	-	-	-	-	-	-	-	-
Capital Projects Fund	3,131,311	-	5,854,374	8,985,685	6,555,781	-	6,555,781	2,429,904
Facility Master Plan Implement	117,807,463	-	22,817,564	140,625,027	27,626,214	-	27,626,214	112,998,813
NGEN Radio Project	987,738	-	-	987,738	563	-	563	987,175
Total Capital Projects Funds	121,926,512	-	28,671,938	150,598,450	34,182,558	-	34,182,558	116,415,892
Total Governmental Funds	224,649,480	48,370,121	1,093,009,032	1,366,028,633	1,160,041,440	-	1,160,041,440	205,987,193

Schedule 3

Schedule 3

COUNTY OF MONTEREY
Fund Balance - Governmental Funds
Fiscal Year 2020-21

Fund Name	Total Fund Balance June 30, 2020	Less: Obligated Fund Balances			Fund Balance Available June 30, 2020
		Encumbrances	Nonspendable, Restricted, and Committed	Assigned	
1	2	3	4	5	6

General Fund

001- General Fund	203,737,357	-	117,389,810	85,498,147	849,400
Total General Fund	203,737,357	-	117,389,810	85,498,147	849,400

Special Revenue Funds:

002- Road Fund	14,965,764	-	-	-	14,965,764
003- County Library Fund	1,780,355	-	-	-	1,780,355
005 - In-Home Support Services	179,757	-	-	-	179,757
006 - Fish and Game Propagation	2,807	-	-	-	2,807
008 - Community Action Partnership	169,670	-	-	-	169,670
009 - Inclusionary Housing	(143,678)	-	-	-	(143,678)
011 - Economic Development Program	130,569	-	-	-	130,569
013 - Community Development	61,200	-	-	-	61,200
016 - Emergency Medical Service	1,766,351	-	-	-	1,766,351
021 - Workforce Development Board	-	-	-	-	-
022 - Local Revenue Fund 2011	6,018,466	-	-	-	6,018,466
023 - Behavioral Health	35,910,713	-	-	-	35,910,713
024 - Homeland Security	202,341	-	-	-	202,341
025 - H&W Realignment	20,340,318	-	-	-	20,340,318
026 - NGEN Operatins & Maintenance	613,751	-	-	-	613,751
027 - County Clerk Recorder	-	-	-	-	-
028 - Emergency Communications	1,437,853	-	-	-	1,437,853
Total Special Revenue Funds	83,436,237	-	-	-	83,436,237

Capital Project Funds:

401 - Facilities Project	-	-	-	-	-
402 - Capital Projects	2,429,904	-	-	-	2,429,904
404 - Facility Master Plan Implementation	112,998,813	-	-	-	112,998,813
405 - NGEN Radio Project	987,175	-	-	-	987,175
Total Capital Projects Funds	116,415,892	-	-	-	116,415,892
Total Governmental Funds	403,589,486	-	117,389,810	85,498,147	200,701,529

Schedule 4

Schedule 4

COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2020-21

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2020	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	399,634	-	-	-	-	399,634
001 - 3028 - Prepaid Nonspendable	262,566	-	-	-	-	262,566

Restricted:

001 - 3041 - Public Protection	6,071,286	135,000	-	-	-	5,936,286
001 - 3042 - General	5,354,228	-	-	-	-	5,354,228
001 - 3043 - Health and Sanitation	12,005,437	4,535,477	-	-	-	7,469,960
001 - 3045 - Recreation & Culture	153,733	-	-	-	-	153,733
001 - 3046 - Public Assistance	1,681,603	643,533	-	-	-	1,038,070

Committed:

001 - 3111 - Strategic Reserve	91,461,322	-	-	-	-	91,461,322
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Assigned:

001 - 3012 - Assigned for Encumbrances	244,627	-	-	-	-	244,627
001 - 3065 - General Capital	7,092,599	7,092,599	-	-	-	-
001 - 3112 - Building Improvement & Replacement	15,404,608	15,404,608	-	-	-	-
001 - 3113 - General Fund Contingency	-	-	-	-	-	-
001 - 3115 - Compensated Absences	8,038,138	-	-	-	-	8,038,138
001 - 3116 - Vehicle Replacement	10,493,707	10,493,707	-	-	-	-
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	1,169,006	902,409	-	-	-	266,597
001 - 3125 - Productivity Investment Program	169,351	-	-	-	-	169,351
001 - 3126 - Disaster Assistance Program	2,345,310	2,345,310	-	-	-	-
001 - 3127 - New Juvenile Hall Project	-	-	-	-	-	-
001 - 3128 - Revenue Stabilization	2,376,910	-	-	-	-	2,376,910
001 - 3129 - Laguna Seca Track Maintenance and Repairs	1,840,970	1,840,970	-	-	-	-
001 - 3131 - Non-Recoverable Costs	2,998,557	2,998,557	-	-	-	-
001 - 3132 - Cannabis	27,723,727	1,407,951	-	-	-	26,315,776

Unassigned:

001 - 3101 - Unassigned Fund Balance	849,400	570,000	-	-	-	279,400
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Total General Fund

203,737,357	48,370,121	-	-	-	-	128,772,060
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Special Revenue Funds

002 - Road Fund	-	-	-	-	-	-
003 - County Library Fund	-	-	-	-	-	-
005 - In-Home Support Services	-	-	-	-	-	-
006 - Fish and Game Propagation Fund	-	-	-	-	-	-
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	-	-	-	-	-	-

Schedule 4

COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2020-21

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2020	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
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	-	-	-	-	-	-
<u>Capital Projects Funds</u>						
401 - Facilities Projects	-	-	-	-	-	-
402 - Capital Projects	-	-	-	-	-	-
404 - Facility Master Plan Implementation	-	-	-	-	-	-
405 - NGEN Radio Project	-	-	-	-	-	-
Total Capital Projects Funds	-	-	-	-	-	-
Total Governmental Funds	203,737,357	48,370,121	-	-	-	128,772,060

Schedule 5

**Schedule 5
County of Monterey
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2020-21**

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Summarization by Source						
Current Secured Property Tax	102,093,195	107,683,707	108,162,202	110,615,758	110,615,758	2,932,051
Current Unsecured Property Tax	4,236,376	4,254,896	4,318,616	4,410,533	4,410,533	155,637
Taxes Other than Current Property	139,082,819	120,516,863	129,480,805	135,436,496	128,436,496	7,919,633
Total Taxes:	\$245,412,391	\$232,455,466	\$241,961,623	\$250,462,787	\$243,462,787	\$11,007,321
Licenses, Permits, and Franchises	21,621,377	22,857,130	21,219,701	25,959,154	25,659,270	2,802,140
Fines, Forfeitures, and Penalties	9,808,529	9,762,323	10,240,996	10,671,683	10,671,683	909,360
Revenue from Use of Money & Property	26,150,504	19,520,375	28,476,889	6,035,252	6,035,252	(13,485,123)
Intergovernmental Revenues	492,991,721	518,947,958	543,466,451	523,596,736	522,597,431	3,649,473
Charges for Services	79,594,219	87,312,062	79,416,982	85,534,834	85,255,239	(2,056,823)
Miscellaneous Revenues	9,322,185	9,670,492	10,276,260	12,036,047	12,036,047	2,365,555
Other Financing Sources	151,051,483	174,334,453	159,592,642	187,159,434	187,291,323	12,956,870
Grand Total	\$1,035,952,408	\$1,074,860,259	\$1,094,651,544	\$1,101,455,927	\$1,093,009,032	18,148,773

Schedule 6

Schedule 6 County of Monterey Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2020-21

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
001 - General						
Taxes						
4010 - Property Tax - Current Secured	94,523,489	99,626,829	100,024,756	102,236,605	102,236,605	2,609,776
4015 - Property Tax - Current Unsecured	3,962,126	3,980,394	4,041,369	4,122,196	4,122,196	141,802
4020 - Property Tax In-Lieu of VLF	55,712,295	58,314,473	55,085,510	60,624,446	60,624,446	2,309,973
4025 - Property Tax - Prior Secured	1,198,404	882,501	882,501	960,065	960,065	77,564
4030 - Property Tax - Prior Unsecured	20,509	19,413	19,413	19,413	19,413	-
4035 - Property Tax - Current Supplemental	2,168,936	1,929,376	2,042,355	2,042,355	2,042,355	112,979
4040 - Property Tax - Prior Supplemental	106,860	71,436	71,436	84,916	84,916	13,480
4050 - Sales and Use Taxes	14,191,552	11,826,357	11,826,357	12,062,884	12,062,884	236,527
4090 - Other Property Taxes	8,437,855	6,763,104	7,770,667	7,770,667	7,770,667	1,007,563
4100 - Transient Occupancy Tax	28,642,835	23,600,012	24,948,914	24,960,635	17,960,635	(5,639,377)
4110 - Real Property Transfer Tax	3,371,352	3,651,776	3,371,352	3,371,352	3,371,352	(280,424)
4120 - Other Taxes	311	40	40	-	-	(40)
4130 - Cannabis Tax	14,780,918	4,995,931	15,369,466	15,369,466	15,369,466	10,373,535
Total Taxes	\$ 227,117,441	\$ 215,661,642	\$ 225,454,136	\$ 233,625,000	\$ 226,625,000	\$ 10,963,358
Licenses, Permits, and Franchises						
4200 - Animal Licenses	132,964	170,000	152,000	152,000	152,000	(18,000)
4220 - Business Licenses	4,572,712	5,664,468	4,764,869	5,639,337	5,639,337	(25,131)
4230 - Construction Permits	7,500,460	7,933,046	7,666,502	8,256,817	8,256,817	323,771
4250 - Road Privileges and Permits	150,789	143,618	136,010	128,554	128,554	(15,064)
4260 - Zoning Permits	1,455,686	1,345,848	1,353,426	1,982,724	1,682,840	336,992
4270 - Franchises	6,728,928	5,701,843	5,961,891	6,111,122	6,111,122	409,279
4275 - PEG Fees Received	541,813	-	-	-	-	-
4300 - Other Licenses and Permits	735,745	898,307	885,818	844,807	844,807	(53,500)
Total Licenses, Permits, and Franchises	\$ 21,819,097	\$ 21,857,130	\$ 20,920,516	\$ 23,115,361	\$ 22,815,477	\$ 958,347
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	704,220	696,871	731,433	728,207	728,207	31,336
4450 - Other Court Fines	447,583	580,630	529,582	569,391	569,391	(11,239)
4500 - Forfeitures and Penalties	4,477,428	5,125,868	5,628,500	6,020,220	6,020,220	894,352
4550 - Penalties and Costs on Delinquent Taxes	3,238,504	2,492,245	2,494,772	2,495,985	2,495,985	3,740
Total Fines, Forfeitures, and Penalties	\$ 8,867,735	\$ 8,895,614	\$ 9,384,287	\$ 9,813,803	\$ 9,813,803	\$ 918,189
Revenue from Use of Money & Property						
4600 - Investment Income	5,147,709	2,343,662	3,483,636	3,481,651	3,481,651	1,137,989
4675 - Rents and Concessions	20,204,316	16,241,259	23,672,375	1,085,414	1,085,414	(15,155,845)
Total Revenue from Use of Money & Property	\$ 25,352,025	\$ 18,584,921	\$ 27,156,011	\$ 4,567,065	\$ 4,567,065	\$ (14,017,856)
Intergovernmental Revenues						
4820 - Vehicle License Fee	177,745	-	178,524	178,524	178,524	178,524
4900 - State Aid - Public Assistance Administration	33,740,418	39,223,186	34,981,591	36,733,812	36,360,955	(2,862,231)
4910 - State Aid - Public Assistance Programs	1,963,968	2,648,077	3,130,247	5,402,435	5,402,435	2,754,358
4975 - State Aid - Health Programs	2,991,985	3,132,734	3,131,156	3,870,564	3,870,564	737,830
4985 - Tobacco Program (Prop 99)	658,814	512,081	537,685	325,419	325,419	(186,662)
5000 - State Aid - Agriculture	5,477,673	5,808,994	5,788,674	6,297,050	6,297,050	488,056
5025 - State Veterans' Affairs	124,305	115,180	146,208	160,918	160,918	45,738
5030 - Homeowners Property Tax Relief	441,569	445,508	445,508	445,508	445,508	-
5035 - Public Safety - Sales Tax	36,098,066	32,256,221	32,256,221	33,030,515	33,030,515	774,294
5050 - Other State Aid	11,952,130	11,675,536	12,549,683	11,464,120	11,464,120	(211,416)
5075 - SB 90 Reimbursements	(50,664)	-	-	-	-	-
5095 - Peace Officer Training (Post)	62,351	90,000	109,508	109,000	109,000	19,000
5100 - Federal - In-Lieu Taxes	938,042	918,785	918,785	918,785	918,785	-
5200 - Federal Aid - Public Assistance Administration	50,396,625	65,190,239	62,025,173	66,599,931	65,973,483	783,244
5225 - Federal Aid - Public Assistance Programs	16,928,503	24,240,679	24,932,784	24,840,929	24,840,929	600,250
5240 - Federal Aid - Health Administration	-	-	-	966,897	966,897	966,897
5260 - Federal Aid - Disaster Relief	1,096,595	-	-	-	-	-
5290 - Federal Aid Other	21,320,212	22,052,142	16,915,497	19,559,213	19,559,213	(2,492,929)
5350 - Aid - Other Governmental Agencies	987,001	1,008,852	1,284,998	1,012,745	1,012,745	3,893
5355 - Aid from City/County	164,000	304,000	164,000	164,000	164,000	(140,000)
Total Intergovernmental Revenues	\$ 185,469,339	\$ 209,622,214	\$ 199,496,242	\$ 212,080,365	\$ 211,081,060	\$ 1,458,846
Charges for Services						
5400 - Assessment and Tax Collection Fees	3,759,952	3,331,138	3,416,695	3,654,857	3,654,857	323,719
5430 - Auditing and Accounting Fees	1,337,299	1,282,817	1,290,470	1,379,818	1,379,818	97,001
5445 - Communication Services	7,263,848	300,000	150,000	146,988	146,988	(153,012)
5460 - Election Services	1,913,515	1,200,000	1,064,195	1,100,000	1,100,000	(100,000)
5475 - Legal Services	579,824	417,000	480,554	452,000	452,000	35,000
5505 - Planning and Engineering Services	1,060,148	1,540,175	1,249,961	1,458,813	1,458,813	(81,362)
5520 - Agricultural Services	1,499,011	2,141,004	1,396,921	1,103,891	1,103,891	(1,037,113)
5535 - Civil Process Services	3,115,726	4,408,613	4,071,354	4,501,870	4,501,870	93,257
5540 - Court Fees & Costs	-	-	1,296	450	450	450
5550 - Estate Fees	45,097	92,500	36,174	77,000	77,000	(15,500)
5560 - Humane Services	5,624	6,000	5,000	6,000	6,000	-
5570 - Law Enforcement Services	3,549,654	4,285,137	4,077,280	4,199,681	4,199,681	(85,456)
5580 - Recording Fees	2,520,173	2,723,249	2,636,737	2,761,669	2,761,669	38,420

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
5600 - Health Fees	41,338,249	47,306,368	41,157,508	45,580,736	45,554,336	(1,752,032)
5640 - Mental Health Fees	1,085	4,483	5,280	5,109	5,109	626
5660 - Children's Services	880	650	836	637	637	(13)
5680 - Sanitation Services	(3)	-	-	-	-	-
5685 - Adoption Fees	75,807	110,395	65,000	80,050	80,050	(30,345)
5690 - Institutional Care and Services	809,420	930,700	930,700	880,700	880,700	(50,000)
5730 - Park and Recreation Services	953,715	1,230,986	1,648,300	915,544	915,544	(315,442)
5750 - Other Services	5,391,261	3,965,232	3,729,387	3,770,030	3,770,030	(195,202)
Total Charges for Services	\$ 75,220,283	\$ 75,276,447	\$ 67,413,648	\$ 72,075,843	\$ 72,049,443	\$ (3,227,004)
Miscellaneous Revenues						
5800 - Other Taxable Sales	15,576	2,000	2,000	2,000	2,000	-
5855 - Other Reimbursement	3,239,101	416,051	269,496	1,054,265	1,054,265	638,214
5860 - Tobacco Settlement	4,257,928	3,679,414	4,110,021	4,110,021	4,110,021	430,607
5870 - Miscellaneous Revenues	361,660	2,135,580	3,100,477	4,697,648	4,697,648	2,562,068
5980 - Contributions	228,378	273,709	483,932	223,968	223,968	(49,741)
Total Miscellaneous Revenues	\$ 8,102,642	\$ 6,506,754	\$ 7,965,926	\$ 10,087,902	\$ 10,087,902	\$ 3,581,148
Other Financing Sources						
5900 - Sale of Capital Assets	53,248	-	6,698	-	-	-
5940 - Operating Transfers In	104,595,111	113,411,367	109,039,657	113,763,188	113,618,188	206,821
Total Other Financing Sources	\$ 104,648,359	\$ 113,411,367	\$ 109,046,355	\$ 113,763,188	\$ 113,618,188	\$ 206,821
Total 001 - General	\$ 656,596,922	\$ 669,816,089	\$ 666,837,121	\$ 679,128,527	\$ 670,657,938	\$ 841,849
002 - Road Fund						
Taxes						
4050 - Sales and Use Taxes	9,525,367	7,672,989	7,357,194	7,406,000	7,406,000	(266,989)
Total Taxes	\$ 9,525,367	\$ 7,672,989	\$ 7,357,194	\$ 7,406,000	\$ 7,406,000	\$ (266,989)
Licenses, Permits, and Franchises						
4250 - Road Privileges and Permits	(197,720)	1,000,000	299,185	2,843,793	2,843,793	1,843,793
Total Licenses, Permits, and Franchises	\$ (197,720)	\$ 1,000,000	\$ 299,185	\$ 2,843,793	\$ 2,843,793	\$ 1,843,793
Revenue from Use of Money & Property						
4600 - Investment Income	179,776	202,183	202,183	202,183	202,183	-
Total Revenue from Use of Money & Property	\$ 179,776	\$ 202,183	\$ 202,183	\$ 202,183	\$ 202,183	\$ -
Intergovernmental Revenues						
4800 - State Highway Users Tax	16,809,789	18,751,063	18,711,513	19,785,870	19,785,870	1,034,807
5010 - State Aid - Construction Capital Grants	7,938,024	4,394,045	3,090,602	3,041,951	3,041,951	(1,352,094)
5011 - State Aid - Construction Operating Grants	725,486	725,486	725,486	725,486	725,486	-
5050 - Other State Aid	152,319	-	-	-	-	-
5250 - Federal Aid - Construction Capital Grants	2,631,823	15,369,330	13,454,352	18,192,436	18,192,436	2,823,106
5260 - Federal Aid - Disaster Relief	410,532	440,000	2,081,637	445,313	445,313	5,313
5270 - Federal Aid - Forest Reserve Revenue	-	-	-	19,000	19,000	19,000
5350 - Aid - Other Governmental Agencies	422,138	-	111,726	-	-	-
Total Intergovernmental Revenues	\$ 29,090,112	\$ 39,679,924	\$ 38,175,316	\$ 42,210,056	\$ 42,210,056	\$ 2,530,132
Charges for Services						
5750 - Other Services	1,064,534	1,224,152	908,074	1,505,963	1,505,963	281,811
Total Charges for Services	\$ 1,064,534	\$ 1,224,152	\$ 908,074	\$ 1,505,963	\$ 1,505,963	\$ 281,811
Miscellaneous Revenues						
5855 - Other Reimbursement	-	2,688,197	1,333,144	1,701,187	1,701,187	(987,010)
5870 - Miscellaneous Revenues	311,794	6,541	1,958	1,958	1,958	(4,583)
Total Miscellaneous Revenues	\$ 311,794	\$ 2,694,738	\$ 1,335,102	\$ 1,703,145	\$ 1,703,145	\$ (991,593)
Other Financing Sources						
5900 - Sale of Capital Assets	23,202	-	6,300	6,050	6,050	6,050
5940 - Operating Transfers In	5,397,106	6,895,683	6,962,338	6,709,011	6,300,412	(595,271)
Total Other Financing Sources	\$ 5,420,308	\$ 6,895,683	\$ 6,968,638	\$ 6,715,061	\$ 6,306,462	\$ (589,221)
Total 002 - Road Fund	\$ 45,394,170	\$ 59,369,669	\$ 55,245,692	\$ 62,586,201	\$ 62,177,602	\$ 2,807,933
003 - Library Fund						
Taxes						
4010 - Property Tax - Current Secured	7,569,707	8,056,878	8,137,446	8,379,153	8,379,153	322,275
4015 - Property Tax - Current Unsecured	274,250	274,502	277,247	288,337	288,337	13,835
4025 - Property Tax - Prior Secured	95,116	69,763	70,461	72,553	72,553	2,790
4030 - Property Tax - Prior Unsecured	1,628	1,536	1,551	1,613	1,613	77
4035 - Property Tax - Current Supplemental	170,783	186,871	123,215	128,143	128,143	(58,728)
4040 - Property Tax - Prior Supplemental	8,383	5,814	9,648	10,034	10,034	4,220
4090 - Other Property Taxes	649,717	525,471	530,725	551,954	551,954	26,483
Total Taxes	\$ 8,769,583	\$ 9,120,835	\$ 9,150,293	\$ 9,431,787	\$ 9,431,787	\$ 310,952
Revenue from Use of Money & Property						
4600 - Investment Income	29,740	1,038	1,038	7,524	7,524	6,486
Total Revenue from Use of Money & Property	\$ 29,740	\$ 1,038	\$ 1,038	\$ 7,524	\$ 7,524	\$ 6,486
Intergovernmental Revenues						
5030 - Homeowners Property Tax Relief	35,115	35,491	35,846	35,491	35,491	-

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
5050 - Other State Aid	165,165	90,483	90,483	90,483	90,483	-
5325 - Other In-Lieu Taxes	-	258,825	-	-	-	(258,825)
5355 - Aid from City/County	7,136	-	-	-	-	-
Total Intergovernmental Revenues	\$ 207,416	\$ 384,799	\$ 126,329	\$ 125,974	\$ 125,974	\$ (258,825)
Charges for Services						
5725 - Library Services	133,557	158,247	158,247	158,247	158,247	-
Total Charges for Services	\$ 133,557	\$ 158,247	\$ 158,247	\$ 158,247	\$ 158,247	\$ -
Miscellaneous Revenues						
5855 - Other Reimbursement	821	-	-	-	-	-
5870 - Miscellaneous Revenues	179	-	-	-	-	-
5980 - Contributions	380,625	455,000	455,000	235,000	235,000	(220,000)
Total Miscellaneous Revenues	\$ 381,625	\$ 455,000	\$ 455,000	\$ 235,000	\$ 235,000	\$ (220,000)
Other Financing Sources						
5940 - Operating Transfers In	499,786	853,772	475,624	249,320	249,320	(604,452)
Total Other Financing Sources	\$ 499,786	\$ 853,772	\$ 475,624	\$ 249,320	\$ 249,320	\$ (604,452)
Total 003 - Library Fund	\$ 10,021,707	\$ 10,973,691	\$ 10,366,531	\$ 10,207,852	\$ 10,207,852	\$ (765,839)
<u>005 - In-Home Support Services</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	(607)	-	(612)	-	-	-
Total Revenue from Use of Money & Property	\$ (607)	\$ -	\$ (612)	\$ -	\$ -	\$ -
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	93,901	246,135	346,115	346,055	346,055	99,920
5290 - Federal Aid Other	219,617	384,588	346,115	422,574	422,574	37,986
Total Intergovernmental Revenues	\$ 313,518	\$ 630,723	\$ 692,230	\$ 768,629	\$ 768,629	\$ 137,906
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	398	-	-	-	-	-
Total Miscellaneous Revenues	\$ 398	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Sources						
5940 - Operating Transfers In	182,224	180,616	54,073	187,604	187,604	6,988
Total Other Financing Sources	\$ 182,224	\$ 180,616	\$ 54,073	\$ 187,604	\$ 187,604	\$ 6,988
Total 005 - In-Home Support Services	\$ 495,534	\$ 811,339	\$ 745,691	\$ 956,233	\$ 956,233	\$ 144,894
<u>006 - Fish & Game Propagation Fund</u>						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	15,411	11,709	11,709	12,880	12,880	1,171
Total Fines, Forfeitures, and Penalties	\$ 15,411	\$ 11,709	\$ 11,709	\$ 12,880	\$ 12,880	\$ 1,171
Revenue from Use of Money & Property						
4600 - Investment Income	967	623	623	685	685	62
Total Revenue from Use of Money & Property	\$ 967	\$ 623	\$ 623	\$ 685	\$ 685	\$ 62
Other Financing Sources						
5940 - Operating Transfers In	10,500	10,500	10,500	10,500	10,500	-
Total Other Financing Sources	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ -
Total 006 - Fish & Game Propagation Fund	\$ 26,878	\$ 22,832	\$ 22,832	\$ 24,065	\$ 24,065	\$ 1,233
<u>007 - OET</u>						
Other Financing Sources						
5940 - Operating Transfers In	264,139	-	-	-	-	-
Total Other Financing Sources	\$ 264,139	\$ -	\$ -	\$ -	\$ -	\$ -
Total 007 - WIB-OET	\$ 264,139	\$ -	\$ -	\$ -	\$ -	\$ -
<u>008 - Community Action Partnership</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	858	250	2,286	250	250	-
Total Revenue from Use of Money & Property	\$ 858	\$ 250	\$ 2,286	\$ 250	\$ 250	\$ -
Intergovernmental Revenues						
5290 - Federal Aid Other	528,978	533,273	531,237	578,500	578,500	45,227
Total Intergovernmental Revenues	\$ 528,978	\$ 533,273	\$ 531,237	\$ 578,500	\$ 578,500	\$ 45,227
Other Financing Sources						
5940 - Operating Transfers In	415	733	733	1,103	1,103	370
Total Other Financing Sources	\$ 415	\$ 733	\$ 733	\$ 1,103	\$ 1,103	\$ 370
Total 008 - Community Action Partnership	\$ 530,251	\$ 534,256	\$ 534,256	\$ 579,853	\$ 579,853	\$ 45,597

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
009 - Inclusionary Housing						
Revenue from Use of Money & Property						
4600 - Investment Income	18,737	15,000	20,000	20,000	20,000	5,000
4650 - Interest on Notes Receivable	4,290	5,000	100,000	6,000	6,000	1,000
Total Revenue from Use of Money & Property	\$ 23,027	\$ 20,000	\$ 120,000	\$ 26,000	\$ 26,000	\$ 6,000
Charges for Services						
5750 - Other Services	3,815	5,000	4,000	4,000	4,000	(1,000)
Total Charges for Services	\$ 3,815	\$ 5,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ (1,000)
Miscellaneous Revenues						
5960 - Loan Repayment	(162)	-	111,900	-	-	-
Total Miscellaneous Revenues	\$ (162)	\$ -	\$ 111,900	\$ -	\$ -	\$ -
Total 009 - Inclusionary Housing	\$ 26,680	\$ 25,000	\$ 235,900	\$ 30,000	\$ 30,000	\$ 5,000
011 - Revolving Loan Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	877	180	140	400	400	220
4650 - Interest on Notes Receivable	26,805	100,000	100,000	100,000	100,000	-
Total Revenue from Use of Money & Property	\$ 27,682	\$ 100,180	\$ 100,140	\$ 100,400	\$ 100,400	\$ 220
Charges for Services						
5750 - Other Services	-	50,000	50,000	50,000	50,000	-
Total Charges for Services	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	8,122	-	-	-	-	-
Total Miscellaneous Revenues	\$ 8,122	\$ -	\$ -	\$ -	\$ -	\$ -
Total 011 - Revolving Loan Fund	\$ 35,804	\$ 150,180	\$ 150,140	\$ 150,400	\$ 150,400	\$ 220
013 - Community Development Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	39,583	25,000	30,000	40,000	40,000	15,000
4650 - Interest on Notes Receivable	187,832	10,000	30,000	20,000	20,000	10,000
Total Revenue from Use of Money & Property	\$ 227,415	\$ 35,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 25,000
Intergovernmental Revenues						
5290 - Federal Aid Other	451,432	2,175,327	2,175,327	3,629,508	3,629,508	1,454,181
5350 - Aid - Other Governmental Agencies	22,000	-	-	-	-	-
Total Intergovernmental Revenues	\$ 473,432	\$ 2,175,327	\$ 2,175,327	\$ 3,629,508	\$ 3,629,508	\$ 1,454,181
Charges for Services						
5580 - Recording Fees	-	-	42	-	-	-
5750 - Other Services	-	-	500	-	-	-
Total Charges for Services	\$ -	\$ -	\$ 542	\$ -	\$ -	\$ -
Miscellaneous Revenues						
5855 - Other Reimbursement	46,000	-	-	-	-	-
Total Miscellaneous Revenues	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total 013 - Community Development Fund	\$ 746,847	\$ 2,210,327	\$ 2,235,869	\$ 3,689,508	\$ 3,689,508	\$ 1,479,181
016 - Emergency Medical Service Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	827,746	745,000	745,000	745,000	745,000	-
Total Fines, Forfeitures, and Penalties	\$ 827,746	\$ 745,000	\$ 745,000	\$ 745,000	\$ 745,000	\$ -
Revenue from Use of Money & Property						
4600 - Investment Income	32,432	15,000	10,000	10,000	10,000	(5,000)
Total Revenue from Use of Money & Property	\$ 32,432	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ (5,000)
Miscellaneous Revenues						
5855 - Other Reimbursement	17,232	14,000	10,000	10,000	10,000	(4,000)
Total Miscellaneous Revenues	\$ 17,232	\$ 14,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ (4,000)
Total 016 - Emergency Medical Service Fund	\$ 877,409	\$ 774,000	\$ 765,000	\$ 765,000	\$ 765,000	\$ (9,000)
021 - Workforce Development Board						
Revenue from Use of Money & Property						
4600 - Investment Income	(716)	-	450	-	-	-
Total Revenue from Use of Money & Property	\$ (716)	\$ -	\$ 450	\$ -	\$ -	\$ -
Intergovernmental Revenues						
5050 - Other State Aid	1,162,756	1,763,800	1,320,200	608,842	608,842	(1,154,958)
5290 - Federal Aid Other	5,592,050	6,863,749	6,125,299	7,211,031	7,211,031	347,282

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Total Intergovernmental Revenues	\$ 6,754,806	\$ 8,627,549	\$ 7,445,499	\$ 7,819,873	\$ 7,819,873	\$ (807,676)
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	10,254	-	-	-	-	-
Total Miscellaneous Revenues	\$ 10,254	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Sources						
5940 - Operating Transfers In	656,447	673,802	673,802	697,136	697,136	23,334
Total Miscellaneous Revenues	\$ 656,447	\$ 673,802	\$ 673,802	\$ 697,136	\$ 697,136	\$ 23,334
Total 021 - Workforce Development Board	\$ 7,420,791	\$ 9,301,351	\$ 8,119,751	\$ 8,517,009	\$ 8,517,009	\$ (784,342)
022 - Local Revenue Fund						
Intergovernmental Revenues						
4920 - Realignment - Social Services	19,521,041	21,722,171	19,887,737	21,254,082	21,254,082	(468,089)
4960 - Realignment - Mental Health	17,103,310	14,000,000	15,560,000	17,000,000	17,000,000	3,000,000
5035 - Public Safety - Sales Tax	26,830,237	25,141,228	25,239,005	24,171,066	24,171,066	(970,162)
5050 - Other State Aid	-	5,147,940	5,147,940	5,196,735	5,196,735	48,795
Total Intergovernmental Revenues	\$ 63,454,588	\$ 66,011,339	\$ 65,834,682	\$ 67,621,883	\$ 67,621,883	\$ 1,610,544
Total 022 - Local Revenue Fund	\$ 63,454,588	\$ 66,011,339	\$ 65,834,682	\$ 67,621,883	\$ 67,621,883	\$ 1,610,544
023 - Behavioral Health						
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	97,637	110,000	100,000	100,000	100,000	(10,000)
Total Fines, Forfeitures, and Penalties	\$ 97,637	\$ 110,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ (10,000)
Revenue from Use of Money & Property						
4600 - Investment Income	540,347	300,000	500,000	500,000	500,000	200,000
4675 - Rents and Concessions	51,840	24,578	55,632	38,398	38,398	13,820
Total Revenue from Use of Money & Property	\$ 592,187	\$ 324,578	\$ 555,632	\$ 538,398	\$ 538,398	\$ 213,820
Intergovernmental Revenues						
4820 - Vehicle License Fee	487,533	162,007	162,007	487,533	487,533	325,526
4950 - State Aid - Mental Health	20,580,855	23,000,000	24,500,000	25,680,000	25,680,000	2,680,000
4975 - State Aid - Health Programs	4,380,768	2,844,388	4,500,000	4,061,214	4,061,214	1,216,826
5050 - Other State Aid	507	-	-	-	-	-
5240 - Federal Aid - Health Administration	5,153,586	5,602,889	5,849,125	5,678,594	5,678,594	75,705
5290 - Federal Aid Other	55,734,151	63,691,947	59,258,377	67,610,929	67,610,929	3,918,982
5350 - Aid - Other Governmental Agencies	5,773,279	13,226,098	5,688,944	13,226,098	13,226,098	-
Total Intergovernmental Revenues	\$ 92,110,678	\$ 108,527,329	\$ 99,958,453	\$ 116,744,368	\$ 116,744,368	\$ 8,217,039
Charges for Services						
5600 - Health Fees	68,498	90,000	115,000	90,000	90,000	-
5640 - Mental Health Fees	2,173,915	1,700,000	2,100,000	2,150,000	2,150,000	450,000
5750 - Other Services	7,152	10,000	7,500	10,000	10,000	-
Total Charges for Services	\$ 2,249,565	\$ 1,800,000	\$ 2,222,500	\$ 2,250,000	\$ 2,250,000	\$ 450,000
Miscellaneous Revenues						
5855 - Other Reimbursement	287,577	-	120,938	-	-	-
5870 - Miscellaneous Revenues	39,095	-	25,000	-	-	-
Total Miscellaneous Revenues	\$ 326,672	\$ -	\$ 145,938	\$ -	\$ -	\$ -
Other Financing Sources						
5900 - Sale of Capital Assets	4,300	-	3,925	-	-	-
5940 - Operating Transfers In	29,886,737	33,858,558	30,051,714	36,114,789	36,114,789	2,256,231
Total Other Financing Sources	\$ 29,891,037	\$ 33,858,558	\$ 30,055,639	\$ 36,114,789	\$ 36,114,789	\$ 2,256,231
Total 023 - Behavioral Health	\$ 125,267,777	\$ 144,620,465	\$ 133,038,162	\$ 155,747,555	\$ 155,747,555	\$ 11,127,090
024 - Homeland Security Grant						
Revenue from Use of Money & Property						
4600 - Investment Income	3,618	2,000	1,742	2,000	2,000	-
Total Revenue from Use of Money & Property	\$ 3,618	\$ 2,000	\$ 1,742	\$ 2,000	\$ 2,000	\$ -
Intergovernmental Revenues						
5050 - Other State Aid	40,491	-	9,431	-	-	-
5290 - Federal Aid Other	647,812	638,292	638,292	842,138	842,138	203,846
Total Intergovernmental Revenues	\$ 688,302	\$ 638,292	\$ 647,723	\$ 842,138	\$ 842,138	\$ 203,846
Total 024 - Homeland Security Grant	\$ 691,920	\$ 640,292	\$ 649,465	\$ 844,138	\$ 844,138	\$ 203,846
025 - H&W Realignment						
Intergovernmental Revenues						
4820 - Vehicle License Fee	7,090,699	7,194,938	7,539,297	7,591,052	7,591,052	396,114
4920 - Realignment - Social Services	45,514,990	47,713,268	44,126,101	45,455,517	45,455,517	(2,257,751)
4960 - Realignment - Mental Health	10,630,949	10,300,000	9,676,251	10,630,949	10,630,949	330,949
4990 - Realignment - Health	-	162,623	9,800	268,965	268,965	106,342

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Total Intergovernmental Revenues	\$ 63,236,638	\$ 65,370,829	\$ 61,351,449	\$ 63,946,483	\$ 63,946,483	\$ (1,424,346)
Other Financing Sources						
5940 - Operating Transfers In	8,150,582	3,367,970	5,079,436	3,617,970	3,617,970	250,000
Total Other Financing Sources	\$ 8,150,582	\$ 3,367,970	\$ 5,079,436	\$ 3,617,970	\$ 3,617,970	\$ 250,000
Total 025 - H&W Realignment	\$ 71,387,220	\$ 68,738,799	\$ 66,430,885	\$ 67,564,453	\$ 67,564,453	\$ (1,174,346)
026 - NGEN Operations & Maintenance						
Revenue from Use of Money & Property						
4600 - Investment Income	4,124	-	-	-	-	-
4675 - Rents and Concessions	30,754	-	-	-	-	-
Total Revenue from Use of Money & Property	\$ 34,878	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services						
5750 - Other Services	796,596	1,476,268	1,286,477	1,606,001	1,606,001	129,733
Total Other Financing Sources	\$ 796,596	\$ 1,476,268	\$ 1,286,477	\$ 1,606,001	\$ 1,606,001	\$ 129,733
Total 026 - NGEN Operations & Maintenance	\$ 831,474	\$ 1,476,268	\$ 1,286,477	\$ 1,606,001	\$ 1,606,001	\$ 129,733
027 - County Clerk/Recorder						
Charges for Services						
5580 - Recording Fees	-	325,000	325,000	350,000	350,000	25,000
Total Charges for Services	\$ -	\$ 325,000	\$ 325,000	\$ 350,000	\$ 350,000	\$ 25,000
Total 027 - County Clerk/Recorder	\$ -	\$ 325,000	\$ 325,000	\$ 350,000	\$ 350,000	\$ 25,000
028 - Emergency Communications						
Revenue from Use of Money & Property						
4675 - Rents and Concessions	-	134,520	123,600	133,600	133,600	(920)
Total Revenue from Use of Money & Property	\$ -	\$ 134,520	\$ 123,600	\$ 133,600	\$ 133,600	\$ (920)
Intergovernmental Revenues						
5035 - Public Safety - Sales Tax	-	3,599,838	3,599,838	3,676,859	3,676,859	77,021
5050 - Other State Aid	-	4,000	4,000	4,000	4,000	-
Total Intergovernmental Revenues	\$ -	\$ 3,603,838	\$ 3,603,838	\$ 3,680,859	\$ 3,680,859	\$ 77,021
Charges for Services						
5445 - Communication Services	-	6,786,836	6,837,057	7,143,674	6,890,479	103,643
5750 - Other Services	-	210,112	210,162	214,121	214,121	4,009
Total Charges for Services	\$ -	\$ 6,996,948	\$ 7,047,219	\$ 7,357,795	\$ 7,104,600	\$ 107,652
Miscellaneous Revenues						
5855 - Other Reimbursement	-	-	4,980	-	-	-
Total Miscellaneous Revenues	\$ -	\$ -	\$ 4,980	\$ -	\$ -	\$ -
Other Financing Sources						
5940 - Operating Transfers In	-	1,896,437	1,910,749	2,163,057	1,928,545	32,108
Total Other Financing Sources	\$ -	\$ 1,896,437	\$ 1,910,749	\$ 2,163,057	\$ 1,928,545	\$ 32,108
Total 028 - Emergency Communications	\$ -	\$ 12,631,743	\$ 12,690,386	\$ 13,335,311	\$ 12,847,604	\$ 215,861
401 - Facilities Project Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	101,269	-	43,047	-	-	-
Total Revenue from Use of Money & Property	\$ 101,269	\$ -	\$ 43,047	\$ -	\$ -	\$ -
Intergovernmental Revenues						
5050 - Other State Aid	9,969	-	-	-	-	-
Total Intergovernmental Revenues	\$ 9,969	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services						
5750 - Other Services	125,870	-	1,275	-	-	-
Total Charges for Services	\$ 125,870	\$ -	\$ 1,275	\$ -	\$ -	\$ -
Other Financing Sources						
5940 - Operating Transfers In	361,375	-	-	-	-	-
Total Other Financing Sources	\$ 361,375	\$ -	\$ -	\$ -	\$ -	\$ -
Total 401 - Facilities Project Fund	\$ 598,483	\$ -	\$ 44,322	\$ -	\$ -	\$ -
402 - Capital Projects Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	75,364	20,257	81,032	37,683	37,683	17,426
Total Revenue from Use of Money & Property	\$ 75,364	\$ 20,257	\$ 81,032	\$ 37,683	\$ 37,683	\$ 17,426
Charges for Services						

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
5750 - Other Services	-	-	-	176,985	176,985	176,985
Total Charges for Services	\$ -	\$ -	\$ -	\$ 176,985	\$ 176,985	\$ 176,985
Other Financing Sources						
5940 - Operating Transfers In	746,191	2,820,015	3,466,508	5,639,706	5,639,706	2,819,691
Total Other Financing Sources	\$ 746,191	\$ 2,820,015	\$ 3,466,508	\$ 5,639,706	\$ 5,639,706	\$ 2,819,691
Total 402 - Capital Projects Fund	\$ 821,555	\$ 2,840,272	\$ 3,547,540	\$ 5,854,374	\$ 5,854,374	\$ 3,014,102
404 - Facility Master Plan Projects						
Revenue from Use of Money & Property						
4600 - Investment Income	(585,944)	79,825	19,717	349,464	349,464	269,639
Total Revenue from Use of Money & Property	\$ (585,944)	\$ 79,825	\$ 19,717	\$ 349,464	\$ 349,464	\$ 269,639
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	-	-	3,520,000	2,498,100	2,498,100	2,498,100
5010 - State Aid - Construction Capital Grants	50,710,282	13,142,522	59,908,126	1,050,000	1,050,000	(12,092,522)
Total Intergovernmental Revenues	\$ 50,710,282	\$ 13,142,522	\$ 63,428,126	\$ 3,548,100	\$ 3,548,100	\$ (9,594,422)
Miscellaneous Revenues						
5855 - Other Reimbursement	117,607	-	247,414	-	-	-
Total Miscellaneous Revenues	\$ 117,607	\$ -	\$ 247,414	\$ -	\$ -	\$ -
Other Financing Sources						
5940 - Operating Transfers In	220,119	10,365,000	1,850,585	18,000,000	18,920,000	8,555,000
Total Other Financing Sources	\$ 220,119	\$ 10,365,000	\$ 1,850,585	\$ 18,000,000	\$ 18,920,000	\$ 8,555,000
Total 404 - Facility Master Plan Projects	\$ 50,462,064	\$ 23,587,347	\$ 65,545,842	\$ 21,897,564	\$ 22,817,564	\$ (769,783)
405 - NGEN Radio Project						
Revenue from Use of Money & Property						
4600 - Investment Income	31,533	-	-	-	-	-
4675 - Rents and Concessions	25,000	-	-	-	-	-
Total Revenue from Use of Money & Property	\$ 56,533	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues						
5350 - Aid - Other Governmental Agencies	(56,336)	-	-	-	-	-
Total Intergovernmental Revenues	\$ (56,336)	\$ -	\$ -	\$ -	\$ -	\$ -
Total 405 - NGEN Radio Project	\$ 197	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,035,952,408	\$ 1,074,860,259	\$ 1,094,651,544	\$ 1,101,455,927	\$ 1,093,009,032	\$ 18,148,773

Schedule 7

**Schedule 7
County of Monterey
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2020-21**

Description	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Summarization by Function						
GE01 - General	143,016,591	107,618,016	127,283,895	143,749,503	131,683,559	24,065,543
PP02 - Public Protection	274,174,119	307,855,917	305,259,889	336,262,310	319,591,259	11,735,342
PW03 - Public Ways & Facilities	33,281,218	54,581,989	50,914,889	69,613,343	69,094,744	14,512,755
HS04 - Health & Sanitation	252,522,270	323,590,038	274,391,262	338,669,302	327,458,531	3,868,493
PA05 - Public Assistance	268,433,336	299,207,658	283,799,418	299,818,158	295,801,598	(3,406,060)
ED06 - Education	9,476,810	11,722,762	10,946,113	10,796,730	10,627,969	(1,094,793)
RC07 - Recreation & Culture	23,651,285	23,694,405	30,370,689	8,368,489	5,783,780	(17,910,625)
Sub-Total	\$ 1,004,555,627	\$ 1,128,270,785	\$ 1,082,966,155	\$ 1,207,277,835	\$ 1,160,041,440	\$ 31,770,655
Total Financing Requirements	\$ 1,004,555,627	\$ 1,128,270,785	\$ 1,082,966,155	\$ 1,207,277,835	\$ 1,160,041,440	\$ 31,770,655

Schedule 7

**Schedule 7
County of Monterey
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2020-21**

Description	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Summarization by Fund						
001 - General	626,717,974	687,507,576	664,408,770	752,473,725	713,742,395	26,234,819
002 - Road Fund	33,281,218	54,581,989	50,914,889	69,613,343	69,094,744	14,512,755
003 - Library Fund	9,159,522	11,259,647	10,503,398	10,164,700	10,164,700	(1,094,947)
005 - In-Home Support Services	737,311	811,339	745,691	956,233	956,233	144,894
006 - Fish & Game Propagation Fund	33,074	31,843	42,391	38,775	38,775	6,932
008 - Community Action Partnership	449,099	534,256	534,256	579,853	579,853	45,597
009 - Inclusionary Housing	254,153	959,060	837,875	863,460	863,460	(95,600)
011 - Revolving Loan Fund	34,423	1,250,500	1,250,500	1,150,500	1,150,500	(100,000)
013 - Community Development Fund	1,082,523	3,347,430	3,347,430	5,119,508	5,119,508	1,772,078
016 - Emergency Medical Service Fund	487,792	631,000	630,000	630,000	630,000	(1,000)
021 - Workforce Development Board	6,799,687	9,301,351	8,119,751	8,517,009	8,517,009	(784,342)
022 - Local Revenue Fund	62,358,380	68,849,082	67,920,588	69,454,086	69,454,086	605,004
023 - Behavioral Health	124,274,795	147,620,465	135,966,242	162,247,652	162,247,652	14,627,187
024 - Homeland Security Grant	562,853	640,292	635,084	844,138	844,138	203,846
025 - H&W Realignment	69,614,160	75,991,783	74,488,378	68,057,431	67,989,931	(8,001,852)
026 - NGEN Operations & Maintenance	548,377	1,476,268	1,462,127	1,606,001	1,606,001	129,733
027 - County Clerk/Recorder	-	325,000	325,000	350,000	350,000	25,000
028 - Emergency Communications	-	12,277,898	12,342,047	12,997,604	12,509,897	231,999
401 - Facilities Project Fund	1,994,889	3,122,448	3,532,166	-	-	(3,122,448)
402 - Capital Projects Fund	1,323,714	1,008,655	3,702,688	6,555,781	6,555,781	5,547,126
404 - Facility Master Plan Projects	63,474,214	46,742,903	41,256,884	35,057,473	27,626,214	(19,116,689)
405 - NGEN Radio Project	1,367,468	-	-	563	563	563
Total Financing Requirements	\$ 1,004,555,627	\$ 1,128,270,785	\$ 1,082,966,155	\$ 1,207,277,835	\$ 1,160,041,440	\$ 31,770,655

Schedule 8

Schedule 8 County of Monterey Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2020-21

Function and Activity	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
General						
Contingencies						
County Administrative Office	162,307	5,778,401	4,624,298	6,775,463	6,775,463	997,062
Total Contingencies	\$ 162,307	\$ 5,778,401	\$ 4,624,298	\$ 6,775,463	\$ 6,775,463	\$ 997,062
Legislative & Administrative						
Auditor-Controller	19,052	48,055	48,055	38,653	38,653	(9,402)
Board of Supervisors	3,927,926	4,038,778	3,868,091	3,939,308	3,870,363	(168,415)
Clerk of the Board	783,508	887,224	764,021	926,798	923,761	36,537
County Administrative Office	1,174,208	1,615,572	2,292,065	4,143,143	3,214,010	1,598,438
Total Legislative & Administrative	\$ 5,904,694	\$ 6,589,629	\$ 6,972,232	\$ 9,047,902	\$ 8,046,787	\$ 1,457,158
Other Financing Uses						
County Administrative Office	19,283,619	21,147,436	21,147,436	48,830,746	48,187,635	27,040,199
Total Other Financing Uses	\$ 19,283,619	\$ 21,147,436	\$ 21,147,436	\$ 48,830,746	\$ 48,187,635	\$ 27,040,199
Finance						
Assessor-County Clerk-Recorder	5,861,376	6,647,155	6,351,825	6,980,591	6,953,722	306,567
Auditor-Controller	458,040	2,010,070	1,746,147	1,142,552	1,008,481	(1,001,589)
County Administrative Office	(12,354)	(391,283)	(373,543)	(808,090)	(813,258)	(421,975)
Treasurer-Tax Collector	7,081,120	7,002,752	6,720,238	7,108,116	7,056,037	53,285
Total Finance	\$ 13,388,182	\$ 15,268,694	\$ 14,444,667	\$ 14,423,169	\$ 14,204,982	\$ (1,063,712)
Counsel						
County Counsel	213,602	762,537	280,476	3,294,426	2,725,385	1,962,848
Total Counsel	\$ 213,602	\$ 762,537	\$ 280,476	\$ 3,294,426	\$ 2,725,385	\$ 1,962,848
Housing Successor Agencies						
County Administrative Office	-	959,060	837,875	863,460	863,460	(95,600)
Economic Development	254,153	-	-	-	-	-
Total Housing Successor Agencies	\$ 254,153	\$ 959,060	\$ 837,875	\$ 863,460	\$ 863,460	\$ (95,600)
Personnel						
Civil Rights Office	43,642	(120,811)	(127,922)	(121,207)	(197,257)	(76,446)
Human Resources	(851,332)	(516,811)	(973,879)	349,049	156,783	673,594
Total Personnel	\$ (807,690)	\$ (637,622)	\$ (1,101,801)	\$ 227,842	\$ (40,474)	\$ 597,148
Elections						
Elections	3,662,061	5,555,932	5,410,127	7,074,629	7,056,616	1,500,684
Total Elections	\$ 3,662,061	\$ 5,555,932	\$ 5,410,127	\$ 7,074,629	\$ 7,056,616	\$ 1,500,684
Communications						
Emergency Communications	11,476,020	12,277,898	12,342,047	12,997,604	12,509,897	231,999
Total Communications	\$ 11,476,020	\$ 12,277,898	\$ 12,342,047	\$ 12,997,604	\$ 12,509,897	\$ 231,999
Property Management						
Resource Management Agency	9,534,854	6,493,470	7,936,482	11,280,401	11,063,781	4,570,311
Total Property Management	\$ 9,534,854	\$ 6,493,470	\$ 7,936,482	\$ 11,280,401	\$ 11,063,781	\$ 4,570,311
Plant Acquisition						
Emergency Communications	548,377	1,476,268	1,462,127	1,606,001	1,606,001	129,733
Resource Management Agency	60,822,193	16,802,687	37,959,572	21,613,254	14,181,995	(2,620,692)
Total Plant Acquisition	\$ 61,370,570	\$ 18,278,955	\$ 39,421,699	\$ 23,219,255	\$ 15,787,996	\$ (2,490,959)
Promotion						
County Administrative Office	-	2,122,000	2,122,000	2,122,000	1,216,250	(905,750)
Economic Development	1,987,454	-	-	-	-	-
Total Promotion	\$ 1,987,454	\$ 2,122,000	\$ 2,122,000	\$ 2,122,000	\$ 1,216,250	\$ (905,750)
Other Agencies						
Emergency Communications	1,367,468	-	-	563	563	563
Total Other Agencies	\$ 1,367,468	\$ -	\$ -	\$ 563	\$ 563	\$ 563
Other General						
County Administrative Office	(265,597)	6,048,379	5,519,017	4,075,791	4,063,703	(1,984,676)
County Counsel	176,127	202,145	542,614	219,351	213,876	11,731
Information Technology	14,259,950	5,978,319	5,870,061	(703,099)	(990,939)	(6,969,258)
Resource Management Agency	1,048,817	792,783	914,665	-	(1,422)	(794,205)
Total Other General	\$ 15,219,297	\$ 13,021,626	\$ 12,846,357	\$ 3,592,043	\$ 3,285,218	\$ (9,736,408)
Total General	\$ 143,016,591	\$ 107,618,016	\$ 127,283,895	\$ 143,749,503	\$ 131,683,559	\$ 24,065,543

Function and Activity	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Public Protection						
Judicial						
Child Support Services	10,590,050	11,218,518	10,493,411	11,875,799	11,823,905	605,387
County Administrative Office	7,977,717	8,055,577	8,055,577	8,251,087	8,251,087	195,510
County Counsel	116,952	170,549	169,771	425,050	424,939	254,390
District Attorney	26,322,084	29,062,536	28,077,613	37,586,381	36,044,122	6,981,586
Public Defender	12,135,080	16,200,867	16,048,588	16,411,060	15,989,392	(211,475)
Total Judicial	\$ 57,141,882	\$ 64,708,047	\$ 62,844,960	\$ 74,549,377	\$ 72,533,445	\$ 7,825,398
Police Protection						
Sheriff-Coroner	47,556,181	46,941,595	47,667,463	50,947,120	49,780,065	2,838,470
Total Police Protection	\$ 47,556,181	\$ 46,941,595	\$ 47,667,463	\$ 50,947,120	\$ 49,780,065	\$ 2,838,470
Detention & Correction						
Probation	66,242,489	76,721,470	76,681,454	79,707,672	78,857,465	2,135,995
Sheriff-Coroner	61,968,147	71,015,166	72,146,410	79,119,416	72,433,149	1,417,983
Total Detention & Correction	\$ 128,210,636	\$ 147,736,636	\$ 148,827,864	\$ 158,827,088	\$ 151,290,614	\$ 3,553,978
Protection Inspection						
Agricultural Commissioner	11,191,545	12,295,019	11,550,936	12,156,350	11,775,914	(519,105)
Resource Management Agency	9,452,056	12,672,152	12,284,982	5,027,274	4,235,136	(8,437,016)
Total Protection Inspection	\$ 20,643,600	\$ 24,967,171	\$ 23,835,918	\$ 17,183,624	\$ 16,011,050	\$ (8,956,121)
Other Protection						
Assessor-County Clerk-Recorder	2,558,694	3,153,578	2,853,931	3,071,414	3,063,148	(90,430)
County Administrative Office	5,163,427	6,618,478	6,475,196	9,650,123	7,612,865	994,387
Economic Development	823,150	-	-	-	-	-
Health	3,896,894	4,908,939	4,609,207	5,972,670	5,368,160	459,221
Resource Management Agency	5,892,642	6,418,204	6,073,874	16,060,894	13,931,912	7,513,708
Sheriff-Coroner	2,287,012	2,403,269	2,071,476	-	-	(2,403,269)
Total Other Protection	\$ 20,621,820	\$ 23,502,468	\$ 22,083,684	\$ 34,755,101	\$ 29,976,085	\$ 6,473,617
Total Public Protection	\$ 274,174,119	\$ 307,855,917	\$ 305,259,889	\$ 336,262,310	\$ 319,591,259	\$ 11,735,342
Public Ways & Facilities						
Public Ways						
Resource Management Agency	33,281,218	54,581,989	50,914,889	69,613,343	69,094,744	14,512,755
Total Public Ways	\$ 33,281,218	\$ 54,581,989	\$ 50,914,889	\$ 69,613,343	\$ 69,094,744	\$ 14,512,755
Total Public Ways & Facilities	\$ 33,281,218	\$ 54,581,989	\$ 50,914,889	\$ 69,613,343	\$ 69,094,744	\$ 14,512,755
Health & Sanitation						
Health						
Health	239,246,911	281,594,020	257,427,103	308,186,698	297,008,582	15,414,562
Total Health	\$ 239,246,911	\$ 281,594,020	\$ 257,427,103	\$ 308,186,698	\$ 297,008,582	\$ 15,414,562
Hospital Care						
County Administrative Office	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	-
Health	820,805	1,393,898	1,141,143	1,294,630	1,289,581	(104,317)
Total Hospital Care	\$ 4,721,453	\$ 5,294,546	\$ 5,041,791	\$ 5,195,278	\$ 5,190,229	\$ (104,317)
California Childrens Services						
Health	4,396,953	5,545,622	4,545,673	4,922,612	4,895,006	(650,616)
Total California Childrens Services	\$ 4,396,953	\$ 5,545,622	\$ 4,545,673	\$ 4,922,612	\$ 4,895,006	\$ (650,616)
Enterprise Fund						
Natividad Medical Center	3,975,735	30,948,871	7,000,000	20,000,000	20,000,000	(10,948,871)
Total Enterprise Fund	\$ 3,975,735	\$ 30,948,871	\$ 7,000,000	\$ 20,000,000	\$ 20,000,000	\$ (10,948,871)
Sanitation						
Resource Management Agency	181,218	206,979	376,695	364,714	364,714	157,735
Total Sanitation	\$ 181,218	\$ 206,979	\$ 376,695	\$ 364,714	\$ 364,714	\$ 157,735
Total Health & Sanitation	\$ 252,522,270	\$ 323,590,038	\$ 274,391,262	\$ 338,669,302	\$ 327,458,531	\$ 3,868,493
Public Assistance						
Administration						
Social Services	157,804,254	172,188,300	163,831,435	175,113,120	172,880,289	691,989
Total Administration	\$ 157,804,254	\$ 172,188,300	\$ 163,831,435	\$ 175,113,120	\$ 172,880,289	\$ 691,989
Aid Programs						
Social Services	70,649,788	82,571,497	77,197,281	79,574,885	79,244,498	(3,326,999)
Total Aid Programs	\$ 70,649,788	\$ 82,571,497	\$ 77,197,281	\$ 79,574,885	\$ 79,244,498	\$ (3,326,999)

Function and Activity	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
General Relief						
Social Services	1,175,352	1,275,577	1,275,577	1,219,757	1,219,757	(55,820)
Total General Relief	\$ 1,175,352	\$ 1,275,577	\$ 1,275,577	\$ 1,219,757	\$ 1,219,757	\$ (55,820)
Veteran's Services						
Social Services	1,503,978	2,219,455	2,573,921	2,101,597	2,097,304	(122,151)
Total Veteran's Services	\$ 1,503,978	\$ 2,219,455	\$ 2,573,921	\$ 2,101,597	\$ 2,097,304	\$ (122,151)
Other Assistance						
County Administrative Office	6,799,687	13,899,281	12,717,681	14,787,017	14,787,017	887,736
Economic Development	1,116,947	-	-	-	-	-
Social Services	29,383,330	27,053,548	26,203,523	27,021,782	25,572,733	(1,480,815)
Total Other Assistance	\$ 37,299,964	\$ 40,952,829	\$ 38,921,204	\$ 41,808,799	\$ 40,359,750	\$ (593,079)
Total Public Assistance	\$ 268,433,336	\$ 299,207,658	\$ 283,799,418	\$ 299,818,158	\$ 295,801,598	\$ (3,406,060)
Education						
Library Services						
Library	9,159,522	11,259,647	10,503,398	10,164,700	10,164,700	(1,094,947)
Total Library Services	\$ 9,159,522	\$ 11,259,647	\$ 10,503,398	\$ 10,164,700	\$ 10,164,700	\$ (1,094,947)
Agriculture Education						
Cooperative Extension Service	317,288	463,115	442,715	632,030	463,269	154
Total Agriculture Education	\$ 317,288	\$ 463,115	\$ 442,715	\$ 632,030	\$ 463,269	\$ 154
Total Education	\$ 9,476,810	\$ 11,722,762	\$ 10,946,113	\$ 10,796,730	\$ 10,627,969	\$ (1,094,793)
Recreation & Culture						
Recreation Facilities						
County Administrative Office	23,651,285	18,929,595	23,954,717	191,456	191,345	(18,738,250)
Resource Management Agency	-	4,764,810	6,415,972	8,177,033	5,592,435	827,625
Total Recreation Facilities	\$ 23,651,285	\$ 23,694,405	\$ 30,370,689	\$ 8,368,489	\$ 5,783,780	\$ (17,910,625)
Total Recreation & Culture	\$ 23,651,285	\$ 23,694,405	\$ 30,370,689	\$ 8,368,489	\$ 5,783,780	\$ (17,910,625)
Grand Total	\$1,004,555,627	\$1,128,270,785	\$1,082,966,155	\$1,207,277,835	\$1,160,041,440	\$ 31,770,655

Schedule 12

Schedule 12 County of Monterey Special Districts and Other Agencies Summary Fiscal Year 2020-21

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
Public Protection								
County Services Areas								
051 CSA #1 Carmel Point	255,324	-	43,725	299,049	116,791	-	116,791	182,258
052 CSA #9 Oak Park	259,643	-	59,528	319,171	80,349	-	80,349	238,822
053 CSA #10 Laguna Seca Ranch	165,423	-	3,869	169,292	1,000	-	1,000	168,292
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	96,596	-	188,074	284,670	270,745	-	270,745	13,925
057 CSA #17 Rancho Terra Grande	229	-	14,145	14,374	10,199	-	10,199	4,175
058 CSA #19 Carmel Meadows	17,530	-	1,149	18,679	1,200	-	1,200	17,479
059 CSA #20 Royal Estates	69,146	-	8,479	77,625	6,985	-	6,985	70,640
060 CSA #23 Carmel Rancho	245,662	-	19,630	265,292	16,245	-	16,245	249,047
061 CSA #24 Pedrazzi Subdivision	152,213	-	9,010	161,223	8,087	-	8,087	153,136
062 CSA #25 Carmel V Country Club	85,644	-	44,339	129,983	37,914	-	37,914	92,069
063 CSA #26 New Moss Landing Hgts	72,470	-	6,520	78,990	8,611	-	8,611	70,379
064 CSA #30 Rancho Mar Monte	25,373	-	2,062	27,435	26,200	-	26,200	1,235
065 CSA #31 Aromas Hills	40,180	-	2,337	42,517	15,000	-	15,000	27,517
066 CSA #32 Green Valley Acres	34,400	-	10,392	44,792	16,894	-	16,894	27,898
067 CSA #33 Coast Ridge Subdivisin	22,403	-	3,554	25,957	9,000	-	9,000	16,957
068 CSA #34 Rancho Rio Vista	5,239	-	2,327	7,566	5,980	-	5,980	1,586
069 CSA #35 Paradise Park	65,867	-	13,312	79,179	25,220	-	25,220	53,959
070 CSA #37 Colonial Oak Estates	17,709	-	1,295	19,004	6,373	-	6,373	12,631
071 CSA #38 Paradise Lake Estates	61,281	-	3,616	64,897	1,715	-	1,715	63,182
072 CSA #41 Gabilan Acres	190,952	-	23,838	214,790	77,857	-	77,857	136,933
073 CSA #44 Corral De Tierra	44,410	-	7,740	52,150	44,207	-	44,207	7,943
074 CSA #45 Oak Hills	109,993	-	33,493	143,486	133,355	-	133,355	10,131
075 CSA #45-Oak Hills - Open Space	31,289	-	19,867	51,156	46,897	-	46,897	4,259
076 CSA #47 Carmel Views	33,080	-	26,212	59,292	58,392	-	58,392	900
077 CSA #50 Rioway Track	890,176	-	125,444	1,015,620	556,681	-	556,681	458,939
078 CSA #51 High Meadow	91,096	-	21,851	112,947	82,363	-	82,363	30,584
079 CSA #52 Cerro Del Oso	154,656	-	10,490	165,146	44,170	-	44,170	120,976
080 CSA #53 Arroyo Seco	115,749	-	11,521	127,270	29,170	-	29,170	98,100
081 CSA #54 Manzanita	31,194	-	2,182	33,376	7,500	-	7,500	25,876
082 CSA #55 Buena Vista Del Sol	128,365	-	12,718	141,083	44,170	-	44,170	96,913
083 CSA #56 Del Mesa Carmel	222,983	-	14,681	237,664	4,000	-	4,000	233,664
084 CSA #57 Los Tulares	28,434	-	2,434	30,868	1,500	-	1,500	29,368
085 CSA #58 Vista Corado	63,883	-	5,199	69,082	19,212	-	19,212	49,870
086 CSA #62 Rancho Del Monte	261,084	-	18,184	279,268	22,500	-	22,500	256,768
087 CSA #66 Oak Tree Views	19,995	-	26,399	46,394	15,951	-	15,951	30,443
088 CSA #67 Corral De Tierra Oaks	3,030,034	-	178,426	3,208,460	26,885	-	26,885	3,181,575
089 CSA #68 Vierra Canyon	84,735	-	4,102	88,837	12,500	-	12,500	76,337
090 CSA #69 Ralph Lane	1,377	-	-	1,377	-	-	-	1,377
091 CSA #72 Las Palmas Ranch	166,594	-	5,724	172,318	20,000	-	20,000	152,318
092 CSA #74 Ambulance	3,194,860	-	1,770,000	4,964,860	2,120,265	-	2,120,265	2,844,595
093 CSA #75 Chualar Consolidated	112,750	-	269,687	382,437	187,399	-	187,399	195,038
Total County Service Areas	10,712,817	-	3,027,555	13,740,372	4,219,482	-	4,219,482	9,520,890
Health and Sanitation								
151 Pajaro Co Sanitation District	343,452	-	889,742	1,233,194	1,197,503	-	1,197,503	35,691
152 Moss Landing Co Sanitation Dst	-	-	0	-	-	-	-	-
153 Carmel Valley San Zone # 1 Dst	0	-	0	0	-	-	-	0
154 Carmel Valley San Zone # 2 Dst	16,743	-	0	16,743	-	-	-	16,743
155 Carmel Valley San Zone # 3 Dst	-	-	0	-	-	-	-	-

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2020-21

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
156 Boronda Co Sanitation Dist	367	-	159,300	159,667	162,901	-	162,901	(3,234)
157 Boronda Csd-Zone 2-San Jerardo	895	-	329,206	330,101	453,096	-	453,096	(122,995)
305 Boronda Co Sanitation Sewer	652	-	0	652	-	-	-	652
306 Boronda Co. San Sewer	6,935	-	38,350	45,285	38,350	-	38,350	6,935
309 Moss Landing Co San Sewer	-	-	0	-	-	-	-	-
310 Pajaro Co San Sewer	55,816	-	0	55,816	-	-	-	55,816
312 Chualar Co Water Ser	17,817	-	15,506	33,323	15,506	-	15,506	17,817
Total County Sanitation Districts	442,677	-	1,432,104	1,874,781	1,867,356	-	1,867,356	7,425
Redevelopment Agencies								
175 Castroville-Pajaro Housing Successor	1,407,243	-	219,000	1,626,243	1,381,100	-	1,381,100	245,143
176 Boronda Housing Successor	12,320	-	200	12,520	13,000	-	13,000	(480)
177 Fort Ord Housing Successor	1,735	-	-	1,735	-	-	-	1,735
178 East Garrison Housing Successor	89	-	-	89	-	-	-	89
Total Redevelopment Agencies	1,421,387	0	219,200	1,640,587	1,394,100	0	1,394,100	246,487
Other Agencies								
180 E. Garrison Public Financing Authority	247,202	-	71,015	318,217	71,015	-	71,015	247,202
181 E. Garrison Community Facility District	1,879,628	-	1,867,350	3,746,978	2,224,846	-	2,224,846	1,522,132
182 E. Garrison Developer Reimbursements	50,510	-	301,000	351,510	300,000	-	300,000	51,510
251 Public Improvement Corp Debt Service	24,574	-	15,911,775	15,936,349	15,911,775	-	15,911,775	24,574
406 Redevelopment Obligation Retirement Fund	1,168,432	-	2,521,503	3,689,935	2,116,000	-	2,116,000	1,573,935
Total Other Agencies	3,370,346	-	20,672,643	24,042,989	20,623,636	-	20,623,636	3,419,353
Total Special Districts and Other Agencies	15,947,227	-	25,351,502	41,298,729	28,104,574	-	28,104,574	13,194,155

County of Monterey
Analysis of Revenue by Fund
All Funds
Fiscal Year 2020-21

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Summarization by Fund						
001 - General	656,596,822	669,816,089	666,837,121	679,128,527	670,657,938	841,849
002 - Road Fund	45,394,170	59,369,669	55,245,692	62,586,201	62,177,602	2,807,933
003 - Library Fund	10,021,707	10,973,691	10,366,531	10,207,852	10,207,852	(765,839)
005 - In-Home Support Services	495,534	811,339	745,691	956,233	956,233	144,894
006 - Fish & Game Propagation Fund	26,878	22,832	22,832	24,065	24,065	1,233
007 - OET	264,139	-	-	-	-	-
008 - Community Action Partnership	530,251	534,256	534,256	579,853	579,853	45,597
009 - Inclusionary Housing	26,680	25,000	235,900	30,000	30,000	5,000
011 - Revolving Loan Fund	35,804	150,180	150,140	150,400	150,400	220
013 - Community Development Fund	746,847	2,210,327	2,235,869	3,689,508	3,689,508	1,479,181
016 - Emergency Medical Service Fund	877,409	774,000	765,000	765,000	765,000	(9,000)
021 - Workforce Development Board	7,420,791	9,301,351	8,119,751	8,517,009	8,517,009	(784,342)
022 - Local Revenue Fund	63,454,588	66,011,339	65,834,682	67,621,883	67,621,883	1,610,544
023 - Behavioral Health	125,267,777	144,620,465	133,038,162	155,747,555	155,747,555	11,127,090
024 - Homeland Security Grant	691,920	640,292	649,465	844,138	844,138	203,846
025 - H&W Realignment	71,387,220	68,738,799	66,430,885	67,564,453	67,564,453	(1,174,346)
026 - NGEN Operations & Maintenance	831,474	1,476,268	1,286,477	1,606,001	1,606,001	129,733
027 - County Clerk/Recorder	-	325,000	325,000	350,000	350,000	25,000
028 - Emergency Communications	-	12,631,743	12,690,386	13,335,311	12,847,604	215,861
051 - CSA #1 Carmel Point	40,947	38,204	43,173	43,725	43,725	5,521
052 - CSA #9 Oak Park	54,917	51,761	58,562	59,528	59,528	7,767
053 - CSA #10 Laguna Seca Ranch	3,362	1,500	3,869	3,869	3,869	2,369
056 - CSA #15 Serra Village, Toro Park	179,844	177,156	183,672	188,074	188,074	10,918
057 - CSA #17 Rancho Tierra Grande	14,456	13,709	13,877	14,145	14,145	436
058 - CSA #19 Carmel Meadows	1,072	802	1,138	1,149	1,149	347
059 - CSA #20 Royal Estates	8,573	7,110	8,421	8,479	8,479	1,369
060 - CSA #23 Carmel Rancho	18,684	14,625	19,577	19,630	19,630	5,005
061 - CSA #24 Pedrazzi Subdivision/Indian Springs	8,536	6,222	8,992	9,010	9,010	2,788
062 - CSA#25 Carmel Valley Golf & County Club	47,294	40,884	42,506	44,339	44,339	3,455
063 - CSA #26 New Moss Landing Heights	6,125	5,418	6,435	6,520	6,520	1,102
064 - CSA #30 Rancho Mar Monte	1,984	1,595	2,053	2,062	2,062	467
065 - CSA #31 Aromas Hills Subdivision	2,241	1,746	2,326	2,337	2,337	591
066 - CSA #32 Green Valley Acres/Moon Subdivision	11,266	9,679	10,018	10,392	10,392	713
067 - CSA #33 Coast Ridge/Carmel Sur	3,526	3,061	3,348	3,554	3,554	493
068 - CSA #34 Rancho Rio Vista/Carmel Knolls	2,427	2,182	2,275	2,327	2,327	145
069 - CSA #35 Paradise Park	11,807	10,911	11,924	13,312	13,312	2,401
070 - CSA #37 Colonial Oak Estates	1,310	974	1,295	1,295	1,295	321
071 - CSA #38 Paradise Lake Estates	3,505	2,730	3,594	3,616	3,616	886
072 - CSA #41 Gabilan Acres/Boronda	23,839	21,002	23,724	23,838	23,838	2,836
073 - CSA #44 Corral De Tierra Oaks 1/2/3	7,389	6,882	7,509	7,740	7,740	858
074 - CSA #45 Oak Hills	33,559	31,674	33,159	33,493	33,493	1,819
075 - CSA #45-Oak Hills - Open Space	20,548	19,888	20,176	19,867	19,867	(21)
076 - CSA #47 Carmel Views/Mar Vista	27,538	23,702	24,129	26,212	26,212	2,510
077 - CSA #50 Rioway Tract No. 2	138,992	124,415	140,540	125,444	125,444	1,029
078 - CSA #51 High Meadow	20,197	19,691	20,946	21,851	21,851	2,160
079 - CSA #52 Carmel Valley Village	9,921	7,796	9,838	10,490	10,490	2,694
080 - CSA #53 Arroyo Seco	10,614	9,551	11,351	11,521	11,521	1,970
081 - CSA #54 Manzanita/Sarsi Subdivisions	2,048	1,713	2,152	2,182	2,182	469
082 - CSA #55 Robles Del Rio	12,192	9,320	11,489	12,718	12,718	3,398
083 - CSA #56 Del Mesa Carmel	14,105	11,515	14,639	14,681	14,681	3,166
084 - CSA #57 Los Tulares Subdivision	2,374	1,987	2,393	2,434	2,434	447
085 - CSA #58 Vista Dorado	4,841	4,238	5,136	5,199	5,199	961
086 - CSA #62 Rancho Del Monte 14	17,043	14,336	17,973	18,184	18,184	3,848
087 - CSA #66 Oak Tree Views	17,414	17,170	25,792	26,399	26,399	9,229
088 - CSA #67 Corral De Tierra Oaks 4	158,892	132,340	175,400	178,426	178,426	46,086
089 - CSA #68 Vierra Canyon Knolls	3,788	2,853	4,101	4,102	4,102	1,249
090 - CSA #69 Ralph Lane	29	7	-	-	-	(7)
091 - CSA #72 Las Palmas Ranch	8,013	6,199	8,570	5,724	5,724	(475)
092 - CSA #74 Ambulance	1,787,697	1,737,000	1,770,000	1,770,000	1,770,000	33,000
093 - CSA #75 Chualar Consolidated	154,487	220,009	221,784	269,687	269,687	49,678
151 - Pajaro Co Sanitation District	1,098,154	828,133	834,415	889,742	889,742	61,609
154 - Carmel Valley San Zone # 2 Dst	350	-	-	-	-	-
156 - Boronda Co Sanitation Dist	222,389	174,300	174,800	159,300	159,300	(15,000)
157 - San Jerardo CSD	84,257	82,300	84,430	329,206	329,206	246,906
171 - Castroville-Pajaro Redevelopment Successor Agency	2,157	-	-	-	-	-
172 - Boronda Redevelopment Successor Agency	251	-	-	-	-	-

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
173 - Fort Ord Redevelopment Successor Agency	(7,556)	-	-	-	-	-
174 - East Garrison Redevelopment Successor Agency	7	-	-	-	-	-
175 - Castroville-Pajaro Housing Successor	245,957	219,000	232,000	219,000	219,000	-
176 - Boronda Housing Successor	734	200	280	200	200	-
177 - Fort Ord Housing Successor	37	-	-	-	-	-
178 - East Garrison Housing Successor	2	-	-	-	-	-
180 - East Garrison Community Facility District	22,166	59,000	11,745,815	71,015	71,015	12,015
181 - East Garrison Community Services District	1,370,457	1,440,300	1,655,343	1,867,350	1,867,350	427,050
182 - East Garrison Developer Reimbursements	290,515	478,100	306,170	301,000	301,000	(177,100)
251 - Public Improvement Corp Debt Service	16,245,411	16,462,318	16,190,366	15,911,775	15,911,775	(550,543)
306 - Boronda Co San Revenue Bonds	38,754	38,800	38,800	38,350	38,350	(450)
310 - Pajaro Co San Sewer Revenue	36,745	34,650	34,650	-	-	(34,650)
312 - Chualar Co Water Ser A	13,947	15,240	15,239	15,506	15,506	266
401 - Facilities Project Fund	598,483	-	44,322	-	-	-
402 - Capital Projects Fund	821,555	2,840,272	3,547,540	5,854,374	5,854,374	3,014,102
404 - Facility Master Plan Projects	50,462,064	23,587,347	65,545,842	21,897,564	22,817,564	(769,783)
405 - NGEN Radio Project	197	-	-	-	-	-
406 - Redevelopment Obligation Retirement Fund	2,087,686	3,197,852	2,599,514	2,521,503	2,521,503	(676,349)
451 - Natividad Medical Center	589,880,809	356,673,893	340,733,393	350,655,299	350,655,299	(6,018,594)
452 - Parks Lake & Resort Operations	7,375,812	4,921,323	4,226,157	4,268,676	4,268,676	(652,647)
453 - Laguna Seca Recreational Area	-	-	-	23,067,082	23,067,082	23,067,082
475 - General Liability Fund	12,481,982	14,521,869	15,683,013	13,473,312	13,473,312	(1,048,557)
476 - Worker's Comp Fund	27,712,378	21,482,000	22,770,949	24,748,000	24,748,000	3,266,000
477 - Benefit Programs Fund	11,821,329	12,838,505	12,090,571	11,553,743	11,553,743	(1,284,762)
478 - Resource Planning	9,717,759	3,100,000	3,551,071	38,260,712	44,924,844	41,824,844
Grand Total	\$ 1,719,592,188	\$ 1,514,241,599	\$ 1,530,596,376	\$ 1,592,834,253	\$ 1,591,051,490	\$ 76,809,891

County of Monterey
Analysis of Expenditures by Fund
All Funds
Fiscal Year 2020-21

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Summarization by Fund						
001 - General	626,717,974	687,507,576	664,408,770	752,473,725	713,742,395	26,234,819
002 - Road Fund	33,281,218	54,581,989	50,914,889	69,613,343	69,094,744	14,512,755
003 - Library Fund	9,159,522	11,259,647	10,503,398	10,164,700	10,164,700	(1,094,947)
005 - In-Home Support Services	737,311	811,339	745,691	956,233	956,233	144,894
006 - Fish & Game Propagation Fund	33,074	31,843	42,391	38,775	38,775	6,932
008 - Community Action Partnership	449,099	534,256	534,256	579,853	579,853	45,597
009 - Inclusionary Housing	254,153	959,060	837,875	863,460	863,460	(95,600)
011 - Revolving Loan Fund	34,423	1,250,500	1,250,500	1,150,500	1,150,500	(100,000)
013 - Community Development Fund	1,082,523	3,347,430	3,347,430	5,119,508	5,119,508	1,772,078
016 - Emergency Medical Service Fund	487,792	631,000	630,000	630,000	630,000	(1,000)
021 - Workforce Development Board	6,799,687	9,301,351	8,119,751	8,517,009	8,517,009	(784,342)
022 - Local Revenue Fund	62,358,380	68,849,082	67,920,588	69,454,086	69,454,086	605,004
023 - Behavioral Health	124,274,795	147,620,465	135,966,242	162,247,652	162,247,652	14,627,187
024 - Homeland Security Grant	562,853	640,292	635,084	844,138	844,138	203,846
025 - H&W Realignment	69,614,160	75,991,783	74,488,378	68,057,431	67,989,931	(8,001,852)
026 - NGEN Operations & Maintenance	548,377	1,476,268	1,462,127	1,606,001	1,606,001	129,733
027 - County Clerk/Recorder	-	325,000	325,000	350,000	350,000	25,000
028 - Emergency Communications	-	12,277,898	12,342,047	12,997,604	12,509,897	231,999
051 - CSA #1 Carmel Point	14,935	28,808	13,337	116,791	116,791	87,983
052 - CSA #9 Oak Park	19,723	56,790	119,687	80,349	80,349	23,559
053 - CSA #10 Laguna Seca Ranch	-	192	-	1,000	1,000	808
056 - CSA #15 Serra Village, Toro Park	127,143	174,832	200,292	270,745	270,745	95,913
057 - CSA #17 Rancho Tierra Grande	4,690	9,413	50,392	10,199	10,199	786
058 - CSA #19 Carmel Meadows	816	1,087	1,024	1,200	1,200	113
059 - CSA #20 Royal Estates	4,788	6,188	6,625	6,985	6,985	797
060 - CSA #23 Carmel Rancho	6,794	16,176	13,716	16,245	16,245	69
061 - CSA #24 Pedrazzi Subdivision/Indian Springs	908	3,087	2,955	8,087	8,087	5,000
062 - CSA#25 Carmel Valley Golf & County Club	51,498	67,653	61,942	37,914	37,914	(29,739)
063 - CSA #26 New Moss Landing Heights	2,058	3,552	3,420	8,611	8,611	5,059
064 - CSA #30 Rancho Mar Monte	1,381	12,203	3,248	26,200	26,200	13,997
065 - CSA #31 Aromas Hills Subdivision	567	1,523	1,508	15,000	15,000	13,477
066 - CSA #32 Green Valley Acres/Moon Subdivision	58,149	11,341	18,154	16,894	16,894	5,553
067 - CSA #33 Coast Ridge/Carmel Sur	1,114	7,534	7,186	9,000	9,000	1,466
068 - CSA #34 Rancho Rio Vista/Carmel Knolls	1,114	2,180	1,155	5,980	5,980	3,800
069 - CSA #35 Paradise Park	7,231	10,453	10,238	25,220	25,220	14,767
070 - CSA #37 Colonial Oak Estates	7,304	3,873	2,186	6,373	6,373	2,500
071 - CSA #38 Paradise Lake Estates	713	1,715	1,624	1,715	1,715	-
072 - CSA #41 Gabilian Acres/Boronda	16,839	18,385	18,294	77,857	77,857	59,472
073 - CSA #44 Corral De Tierra Oaks 1/2/3	3,139	18,739	12,717	44,207	44,207	25,468
074 - CSA #45 Oak Hills	23,186	37,470	31,695	133,355	133,355	95,885
075 - CSA #45-Oak Hills - Open Space	36,252	28,405	60,480	46,897	46,897	18,492
076 - CSA #47 Carmel Views/Mar Vista	23,218	48,763	88,943	58,392	58,392	9,629
077 - CSA #50 Rioway Tract No. 2	38,281	484,812	119,879	556,681	556,681	71,869
078 - CSA #51 High Meadow	7,499	14,362	43,917	82,363	82,363	68,001
079 - CSA #52 Carmel Valley Village	845	3,331	32,931	44,170	44,170	40,839
080 - CSA #53 Arroyo Seco	919	8,139	7,633	29,170	29,170	21,031
081 - CSA #54 Manzanita/Sarsi Subdivisions	505	1,139	1,055	7,500	7,500	6,361
082 - CSA #55 Robles Del Rio	2,763	3,203	52,623	44,170	44,170	40,967
083 - CSA #56 Del Mesa Carmel	287	3,384	2,947	4,000	4,000	616
084 - CSA #57 Los Tulares Subdivision	512	1,139	1,055	1,500	1,500	361
085 - CSA #58 Vista Dorado	2,007	2,785	2,701	19,212	19,212	16,427
086 - CSA #62 Rancho Del Monte 14	530	3,639	3,433	22,500	22,500	18,861
087 - CSA #66 Oak Tree Views	20,469	16,914	12,365	15,951	15,951	(963)
088 - CSA #67 Corral De Tierra Oaks 4	6,991	38,466	25,849	26,885	26,885	(11,581)
089 - CSA #68 Vierra Canyon Knolls	396	1,825	1,705	12,500	12,500	10,675
091 - CSA #72 Las Palmas Ranch	1,806	2,075	1,955	20,000	20,000	17,925
092 - CSA #74 Ambulance	1,756,472	2,030,717	1,875,072	2,120,265	2,120,265	89,548
093 - CSA #75 Chualar Consolidated	164,742	147,662	165,569	187,399	187,399	39,737
151 - Pajaro Co Sanitation District	1,270,717	899,471	1,346,248	1,447,503	1,197,503	298,032
156 - Boronda Co Sanitation Dist	164,229	166,733	244,173	162,901	162,901	(3,832)
157 - San Jerardo CSD	98,079	86,655	267,811	453,096	453,096	366,441
175 - Castroville-Pajaro Housing Successor	156,476	1,175,360	1,177,110	1,381,100	1,381,100	205,740
176 - Boronda Housing Successor	342	5,025	5,025	13,000	13,000	7,975
180 - East Garrison Community Facility District	421,866	55,000	11,943,107	71,015	71,015	16,015
181 - East Garrison Community Services District	601,102	1,240,620	2,537,151	2,224,846	2,224,846	984,226
182 - East Garrison Developer Reimbursements	177,869	304,000	238,031	300,000	300,000	(4,000)
251 - Public Improvement Corp Debt Service	16,230,784	16,462,318	16,190,366	15,911,775	15,911,775	(550,543)
306 - Boronda Co San Revenue Bonds	38,150	38,800	38,800	38,350	38,350	(450)
310 - Pajaro Co San Sewer Revenue	35,250	34,650	34,650	-	-	(34,650)
312 - Chualar Co Water Ser A	15,930	15,240	15,239	15,506	15,506	266
401 - Facilities Project Fund	1,994,889	3,122,448	3,532,166	-	-	(3,122,448)

County of Monterey
Analysis of Expenditures by Object and Subobject
All Funds
Fiscal Year 2020-21

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
COUNTY						
Salaries and Employee Benefits						
6111BL - Bilingual Pay	-	1,164	-	1,164	1,164	-
6111PD - Pay Differential	-	532,482	-	546,528	546,528	14,046
6111 - Regular Employees	407,665,636	454,189,188	429,038,463	479,096,675	475,963,433	21,774,245
6111SP - Standby Pay	-	155,237	25,846	1,593,615	1,593,615	1,438,378
6111SS - Salary Savings	-	(17,837,720)	58,452	(23,915,173)	(25,187,421)	(7,349,701)
6111VB - Vacation Buy Back	-	2,751,759	239,653	2,700,995	2,624,285	(127,474)
6111XX - Forecasted Supplemental Pays	-	8,202,437	128,847	8,876,834	8,525,955	323,518
6112 - Temporary Employees	10,037,287	3,298,939	3,814,842	5,031,951	3,890,611	591,672
6113 - Overtime	17,775,031	6,924,358	9,447,563	9,670,694	9,603,398	2,679,040
6121 - PERS	76,017,894	86,238,314	83,265,621	102,257,159	101,617,049	15,378,735
6122 - Other Post-Employment Benefits (OPEB)	9,251,928	10,522,062	10,552,944	10,719,161	10,719,161	197,099
6131 - FICA	21,388,772	23,709,564	24,885,932	25,209,040	25,050,317	1,340,753
6132 - Medicare	6,255,262	6,714,868	6,381,626	7,086,612	7,043,754	328,886
6141 - Flex Co Paid Insurance-Pretax	8,919,702	8,285,510	8,563,305	8,580,984	8,525,208	239,698
6142 - Life Insurance	307,548	354,634	309,575	374,544	371,856	17,222
6143 - Long-Term Disability Insurance	352,010	406,160	385,386	210,240	207,720	(198,440)
6144 - Short-Term Disability Insurance	378,537	488,668	404,944	219,396	216,756	(271,912)
6145 - Dental Insurance	2,312,982	3,054,224	2,687,265	3,091,890	3,072,066	17,842
6147 - Vision Insurance	521,374	635,436	664,003	979,272	973,002	337,566
6148 - Unemployment Insurance	508,591	515,055	201,841	18,245	18,245	(496,810)
6161 - Workers Compensation Insurance	20,393,107	20,681,041	20,703,698	23,632,922	23,632,922	2,951,881
6171 - Employee Assistance Program	94,343	122,490	119,156	124,032	123,288	798
6173 - Flex-Benefit Plan Contribution	71,926,841	89,876,185	78,164,204	89,367,492	88,779,312	(1,096,873)
6174NF - Special Benefits Not Forecasted	-	(72,747)	-	(69,418)	(69,418)	3,329
6174 - Special Benefits	1,982,459	1,046,279	2,774,410	1,077,441	1,068,121	21,842
6175 - Wellness Plan	147,971	162,287	167,178	166,606	166,606	4,319
Total Salaries and Employee Benefits	\$ 656,237,275	\$ 710,957,874	\$ 682,984,754	\$ 756,648,901	\$ 749,077,533	\$ 38,119,659
Services and Supplies						
6211 - Agricultural Service & Supply	361,594	288,000	277,573	110,500	110,500	(177,500)
6221 - Clothing and Personal Supplies	243,820	182,805	286,355	253,180	243,210	60,405
6222 - Uniforms and Safety Equipment	1,041,959	823,788	1,001,381	1,023,722	1,021,722	197,934
6231 - Communication Charges - External	1,747,758	1,906,565	1,865,628	1,757,159	1,752,159	(154,406)
6232 - Communication Charges - Internal	53,135	113,906	77,001	52,140	50,140	(63,766)
6241 - Food	2,847,972	2,996,786	3,798,836	3,493,233	3,493,233	496,447
6251 - Cleaning and Janitorial	3,022,149	3,066,603	3,330,566	3,441,092	3,426,092	359,489
6252 - Household Expenses	614,668	150,494	151,901	149,044	149,044	(1,450)
6261 - Insurance - General Liability (Non-recoverable)	3,490,294	6,574,984	6,354,109	10,672,658	1,622,120	(4,952,864)
6262 - Insurance - General Liability (Recoverable)	5,676,983	5,739,378	5,728,966	8,480,709	8,480,709	2,741,331
6264 - Insurance - Malpractice	1,351,103	1,293,003	1,364,909	1,605,703	1,605,703	312,700
6266 - Insurance - Property	1,730,586	2,162,390	2,093,241	2,715,942	2,715,942	553,552
6267 - Insurance - Stop Loss	3,817,804	4,461,175	4,711,888	5,564,507	5,564,507	1,103,332
6268 - Insurance - Other	1,250,743	1,235,877	1,080,122	807,098	807,098	(428,779)
6301 - Grand Jury Related Expense	53,889	37,873	55,047	47,434	47,434	9,561
6302 - Trial Related Expense	525,845	887,000	1,041,652	796,075	731,772	(155,228)
6311 - Buildings & Improvements Maintenance - External	10,252,971	6,598,250	7,370,291	7,355,594	7,350,594	752,344
6312 - Buildings & Improvements Maintenance - Internal	855,823	271,307	160,558	127,994	127,994	(143,313)
6321 - Equipment Maintenance	4,529,623	12,083,558	9,106,833	10,511,298	10,511,298	(1,572,260)
6331 - Dental Supplies	-	-	75	75	75	75
6332 - Laboratory Supplies	1,843,056	2,231,126	2,406,728	2,396,737	2,396,737	165,611
6333 - Medical Supplies	24,569,496	26,407,820	22,794,374	25,086,872	25,086,872	(1,320,948)
6351 - Membership Fees	1,266,470	1,556,578	1,644,493	1,672,123	1,646,903	90,325
6361 - Noncapital Equipment	1,770,570	586,100	1,858,666	2,485,076	2,485,076	1,898,976
6381 - Advertising	639,799	757,881	667,185	887,347	866,347	108,466
6382 - Audio-Visual Service & Supply	16,287	25,553	352,961	254,304	254,304	228,751
6383 - Miscellaneous Services	2,355,900	1,537,886	2,130,496	2,255,318	2,088,417	550,531
6384 - Miscellaneous Supplies	482,595	1,734,006	3,332,216	2,416,999	2,416,999	682,993
6401 - Books/Periodicals and Other Subscriptions	1,303,733	1,244,377	1,235,447	857,430	857,430	(386,947)
6402 - Bottled Water	66,479	47,174	50,497	49,404	49,404	2,230
6403 - Office Machine Supply	1,389	1,000	1,750	1,000	1,000	-
6404 - Courier Services - External	136,169	46,842	35,634	41,294	41,294	(5,548)
6405 - Courier Services - Internal	374,342	411,689	422,325	437,126	437,126	25,437
6406 - Mail Handling Charges	214,736	186,416	199,651	210,171	210,171	23,755
6407 - Minor Computer Hardware	1,726,655	1,724,977	2,240,866	2,171,968	2,166,968	441,991
6408 - Minor Computer Software	11,204,290	8,967,369	8,940,159	8,377,403	8,375,483	(591,886)
6409 - Minor Equipment and Furnishings	1,741,366	2,026,499	2,017,063	1,900,822	1,880,822	(145,677)
6410 - Office Supplies	1,480,044	2,009,553	1,875,621	1,953,695	1,928,313	(81,240)

**County of Monterey
Overtime
Fiscal Year 2020-21**

Source Classification	Actual 2018-19	Adopted Budget 2019-20	Current Year Estimate 2019-20	Requested Budget 2020-21	Recommended Budget 2020-21	Recommended Change From Adopted
Summarization by Department						
Agricultural Commissioner	27,292	40,000	30,000	40,000	40,000	-
Assessor-County Clerk-Recorder	107	500	500	500	500	-
Auditor-Controller	4,804	-	5,009	-	-	-
Board of Supervisors	268	-	391	-	-	-
Child Support Services	5,644	-	10,000	-	-	-
Civil Rights Office	-	-	(80)	-	-	-
County Administrative Office	2,731	100	3,002	100	100	-
County Counsel	(394)	-	1,226	-	-	-
District Attorney	79,842	110,000	98,874	110,000	85,000	(25,000)
Economic Development	706	-	-	-	-	-
Elections	9,243	10,000	9,325	10,000	10,000	-
Emergency Communications	591,000	542,228	558,495	595,664	595,664	53,436
Health	477,897	470,801	563,590	457,408	457,408	(13,393)
Human Resources	923	-	275	-	-	-
Information Technology	40,621	50,000	50,000	125,000	82,704	32,704
Library	56	-	-	-	-	-
Natividad Medical Center	7,689,320	-	-	-	-	-
Probation	150,130	308,789	308,789	318,789	318,789	10,000
Public Defender	11	500	500	500	500	-
Resource Management Agency	160,958	243,968	222,596	231,852	231,852	(12,116)
Sheriff-Coroner	7,563,312	4,175,101	6,616,232	6,812,881	6,812,881	2,637,780
Social Services	969,407	972,371	968,027	968,000	968,000	(4,371)
Treasurer-Tax Collector	1,156	-	812	-	-	-
Grand Total	\$ 17,775,034	\$ 6,924,358	\$ 9,447,563	\$ 9,670,694	\$ 9,603,398	\$ 2,679,040



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Countywide Position Summary

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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
	Total Board of Supervisors	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	2.17	2.00	2.00	0.00
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	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	6.00	9.00	10.00	1.00
14E20	BUYER II	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	3.00	4.00	1.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	0.00	1.00	1.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	1.00	1.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	0.00	0.00	1.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	1.00	1.00	0.00
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	0.00	1.00	1.00	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	0.00	1.00	1.00	0.00
41G01	EMERGENCY SERVICES PLANNER	3.00	4.00	3.00	(1.00)
43C11	PERMIT TECHNICIAN II	0.00	0.00	1.00	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	0.00	0.00	1.00	1.00
43L20	COMMUNICATIONS TECHNICIAN I	0.00	0.00	1.00	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	1.00	3.00	3.00	0.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	1.00	1.00	1.00	0.00
60I02	PROGRAM MANAGER II	1.00	1.00	1.00	0.00
68A30	RANGE MASTER	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	0.00	(1.00)
68C02	RANGE AIDE	1.00	2.00	1.00	(1.00)
70F21	COURIER	0.00	4.00	4.00	0.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	3.00	4.00	5.00	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	0.00	(2.00)
72C20	MECHANIC I	1.00	1.00	2.00	1.00
72C23	MECHANIC II	10.00	11.00	11.00	0.00
72C26	MECHANIC III	2.00	2.00	2.00	0.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	3.00	4.00	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
80E01	OFFICE ASSISTANT I	0.00	1.00	1.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	0.00	1.00	2.00	1.00
80J30	ACCOUNTING TECHNICIAN	4.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	0.00	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	0.00	1.00	1.00	0.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
	Total County Administrative Office	87.17	114.50	119.50	5.00
Human Resources					
11A07	DIRECTOR OF HUMAN RESOURCES	1.00	1.00	1.00	0.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	7.00	10.00	9.00	(1.00)
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	2.00	3.00	5.00	2.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00	1.00	1.00	0.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	2.00	2.00	2.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14C31	MANAGEMENT ANALYST III	1.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	0.00	(1.00)
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	5.00	4.00	(1.00)
14M61	HR PROGRAM MANAGER	5.00	3.00	3.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total Human Resources	31.00	35.00	35.00	0.00
Economic Development					
14C30	MANAGEMENT ANALYST II	1.00	0.00	0.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	0.00	0.00	0.00
14M22	HOUSING PROGRAM MANAGER	1.00	0.00	0.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	1.00	0.00	0.00	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	0.00	0.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
Total Economic Development		6.00	0.00	0.00	0.00
Civil Rights Office					
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	3.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNITY ANALYST	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total Civil Rights Office		6.00	5.00	5.00	0.00
Auditor-Controller					
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	4.00	4.00	5.00	1.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	6.00	6.00	6.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	6.50	6.00	6.00	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	3.00	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	7.00	(2.00)
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 Auditor-Controller		44.50	44.00	43.00	(1.00)
Treasurer-Tax Collector					
10B06	TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	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	2.00	1.00
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	1.00	(1.00)
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

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
Total Treasurer-Tax Collector		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	12.00	13.00	13.00	0.00
28A22	APPRAISER III	5.00	5.00	5.00	0.00
28A80	SUPERVISING APPRAISER	2.00	2.00	2.00	0.00
28B21	AUDITOR-APPRAISER II	4.00	4.00	4.00	0.00
28B22	AUDITOR-APPRAISER III	1.00	1.00	1.00	0.00
43F21	MAP DRAFTING TECHNICIAN	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	7.00	7.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	2.00	1.00
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 Assessor-County Clerk-Recorder		66.00	68.00	69.00	1.00
County Counsel					
11A04	COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C38	ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	2.00	2.00	0.00
14C32	SAFETY OFFICER	1.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
39B20	DEPUTY COUNTY COUNSEL I	0.00	1.00	1.00	0.00
39B21	DEPUTY COUNTY COUNSEL II	1.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	16.00	15.00	13.00	(2.00)
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	2.00	3.00	3.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	0.00	(1.00)
80B26	LEGAL SECRETARY III	0.00	0.00	7.00	7.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00	5.00	0.00	(5.00)
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	2.00	2.00	0.00	(2.00)
99ZWC	ALLOCATION ON LOAN WORK COMP	10.00	10.00	10.00	0.00
	Total County Counsel	55.00	56.00	53.00	(3.00)
Clerk of the Board					
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	0.50	0.00	0.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	0.00	0.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	3.00	3.00	0.00
	Total Clerk of the Board	4.50	5.00	5.00	0.00
Elections					
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	Total Elections	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
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
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	49.00	(1.00)
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 Emergency Communications	75.00	75.00	75.00	0.00
Information Technology					
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	0.00	1.00	1.00
14C30	MANAGEMENT ANALYST II	1.00	2.00	2.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	0.00	1.00	1.00
14K21	DIVISION MANAGER	3.00	3.00	3.00	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00	1.00	1.00	0.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00	1.00	1.00	0.00
16C44	SOFTWARE PROGRAMMER ANALYST II	2.00	4.00	6.00	2.00
16C45	SOFTWARE PROGRAMMER ANALYST III	17.00	17.00	17.00	0.00
16C54	SYSTEMS PROGRAMMER ANALYST II	3.00	5.00	6.00	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	20.00	19.00	18.00	(1.00)
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	0.00	(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	3.00	2.00	1.00	(1.00)
16E25	SECURITY ANALYST III	1.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	1.00	1.00	0.00
16G24	GIS ANALYST II	0.00	1.00	1.00	0.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	2.00	2.00	3.00	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A21	ENGINEERING AIDE II	0.00	1.00	1.00	0.00
43A22	ENGINEERING AIDE III	0.00	0.00	0.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	5.00	5.00	5.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	2.00	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	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	7.00	6.00	5.00	(1.00)
43L28	TELECOMMUNICATIONS TECHNICIAN III	2.00	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	0.00	(1.00)
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	3.00	2.00	2.00	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	0.00	0.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
	Total Information Technology	100.00	108.00	109.00	1.00
District Attorney					
10B04	DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A04	ASSISTANT DISTRICT ATTORNEY	3.00	3.00	3.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
14C75	ADMINISTRATIVE ASSISTANT TO DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	0.00	0.00	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	1.00	(1.00)
20B11	ACCOUNTANT II	0.00	0.00	1.00	1.00
20B12	ACCOUNTANT III	1.00	2.00	2.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00	5.00	5.00	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	22.00	23.00	21.00	(2.00)
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	2.00	3.00	2.00	(1.00)
34G10	INVESTIGATIVE AIDE	5.00	5.00	6.00	1.00
39C01	LEGAL ASSISTANT	4.00	4.00	4.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	52.00	53.00	53.00	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	2.00	2.00	1.00	(1.00)
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	7.00	9.00	10.00	1.00
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	28.00	28.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	2.00	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	1.00	0.00	0.00	0.00
	Total District Attorney	151.00	158.00	156.00	(2.00)
Child Support Services					
11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	0.00	0.00	0.00
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	0.00	0.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	7.00	6.00	6.00	0.00
25C23	CHILD SUPPORT OFFICER II	40.00	42.00	42.00	0.00
25C24	CHILD SUPPORT OFFICER III	7.00	8.00	8.00	0.00
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.00	5.00	5.00	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	2.00	2.00	2.00	0.00
34G22	SENIOR CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
39A47	CHIEF CHILD SUPPORT ATTORNEY	1.00	1.00	1.00	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	0.00	0.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	1.00	0.00	(1.00)
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80D23	LEGAL PROCESS CLERK	3.00	2.00	1.00	(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 Child Support Services	96.00	94.00	92.00	(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
34D40	PUBLIC DEFENDER INVESTIGATOR III	6.00	6.00	6.00	0.00
34D78	CHIEF PUBLIC DEFENDER INVESTIGATOR	1.00	1.00	1.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	26.00	25.00	26.00	1.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	3.00	4.00	4.00	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	0.00	0.00	1.00	1.00
60C22	SOCIAL WORKER III	0.00	1.00	0.00	(1.00)
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	9.00	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 Public Defender	55.50	56.50	57.50	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	1.00	1.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	0.00	0.00	1.00	1.00
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	120.00	122.00	112.00	(10.00)
36A23	SHERIFFS SERGEANT	38.00	37.00	37.00	0.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00	4.00	3.00	(1.00)
36A81	SHERIFFS CAPTAIN	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
36A82	SHERIFFS COMMANDER	11.00	10.00	9.00	(1.00)
36E21	DEPUTY SHERIFF-CORRECTIONS	142.00	145.00	157.00	12.00
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	0.00	(4.00)
60G54	SHERIFF'S WORK ALTERNATIVE SPECIALIST	0.00	0.00	4.00	4.00
60S21	CRIME PREVENTION SPECIALIST	1.00	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	5.00	(1.00)
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	1.00	1.00	1.00	0.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00	2.00	2.00	0.00
80I07	CORRECTIONS SPECIALIST	12.00	12.00	9.00	(3.00)
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	30.00	47.00	47.00	0.00
80I15	SHERIFFS RECORDS SPECIALIST I	2.00	2.00	2.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	16.00	16.00	18.00	2.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	5.00	1.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	3.00	2.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Total Sheriff-Coroner	447.00	469.00	471.00	2.00
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	2.00	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	0.00	(1.00)
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	0.00	1.00	1.00
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

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	1.00	(1.00)
60F02	PROBATION AIDE	15.50	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
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	0.00	(1.00)
72A29	SENIOR BUILDING MAINTENANCE WORKER	0.00	0.00	1.00	1.00
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	14.00	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 Probation		288.00	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	2.00	1.50	1.00	(0.50)
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	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	4.50	5.50	5.50	0.00
30M21	PRODUCE INSPECTOR I	1.00	0.75	0.00	(0.75)
30M22	PRODUCE INSPECTOR II	3.00	2.25	0.00	(2.25)
30N05	AGRICULTURAL ASSISTANT II	17.00	15.50	11.00	(4.50)
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	31.00	31.00	31.00	0.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00	1.00	1.00	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	7.00	8.00	8.00	0.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	3.00	2.50	2.00	(0.50)
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total Agricultural Commissioner	84.50	83.00	74.50	(8.50)
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
14A10	PROJECT MANAGER I	1.00	2.00	1.00	(1.00)
14A11	PROJECT MANAGER II	6.00	5.00	5.00	0.00
14A12	PROJECT MANAGER III	2.00	4.00	4.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14C30	MANAGEMENT ANALYST II	7.00	10.00	12.00	2.00
14C31	MANAGEMENT ANALYST III	4.00	4.00	4.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	2.00	2.00	1.00	(1.00)
14G02	MANAGEMENT ANALYST I	3.00	1.00	1.00	0.00
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	5.00	5.00	0.00
14K63	CHIEF OF FACILITIES	0.00	0.00	1.00	1.00
14K70	CHIEF OF PARKS	0.00	1.00	1.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	2.00	1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	0.00	0.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	0.00	0.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	0.00	0.00	0.00
16G24	GIS ANALYST II	1.00	0.00	0.00	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
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	2.00	2.00	3.00	1.00
30D21	BUILDING INSPECTOR II	6.00	6.00	6.00	0.00
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	1.00	0.00
30D25	CHIEF OF BUILDING SERVICES	1.00	1.00	1.00	0.00
30D31	CHIEF OF PUBLIC WORKS	2.00	2.00	1.00	(1.00)
34P26	CODE COMPLIANCE INSPECTOR II	4.00	5.00	6.00	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	8.00	10.00	2.00
41A20	CIVIL ENGINEER	3.00	4.00	4.00	0.00
41A22	SENIOR CIVIL ENGINEER	3.00	3.00	4.00	1.00
41A87	CHIEF OF SURVEYS	1.00	1.00	1.00	0.00
41B21	BUILDING PLANS EXAMINER	4.00	4.00	4.00	0.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	1.00	0.00	(1.00)
41C02	WATER RESOURCES HYDROLOGIST	2.00	3.00	3.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
41F11	ASSOCIATE PLANNER	11.00	10.00	10.00	0.00
41F22	SENIOR PLANNER	4.00	4.00	4.00	0.00
41F23	SUPERVISING PLANNER	1.00	2.00	2.00	0.00
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	5.00	4.00	(1.00)
43B03	WATER RESOURCES TECHNICIAN	2.00	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	0.00	0.00	0.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	1.00	0.00
68A41	COUNTY PARK RANGER II	3.00	2.00	2.00	0.00
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
68E01	COUNTY PARK RANGER MANAGER	1.00	0.00	0.00	0.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	4.00	0.00	0.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00	3.00	3.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	8.00	9.00	9.00	0.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	2.00	3.00	3.00	0.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00	3.00	3.00	0.00
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	4.00	4.00	0.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74D85	MAINTENANCE MANAGER	2.00	2.00	2.00	0.00
74E11	BRIDGE MAINTENANCE WORKER	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	0.00	0.00	0.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00	0.00	0.00	0.00
80A31	SECRETARY	6.00	6.00	6.00	0.00
80A32	SENIOR SECRETARY	3.00	3.00	3.00	0.00
80A33	ADMINISTRATIVE SECRETARY	3.00	3.00	3.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80E01	OFFICE ASSISTANT I	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	17.00	17.00	13.00	(4.00)
80E22	OFFICE ASSISTANT III	1.00	1.00	3.00	2.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00	1.00	1.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	0.00	1.00	0.00	(1.00)
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	7.00	2.00
80J30	ACCOUNTING TECHNICIAN	3.00	4.00	5.00	1.00
80O22	MAILROOM CLERK	1.50	0.00	0.00	0.00
80O23	SENIOR MAILROOM CLERK	1.00	0.00	0.00	0.00
	Total Resource Management Agency	281.50	277.00	283.00	6.00
Health					
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12E04	BUREAU CHIEF	6.00	6.00	6.00	0.00
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	4.00	4.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	2.00	1.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	9.50	12.50	13.50	1.00
14C31	MANAGEMENT ANALYST III	12.00	13.00	13.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	3.00	3.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	1.00	1.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	6.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	4.00	5.00	1.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	1.00	1.00	0.00
14H66	OUTPATIENT SERVICES DIRECTOR	1.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00	2.00	1.00	(1.00)
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	13.00	14.00	15.00	1.00
14K44	ASSISTANT BUREAU CHIEF	1.00	3.00	3.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00	1.00	1.00	0.00
14N06	OPERATIONS MANAGER	3.00	2.00	2.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	4.00	4.00	4.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	2.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	2.00	2.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	3.00	3.00	2.00	(1.00)
20B11	ACCOUNTANT II	7.00	7.00	7.00	0.00
20B12	ACCOUNTANT III	4.00	4.00	6.00	2.00
20B93	FINANCE MANAGER II	2.00	2.00	3.00	1.00
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	3.00	3.00	3.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	19.00	24.00	24.00	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	12.00	16.00	16.00	0.00
30J81	RECYCLING/RESOURCE RECOVERY SPECIALIST	2.00	2.00	2.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	9.00	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	2.00	2.00	0.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR I	0.00	2.00	2.00	0.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR II	5.00	4.00	4.00	0.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	9.00	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	1.00	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	3.00	1.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
50E21	LABORATORY HELPER	1.00	0.00	0.00	0.00
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	2.90	3.40	3.40	0.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	3.65	3.65	3.65	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	1.80	0.80	0.80	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	26.00	24.00	24.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	10.00	10.00	10.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	10.00	9.00	10.00	1.00
50K18	HEALTH PROGRAM COORDINATOR	5.00	6.00	6.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	5.00	5.00	7.00	2.00
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	2.50	3.00	3.00	0.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	3.00	3.00	3.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.50	1.00	1.00	0.00
50M80	VETERINARIAN	0.50	1.00	1.00	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	4.00	4.00	5.00	1.00
50T01	MEDICAL RECORD TECHNICIAN I	0.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
50U16	BEHAVIORAL HEALTH AIDE	21.05	21.03	20.03	(1.00)
50U42	MEDICAL ASSISTANT	172.00	167.00	165.00	(2.00)
52A21	CLINIC NURSE	1.00	1.00	1.00	0.00
52A22	SENIOR CLINIC NURSE	13.00	13.00	9.00	(4.00)
52A94	PSYCHIATRIC NURSE PRACTITIONER	0.00	0.00	3.00	3.00
52A97	CLINIC NURSE PRACTITIONER	12.00	11.00	9.00	(2.00)
52A98	HOSPITAL NURSE PRACTITIONER	5.00	4.00	0.00	(4.00)
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	7.00	7.00	10.00	3.00
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	1.00	1.00	1.00	0.00
52E22	PUBLIC HEALTH NURSE II	18.75	21.75	22.75	1.00
52E23	PUBLIC HEALTH NURSE III	5.00	3.00	3.00	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.75	5.75	6.75	1.00
54B04	GENERAL INTERNIST	2.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	52.15	47.80	44.60	(3.20)
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	HEALTH OFFICER	11.50	0.00	0.00	0.00
54C03	CLINIC PHYSICIAN ASSISTANT	0.00	11.00	9.00	(2.00)
54C05	PSYCHIATRIC PHYSICIAN ASSISTANT	0.00	0.00	2.00	2.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	197.30	213.00	213.00	0.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	28.00	31.00	31.00	0.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	18.00	22.00	22.00	0.00
60C22	SOCIAL WORKER III	37.40	41.00	41.00	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	4.00	2.00	(2.00)
60P22	COMMUNITY SERVICE AIDE III	4.00	5.00	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	2.00	3.00	1.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.00	(0.50)
70B03	ANIMAL CARE TECHNICIAN II	5.00	4.50	6.00	1.50
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	1.00	1.00	0.00
80A31	SECRETARY	2.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	4.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E01	OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	6.00	7.00	8.00	1.00
80E22	OFFICE ASSISTANT III	16.00	18.00	18.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	5.00	4.00	(1.00)
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	6.00	6.00	6.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	2.00	2.00	2.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	8.00	7.00	7.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	61.00	59.00	69.00	10.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	18.00	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 Health	1,069.25	1,102.18	1,114.98	12.80
Social Services					
11A12	DIRECTOR OF SOCIAL SERVICES	1.00	1.00	1.00	0.00
12C13	ASSISTANT DIRECTOR SOCIAL SERVICES	0.00	0.00	1.00	1.00
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	18.00	17.00	(1.00)
14C31	MANAGEMENT ANALYST III	14.00	14.00	15.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	9.00	8.00	8.00	0.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	3.00	0.00
14H70	STAFF TRAINER II	12.00	12.00	12.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	3.00	5.00	2.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	4.00	4.00	4.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY SPECIALIST II	164.00	164.00	164.00	0.00
25E22	ELIGIBILITY SPECIALIST III	107.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	38.00	38.00	38.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	3.00	3.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	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	3.00	3.00	0.00
60C22	SOCIAL WORKER III	31.00	31.00	32.00	1.00
60C24	SOCIAL WORKER V	86.00	86.00	86.00	0.00
60C80	SOCIAL WORK SUPERVISOR I	0.00	8.00	8.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	25.00	17.00	17.00	0.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	65.00	65.00	66.00	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	9.00	0.00	0.00	0.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	4.00	0.00	0.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	2.00	0.00	0.00	0.00
60H11	EMPLOYMENT & TRAINING WORKER II	2.00	2.00	2.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00	35.00	35.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00	7.00	7.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	5.00	5.00	4.00	(1.00)
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	1.00	2.00	2.00	0.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00	1.00	1.00	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00	4.00	4.00	0.00
60X01	COMMUNITY AFFILIATION MANAGER	1.00	1.00	1.00	0.00
70A21	CUSTODIAN	1.00	1.00	1.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	2.00	2.00	2.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A31	SECRETARY	11.00	12.00	13.00	1.00
80A32	SENIOR SECRETARY	5.00	6.00	6.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	87.00	86.00	86.00	0.00
80E22	OFFICE ASSISTANT III	36.00	36.00	36.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	17.00	16.00	14.00	(2.00)
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 Social Services		887.00	874.00	877.00	3.00
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	0.00	(1.00)
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
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	9.00	7.00	7.00	0.00
80C21	LIBRARY ASSISTANT II	22.00	24.00	24.00	0.00
80C22	LIBRARY ASSISTANT III	10.00	11.00	11.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
Total Library		65.00	66.00	66.00	0.00
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

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total Cooperative Extension Service	3.00	3.00	3.00	0.00
Natividad Medical Center					
11A25	HOSPITAL CHIEF EXECUTIVE OFFICER	1.00	1.00	1.00	0.00
12C28	HOSPITAL CHIEF NURSING OFFICER	1.00	1.00	1.00	0.00
12C29	HOSPITAL ASSISTANT ADMINISTRATOR	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	2.00	2.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	2.00	2.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	6.00	7.00	1.00
14C31	MANAGEMENT ANALYST III	7.00	7.00	5.00	(2.00)
14C36	HOSPITAL DECISION SUPPORT ANALYST	0.00	0.00	2.00	2.00
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	0.00	0.00	0.00
14E20	BUYER II	4.00	5.00	5.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	4.00	3.00	3.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	6.00	6.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	0.00	1.00	1.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	0.00	1.00	1.00	0.00
14H65	MEDICAL STAFF COORDINATOR	1.00	1.00	1.00	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	1.50	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 ASSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00	2.00	1.00	(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	1.00	1.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	3.00	3.00	2.00	(1.00)
16C60	HOSPITAL SOFTWARE ANALYST I	0.00	1.00	1.00	0.00
16C61	HOSPITAL SOFTWARE ANALYST II	4.00	5.00	5.00	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	10.00	4.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	2.00	3.00	3.00	0.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	2.00	2.00	1.00	(1.00)
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.00	4.00	2.00	(2.00)
43G01	INFORMATION TECHNOLOGY MANAGER	3.00	3.00	3.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	1.00	2.00	2.00	0.00
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	12.20	12.20	12.20	0.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	2.00	2.00	2.00	0.00
50D11	MEDICAL LABORATORY TECHNICIAN	1.00	1.60	1.60	0.00
50D12	CLINICAL LABORATORY ASSISTANT	17.90	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	2.00	2.00	2.00	0.00
50F20	OCCUPATIONAL THERAPIST	9.60	10.60	11.20	0.60
50G11	PHYSICAL THERAPIST	11.00	12.00	12.80	0.80
50G41	SPEECH PATHOLOGIST	5.00	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	19.30	19.30	0.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	1.00	1.00	0.00
50P24	SUPERVISING CARDIOPULMONARY TECHNICIAN	1.00	1.00	1.00	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNOLOGIST	26.30	25.30	26.30	1.00
50R22	SENIOR RADIOLOGIC TECHNOLOGIST	4.00	5.00	5.00	0.00
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	6.00	7.00	7.00	0.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T33	HEALTH INFORMATION MANAGEMENT DATA INTEGRITY EXAMINER	0.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	4.00	4.00	4.00	0.00
50U18	PHARMACY TECHNICIAN	10.80	10.80	11.40	0.60

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
50U20	NURSING ASSISTANT	86.60	90.80	90.80	0.00
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	11.60	11.60	0.00
50U28	SENIOR PHARMACY TECHNICIAN	2.00	2.00	2.00	0.00
50U29	ENDOSCOPY TECHNICIAN	0.00	1.90	1.90	0.00
50U30	DIETITIAN AIDE	3.00	3.00	4.00	1.00
50U42	MEDICAL ASSISTANT	0.00	2.00	2.00	0.00
50U43	CENTRAL STERILE TECHNICIAN	5.80	5.80	5.80	0.00
50U44	SENIOR CENTRAL STERILE TECHNICIAN	1.00	1.00	1.00	0.00
50U51	TELEMETRY TECHNICIAN	4.70	4.70	4.70	0.00
50Y21	DIETITIAN	5.80	5.80	5.40	(0.40)
50Y31	SUPERVISING DIETITIAN	1.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	7.80	11.30	12.30	1.00
52A16	SUPERVISING NURSE I	14.50	13.50	14.60	1.10
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	321.15	322.45	328.85	6.40
52A20	STAFF NURSE III	29.80	34.20	35.20	1.00
52A21	CLINIC NURSE	4.00	4.00	3.00	(1.00)
52A22	SENIOR CLINIC NURSE	6.60	6.60	7.60	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	13.00	15.00	15.00	0.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	2.00	1.00
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	2.00	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	5.00	1.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	6.30	6.30	0.00
52A92	NURSING SERVICES UNIT MANAGER	1.00	1.00	1.00	0.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00	1.00	1.00	0.00
52A97	CLINIC NURSE PRACTITIONER	3.40	3.40	2.40	(1.00)
52A98	HOSPITAL NURSE PRACTITIONER	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	44.00	47.00	49.00	2.00
54B15	NEUROSURGEON	1.00	1.00	1.00	0.00
54B16	TRAUMA SURGEON	3.00	3.00	3.00	0.00
54B17	VASCULAR SURGEON	0.00	1.00	1.00	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	1.00	0.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	1.00	0.00	(1.00)
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C03	CLINIC PHYSICIAN ASSISTANT	0.80	1.00	3.00	2.00
60B01	PSYCHIATRIC SOCIAL WORKER I	0.50	0.50	0.00	(0.50)
60C24	SOCIAL WORKER V	6.00	6.00	6.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
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	9.00	9.00	12.00	3.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	17.00	19.00	18.00	(1.00)
70K23	COOK	3.50	3.50	4.50	1.00
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	6.00	6.00	6.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	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	4.00	2.00	2.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	9.80	9.30	9.30	0.00
80E22	OFFICE ASSISTANT III	17.30	17.30	16.30	(1.00)
80E80	PRINCIPAL OFFICE ASSISTANT	12.25	14.25	14.25	0.00
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	24.50	19.90	19.90	0.00
80K23	HOSPITAL MEDICAL INTERPRETER	4.50	5.50	8.00	2.50
80K25	CLINIC OPERATIONS SUPERVISOR	1.00	1.00	0.00	(1.00)
80L02	PATIENT SERVICES REPRESENTATIVE II	43.00	51.00	54.70	3.70
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	31.30	31.30	30.30	(1.00)
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	2.00	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 Natividad Medical Center		1,254.70	1,299.30	1,325.10	25.80
Grand Total		5,238.62	5,361.48	5,402.58	41.10



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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.

Program and Functions:

The Board of Supervisors is responsible for establishing and directing the implementation of policies consistent with public needs and the requirements of State and federal laws. As the governing body of Monterey County, the Board of Supervisors also acts in the capacity of the Board of Directors of the Monterey County Water Resources Agency and as the governing Board of the Successor Agency and Housing Successor Agency of the County Redevelopment Agency. Board members provide review and policy guidance through committees of the Board of Supervisors, including the Budget, Health, 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.

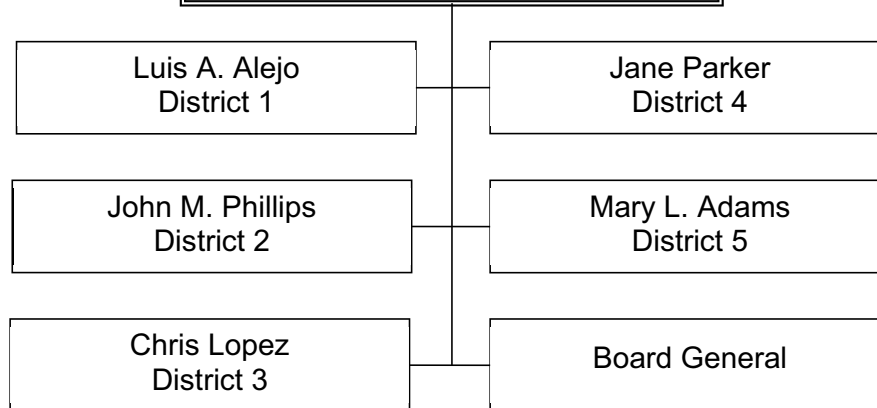
Contributions to Monterey County's Strategic Initiatives:

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.

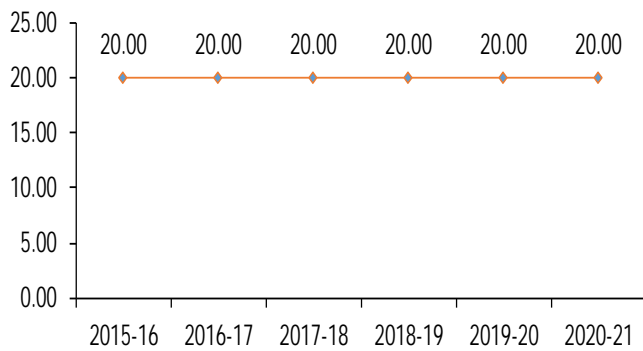


Operating Budget: \$3,870,363
Positions (FTEs): 20.00

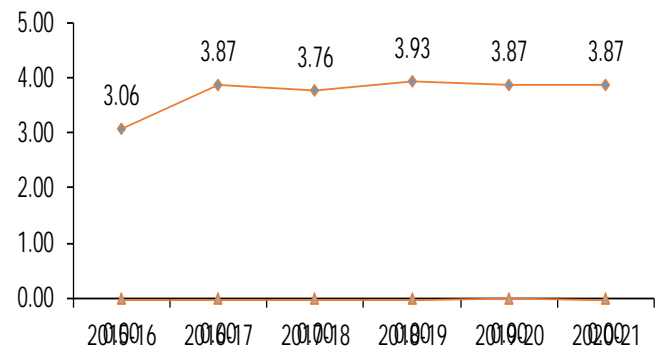
Board of Supervisors



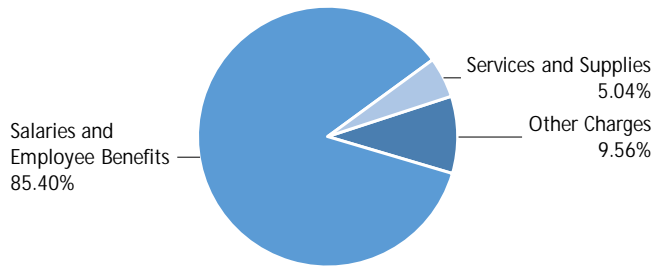
Staffing Trends



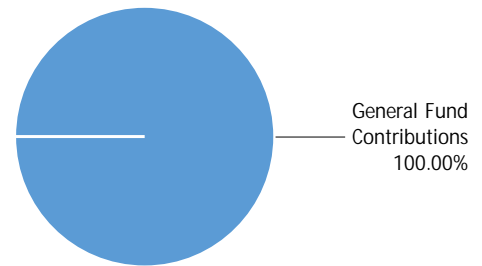
Expenditure/Revenue History (in millions)



Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,031,695	\$3,107,054	\$2,939,218	\$3,305,352	\$3,305,352	\$198,298
Services and Supplies	\$140,600	\$237,313	\$234,287	\$263,837	\$194,892	\$(42,421)
Other Charges	\$755,631	\$694,411	\$694,586	\$370,119	\$370,119	\$(324,292)
Subtotal	\$3,927,926	\$4,038,778	\$3,868,091	\$3,939,308	\$3,870,363	\$(168,415)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Miscellaneous Revenues	—	—	\$10	—	—	—
Subtotal	—	—	\$10	—	—	—
General Fund Contributions	\$3,927,926	\$4,038,778	\$3,868,081	\$3,939,308	\$3,870,363	\$(168,415)
Total Source of Funds	\$3,927,926	\$4,038,778	\$3,868,091	\$3,939,308	\$3,870,363	\$(168,415)

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 2020-21 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 \$3,870,363, a decrease of \$168,415 (4%) below the FY 2019-20 Adopted Budget. The decrease is attributed to a reduction in Countywide Cost Allocation Plan (COWCAP) charges which offset the increasing costs of employee salary, pension contributions, and health insurance increases.

Budget Impacts

The Recommended Budget maintains status quo staffing and operations.

Prior Year 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: Create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow while reducing violent crimes.

Budget Year Goals

Continue implementation of adopted Strategic Initiatives and Key Objectives, which assure that County functions are performed to

consistently meet Board-adopted goals on behalf of Monterey County citizens. The Board will remain actively engaged with directing and achieving policy area Strategic Initiatives to meet key objectives.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Board-General (BOA001)	778,104	741,348	740,961	477,163	425,633	(315,715)	001	8012
District 1 (BOA001)	635,041	659,486	657,700	692,429	688,880	29,394	001	8013
District 2 (BOA001)	618,944	659,486	647,030	692,429	689,010	29,524	001	8014
District 3 (BOA001)	586,354	659,486	519,606	692,429	689,027	29,541	001	8015
District 4 (BOA001)	638,850	659,486	659,160	692,429	688,891	29,405	001	8016
District 5 (BOA001)	670,633	659,486	643,634	692,429	688,922	29,436	001	8017
Subtotal	3,927,926	4,038,778	3,868,091	3,939,308	3,870,363	(168,415)		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Board-General	\$778,104	\$741,348	\$740,961	\$477,163	425,633	\$(315,715)
District 1	\$635,041	\$659,486	\$657,700	\$692,429	688,880	\$29,394
District 2	\$618,944	\$659,486	\$647,030	\$692,429	689,010	\$29,524
District 3	\$586,354	\$659,486	\$519,606	\$692,429	689,027	\$29,541
District 4	\$638,850	\$659,486	\$659,160	\$692,429	688,891	\$29,405
District 5	\$670,633	\$659,486	\$643,634	\$692,429	688,922	\$29,436
Subtotal	\$3,927,926	\$4,038,778	\$3,868,091	\$3,939,308	3,870,363	\$(168,415)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classifica tion Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1000	1000-8013-001-AUG1	Restore existing 0.15 FTE BOS ADM. ASST. D1	Status Quo Filled Position	14,697	0.15	14,697	0.15
1000	1000-8014-001-AUG2	Restore existing 0.15 FTE BOS ADM. ASST. D2	Status Quo Filled Position	14,697	0.15	14,697	0.15
1000	1000-8015-001-AUG3	Restore existing 0.15 FTE BOS ADM. ASST. D3	Status Quo Filled Position	14,697	0.15	14,697	0.15
1000	1000-8016-001-AUG3	Restore existing 0.15 FTE BOS ADM. ASST. D4	Status Quo Filled Position	14,697	0.15	14,697	0.15
1000	1000-8017-001-AUG3	Restore existing 0.08 FTE BOS Chief of Staff D5	Status Quo Filled Position	14,697	0.08	14,697	0.08
Grand Total:				73,485	0.68	73,485	0.68

Board of Supervisors



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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, finance staff and oversight of the Laguna Seca Recreational Area. 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, Cannabis, Office of Emergency Services (OES), Workforce Development Board (WDB), and Housing and Economic Development. 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, contributions to other funds within the County and external agencies, appropriations for contingencies, memberships in governmental organizations, enterprise resource planning, required support for trial courts, fleet operations, and appropriations of realignment monies for health and social services programs.

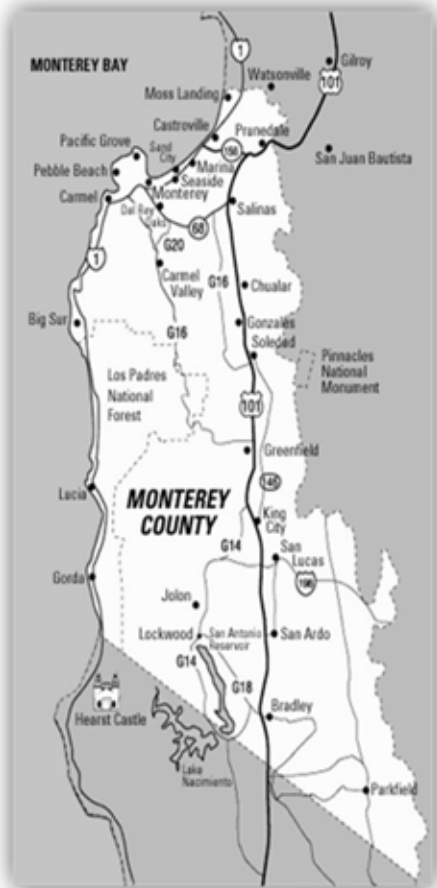
The CAO continues to engage in leadership and change management with the focus to provide continuous improvement in the quality, efficiency, and effectiveness of County operations.

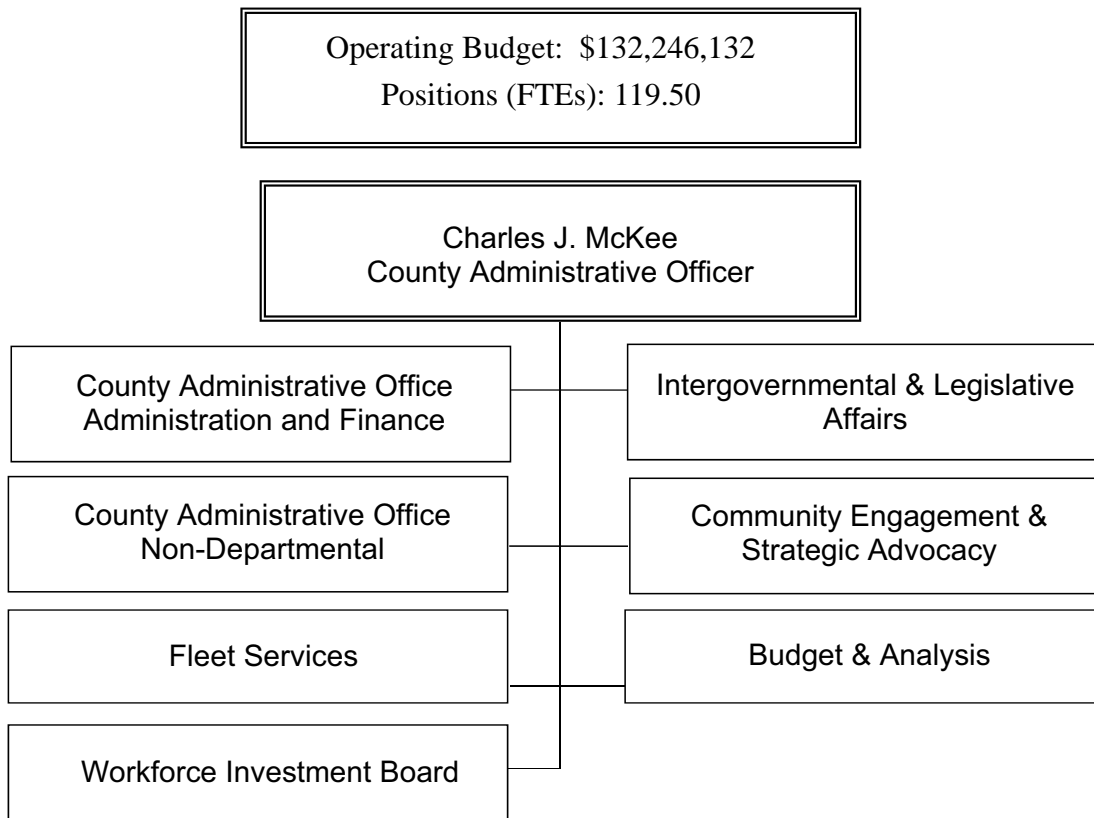
The Office's Contributions to Monterey County's Strategic Initiatives:

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.

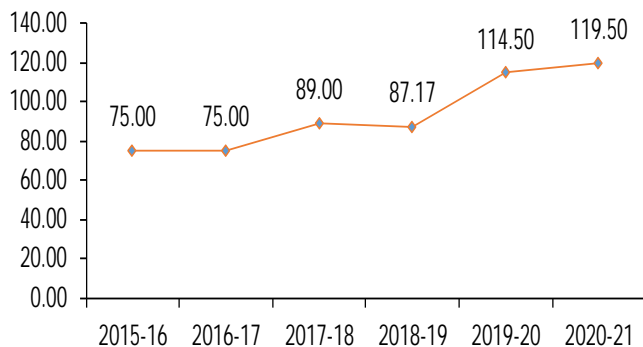


County Administrative Office

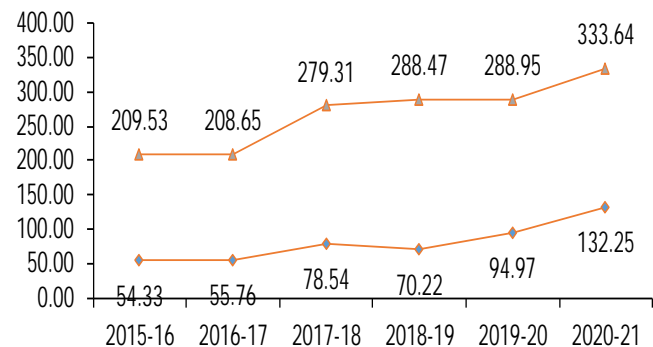




Staffing Trends



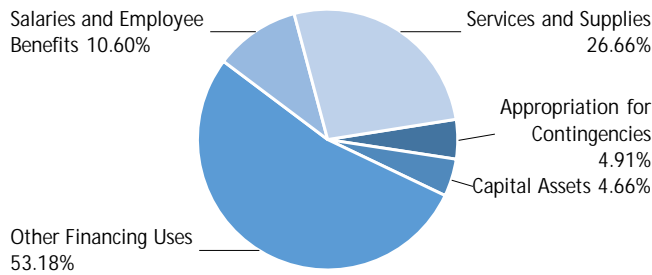
Expenditure/Revenue History (in millions)



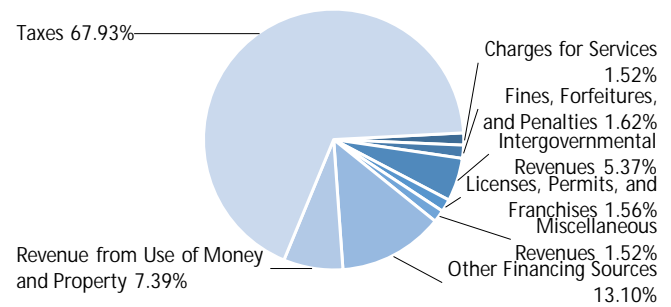
The County Administrative Office (CAO) functions as the chief policy and fiscal advisor to the County Administrative Officer and the Board of Supervisors for countywide priorities and issues.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Ratings of General Obligation Bonds (Fitch and S&P). Target = AAA	AA+	AAA	AAA
General Fund annual operating surplus: actual revenue minus actual expenditures. Target = >\$0	\$32,197,742	\$29,215,586	N/A
Percent of general fund budget reserved for unanticipated emergencies (contingencies). Target = 1%.	0.60%	0.70%	0.86%
Total utility costs for Monterey County facilities except NMC.	\$3,985,572	\$7,094,979	\$3,153,002

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$9,577,415	\$12,857,525	\$12,413,702	\$14,755,035	\$14,622,346	\$1,764,821
Services and Supplies	\$28,425,102	\$30,464,465	\$37,734,488	\$39,603,857	\$36,786,926	\$6,322,461
Other Charges	\$(4,393,889)	\$246,497	\$(352,692)	\$(5,048,515)	\$(5,752,003)	\$(5,998,500)
Capital Assets	\$2,708,149	\$6,600,144	\$3,491,418	\$6,427,972	\$6,427,972	\$(172,172)
Other Financing Uses	\$31,518,170	\$36,855,391	\$36,590,391	\$68,084,407	\$73,385,428	\$36,530,037
Extraordinary Items	—	\$161,106	\$161,106	—	—	\$(161,106)
Appropriation for Contingencies	—	\$5,778,401	\$4,932,598	\$7,011,863	\$6,775,463	\$997,062
Subtotal	\$67,834,947	\$92,963,529	\$94,971,011	\$130,834,619	\$132,246,132	\$39,282,603

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$227,117,441	\$215,661,602	\$225,454,096	\$233,625,000	\$226,625,000	\$10,963,398
Licenses, Permits, and Franchises	\$5,614,863	\$4,802,083	\$5,046,657	\$5,195,888	\$5,195,888	\$393,805
Fines, Forfeitures, and Penalties	\$5,963,536	\$5,220,794	\$5,298,980	\$5,411,338	\$5,411,338	\$190,544
Revenue from Use of Money & Property	\$24,605,250	\$18,471,910	\$26,916,870	\$24,644,266	\$24,644,266	\$6,172,356
Intergovernmental Revenues	\$14,121,655	\$16,766,575	\$16,111,478	\$17,905,100	\$17,905,100	\$1,138,525
Charges for Services	\$4,633,123	\$4,214,635	\$4,826,086	\$5,075,038	\$5,075,038	\$860,403
Miscellaneous Revenues	\$4,750,057	\$3,785,299	\$4,583,595	\$5,062,008	\$5,062,008	\$1,276,709
Other Financing Sources	\$1,665,150	\$768,802	\$709,576	\$37,053,818	\$43,717,950	\$42,949,148
Subtotal	\$288,471,074	\$269,691,700	\$288,947,338	\$333,972,456	\$333,636,588	\$63,944,888
Fund Balance	\$(2,730,704)	\$4,132,668	\$2,714,208	\$(30,231,659)	\$(30,951,659)	\$(35,084,327)
General Fund Contributions	\$(217,905,423)	\$(180,860,839)	\$(196,690,535)	\$(172,906,178)	\$(170,438,797)	\$10,422,042
Total Source of Funds	\$67,834,947	\$92,963,529	\$94,971,011	\$130,834,619	\$132,246,132	\$39,282,603

Summary of Recommendation

The FY 2020-21 Recommended Budget for the County Administrative Office (CAO) is \$132,246,132, an increase of \$39,282,603 from prior year. The increase reflects the integration of additional functions (units) within the Resource Planning Internal Service Fund (ISF) for Enterprise Resource Planning (ERP) and Building Improvement and Replacement (BIR) reserves with corresponding transfers to capital project funds. The ERP reserve is to be used for the cost of the County's next ERP replacement or upgrade funded by department allocations. The BIR reserve is funded by the building depreciation overhead recovered through the Countywide

Cost Allocation Plan (COWCAP) and is used to fund building improvement projects which enhance the useful life. Other cost increases contributing to a rise in appropriations include negotiated salaries, pension plans, health insurance and contingencies funded at the level required by County policy.

Included in the Recommended Budget are augmentations for four new positions. Two positions (Mechanic I and Communications Technician I) were added to fleet funded by inter-departmental charges and two positions (Senior Accounting Clerk and Management Analyst I) were added to Laguna Seca Recreational Area funded with enterprise business revenue.

Budget Impacts

The Recommended Budget includes a \$7.0 million reduction in Transient Occupancy Tax (TOT) revenue from what was previously forecasted reflecting the initial impact of COVID-19. As the pandemic evolves, it will be important to continue monitoring its impact on this and other revenue sources as a mid-year revision to revenue may be needed.

Funding for a filled Range Aide position at the Rifle Range is discontinued in the Recommended Budget.

In FY 2019-20, an augmentation for an Emergency Services Manager position funded by a grant was approved. The grant did not materialize, therefore, the position was not filled and is eliminated in the Recommended Budget.

Prior Year Accomplishments

Published the Budget End of Year Report, a mid-year report recommending budget solutions to unfunded needs, County Financial Forecast, and the FY 2019-20 Recommended Budget.

Standard & Poor (S&P) raised the County's long-term general obligation credit rating from AA+ to AAA, the highest rating possible.

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

Continued comprehensive implementation of the Monterey County Cannabis Program in collaboration with nine county departments. Generated approximately \$15.4 million in cannabis tax revenue for FY 2019-20.

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

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

Completed Hazardous materials Response, Animal Response, Electrical Power Disruption, and Winter Storm Response plans as annexes to the Emergency Operation Plan. Successfully managed a \$367,000 training and exercise grant for the operational area responders, in addition to over \$1 million of managed Emergency Management, Homeland Security, and Urban Area Security Initiative grants.

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 established a local cohort in the Government Alliance on Race and Equity (GARE) Learning Year to build capacity to develop further strategies for applying racial equity tools to County policies and practices. It is made possible in partnership with Building Healthy Communities, Towards a Racially Equitable Monterey County (TREMC), the City of Salinas, and Race Forward.

Launched the implementation of community outreach and engagement strategies via the Monterey County 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. The CCC advocated for a Census Operations deadline extension due to the impact of COVID-19 shelter-in-place orders.

Provided a high level of responsive media relations, and public communications, including leading crisis public communications team within the County's Emergency Operations Center for the County COVID-19 response.

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

Budget Year 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 policymakers 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

Transient Occupancy Tax (TOT) and other discretionary revenue will be impacted due to the statewide Shelter-In-Place Order and non-existent leisure travel required as part of the plan to slow the spread of COVID-19. Impacts are yet to be quantified, but substantial reductions are anticipated. TOT and all other discretionary revenue will be monitored throughout the year as additional budget modifications may be required as more information becomes available.

Policy Considerations

The recommended budget presents the Board with the option to use ongoing Cannabis revenue to fund ongoing operations. Accordingly, ongoing Cannabis revenues are included in the General Fund Discretionary revenues baseline estimates. The Recommended Budget also presents a modification of existing policy with regard of distribution of Proposition 172 and TOT.

TOT contributions to outside agencies is currently based on a percentage of the County's TOT from the prior audited fiscal year. The percentages for the Monterey County Business Council (MCCVB), the Arts Council and the Film Commission are 6%, 1.98% and .95%, respectively. The Recommended Budget for FY 2020-21 includes a contribution to \$1,216,250 to these three organizations, a reduction of \$905,750 over the current year due to anticipated impacts in TOT caused by the COVID-19 pandemic.

Similarly, the General Fund's contribution to the Road Fund typically 25% of the most recent audited TOT numbers contained in the Comprehensive Annual Financial Report (CAFR). However, due to a

significant reduction anticipated in TOT revenue, the Recommended Budget includes a temporary policy change to contributing only the Maintenance of Effort (MOE) of \$4,940,363.

The FY 2020-21 proposition 172 revenue distribution to emergency communications and fire districts is recommended to remain at the same levels as in FY 2019-20 due to the effects of the pandemic.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Contributions - Proposition 172 (CAO007)	2,976,816	3,144,425	3,144,425	3,295,753	3,144,425	0	001	8028
Contributions-Other Agencies (CAO007)	715,280	824,006	820,131	1,157,007	604,847	(219,159)	001	8029
Trial Courts (CAO008)	7,977,717	8,055,577	8,055,577	8,251,087	8,251,087	195,510	001	8031
Contingencies (CAO020)	162,307	5,778,401	4,624,298	6,775,463	6,775,463	997,062	001	8034
County Memberships (CAO013)	782,223	138,382	133,731	91,682	76,682	(61,700)	001	8035
Medical Care Services (CAO016)	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	0	001	8037
Other Financing Uses (CAO017)	19,283,619	21,147,436	21,147,436	48,830,746	48,187,635	27,040,199	001	8038
Other General Expenditures (CAO014)	100,410	396,340	396,340	382,540	382,540	(13,800)	001	8039
Administration & Finance (CAO001)	(2,405,656)	(1,785,014)	(1,813,359)	(867,081)	(903,847)	881,167	001	8045
Budget & Analysis (CAO001)	1,051,093	1,153,056	1,106,838	1,299,309	1,293,011	139,955	001	8046
Contracts/Purchasing (CAO002)	(12,354)	(391,283)	(373,543)	(808,090)	(813,258)	(421,975)	001	8047
Intergovernmental & Legislative Affairs (CAO004)	1,194,869	1,760,870	1,814,692	1,544,333	1,388,360	(372,510)	001	8054
Office of Emergency Services (CAO005)	908,477	1,399,991	1,265,865	2,025,661	1,847,080	447,089	001	8056
Homeland Security Grant (CAO023)	562,853	640,292	635,084	844,138	844,138	203,846	024	8412
Office of Community Engagement & Strategic Advocacy (CAO024)	551,679	348,278	1,050,163	987,026	549,630	201,352	001	8440
Laguna Seca Track (CAO029)	23,651,285	18,748,000	23,745,414	0	0	(18,748,000)	001	8441
Fleet Administration (CAO025)	(899,849)	5,349,348	5,210,677	3,526,498	3,517,327	(1,832,021)	001	8451
Shuttle (CAO025)	234,549	251,894	124,375	0	0	(251,894)	001	8452
Auxiliary Services (CAO027)	20,275	28,008	27,845	28,484	28,484	476	001	8472
Records Retention (CAO028)	279,018	16,778	(26,368)	25,373	24,652	7,874	001	8474
Workforce Development Board (CAO030)	6,799,687	9,301,351	8,119,751	8,517,009	8,517,009	(784,342)	021	8478
Vehicle Replacement Planning (CAO032)	0	3,100,000	2,515,909	3,820,000	3,820,000	720,000	478	8483
Rifle Range (CAO029)	0	181,595	209,303	191,456	191,345	9,750	001	8504
Enterprise Resource Planning (CAO034)	0	0	0	(229,407)	(229,407)	(229,407)	478	8506
Courier (CAO035)	0	4,393	(189,378)	108,999	107,284	102,891	001	8508
Mail (CAO035)	0	1,618	(24,474)	3,897	3,416	1,798	001	8509
Development Set-Aside (CAO036)	0	2,122,000	2,122,000	2,122,000	1,216,250	(905,750)	001	8512

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Housing and Economic Dev Admin (CAO038)	0	609,764	609,691	2,327,564	1,172,375	562,611	001	8514
Inclusionary Housing (CAO039)	0	959,060	837,875	863,460	863,460	(95,600)	009	8515
Revolving Loan Program (CAO040)	0	1,250,500	1,250,500	1,150,500	1,150,500	(100,000)	011	8516
Community Development Reuse (CAO041)	0	1,172,103	1,172,103	1,490,000	1,490,000	317,897	013	8517
Community Development Grant (CAO042)	0	2,175,327	2,175,327	3,629,508	3,629,508	1,454,181	013	8518
Boronda HS-A (CAO043)	0	5,025	5,025	13,000	13,000	7,975	176	8519
Castro/Paj HS-A (CAO044)	0	1,175,360	1,177,110	1,381,100	1,381,100	205,740	175	8520
Cannabis (CAO004)	0	0	0	1,087,874	810,174	810,174	001	8533
Laguna Seca Track (CAO046)	0	0	0	23,067,082	23,067,082	23,067,082	453	8536
Building Improvement and Replacement (CAO047)	0	0	0	0	5,944,132	5,944,132	478	8539
Subtotal	67,834,947	92,963,529	94,971,011	130,834,619	132,246,132	39,282,603		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Contributions - Proposition 172	\$2,976,816	\$3,144,425	\$3,144,425	\$3,295,753	3,144,425	—
Contributions-Other Agencies	\$715,280	\$824,006	\$820,131	\$1,157,007	604,847	\$(219,159)
Trial Courts	\$7,977,717	\$8,055,577	\$8,055,577	\$8,251,087	8,251,087	\$195,510
Contingencies	\$162,307	\$5,778,401	\$4,624,298	\$6,775,463	6,775,463	\$997,062
County Memberships	\$782,223	\$138,382	\$133,731	\$91,682	76,682	\$(61,700)
Medical Care Services	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	3,900,648	—
Other Financing Uses	\$19,283,619	\$21,147,436	\$21,147,436	\$48,830,746	48,187,635	\$27,040,199
Other General Expenditures	\$100,410	\$396,340	\$396,340	\$382,540	382,540	\$(13,800)
Administration & Finance	\$(2,405,656)	\$(1,785,014)	\$(1,813,359)	\$(867,081)	(903,847)	\$881,167
Budget & Analysis	\$1,051,093	\$1,153,056	\$1,106,838	\$1,299,309	1,293,011	\$139,955
Contracts/Purchasing	\$(12,354)	\$(391,283)	\$(373,543)	\$(808,090)	(813,258)	\$(421,975)
Intergovernmental & Legislative Affairs	\$1,194,869	\$1,760,870	\$1,814,692	\$1,544,333	1,388,360	\$(372,510)
Office of Emergency Services	\$908,477	\$1,399,991	\$1,265,865	\$2,025,661	1,847,080	\$447,089
Homeland Security Grant	\$562,853	\$640,292	\$635,084	\$844,138	844,138	\$203,846
Office of Community Engagement & Strategic Advocacy	\$551,679	\$348,278	\$1,050,163	\$987,026	549,630	\$201,352
Laguna Seca Track	\$23,651,285	\$18,748,000	\$23,745,414	—	—	\$(18,748,000)
Fleet Administration	\$(899,849)	\$5,349,348	\$5,210,677	\$3,526,498	3,517,327	\$(1,832,021)
Shuttle	\$234,549	\$251,894	\$124,375	—	—	\$(251,894)
Auxiliary Services	\$20,275	\$28,008	\$27,845	\$28,484	28,484	\$476
Records Retention	\$279,018	\$16,778	\$(26,368)	\$25,373	24,652	\$7,874
Workforce Development Board	\$6,799,687	\$9,301,351	\$8,119,751	\$8,517,009	8,517,009	\$(784,342)
Vehicle Replacement Planning	—	\$3,100,000	\$2,515,909	\$3,820,000	3,820,000	\$720,000
Rifle Range	—	\$181,595	\$209,303	\$191,456	191,345	\$9,750
Enterprise Resource Planning	—	—	—	\$(229,407)	(229,407)	\$(229,407)
Courier	—	\$4,393	\$(189,378)	\$108,999	107,284	\$102,891

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Mail	—	\$1,618	\$(24,474)	\$3,897	3,416	\$1,798
Development Set-Aside	—	\$2,122,000	\$2,122,000	\$2,122,000	1,216,250	\$(905,750)
Housing and Economic Dev Admin	—	\$609,764	\$609,691	\$2,327,564	1,172,375	\$562,611
Inclusionary Housing	—	\$959,060	\$837,875	\$863,460	863,460	\$(95,600)
Revolving Loan Program	—	\$1,250,500	\$1,250,500	\$1,150,500	1,150,500	\$(100,000)
Community Development Reuse	—	\$1,172,103	\$1,172,103	\$1,490,000	1,490,000	\$317,897
Community Development Grant	—	\$2,175,327	\$2,175,327	\$3,629,508	3,629,508	\$1,454,181
Boronda HS-A	—	\$5,025	\$5,025	\$13,000	13,000	\$7,975
Castro/Paj HS-A	—	\$1,175,360	\$1,177,110	\$1,381,100	1,381,100	\$205,740
Cannabis	—	—	—	\$1,087,874	810,174	\$810,174
Laguna Seca Track	—	—	—	\$23,067,082	23,067,082	\$23,067,082
Building Improvement and Replacement	—	—	—	—	5,944,132	\$5,944,132
Subtotal	\$67,834,947	\$92,963,529	\$94,971,011	\$130,834,619	132,246,132	\$39,282,603

County Administrative Office

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	2.17	2.00	2.00	0.00
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	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	6.00	9.00	10.00	1.00
14E20	BUYER II	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	3.00	4.00	1.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	0.00	1.00	1.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	1.00	1.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	0.00	0.00	1.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	1.00	1.00	0.00
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	0.00	1.00	1.00	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	0.00	1.00	1.00	0.00
41G01	EMERGENCY SERVICES PLANNER	3.00	4.00	3.00	(1.00)
43C11	PERMIT TECHNICIAN II	0.00	0.00	1.00	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	0.00	0.00	1.00	1.00
43L20	COMMUNICATIONS TECHNICIAN I	0.00	0.00	1.00	1.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	1.00	3.00	3.00	0.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	1.00	1.00	1.00	0.00
60I02	PROGRAM MANAGER II	1.00	1.00	1.00	0.00
68A30	RANGE MASTER	1.00	1.00	1.00	0.00
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	0.00	(1.00)
68C02	RANGE AIDE	1.00	2.00	1.00	(1.00)
70F21	COURIER	0.00	4.00	4.00	0.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	3.00	4.00	5.00	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	0.00	(2.00)
72C20	MECHANIC I	1.00	1.00	2.00	1.00
72C23	MECHANIC II	10.00	11.00	11.00	0.00
72C26	MECHANIC III	2.00	2.00	2.00	0.00
72C83	FLEET SERVICE WRITER	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	3.00	4.00	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
80E01	OFFICE ASSISTANT I	0.00	1.00	1.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	0.00	1.00	2.00	1.00
80J30	ACCOUNTING TECHNICIAN	4.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	0.00	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	0.00	1.00	1.00	0.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
Total		87.17	114.50	119.50	5.00

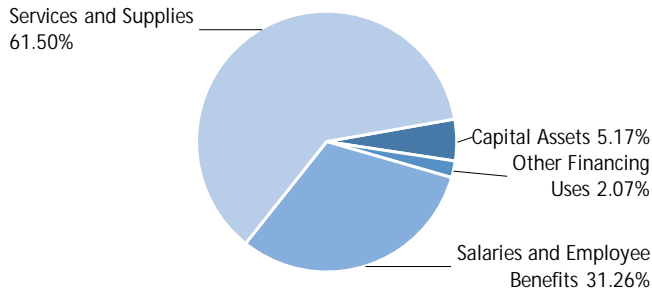
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1050	1050-8029-001-AUG1	Salinas Valley Promise Program Contribution	Status Quo Other	300,000	-	-	-
1050	1050-8029-001-AUG2	CA Cannabis Authority JPA	New Program/Service	252,160	-	-	-
1050	1050-8035-001-AUG1	Rural County Representatives of California (RCRC) Membership	Status Quo Other	15,000	-	-	-
1050	1050-8038-001-AUG1	Contrib. to ECD to hire Dispatchers	Contribution to Other Funds	105,000	-	-	-
1050	1050-8038-001-AUG2	Fense for ECD Building	Contribution to Other Funds	46,638	-	-	-
1050	1050-8054-001-AUG1	IGLA - Sustainability Operating Budget	New Program/Service	25,500	-	-	-
1050	1050-8054-001-AUG2	IGLA - Citigate contract carryover	Status Quo Other	125,000	-	-	-
1050	1050-8056-001-AUG1	Position-Emergency Services Planner	Request New Position	132,689	1.00	-	-

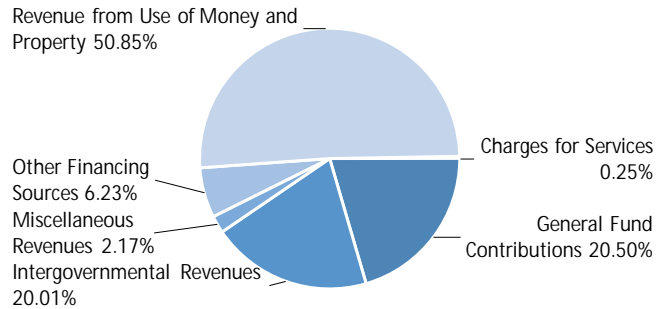
1050	1050-8056-001-AUG2	Temp Position	New Program/Service	42,000	-	-	-
1050	1050-8440-001-AUG1	Census Redistricting	New Mandated Program/Service	400,000	-	-	-
1050	1050-8440-001-AUG2	MC Gang Prevention	New Program/Service	35,000	-	-	-
1050	1050-8451-001-AUG1	MECHANIC I	Request New Position	-	1.00	-	1.00
1050	1050-8451-001-AUG2	Comm Tech I	Request New Position	-	1.00	-	1.00
1050	1050-8514-001-AUG1	AUG1-IGLA/HED-NDC Economic Study	Status Quo Other	43,750	-	-	-
1050	1050-8514-001-AUG2	AUG2-IGLA/HED Chinatown Block Party	New Program/Service	3,000	-	-	-
1050	1050-8514-001-AUG3	AUG3-IGLA/HED Monterey Bay Economic Partnership	New Program/Service	10,000	-	-	-
1050	1050-8514-001-AUG4	AUG4-IGLA/HED Housing and Homeless Consultants	New Program/Service	45,000	-	-	-
1050	1050-8514-001-AUG5	AUG5-IGLA/HED NDC additional work	New Program/Service	31,250	-	-	-
1050	1050-8514-001-AUG6	AUG6-IGLA/HED Host NCDA Conference	New Program/Service	15,000	-	-	-
1050	1050-8514-001-AUG7	AUG7-IGLA/HED Housing Fund	New Program/Service	1,000,000	-	-	-
1050	1050-8533-001-AUG1	Cannabis - Community & Industry Outreach	New Mandated Program/Service	24,000	-	-	-
1050	1050-8533-001-AUG2	Cannabis Enforcement Contingency	Status Quo Other	236,400	-	-	-
1050	1050-8533-001-AUG3	Strategic Planning Contract - Management Partners	Status Quo Other	17,300	-	-	-
1050	1050-8536-453-AUG1	Position-LSRA_Senior Acct Clerk	Request New Position	-	1.00	-	1.00
1050	1050-8536-453-AUG2	Position-LSRA_Management Analyst I	Request New Position	-	1.00	-	1.00
Grand Total:				2,904,687	5.00	-	4.00

CAO Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$9,575,903	\$12,857,525	\$12,413,702	\$14,755,035	\$14,622,346	\$1,764,821
Services and Supplies	\$5,883,064	\$7,904,963	\$7,585,573	\$30,666,361	\$28,770,180	\$20,865,217
Other Charges	\$(11,120,128)	\$(7,378,531)	\$(7,995,077)	\$(6,005,889)	\$(6,005,889)	\$1,372,642
Capital Assets	\$673,576	\$300,144	\$353,197	\$2,418,519	\$2,418,519	\$2,118,375
Other Financing Uses	\$2,689,100	\$4,518,538	\$4,418,538	\$966,484	\$966,484	\$(3,552,054)
Appropriation for Contingencies	—	—	\$308,300	\$236,400	—	—
Subtotal	\$7,701,514	\$18,202,639	\$17,084,233	\$43,036,910	\$40,771,640	\$22,569,001

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$180,064	\$155,173	\$20,731,112	\$20,731,112	\$20,551,048
Intergovernmental Revenues	\$7,172,937	\$9,082,863	\$8,162,809	\$8,156,507	\$8,156,507	\$(926,356)
Charges for Services	\$129,716	\$137,567	\$74,931	\$103,249	\$103,249	\$(34,318)
Miscellaneous Revenues	\$50,862	\$35,000	\$49,717	\$882,887	\$882,887	\$847,887
Other Financing Sources	\$656,447	\$673,802	\$683,600	\$2,538,106	\$2,538,106	\$1,864,304
Subtotal	\$8,009,962	\$10,109,296	\$9,126,230	\$32,411,861	\$32,411,861	\$22,302,565
Fund Balance	\$(621,820)	—	—	—	—	—
General Fund Contributions	\$313,372	\$8,093,343	\$7,958,003	\$10,625,049	\$8,359,779	\$266,436
Total Source of Funds	\$7,701,514	\$18,202,639	\$17,084,233	\$43,036,910	\$40,771,640	\$22,569,001

Description

The CAO's departmental operations include: Administration and Finance, Budget and Analysis, Intergovernmental & Legislative Affairs, Cannabis, the Office of Community Engagement and Strategic Advocacy, Office of Emergency Services, Workforce Development Board, Laguna Seca Recreation Area, Rifle Range, and Internal Services (Contracts/Purchasing, Fleet Administration, Records Retention, Mail, Courier). The shuttle program was discontinued during the prior year.

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

Summary of Recommendation

The FY 2020-21 Recommended Budget for the CAO's departmental operations is \$40,771,640, an increase of \$22,569,001 from the prior year. The increase is mainly attributed to the creation of Laguna Seca Recreation Area (LSRA) Enterprise Fund which required a transition from CAO non-departmental, and a reduction of Countywide Cost Plan (COWCAP) recoveries (\$1,188,301). Cost plan recoveries are treated as expenditure offsets; reductions in recoveries therefore increases expenditures.

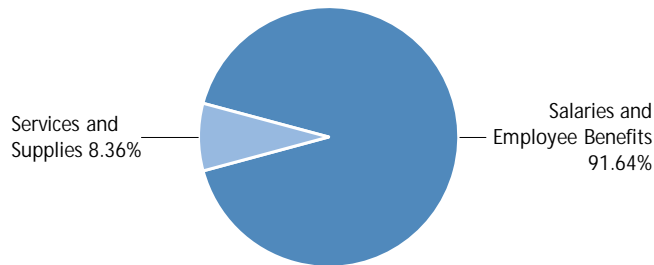
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Administration & Finance (CAO001)	(2,405,656)	(1,785,014)	(1,813,359)	(867,081)	(903,847)	881,167	001	8045
Budget & Analysis (CAO001)	1,051,093	1,153,056	1,106,838	1,299,309	1,293,011	139,955	001	8046
Contracts/Purchasing (CAO002)	(12,354)	(391,283)	(373,543)	(808,090)	(813,258)	(421,975)	001	8047
Intergovernmental & Legislative Affairs (CAO004)	1,194,869	1,760,870	1,814,692	1,544,333	1,388,360	(372,510)	001	8054
Office of Emergency Services (CAO005)	908,477	1,399,991	1,265,865	2,025,661	1,847,080	447,089	001	8056
Office of Community Engagement & Strategic Advocacy (CAO024)	551,679	348,278	1,050,163	987,026	549,630	201,352	001	8440
Fleet Administration (CAO025)	(899,849)	5,349,348	5,210,677	3,526,498	3,517,327	(1,832,021)	001	8451
Shuttle (CAO025)	234,549	251,894	124,375	0	0	(251,894)	001	8452
Vehicle Asset Management Program (CAO026)	0	0	0	0	0	0	001	8453
Records Retention (CAO028)	279,018	16,778	(26,368)	25,373	24,652	7,874	001	8474
Workforce Development Board (CAO030)	6,799,687	9,301,351	8,119,751	8,517,009	8,517,009	(784,342)	021	8478
Rifle Range (CAO029)	0	181,595	209,303	191,456	191,345	9,750	001	8504
Courier (CAO035)	0	4,393	(189,378)	108,999	107,284	102,891	001	8508
Mail (CAO035)	0	1,618	(24,474)	3,897	3,416	1,798	001	8509
Housing and Economic Dev Admin (CAO038)	0	609,764	609,691	2,327,564	1,172,375	562,611	001	8514
Cannabis (CAO004)	0	0	0	1,087,874	810,174	810,174	001	8533
Rifle Range (CAO045)	0	0	0	0	0	0	001	8535
Laguna Seca Track (CAO046)	0	0	0	0	0	0	001	8536
Laguna Seca Track (CAO046)	0	0	0	23,067,082	23,067,082	23,067,082	453	8536
Subtotal	7,701,514	18,202,639	17,084,233	43,036,910	40,771,640	22,569,001		

Administration & Finance

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

Use of Funds



Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,620,467	\$1,808,756	\$2,024,919	\$1,669,822	\$1,669,822	\$(138,934)
Services and Supplies	\$81,760	\$167,088	\$102,265	\$189,021	\$152,255	\$(14,833)
Other Charges	\$(4,107,883)	\$(3,760,858)	\$(3,940,543)	\$(2,725,924)	\$(2,725,924)	\$1,034,934
Subtotal	\$(2,405,656)	\$(1,785,014)	\$(1,813,359)	\$(867,081)	\$(903,847)	\$881,167

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Miscellaneous Revenues	—	—	\$27	—	—	—
Subtotal	—	—	\$27	—	—	—
General Fund Contributions	\$(2,405,656)	\$(1,785,014)	\$(1,813,386)	\$(867,081)	\$(903,847)	\$881,167
Total Source of Funds	\$(2,405,656)	\$(1,785,014)	\$(1,813,359)	\$(867,081)	\$(903,847)	\$881,167

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.

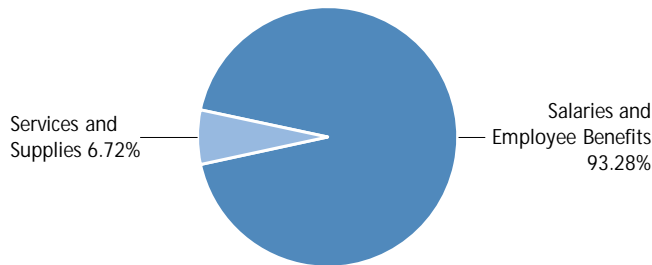
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
11A01	ADMINISTRATIVE OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
20B10	ACCOUNTANT I	1.00
20B93	FINANCE MANAGER II	1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E01	OFFICE ASSISTANT I	1.00
80J30	ACCOUNTING TECHNICIAN	3.00
99ZXX	ALLOCATION ON LOAN XX	17.00
Total		27.00

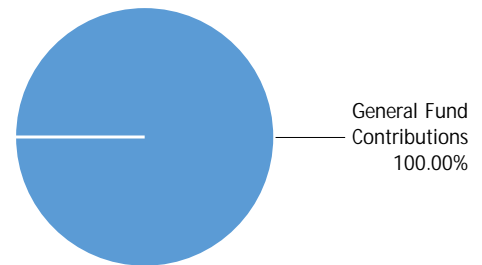
Budget & Analysis

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,029,511	\$1,104,120	\$1,053,576	\$1,206,106	\$1,206,106	\$101,986
Services and Supplies	\$21,583	\$48,936	\$53,262	\$93,203	\$86,905	\$37,969
Subtotal	\$1,051,093	\$1,153,056	\$1,106,838	\$1,299,309	\$1,293,011	\$139,955

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$1,051,093	\$1,153,056	\$1,106,838	\$1,299,309	\$1,293,011	\$139,955
Total Source of Funds	\$1,051,093	\$1,153,056	\$1,106,838	\$1,299,309	\$1,293,011	\$139,955

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.

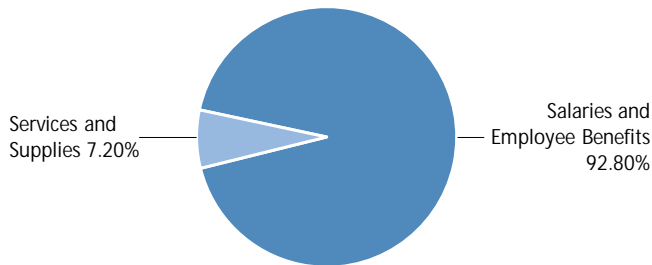
Recommended FY 2020-21 Positions

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

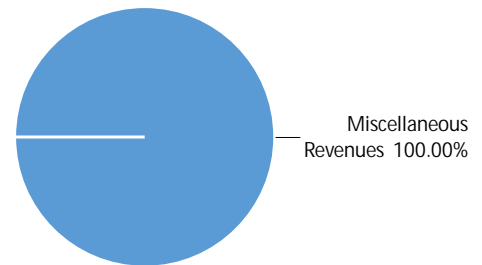
Contracts/Purchasing

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$992,409	\$1,065,250	\$1,078,630	\$1,146,556	\$1,146,556	\$81,306
Services and Supplies	\$87,313	\$87,112	\$79,743	\$94,160	\$88,992	\$1,880
Other Charges	\$(1,092,075)	\$(1,543,645)	\$(1,531,916)	\$(2,048,806)	\$(2,048,806)	\$(505,161)
Subtotal	\$(12,354)	\$(391,283)	\$(373,543)	\$(808,090)	\$(813,258)	\$(421,975)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Miscellaneous Revenues	\$8,789	\$10,000	—	\$8,810	\$8,810	\$(1,190)
Subtotal	\$8,789	\$10,000	—	\$8,810	\$8,810	\$(1,190)
General Fund Contributions	\$(21,143)	\$(401,283)	\$(373,543)	\$(816,900)	\$(822,068)	\$(420,785)
Total Source of Funds	\$(12,354)	\$(391,283)	\$(373,543)	\$(808,090)	\$(813,258)	\$(421,975)

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.

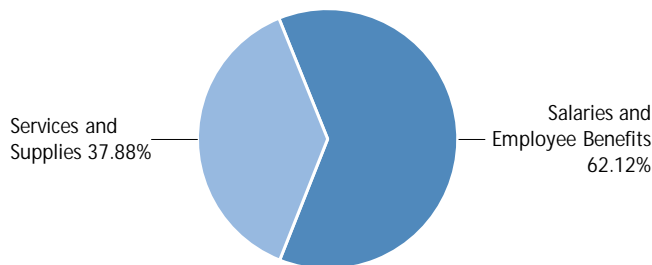
Recommended FY 2020-21 Positions

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

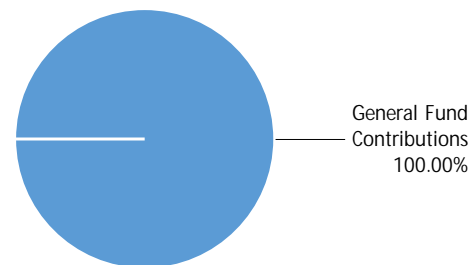
Intergovernmental & Legislative Affairs

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

Use of Funds



Source of Funds



County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$912,162	\$1,386,206	\$1,192,090	\$862,499	\$862,499	\$(523,707)
Services and Supplies	\$282,707	\$374,664	\$386,202	\$681,834	\$525,861	\$151,197
Appropriation for Contingencies	—	—	\$236,400	—	—	—
Subtotal	\$1,194,869	\$1,760,870	\$1,814,692	\$1,544,333	\$1,388,360	\$(372,510)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Miscellaneous Revenues	\$15	—	—	—	—	—
Subtotal	\$15	—	—	—	—	—
General Fund Contributions	\$1,194,854	\$1,760,870	\$1,814,692	\$1,544,333	\$1,388,360	\$(372,510)
Total Source of Funds	\$1,194,869	\$1,760,870	\$1,814,692	\$1,544,333	\$1,388,360	\$(372,510)

Unit Description

The Intergovernmental and Legislative Affairs (IGLA) Division's responsibilities include: The Board's Strategic Initiatives and Key Objectives; Office of Emergency Services; the annual Board/department head strategic planning sessions; cannabis program; sustainability 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; the Workforce Development Board, and the Alternate Energy and Environment Committee. 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.

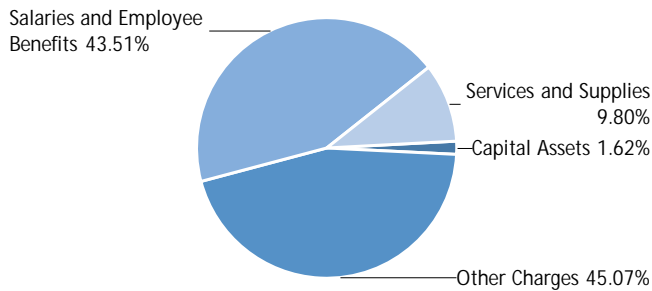
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	3.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
	Total	5.00

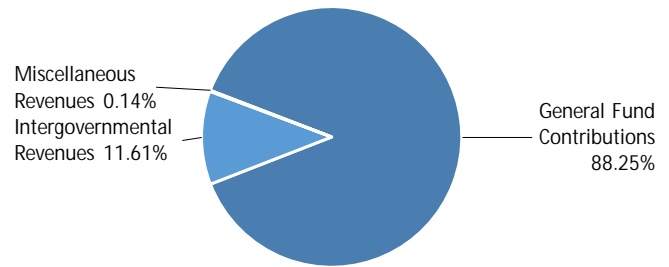
Office of Emergency Services

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$702,992	\$834,170	\$773,367	\$936,295	\$803,606	\$(30,564)
Services and Supplies	\$180,456	\$180,198	\$179,068	\$226,910	\$181,018	\$820
Other Charges	\$25,030	\$355,623	\$267,940	\$832,456	\$832,456	\$476,833
Capital Assets	—	\$30,000	\$45,490	\$30,000	\$30,000	—
Subtotal	\$908,477	\$1,399,991	\$1,265,865	\$2,025,661	\$1,847,080	\$447,089

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$107,226	\$354,000	\$214,000	\$214,452	\$214,452	\$(139,548)
Miscellaneous Revenues	\$3,500	—	\$2,500	\$2,500	\$2,500	\$2,500
Subtotal	\$110,726	\$354,000	\$216,500	\$216,952	\$216,952	\$(137,048)
General Fund Contributions	\$797,751	\$1,045,991	\$1,049,365	\$1,808,709	\$1,630,128	\$584,137
Total Source of Funds	\$908,477	\$1,399,991	\$1,265,865	\$2,025,661	\$1,847,080	\$447,089

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 and activates the Monterey County Emergency Operations Center (EOC) during emergency conditions.

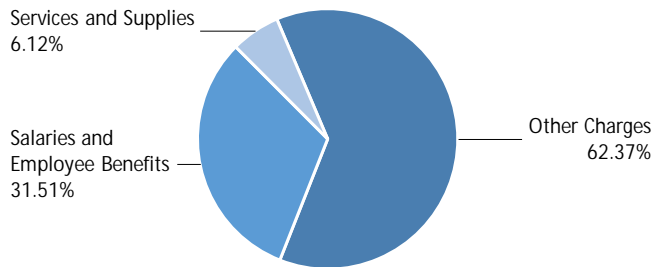
Recommended FY 2020-21 Positions

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

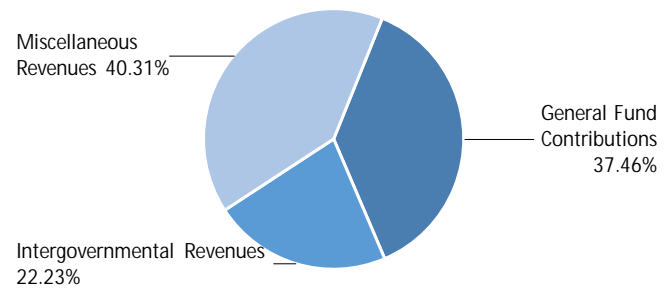
Office of Community Engagement & Strategic Advocacy

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$233,309	\$163,481	\$158,319	\$173,177	\$173,177	\$9,696
Services and Supplies	\$76,018	\$43,672	\$677,727	\$471,030	\$33,634	\$(10,038)
Other Charges	\$242,351	\$141,125	\$142,217	\$342,819	\$342,819	\$201,694
Appropriation for Contingencies	—	—	\$71,900	—	—	—
Subtotal	\$551,679	\$348,278	\$1,050,163	\$987,026	\$549,630	\$201,352

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$310,905	\$101,314	\$503,310	\$122,182	\$122,182	\$20,868
Miscellaneous Revenues	\$25,000	\$25,000	\$25,000	\$221,577	\$221,577	\$196,577
Subtotal	\$335,905	\$126,314	\$528,310	\$343,759	\$343,759	\$217,445
General Fund Contributions	\$215,774	\$221,964	\$521,853	\$643,267	\$205,871	\$(16,093)
Total Source of Funds	\$551,679	\$348,278	\$1,050,163	\$987,026	\$549,630	\$201,352

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. OCESA is responsible for the Monterey County Governing for Racial Equity Initiative and the 2020 Census Complete Count Committee. OCESA has functional area responsibilities for public

safety, public health, social and child support services, human resources, elections, and library services. It functions as staff for the Health, Housing, and Human Services Committee (HHHS) and the 2020 Census Steering Committee (2020CS).

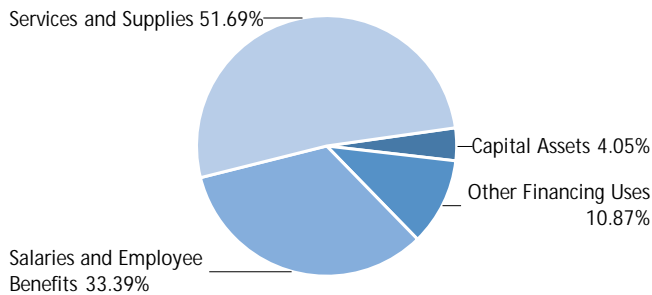
Recommended FY 2020-21 Positions

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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,975,328	\$2,135,914	\$2,193,546	\$2,814,752	\$2,814,752	\$678,838
Services and Supplies	\$3,852,153	\$4,271,168	\$4,174,744	\$4,366,635	\$4,357,464	\$86,296
Other Charges	\$(7,952,067)	\$(4,457,304)	\$(4,594,890)	\$(4,912,373)	\$(4,912,373)	\$(455,069)
Capital Assets	\$224,738	\$175,000	\$212,707	\$341,000	\$341,000	\$166,000
Other Financing Uses	\$1,000,000	\$3,224,570	\$3,224,570	\$916,484	\$916,484	\$(2,308,086)
Subtotal	\$(899,849)	\$5,349,348	\$5,210,677	\$3,526,498	\$3,517,327	\$(1,832,021)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$77,216	\$75,000	\$55,096	\$55,000	\$55,000	\$(20,000)
Miscellaneous Revenues	\$3,304	—	\$22,190	—	—	—
Other Financing Sources	—	—	\$9,798	—	—	—
Subtotal	\$80,520	\$75,000	\$87,084	\$55,000	\$55,000	\$(20,000)
General Fund Contributions	\$(980,369)	\$5,274,348	\$5,123,593	\$3,471,498	\$3,462,327	\$(1,812,021)
Total Source of Funds	\$(899,849)	\$5,349,348	\$5,210,677	\$3,526,498	\$3,517,327	\$(1,832,021)

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, and manages a vehicle replacement program.

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14G02	MANAGEMENT ANALYST I	1.00
14H64	FLEET MANAGER	1.00
43L18	COMMUNICATIONS TECHNICIAN III	1.00
43L20	COMMUNICATIONS TECHNICIAN I	1.00

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
70F23	STOREKEEPER	1.00
70F80	SENIOR STOREKEEPER	1.00
72C20	MECHANIC I	2.00
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		25.00

Shuttle

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

Use of Funds

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Source of Funds

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County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$139,663	\$163,291	\$95,080	—	—	\$(163,291)
Services and Supplies	\$94,886	\$88,603	\$29,295	—	—	\$(88,603)
Subtotal	\$234,549	\$251,894	\$124,375	—	—	\$(251,894)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$50,000	\$50,000	\$10,303	—	—	\$(50,000)
Subtotal	\$50,000	\$50,000	\$10,303	—	—	\$(50,000)
General Fund Contributions	\$184,549	\$201,894	\$114,072	—	—	\$(201,894)
Total Source of Funds	\$234,549	\$251,894	\$124,375	—	—	\$(251,894)

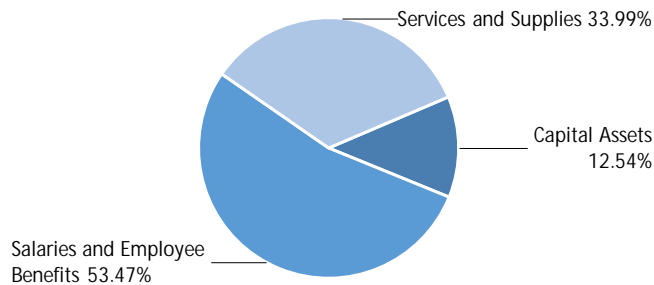
Unit Description

The shuttle program was discontinued during Fiscal Year 2019-20.

Records Retention

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$371,577	\$409,757	\$382,860	\$458,036	\$458,036	\$48,279
Services and Supplies	\$270,598	\$253,043	\$243,697	\$291,902	\$291,181	\$38,138
Other Charges	\$(811,995)	\$(741,166)	\$(747,925)	\$(832,002)	\$(832,002)	\$(90,836)
Capital Assets	\$448,838	\$95,144	\$95,000	\$107,437	\$107,437	\$12,293
Subtotal	\$279,018	\$16,778	\$(26,368)	\$25,373	\$24,652	\$7,874

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$2,500	\$1,250	\$1,250	\$1,250	\$1,250	—
Subtotal	\$2,500	\$1,250	\$1,250	\$1,250	\$1,250	—
General Fund Contributions	\$276,518	\$15,528	\$(27,618)	\$24,123	\$23,402	\$7,874
Total Source of Funds	\$279,018	\$16,778	\$(26,368)	\$25,373	\$24,652	\$7,874

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, and blueprints which must be retained for audit, legal, fiscal or administrative needs.

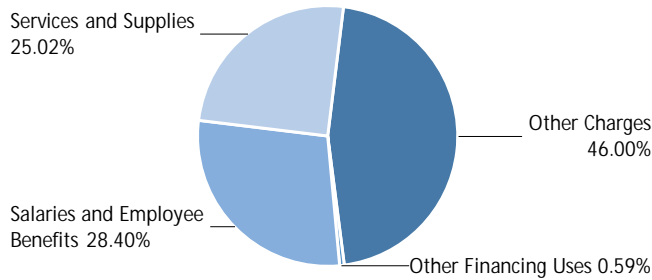
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
70F79	WAREHOUSE WORKER	4.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00
Total		5.00

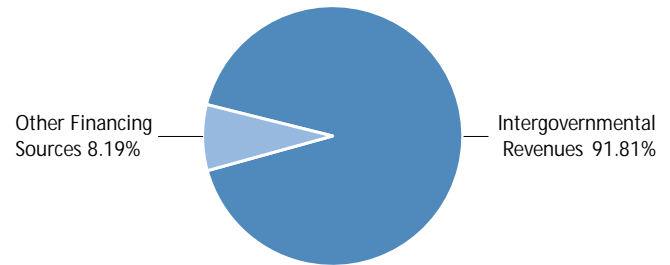
Workforce Development Board

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,598,484	\$2,170,585	\$1,864,320	\$2,418,784	\$2,418,784	\$248,199
Services and Supplies	\$935,592	\$1,983,369	\$1,207,714	\$2,130,825	\$2,130,825	\$147,456
Other Charges	\$2,576,511	\$3,853,429	\$3,853,749	\$3,917,400	\$3,917,400	\$63,971
Other Financing Uses	\$1,689,100	\$1,293,968	\$1,193,968	\$50,000	\$50,000	\$(1,243,968)
Subtotal	\$6,799,687	\$9,301,351	\$8,119,751	\$8,517,009	\$8,517,009	\$(784,342)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	\$450	—	—	—
Intergovernmental Revenues	\$6,754,806	\$8,627,549	\$7,445,499	\$7,819,873	\$7,819,873	\$(807,676)
Miscellaneous Revenues	\$10,254	—	—	—	—	—
Other Financing Sources	\$656,447	\$673,802	\$673,802	\$697,136	\$697,136	\$23,334
Subtotal	\$7,421,507	\$9,301,351	\$8,119,751	\$8,517,009	\$8,517,009	\$(784,342)
Fund Balance	\$(621,820)	—	—	—	—	—
Total Source of Funds	\$6,799,687	\$9,301,351	\$8,119,751	\$8,517,009	\$8,517,009	\$(784,342)

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) in 2014. The WDB includes business and community leaders that represent one of the five 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 FY 2020-21 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

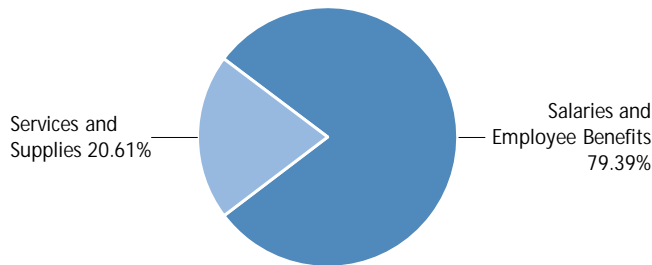
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
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

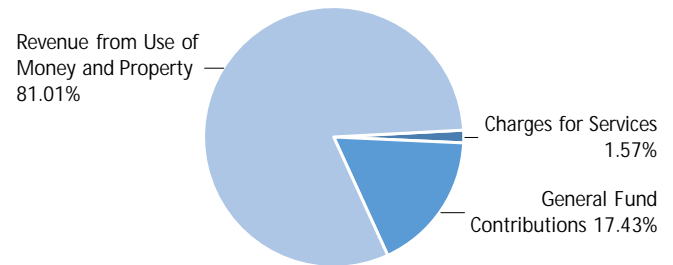
Rifle Range

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	\$163,210	\$173,094	\$151,903	\$151,903	\$(11,307)
Services and Supplies	—	\$18,385	\$36,209	\$39,553	\$39,442	\$21,057
Subtotal	—	\$181,595	\$209,303	\$191,456	\$191,345	\$9,750

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$180,064	\$154,723	\$155,000	\$155,000	\$(25,064)
Charges for Services	—	\$1,531	\$2,851	\$3,000	\$3,000	\$1,469
Subtotal	—	\$181,595	\$157,574	\$158,000	\$158,000	\$(23,595)
General Fund Contributions	—	—	\$51,729	\$33,456	\$33,345	\$33,345
Total Source of Funds	—	\$181,595	\$209,303	\$191,456	\$191,345	\$9,750

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.

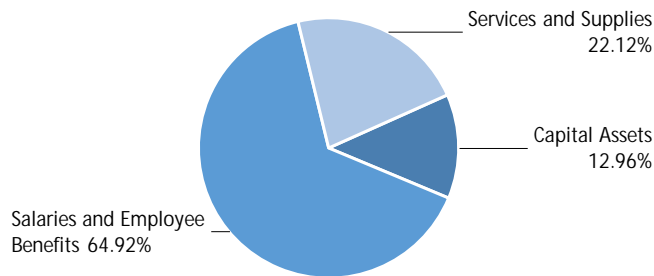
Recommended FY 2020-21 Positions

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

Courier

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	\$382,303	\$360,872	\$402,978	\$402,978	\$20,675
Services and Supplies	—	\$38,923	\$56,452	\$139,034	\$137,319	\$98,396
Other Charges	—	\$(416,833)	\$(606,702)	\$(513,457)	\$(513,457)	\$(96,624)
Capital Assets	—	—	—	\$80,444	\$80,444	\$80,444
Subtotal	—	\$4,393	\$(189,378)	\$108,999	\$107,284	\$102,891

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	—	\$7,287	\$1,422	\$1,500	\$1,500	\$(5,787)
Subtotal	—	\$7,287	\$1,422	\$1,500	\$1,500	\$(5,787)
General Fund Contributions	—	\$(2,894)	\$(190,800)	\$107,499	\$105,784	\$108,678
Total Source of Funds	—	\$4,393	\$(189,378)	\$108,999	\$107,284	\$102,891

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.

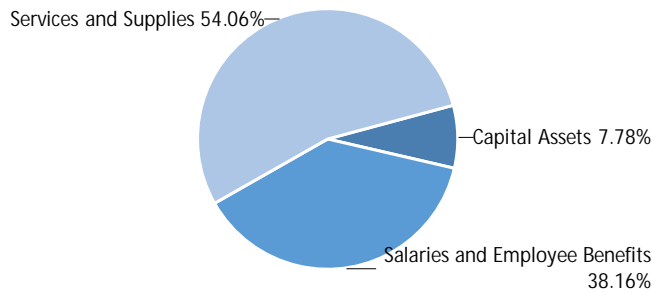
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
70F21	COURIER	4.00
80O23	SENIOR MAILROOM CLERK	1.00
	Total	5.00

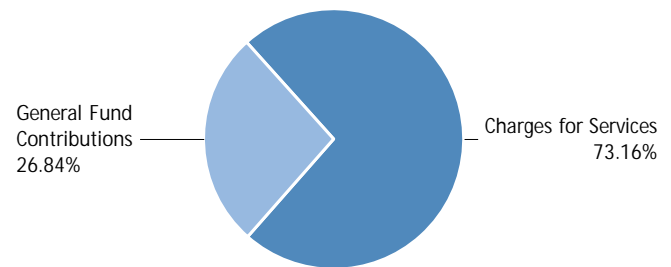
Mail

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	\$85,986	\$92,505	\$91,611	\$91,611	\$5,625
Services and Supplies	—	\$106,544	\$116,312	\$130,261	\$129,780	\$23,236
Other Charges	—	\$(190,912)	\$(233,291)	\$(236,643)	\$(236,643)	\$(45,731)
Capital Assets	—	—	—	\$18,668	\$18,668	\$18,668
Subtotal	—	\$1,618	\$(24,474)	\$3,897	\$3,416	\$1,798

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	—	\$2,499	\$4,009	\$2,499	\$2,499	—
Subtotal	—	\$2,499	\$4,009	\$2,499	\$2,499	—
General Fund Contributions	—	\$(881)	\$(28,483)	\$1,398	\$917	\$1,798
Total Source of Funds	—	\$1,618	\$(24,474)	\$3,897	\$3,416	\$1,798

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.

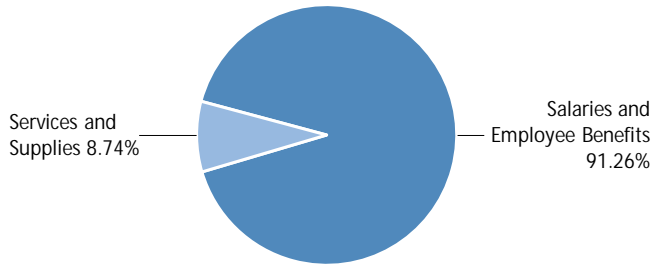
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
80022	MAILROOM CLERK	1.50
	Total	1.50

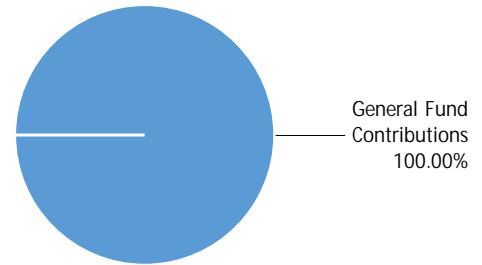
Housing and Economic Dev Admin

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	\$984,496	\$970,524	\$1,105,512	\$1,105,512	\$121,016
Services and Supplies	—	\$243,258	\$242,883	\$1,261,085	\$105,896	\$(137,362)
Other Charges	—	\$(617,990)	\$(603,716)	\$(39,033)	\$(39,033)	\$578,957
Subtotal	—	\$609,764	\$609,691	\$2,327,564	\$1,172,375	\$562,611

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	—	\$609,764	\$609,691	\$2,327,564	\$1,172,375	\$562,611
Total Source of Funds	—	\$609,764	\$609,691	\$2,327,564	\$1,172,375	\$562,611

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.

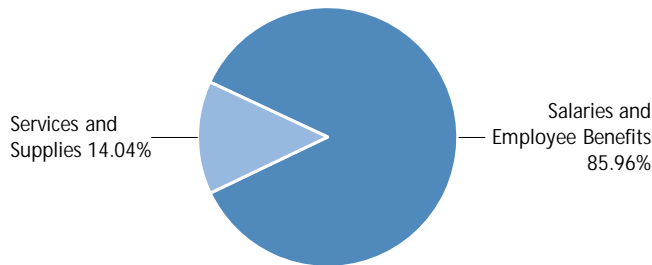
Recommended FY 2020-21 Positions

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

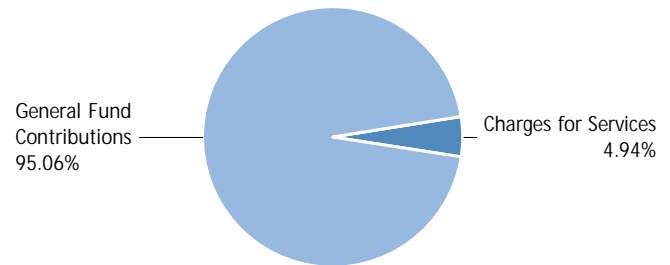
Cannabis

(Budget Unit 8533—Fund 001—Appropriation Unit CAO004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	\$696,424	\$696,424	\$696,424
Services and Supplies	—	—	—	\$155,050	\$113,750	\$113,750
Appropriation for Contingencies	—	—	—	\$236,400	—	—
Subtotal	—	—	—	\$1,087,874	\$810,174	\$810,174

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	—	—	—	\$40,000	\$40,000	\$40,000
Subtotal	—	—	—	\$40,000	\$40,000	\$40,000
General Fund Contributions	—	—	—	\$1,047,874	\$770,174	\$770,174
Total Source of Funds	—	—	—	\$1,087,874	\$810,174	\$810,174

Unit Description

Prior to FY 2020-21, the Cannabis Program was budgeted in Intergovernmental and Legislative Affairs unit 8054. Per Monterey County Code Chapter 7.90 the Program is charged with: management of the Cannabis Business Permit application, review, issuance, and revocation processes; oversight and coordination of the cannabis compliance inspection process between Environmental Health Bureau, Resource Management Agency and local Fire agencies to ensure operator compliance; coordination of the Permit Task Force to share information between departments related to permits, license, and other requirements; coordination of the Enforcement Task Force to share information and continuously improve strategies for enforcement/abatement; serving as the Custodian of Records for the criminal background check requirement of Chapter 7.90; management of grants related to an equity component, enforcement, and public outreach; and serving as ombudsperson to assist the industry in navigating county processes and requirements. Additional Cannabis Program responsibilities include: implementation of the Strategic Plan

and Implementation Action Steps, monitoring and updating the Board of Supervisors with cannabis assignment balance, permit/license status, resource allocation of nine participating departments, and cannabis tax revenue. The Cannabis Program is in a unique position which requires County leadership to be adaptive to address emergent issues to ensure sustainability of the cannabis industry within Monterey County.

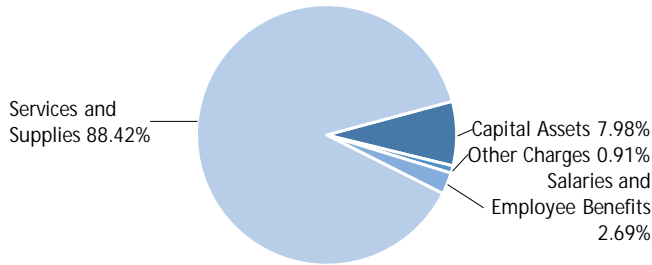
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
43C11	PERMIT TECHNICIAN II	1.00
60I02	PROGRAM MANAGER II	1.00
80A32	SENIOR SECRETARY	1.00
Total		5.00

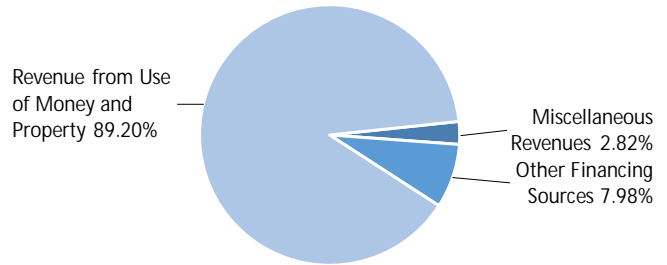
Laguna Seca Recreational Area

(Budget Unit 8536—Fund 453—Appropriation Unit CAO046)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	\$620,580	\$620,580	\$620,580
Services and Supplies	—	—	—	\$20,395,858	\$20,395,858	\$20,395,858
Other Charges	—	—	—	\$209,674	\$209,674	\$209,674
Capital Assets	—	—	—	\$1,840,970	\$1,840,970	\$1,840,970
Subtotal	—	—	—	\$23,067,082	\$23,067,082	\$23,067,082

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	\$20,576,112	\$20,576,112	\$20,576,112
Miscellaneous Revenues	—	—	—	\$650,000	\$650,000	\$650,000
Other Financing Sources	—	—	—	\$1,840,970	\$1,840,970	\$1,840,970
Subtotal	—	—	—	\$23,067,082	\$23,067,082	\$23,067,082

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 (LSRA). A raceway existed and then a rifle range, archery range, and a motocross track were constructed to enhance facility use. In 1981, LSRA celebrated the grand opening of an added campground, lake, and picnic areas.

LSRA was converted to an enterprise fund and moved from budget unit 8441 in FY 2020-21. LSRA is owned by the County and functions as a fee for service enterprise. LSRA is open every day and includes services such as camping, daily track rentals, venue rentals, corporate team-building packages, and special events accessed through the purchase of a ticket. The fees collected are developed to be self-supporting, including all costs associated with asset improvements and depreciation. The facility is managed through a

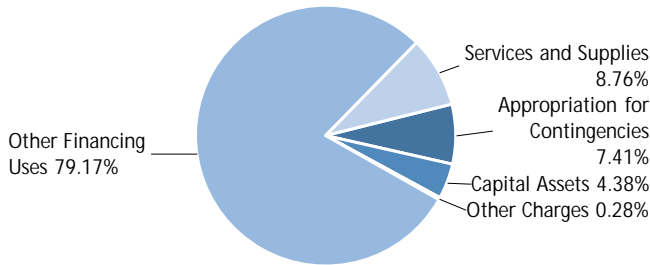
private contractor who runs the facility as a business. Special events range from small local gatherings to international events televised worldwide on major networks. The recommended budget includes \$1.8 million for various capital projects, including the racetrack overlay.

Recommended FY 2020-21 Positions

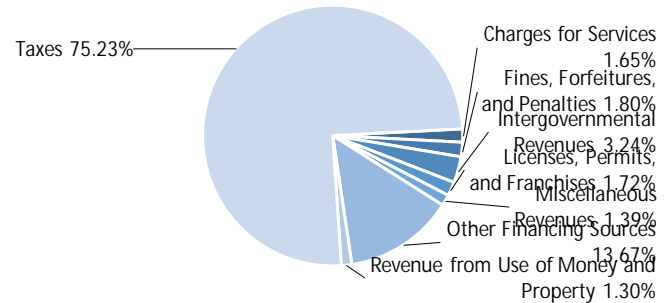
Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
20B11	ACCOUNTANT II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	5.00

CAO Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,512	—	—	—	—	—
Services and Supplies	\$22,542,038	\$22,559,502	\$30,148,915	\$8,937,496	\$8,016,746	\$(14,542,756)
Other Charges	\$6,726,239	\$7,625,028	\$7,642,385	\$957,374	\$253,886	\$(7,371,142)
Capital Assets	\$2,034,573	\$6,300,000	\$3,138,221	\$4,009,453	\$4,009,453	\$(2,290,547)
Other Financing Uses	\$28,829,071	\$32,336,853	\$32,171,853	\$67,117,923	\$72,418,944	\$40,082,091
Extraordinary Items	—	\$161,106	\$161,106	—	—	\$(161,106)
Appropriation for Contingencies	—	\$5,778,401	\$4,624,298	\$6,775,463	\$6,775,463	\$997,062
Subtotal	\$60,133,433	\$74,760,890	\$77,886,778	\$87,797,709	\$91,474,492	\$16,713,602

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$227,117,441	\$215,661,602	\$225,454,096	\$233,625,000	\$226,625,000	\$10,963,398
Licenses, Permits, and Franchises	\$5,614,863	\$4,802,083	\$5,046,657	\$5,195,888	\$5,195,888	\$393,805
Fines, Forfeitures, and Penalties	\$5,963,536	\$5,220,794	\$5,298,980	\$5,411,338	\$5,411,338	\$190,544
Revenue from Use of Money & Property	\$24,605,250	\$18,291,846	\$26,761,697	\$3,913,154	\$3,913,154	\$(14,378,692)
Intergovernmental Revenues	\$5,852,123	\$7,683,712	\$7,948,669	\$9,748,593	\$9,748,593	\$2,064,881
Charges for Services	\$4,503,407	\$4,077,068	\$4,751,155	\$4,971,789	\$4,971,789	\$894,721
Miscellaneous Revenues	\$4,699,194	\$3,750,299	\$4,533,878	\$4,179,121	\$4,179,121	\$428,822
Other Financing Sources	\$1,008,703	\$95,000	\$25,976	\$34,515,712	\$41,179,844	\$41,084,844
Subtotal	\$279,364,517	\$259,582,404	\$279,821,108	\$301,560,595	\$301,224,727	\$41,642,323
Fund Balance	\$(2,108,884)	\$4,132,668	\$2,714,208	\$(30,231,659)	\$(30,951,659)	\$(35,084,327)
General Fund Contributions	\$(217,122,200)	\$(188,954,182)	\$(204,648,538)	\$(183,531,227)	\$(178,798,576)	\$10,155,606
Total Source of Funds	\$60,133,433	\$74,760,890	\$77,886,778	\$87,797,709	\$91,474,492	\$16,713,602

Description

The CAO's non-departmental operations consist of annual debt service, contributions to fire agencies, contributions to other funds within the County and external agencies, appropriation for contingencies, economic development set-asides, memberships in governmental organizations (e.g., California State Association of

Counties), Resource Planning Internal Service Fund, support required for trial courts, fleet operations, and appropriation of realignment monies for health and social services programs. Beginning in FY 2020-21, building improvement and replacement reserves will be integrated into CAO's non-departmental Resource Planning Internal Service Fund.

Summary of Recommendation

The FY 2020-21 Recommended Budget for the CAO's non-departmental operations is \$91,474,492, an increase of \$16,713,602 from the prior year. The increase includes \$26,611,137 for the transfer of Building Improvement and Replacement General Fund Assignment to the Resource Planning Internal Service Fund (ISF),

\$5,944,132 for capital project transfers for Sheriff's Office and Information Technology, and a \$997,062 increase in contingencies for funding at the level required by policy. Partially offsetting these increases are reductions due to the conversion of the Laguna Seca Track to the Laguna Seca Recreation Area (LSRA) Enterprise fund in CAO's departmental operations.

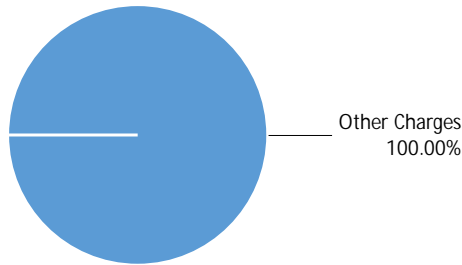
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Contributions - Proposition 172 (CAO007)	2,976,816	3,144,425	3,144,425	3,295,753	3,144,425	0	001	8028
Contributions-Other Agencies (CAO007)	715,280	824,006	820,131	1,157,007	604,847	(219,159)	001	8029
Trial Courts (CAO008)	7,977,717	8,055,577	8,055,577	8,251,087	8,251,087	195,510	001	8031
Contingencies (CAO020)	162,307	5,778,401	4,624,298	6,775,463	6,775,463	997,062	001	8034
County Memberships (CAO013)	782,223	138,382	133,731	91,682	76,682	(61,700)	001	8035
Medical Care Services (CAO016)	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	0	001	8037
Other Financing Uses (CAO017)	19,283,619	21,147,436	21,147,436	48,830,746	48,187,635	27,040,199	001	8038
Other General Expenditures (CAO014)	100,410	396,340	396,340	382,540	382,540	(13,800)	001	8039
Homeland Security Grant (CAO023)	562,853	640,292	635,084	844,138	844,138	203,846	024	8412
Laguna Seca Track (CAO029)	23,651,285	18,748,000	23,745,414	0	0	(18,748,000)	001	8441
Auxiliary Services (CAO027)	20,275	28,008	27,845	28,484	28,484	476	001	8472
Vehicle Replacement Planning (CAO032)	0	3,100,000	2,515,909	3,820,000	3,820,000	720,000	478	8483
Enterprise Resource Planning (CAO034)	0	0	0	(229,407)	(229,407)	(229,407)	478	8506
Development Set-Aside (CAO036)	0	2,122,000	2,122,000	2,122,000	1,216,250	(905,750)	001	8512
Inclusionary Housing (CAO039)	0	959,060	837,875	863,460	863,460	(95,600)	009	8515
Revolving Loan Program (CAO040)	0	1,250,500	1,250,500	1,150,500	1,150,500	(100,000)	011	8516
Community Development Reuse (CAO041)	0	1,172,103	1,172,103	1,490,000	1,490,000	317,897	013	8517
Community Development Grant (CAO042)	0	2,175,327	2,175,327	3,629,508	3,629,508	1,454,181	013	8518
Boronda HS-A (CAO043)	0	5,025	5,025	13,000	13,000	7,975	176	8519
Castro/Paj HS-A (CAO044)	0	1,175,360	1,177,110	1,381,100	1,381,100	205,740	175	8520
Building Improvement and Replacement (CAO047)	0	0	0	0	5,944,132	5,944,132	478	8539
Subtotal	60,133,433	74,760,890	77,886,778	87,797,709	91,474,492	16,713,602		

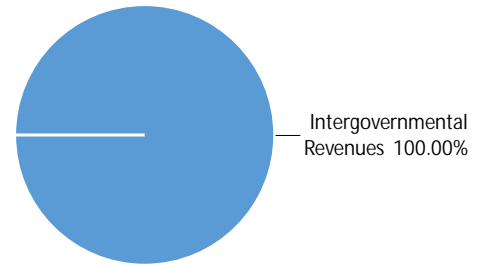
Contributions - Proposition 172

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

Use of Funds



Source of Funds



County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Charges	\$2,976,816	\$3,144,425	\$3,144,425	\$3,295,753	\$3,144,425	—
Subtotal	\$2,976,816	\$3,144,425	\$3,144,425	\$3,295,753	\$3,144,425	—

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$3,295,753	\$3,144,425	\$3,144,425	\$3,295,753	\$3,295,753	\$151,328
Subtotal	\$3,295,753	\$3,144,425	\$3,144,425	\$3,295,753	\$3,295,753	\$151,328
General Fund Contributions	\$(318,937)	—	—	—	\$(151,328)	\$(151,328)
Total Source of Funds	\$2,976,816	\$3,144,425	\$3,144,425	\$3,295,753	\$3,144,425	—

Unit Description

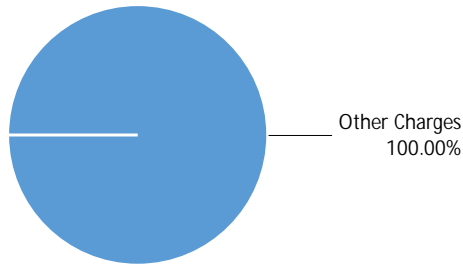
This unit accounts for the County's Public Safety Sales Tax (Proposition 172) revenues that the County contributes to fire protection service providers in the unincorporated areas. In FY 2011-

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.

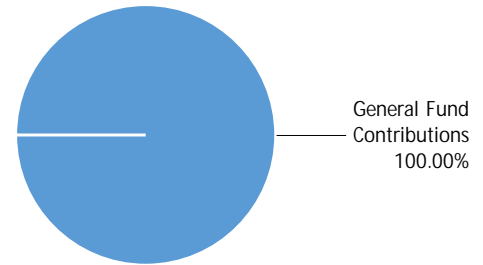
Contributions-Other Agencies

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$70,000	\$90,000	\$70,000	—	—	\$(90,000)
Other Charges	\$645,280	\$734,006	\$750,131	\$1,157,007	\$604,847	\$(129,159)
Subtotal	\$715,280	\$824,006	\$820,131	\$1,157,007	\$604,847	\$(219,159)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$715,280	\$824,006	\$820,131	\$1,157,007	\$604,847	\$(219,159)
Total Source of Funds	\$715,280	\$824,006	\$820,131	\$1,157,007	\$604,847	\$(219,159)

Unit Description

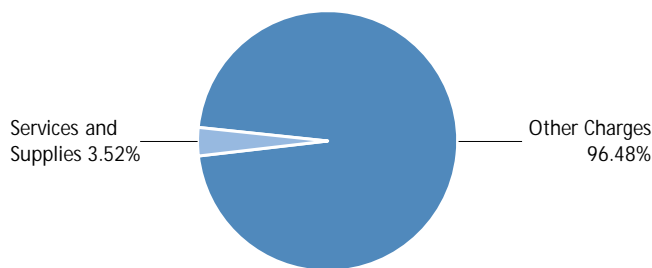
This unit tracks contributions made to other agencies, including: Association of Monterey Bay Area Governments; Court Appointed

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; Prunedale Senior Center.

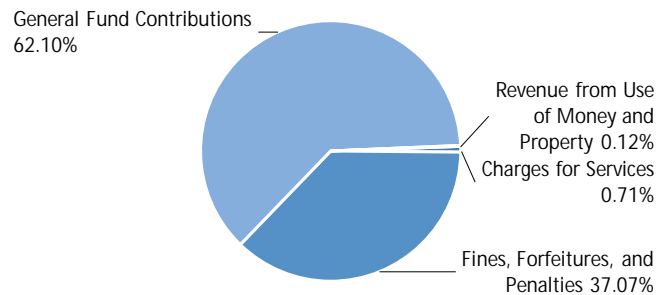
Trial Courts

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$9,670	\$94,619	\$94,619	\$290,129	\$290,129	\$195,510
Other Charges	\$7,968,047	\$7,960,958	\$7,960,958	\$7,960,958	\$7,960,958	—
Subtotal	\$7,977,717	\$8,055,577	\$8,055,577	\$8,251,087	\$8,251,087	\$195,510

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$2,870,762	\$2,868,276	\$2,946,462	\$3,058,820	\$3,058,820	\$190,544
Revenue from Use of Money & Property	\$7,270	\$6,853	\$11,782	\$9,801	\$9,801	\$2,948
Charges for Services	\$60,601	\$54,620	\$58,792	\$58,423	\$58,423	\$3,803
Miscellaneous Revenues	\$3,996	\$1,785	—	—	—	\$(1,785)
Subtotal	\$2,942,629	\$2,931,534	\$3,017,036	\$3,127,044	\$3,127,044	\$195,510
General Fund Contributions	\$5,035,088	\$5,124,043	\$5,038,541	\$5,124,043	\$5,124,043	—
Total Source of Funds	\$7,977,717	\$8,055,577	\$8,055,577	\$8,251,087	\$8,251,087	\$195,510

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 2020-21 recommended expenditures and revenues are \$8,251,087 and \$3,127,044 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

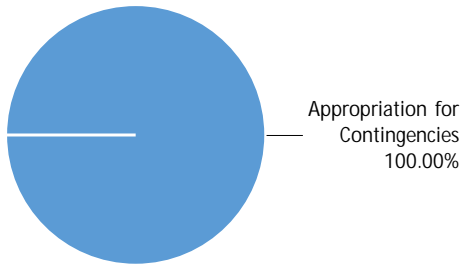
MOE payments; County Facility Payments (CFPs); 50-50 revenue share with the State; revenue collection related costs for specified fines and fees; judicial benefits and other court collection costs, as agreed to between the County, the Superior Court of Monterey County, and the Administration Office of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

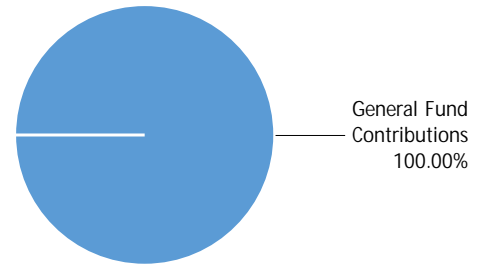
Contingencies

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$162,307	—	—	—	—	—
Appropriation for Contingencies	—	\$5,778,401	\$4,624,298	\$6,775,463	\$6,775,463	\$997,062
Subtotal	\$162,307	\$5,778,401	\$4,624,298	\$6,775,463	\$6,775,463	\$997,062

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$162,307	\$5,778,401	\$4,624,298	\$6,775,463	\$6,775,463	\$997,062
Total Source of Funds	\$162,307	\$5,778,401	\$4,624,298	\$6,775,463	\$6,775,463	\$997,062

Unit Description

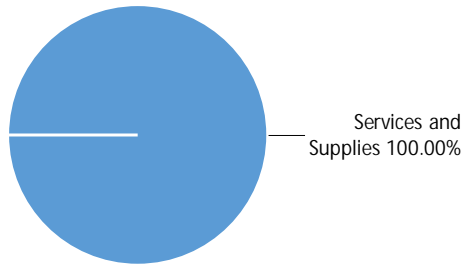
The County maintains a portion of the General Fund as an appropriation for operational contingencies to provide the County with sufficient working capital and a margin of safety for such impacts as natural disasters, economic shocks resulting in significant revenue shortfalls and/or program changes. 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.

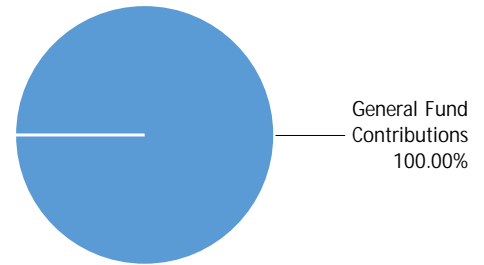
County Memberships

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

Use of Funds



Source of Funds



County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$112,223	\$138,382	\$133,731	\$91,682	\$76,682	\$(61,700)
Other Charges	\$670,000	—	—	—	—	—
Subtotal	\$782,223	\$138,382	\$133,731	\$91,682	\$76,682	\$(61,700)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Miscellaneous Revenues	\$250,000	—	—	—	—	—
Subtotal	\$250,000	—	—	—	—	—
General Fund Contributions	\$532,223	\$138,382	\$133,731	\$91,682	\$76,682	\$(61,700)
Total Source of Funds	\$782,223	\$138,382	\$133,731	\$91,682	\$76,682	\$(61,700)

Unit Description

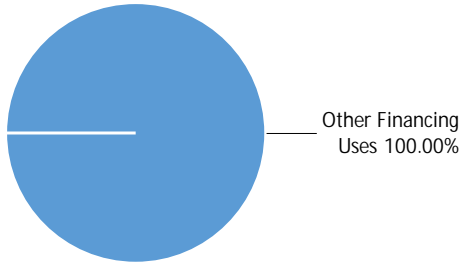
This unit provides payment for annual memberships to California State Association of Counties (CSAC), National Association of Counties (NACO), California Coastal Trail Association (CCTA), and

the Monterey Bay Defense Allowance. 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 2020-21 includes a reduction for the contribution sunset to Fort Ord Reuse Authority.

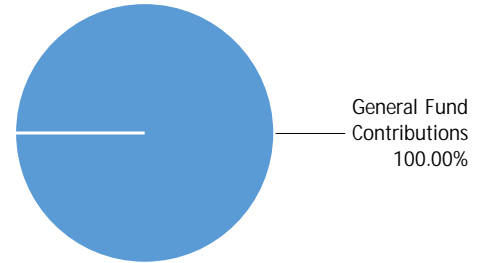
Medical Care Services

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	—
Subtotal	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	—

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	—
Total Source of Funds	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	\$3,900,648	—

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

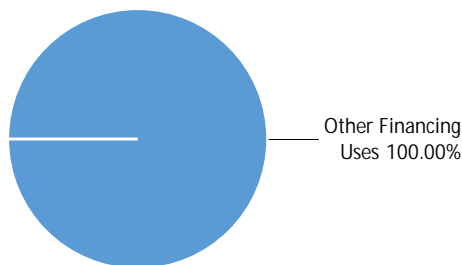
Department of Social Services; the County's portion of the Sales Tax Revenue match for health services; and the Sales Tax Revenue match for Mental Health Services. However, changes in statutes eliminated the requirement for counties to deposit VLF into the General Fund; therefore, they are deposited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

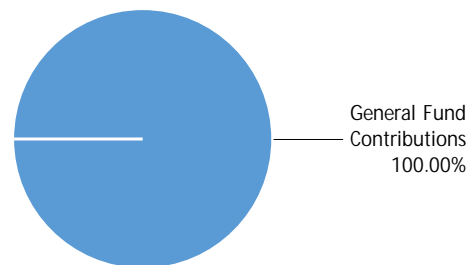
Other Financing Uses

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

Use of Funds



Source of Funds



County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$47,639	\$472,259	\$472,259	—	—	\$(472,259)
Other Charges	\$(5,530,136)	\$(4,206,031)	\$(4,206,031)	\$(11,206,529)	\$(11,206,529)	\$(7,000,498)
Other Financing Uses	\$24,766,116	\$24,720,102	\$24,720,102	\$60,037,275	\$59,394,164	\$34,674,062
Extraordinary Items	—	\$161,106	\$161,106	—	—	\$(161,106)
Subtotal	\$19,283,619	\$21,147,436	\$21,147,436	\$48,830,746	\$48,187,635	\$27,040,199

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$19,283,619	\$21,147,436	\$21,147,436	\$48,830,746	\$48,187,635	\$27,040,199
Total Source of Funds	\$19,283,619	\$21,147,436	\$21,147,436	\$48,830,746	\$48,187,635	\$27,040,199

Unit Description

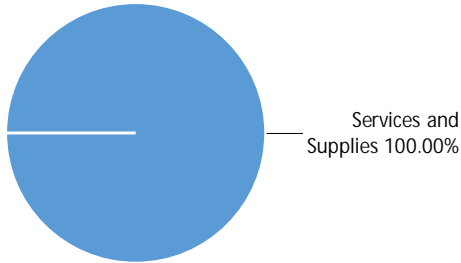
This unit makes payments and contributions from the General Fund to other County Funds for debt service, capital projects, contributions and general subsidies. Funding may also be included for issues requiring additional review, analysis, County services, and issues that are exempt from the Brown Act,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

The FY 2020-21 Recommended Budget for Other Financing Uses totals \$48.2 million, an increase of \$27 million from the prior year. The increase is attributed to transfers of general fund assignment balances in Building Improvement and Replacement Reserves and Vehicle Replacement to the Resource Planning Internal Service Fund, and the Laguna Seca Track Assignment to the Laguna Seca Recreation Area Enterprise Fund. Additionally, this unit includes annual transfers to the Road Fund and debt service.

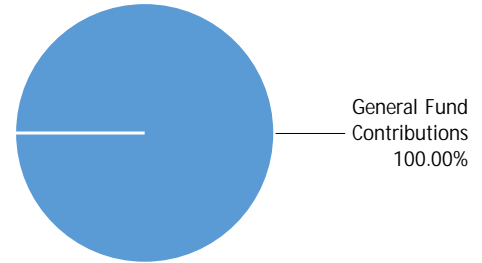
Other General Expenditures

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$105,510	\$425,790	\$425,790	\$423,290	\$423,290	\$(2,500)
Other Charges	\$(5,100)	\$(29,450)	\$(29,450)	\$(40,750)	\$(40,750)	\$(11,300)
Subtotal	\$100,410	\$396,340	\$396,340	\$382,540	\$382,540	\$(13,800)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$100,410	\$396,340	\$396,340	\$382,540	\$382,540	\$(13,800)
Total Source of Funds	\$100,410	\$396,340	\$396,340	\$382,540	\$382,540	\$(13,800)

Unit Description

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

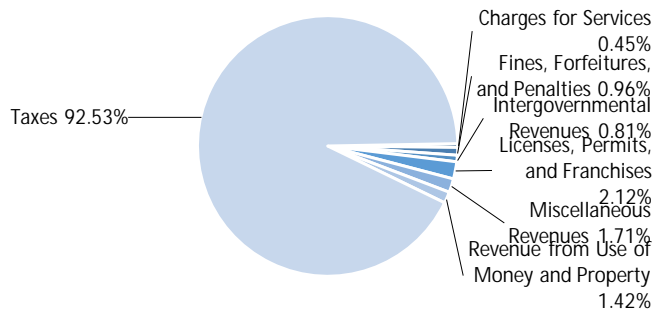
External audit services include financial statements, Single Audits, and non-CAFR entities.

The Budget Committee budget allows for the engagement of outside firms to conduct audits to ensure independence and oversight of the 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)

Source of Funds



Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$227,117,441	\$215,661,602	\$225,454,096	\$233,625,000	\$226,625,000	\$10,963,398
Licenses, Permits, and Franchises	\$5,614,863	\$4,802,083	\$5,046,657	\$5,195,888	\$5,195,888	\$393,805
Fines, Forfeitures, and Penalties	\$3,092,774	\$2,352,518	\$2,352,518	\$2,352,518	\$2,352,518	—
Revenue from Use of Money & Property	\$5,095,409	\$2,336,605	\$3,471,745	\$3,471,745	\$3,471,745	\$1,135,140
Intergovernmental Revenues	\$1,868,067	\$1,725,668	\$1,981,194	\$1,981,194	\$1,981,194	\$255,526
Charges for Services	\$1,111,234	\$958,448	\$1,110,366	\$1,110,366	\$1,110,366	\$151,918
Miscellaneous Revenues	\$4,420,481	\$3,748,514	\$4,179,121	\$4,179,121	\$4,179,121	\$430,607
Other Financing Sources	\$103	—	—	—	—	—
Subtotal	\$248,320,371	\$231,585,438	\$243,595,697	\$251,915,832	\$244,915,832	\$13,330,394
General Fund Contributions	\$(248,320,371)	\$(231,585,438)	\$(243,595,697)	\$(251,915,832)	\$(244,915,832)	\$(13,330,394)
Total Source of Funds	—	—	—	—	—	—

Unit Description

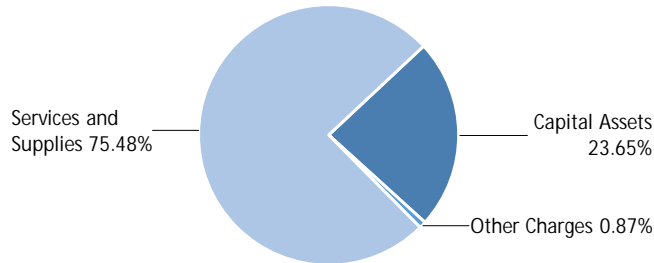
This unit includes all non-program revenues that are not directly associated with operating departments. Non-program revenues are discretionary funds. Primary sources of non-program revenues

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.

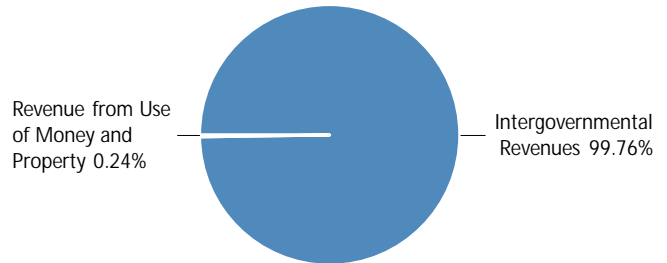
Homeland Security Grant

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$530,458	\$637,158	\$631,950	\$637,158	\$637,158	—
Other Charges	\$1,145	\$3,134	\$3,134	\$7,349	\$7,349	\$4,215
Capital Assets	\$31,251	—	—	\$199,631	\$199,631	\$199,631
Subtotal	\$562,853	\$640,292	\$635,084	\$844,138	\$844,138	\$203,846

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$3,618	\$2,000	\$1,742	\$2,000	\$2,000	—
Intergovernmental Revenues	\$688,302	\$638,292	\$647,723	\$842,138	\$842,138	\$203,846
Subtotal	\$691,920	\$640,292	\$649,465	\$844,138	\$844,138	\$203,846
Fund Balance	\$(129,067)	—	\$(14,381)	—	—	—
Total Source of Funds	\$562,853	\$640,292	\$635,084	\$844,138	\$844,138	\$203,846

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

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Source of Funds

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County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,512	—	—	—	—	—
Services and Supplies	\$21,646,263	\$15,531,459	\$23,105,291	—	—	\$(15,531,459)
Other Charges	\$187	\$16,541	\$17,773	—	—	\$(16,541)
Capital Assets	\$2,003,322	\$3,200,000	\$622,350	—	—	\$(3,200,000)
Subtotal	\$23,651,285	\$18,748,000	\$23,745,414	—	—	\$(18,748,000)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$19,473,613	\$15,548,000	\$22,740,000	—	—	\$(15,548,000)
Charges for Services	\$1,530	—	—	—	—	—
Miscellaneous Revenues	\$1,142	—	\$241,217	—	—	—
Subtotal	\$19,476,285	\$15,548,000	\$22,981,217	—	—	\$(15,548,000)
General Fund Contributions	\$4,175,000	\$3,200,000	\$764,197	—	—	\$(3,200,000)
Total Source of Funds	\$23,651,285	\$18,748,000	\$23,745,414	—	—	\$(18,748,000)

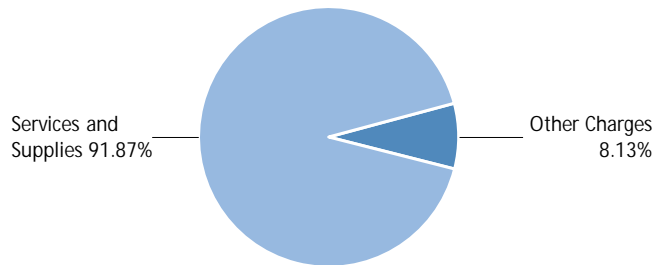
Unit Description

Laguna Seca Track was converted to an enterprise fund and moved to budget unit 8536 Laguna Seca Recreational Area (LSRA) beginning FY 2020-21.

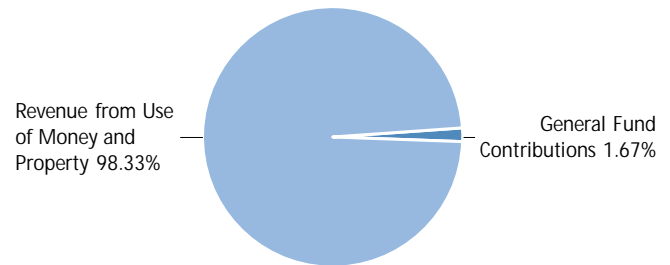
Auxiliary Services

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$20,275	\$27,063	\$26,900	\$26,169	\$26,169	\$(894)
Other Charges	—	\$945	\$945	\$2,315	\$2,315	\$1,370
Subtotal	\$20,275	\$28,008	\$27,845	\$28,484	\$28,484	\$476

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$25,340	\$28,008	\$28,008	\$28,008	\$28,008	—
Subtotal	\$25,340	\$28,008	\$28,008	\$28,008	\$28,008	—
General Fund Contributions	\$(5,065)	—	\$(163)	\$476	\$476	\$476
Total Source of Funds	\$20,275	\$28,008	\$27,845	\$28,484	\$28,484	\$476

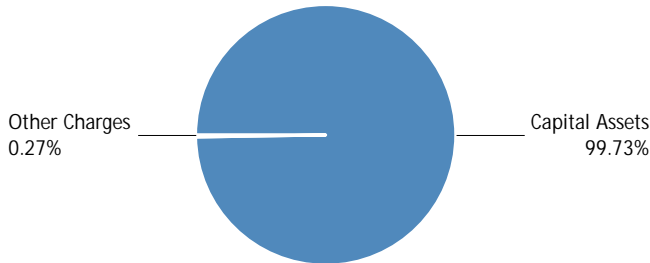
Unit Description

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

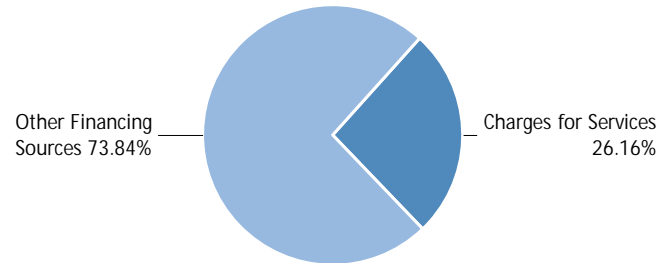
Vehicle Replacement Planning

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	—	\$38	—	—	—
Other Charges	—	—	—	\$10,178	\$10,178	\$10,178
Capital Assets	—	\$3,100,000	\$2,515,871	\$3,809,822	\$3,809,822	\$709,822
Subtotal	—	\$3,100,000	\$2,515,909	\$3,820,000	\$3,820,000	\$720,000

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$3,330,043	\$3,005,000	\$3,523,455	\$3,745,000	\$3,745,000	\$740,000
Miscellaneous Revenues	\$23,576	—	\$1,640	—	—	—
Other Financing Sources	\$1,008,600	\$95,000	\$25,976	\$10,568,707	\$10,568,707	\$10,473,707
Subtotal	\$4,362,218	\$3,100,000	\$3,551,071	\$14,313,707	\$14,313,707	\$11,213,707
Fund Balance	\$(1,979,817)	—	\$(1,035,162)	\$(10,493,707)	\$(10,493,707)	\$(10,493,707)
General Fund Contributions	\$(2,382,401)	—	—	—	—	—
Total Source of Funds	—	\$3,100,000	\$2,515,909	\$3,820,000	\$3,820,000	\$720,000

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.

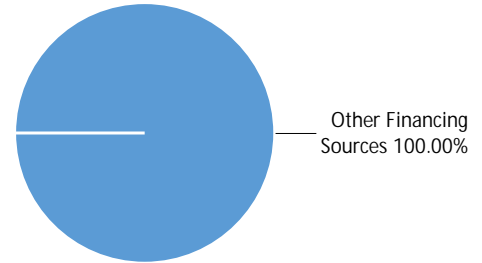
Enterprise Resource Planning

(Budget Unit 8506—Fund 478—Appropriation Unit CAO034)

Use of Funds

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Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Charges	—	—	—	\$(229,407)	\$(229,407)	\$(229,407)
Subtotal	—	—	—	\$(229,407)	\$(229,407)	\$(229,407)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Sources	—	—	—	\$4,000,000	\$4,000,000	\$4,000,000
Subtotal	—	—	—	\$4,000,000	\$4,000,000	\$4,000,000
Fund Balance	—	—	—	\$(4,229,407)	\$(4,229,407)	\$(4,229,407)
Total Source of Funds	—	—	—	\$(229,407)	\$(229,407)	\$(229,407)

Unit Description

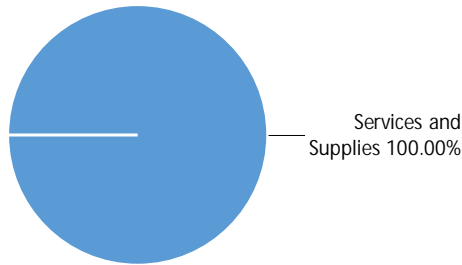
The Enterprise Resource Planning (ERP) unit is a component of the Resource Planning Internal Service Fund (ISF). The ERP unit is largely composed of an ERP replacement/upgrade reserve to be used

for the cost of the County's next ERP replacement or upgrade. Departments are annually billed for the building of the reserve, thus minimizing fiscal impacts to departmental operations. A given department's allocation may change from year to year due to changes in the number of adopted full-time equivalents.

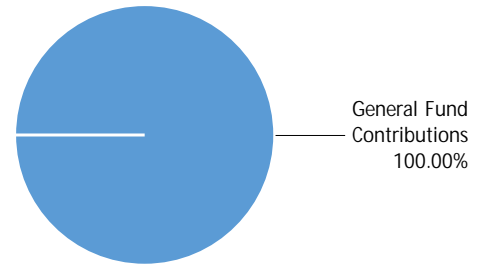
Development Set-Aside

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

Use of Funds



Source of Funds



County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$2,122,000	\$2,122,000	\$2,122,000	\$1,216,250	\$(905,750)
Subtotal	—	\$2,122,000	\$2,122,000	\$2,122,000	\$1,216,250	\$(905,750)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	—	\$2,122,000	\$2,122,000	\$2,122,000	\$1,216,250	\$(905,750)
Total Source of Funds	—	\$2,122,000	\$2,122,000	\$2,122,000	\$1,216,250	\$(905,750)

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

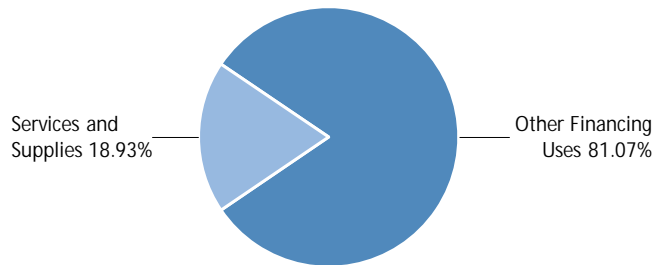
MCBC. More details can be found in the Contributions/Obligations, Liabilities, and Other section.

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).

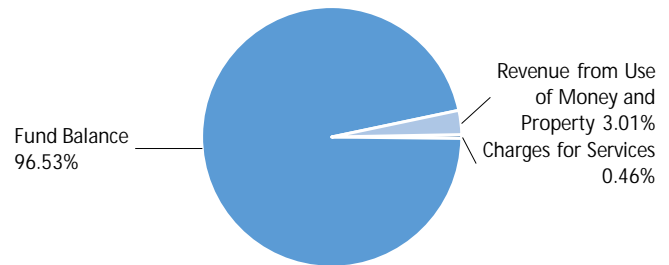
Inclusionary Housing

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$509,060	\$287,875	\$163,460	\$163,460	\$(345,600)
Other Financing Uses	—	\$450,000	\$550,000	\$700,000	\$700,000	\$250,000
Subtotal	—	\$959,060	\$837,875	\$863,460	\$863,460	\$(95,600)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$20,000	\$120,000	\$26,000	\$26,000	\$6,000
Charges for Services	—	\$5,000	\$4,000	\$4,000	\$4,000	\$(1,000)
Miscellaneous Revenues	—	—	\$111,900	—	—	—
Subtotal	—	\$25,000	\$235,900	\$30,000	\$30,000	\$5,000
Fund Balance	—	\$934,060	\$601,975	\$833,460	\$833,460	\$(100,600)
Total Source of Funds	—	\$959,060	\$837,875	\$863,460	\$863,460	\$(95,600)

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

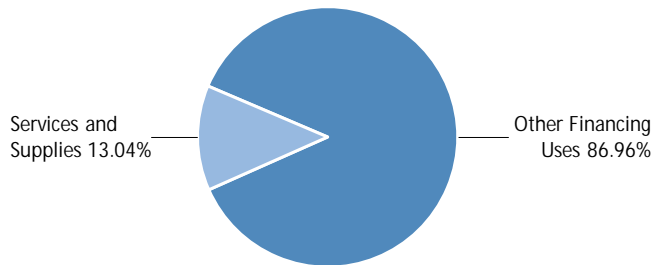
affordable housing proposals. The Fund also supports the cost of administering and monitoring the existing loan portfolio, monitoring inclusionary units, and administering and monitoring all other compliance matters relating to the Inclusionary Housing Ordinance, as well as the land entitlement process. All revenue must be spent in accordance with the requirements of the adopted Inclusionary Housing Ordinance.

The Inclusionary Housing Program provides an opportunity for very low, low and moderate income households to purchase or rent affordable inclusionary units throughout the unincorporated areas of the County of Monterey. Currently, there are approximately 241 owner-occupied inclusionary units, and 423 tenant-occupied units in the Inclusionary Housing Program.

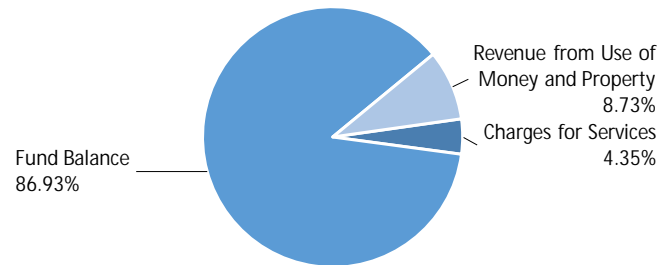
Revolving Loan Program

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$150,000	\$150,000	\$150,000	\$150,000	—
Other Charges	—	\$500	\$500	\$500	\$500	—
Other Financing Uses	—	\$1,100,000	\$1,100,000	\$1,000,000	\$1,000,000	\$(100,000)
Subtotal	—	\$1,250,500	\$1,250,500	\$1,150,500	\$1,150,500	\$(100,000)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$100,180	\$100,140	\$100,400	\$100,400	\$220
Charges for Services	—	\$50,000	\$50,000	\$50,000	\$50,000	—
Subtotal	—	\$150,180	\$150,140	\$150,400	\$150,400	\$220
Fund Balance	—	\$1,100,320	\$1,100,360	\$1,000,100	\$1,000,100	\$(100,220)
Total Source of Funds	—	\$1,250,500	\$1,250,500	\$1,150,500	\$1,150,500	\$(100,000)

Unit Description

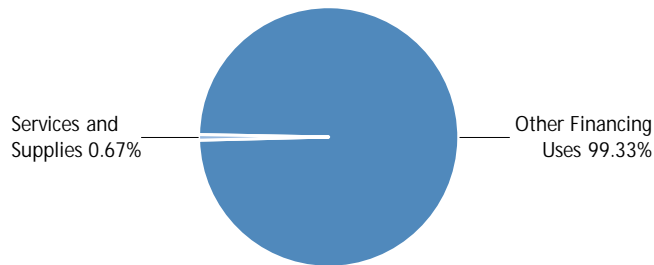
This unit was established for the reuse of grant funds in the form of loans that are repaid. It currently includes the County's Small Business Revolving Loan Fund (RLF), which supports the expansion, retention, and attraction of small business, commerce, industry and agriculture in Monterey County.

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

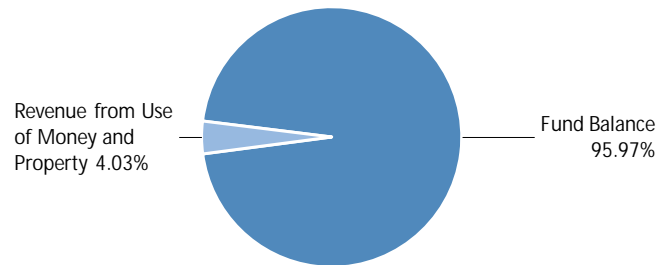
Community Development Reuse

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$6,000	\$6,000	\$10,000	\$10,000	\$4,000
Other Financing Uses	—	\$1,166,103	\$1,166,103	\$1,480,000	\$1,480,000	\$313,897
Subtotal	—	\$1,172,103	\$1,172,103	\$1,490,000	\$1,490,000	\$317,897

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$35,000	\$40,000	\$60,000	\$60,000	\$25,000
Subtotal	—	\$35,000	\$40,000	\$60,000	\$60,000	\$25,000
Fund Balance	—	\$1,137,103	\$1,132,103	\$1,430,000	\$1,430,000	\$292,897
Total Source of Funds	—	\$1,172,103	\$1,172,103	\$1,490,000	\$1,490,000	\$317,897

Unit Description

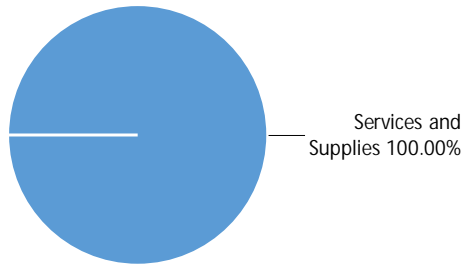
This unit provides for the reuse of payments on loans that were originally funded by State Community Development Block Grant (CDBG) and HOME Investment Partnership program funds.

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

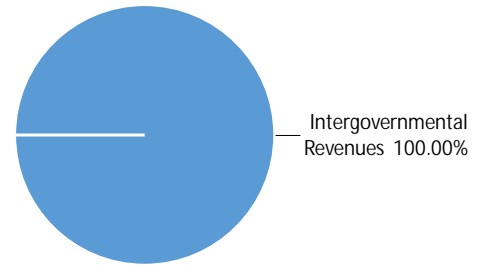
Community Development Grant

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

Use of Funds



Source of Funds



County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$2,175,327	\$2,175,327	\$3,629,508	\$3,629,508	\$1,454,181
Subtotal	—	\$2,175,327	\$2,175,327	\$3,629,508	\$3,629,508	\$1,454,181

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	\$20,000	—	—	—
Intergovernmental Revenues	—	\$2,175,327	\$2,175,327	\$3,629,508	\$3,629,508	\$1,454,181
Charges for Services	—	—	\$542	—	—	—
Subtotal	—	\$2,175,327	\$2,195,869	\$3,629,508	\$3,629,508	\$1,454,181
Fund Balance	—	—	\$(20,542)	—	—	—
Total Source of Funds	—	\$2,175,327	\$2,175,327	\$3,629,508	\$3,629,508	\$1,454,181

Unit Description

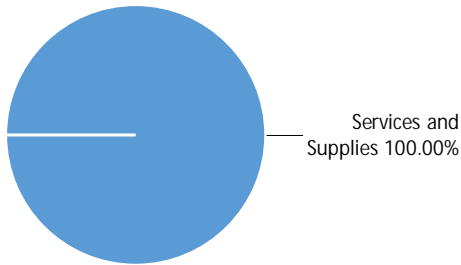
The Community Development Grant unit provides for community and economic development projects funded through federal CDBG, State HOME, and other grant programs and funding sources. This unit

provides funding for public infrastructure, community facilities, housing projects for very low, low, and moderate-income households, and public service programs. Funding must be utilized in accordance with funding source guidelines.

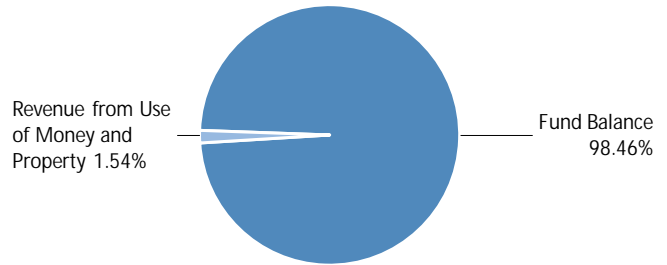
Boronda HS-A

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$5,025	\$5,025	\$13,000	\$13,000	\$7,975
Subtotal	—	\$5,025	\$5,025	\$13,000	\$13,000	\$7,975

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$200	\$280	\$200	\$200	—
Subtotal	—	\$200	\$280	\$200	\$200	—
Fund Balance	—	\$4,825	\$4,745	\$12,800	\$12,800	\$7,975
Total Source of Funds	—	\$5,025	\$5,025	\$13,000	\$13,000	\$7,975

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-

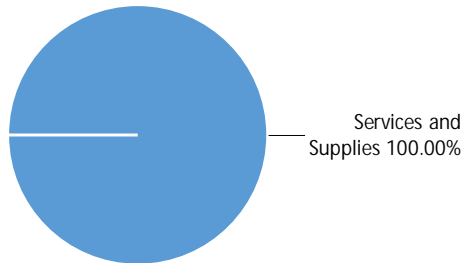
Aside Fund were used to increase the supply or improve the condition of very low, low, and moderate-income housing.

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.

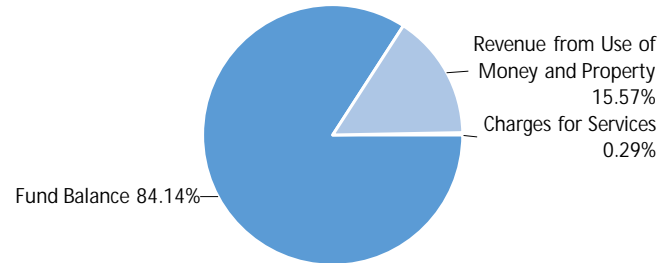
Castro/Paj HS-A

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

Use of Funds



Source of Funds



County Administrative Office

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$175,360	\$442,110	\$1,381,100	\$1,381,100	\$1,205,740
Other Financing Uses	—	\$1,000,000	\$735,000	—	—	\$(1,000,000)
Subtotal	—	\$1,175,360	\$1,177,110	\$1,381,100	\$1,381,100	\$205,740

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$215,000	\$228,000	\$215,000	\$215,000	—
Charges for Services	—	\$4,000	\$4,000	\$4,000	\$4,000	—
Subtotal	—	\$219,000	\$232,000	\$219,000	\$219,000	—
Fund Balance	—	\$956,360	\$945,110	\$1,162,100	\$1,162,100	\$205,740
Total Source of Funds	—	\$1,175,360	\$1,177,110	\$1,381,100	\$1,381,100	\$205,740

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

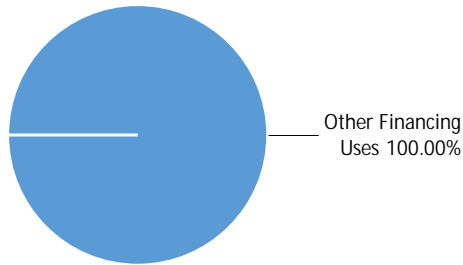
used to increase the supply or improve the condition of very low, low, and moderate-income housing.

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.

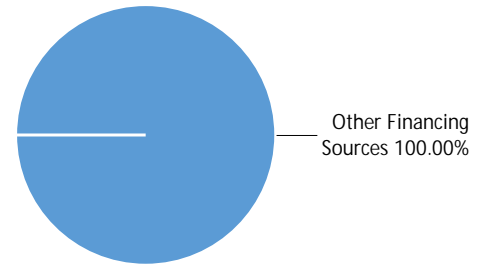
Building Improvement and Replacement

(Budget Unit 8539—Fund 478—Appropriation Unit CAO047)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	—	—	—	—	\$5,944,132	\$5,944,132
Subtotal	—	—	—	—	\$5,944,132	\$5,944,132

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Sources	—	—	—	\$19,947,005	\$26,611,137	\$26,611,137
Subtotal	—	—	—	\$19,947,005	\$26,611,137	\$26,611,137
Fund Balance	—	—	—	\$(19,947,005)	\$(20,667,005)	\$(20,667,005)
Total Source of Funds	—	—	—	—	\$5,944,132	\$5,944,132

Unit Description

The Building Improvement and Replacement (BIR) unit is a new component of the Resource Planning Internal Service Fund (ISF). This unit is composed of the allocation of the building depreciation

overhead recovered through the County's annual Countywide Cost Allocation Plan (COWCAP). Depreciation is allocated among the County departments based on the square footage occupied. Funds are used to fund building improvement projects which enhance the useful life of the asset.

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, the 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.

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

ECONOMIC DEVELOPMENT

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

ADMINISTRATION

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

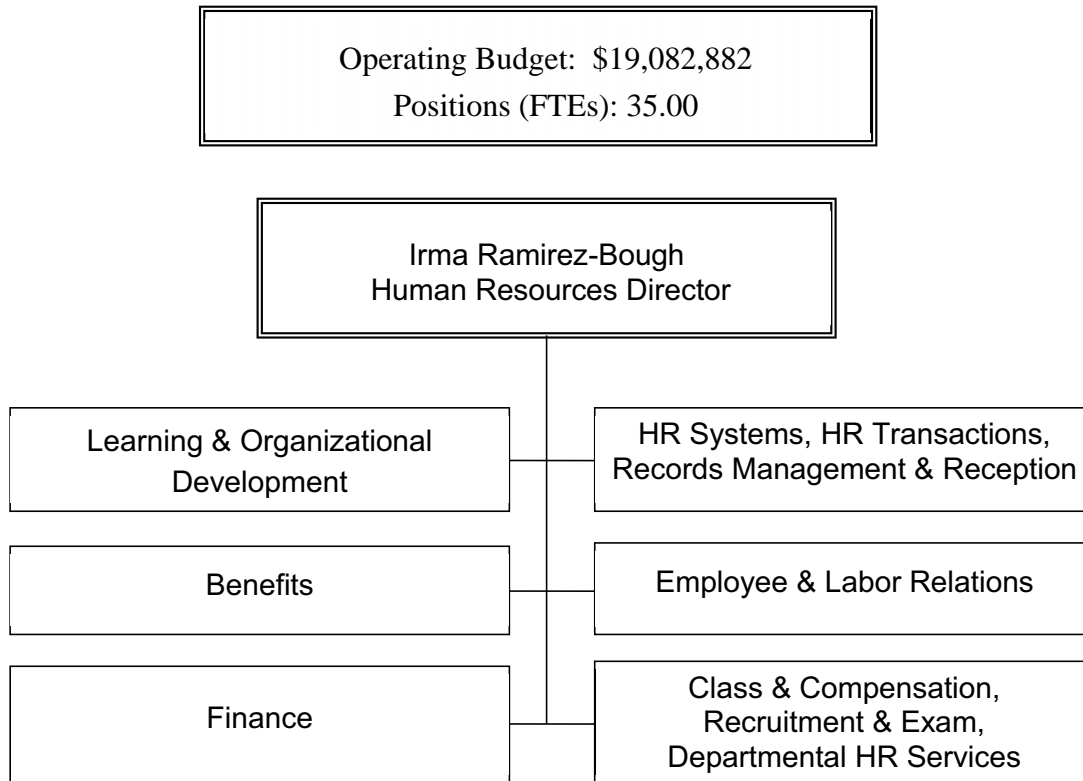
HEALTH AND HUMAN SERVICES

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

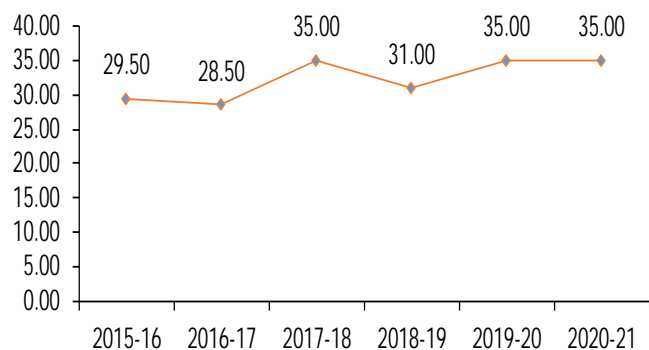
PUBLIC SAFETY

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

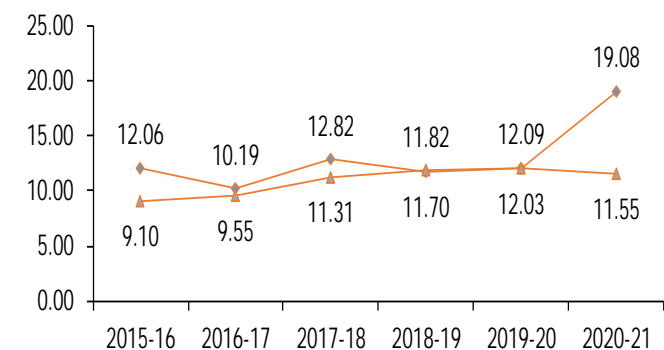




Staffing Trends



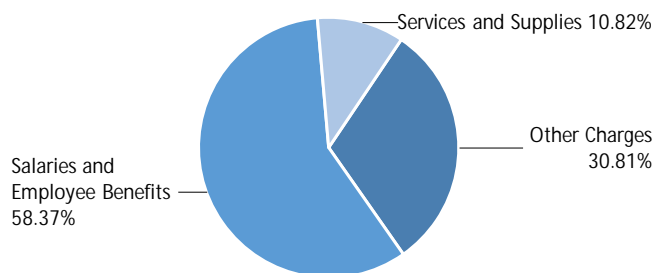
Expenditure/Revenue History (in millions)



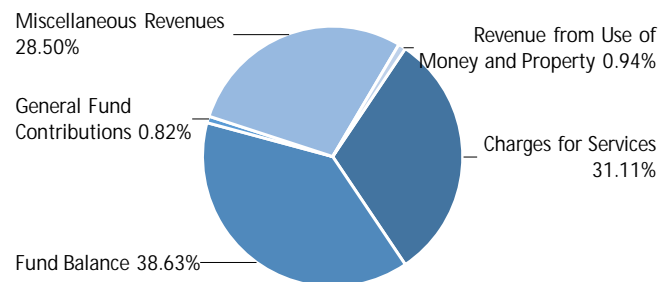
The Human Resources Department develops and delivers human resources services and programs designed to support the strategic initiatives of the County.

Key Performance Measures		2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Number of recruitments conducted.		191	251	149
Number of applications received.		13,617	10,000	9,214
Number of new hires (permanent and temporary employees).		662	735	373
Number of promotions (competitive, flexible, and reclassifications).		483	562	305
Number of voluntary separations (retirement and resignation).		509	538	288

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$9,451,743	\$10,948,300	\$10,316,591	\$11,138,026	\$11,138,026	\$189,726
Services and Supplies	\$1,352,050	\$1,487,678	\$1,261,766	\$2,257,924	\$2,065,658	\$577,980
Other Charges	\$901,126	\$801,169	\$447,664	\$5,879,198	\$5,879,198	\$5,078,029
Subtotal	\$11,704,919	\$13,237,147	\$12,026,021	\$19,275,148	\$19,082,882	\$5,845,735

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$307,641	\$196,500	\$268,427	\$178,500	\$178,500	\$(18,000)
Charges for Services	\$6,348,424	\$6,930,215	\$6,529,716	\$5,936,555	\$5,936,555	\$(993,660)
Miscellaneous Revenues	\$5,165,263	\$5,711,790	\$5,292,428	\$5,438,688	\$5,438,688	\$(273,102)
Subtotal	\$11,821,329	\$12,838,505	\$12,090,571	\$11,553,743	\$11,553,743	\$(1,284,762)
Fund Balance	\$734,923	\$915,453	\$909,329	\$7,372,356	\$7,372,356	\$6,456,903
General Fund Contributions	\$(851,332)	\$(516,811)	\$(973,879)	\$349,049	\$156,783	\$673,594
Total Source of Funds	\$11,704,919	\$13,237,147	\$12,026,021	\$19,275,148	\$19,082,882	\$5,845,735

Summary of Recommendation

The Recommended Budget for the Human Resources Department (HRD) is \$19,082,882, financed by \$11,553,743 in revenue, \$7,372,356 in fund balance, and a general fund contribution of \$156,783. The Recommended Budget represents an appropriation increase of \$5,585,735 compared to the FY 2019-20 Adopted Budget due to refunds issued to departments from the Benefits Internal Service Fund (ISF); a decrease in reimbursements from the Countywide Cost Allocation Plan (COWCAP); increases in salaries and pension contributions; and increases in the cost of benefits in the Benefits ISF. The Recommended Budget reflects a revenue decrease of \$1,284,762 compared to the FY 2019-20 Adopted Budget. The estimated use of \$7,372,356 in fund balance results from planned refunds to departments and the costs of benefits exceeding revenues.

The Recommended Budget includes 35 positions. During FY 2019-20, a Senior Personnel Analyst and a Personnel Technician-Confidential positions were transferred to the Information Technology Department, a Senior Personnel Analyst position was added to the Human Resources Department's budget, and a Management Analyst I position was reallocated to a Management Analyst II. The Recommended Budget also includes a new Senior Personnel Analyst position and a reallocation of an Associate Personnel Analyst position to a Senior Personnel Analyst.

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.

The Department does not expect to have salary savings it has relied on in the past to cover the costs of unexpected expenses.

Prior Year Accomplishments

Worked with California State University, Monterey Bay (CSUMB) Masters of Instructional Science and Technology (MIST) program, the Civil Rights Office and Government Alliance on Race and Equity (GARE) representatives to develop an Implicit Bias training for hiring managers, interview panel members, and application screeners.

Launched the Countywide Internship program as a strategy to diversify outreach to potential recruitment candidates.

Made all Tentative Agreements signed by the various bargaining units available on the Labor Relations website. Continuing to work with the employee groups to finalize the MOUs.

Collaborated with the Information Technology Department to implement an online Recruitment Tracking System to improve efficiencies.

Partnered with the Information Technology Department to implement the County's new Learning Management System (LMS).

Implemented the 2nd Annual Monterey County Employee Engagement Survey.

Automated the human resources onboarding process by utilizing DocuSign and Questsys to allow employees and human resources professionals to electronically sign, scan, and store human resources documents.

Budget Year Goals

Develop a community recruitment outreach plan to include the utilization of social media, job fairs, and online training videos to help job seekers understand the County's recruitment process.

Create and implement an online classification and compensation tracking system for departments to submit and track their Request to Classify (RTC) forms.

Update the County of Monterey Compensation Philosophy to include abolishing obsolete classifications.

Review and update the Flexible Staffing Program.

Work with employee groups and countywide staff to identify department-specific MOU training as needed.

Kickoff quarterly Employee Benefits Newsletter.

Research and implement voluntary post-employment health plans to assist employees with retirement planning.

Capture qualitative customer service data within the Recruitment Tracking System.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Employee & Labor Relations (HRD001)	680,160	534,307	634,991	791,227	788,753	254,446	001	8401
Human Resources Services (HRD001)	1,687,572	2,382,597	1,939,926	2,278,312	2,096,875	(285,722)	001	8402
Learning & Organizational Development (HRD001)	88,471	66,754	66,754	0	0	(66,754)	001	8403
Employee Benefits (HRD001)	809,248	783,493	751,804	599,568	595,393	(188,100)	001	8404
Dental (HRD002)	5,396,213	5,439,257	5,067,136	8,889,981	8,889,981	3,450,724	477	8413
Vision (HRD002)	1,022,430	1,039,654	987,412	1,051,932	1,051,932	12,278	477	8414
Employee Assistance Program (HRD002)	99,566	102,643	101,409	117,966	117,966	15,323	477	8415
Disability (HRD002)	370,999	420,420	374,324	385,452	385,452	(34,968)	477	8416
Unemployment (HRD002)	532,264	614,610	461,357	2,166,743	2,166,743	1,552,133	477	8417
Misc Benefits (HRD002)	482,279	824,671	695,049	767,884	767,884	(56,787)	477	8418
Other Post-Employment Benefits (HRD002)	4,652,500	5,312,703	5,313,213	5,546,141	5,546,141	233,438	477	8419
Human Resources Administration (HRD001)	(4,620,774)	(4,809,982)	(4,909,716)	(3,886,939)	(3,890,288)	919,694	001	8445
HR Information System (HRD001)	503,991	526,020	542,362	566,881	566,050	40,030	001	8496
Subtotal	11,704,919	13,237,147	12,026,021	19,275,148	19,082,882	5,845,735		

Budget Units

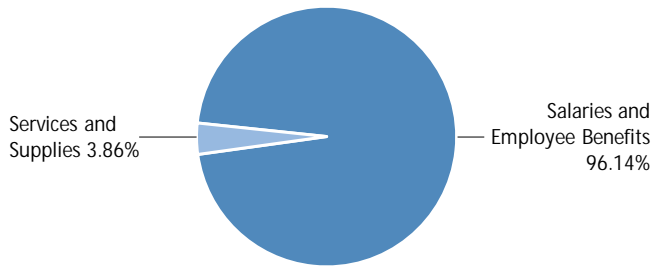
	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Employee & Labor Relations	\$680,160	\$534,307	\$634,991	\$791,227	788,753	\$254,446
Human Resources Services	\$1,687,572	\$2,382,597	\$1,939,926	\$2,278,312	2,096,875	\$(285,722)
Learning & Organizational Development	\$88,471	\$66,754	\$66,754	—	—	\$(66,754)
Employee Benefits	\$809,248	\$783,493	\$751,804	\$599,568	595,393	\$(188,100)
Dental	\$5,396,213	\$5,439,257	\$5,067,136	\$8,889,981	8,889,981	\$3,450,724
Vision	\$1,022,430	\$1,039,654	\$987,412	\$1,051,932	1,051,932	\$12,278
Employee Assistance Program	\$99,566	\$102,643	\$101,409	\$117,966	117,966	\$15,323
Disability	\$370,999	\$420,420	\$374,324	\$385,452	385,452	\$(34,968)
Unemployment	\$532,264	\$614,610	\$461,357	\$2,166,743	2,166,743	\$1,552,133
Misc Benefits	\$482,279	\$824,671	\$695,049	\$767,884	767,884	\$(56,787)
Other Post-Employment Benefits	\$4,652,500	\$5,312,703	\$5,313,213	\$5,546,141	5,546,141	\$233,438
Human Resources Administration	\$(4,620,774)	\$(4,809,982)	\$(4,909,716)	\$(3,886,939)	(3,890,288)	\$919,694
HR Information System	\$503,991	\$526,020	\$542,362	\$566,881	566,050	\$40,030
Subtotal	\$11,704,919	\$13,237,147	\$12,026,021	\$19,275,148	19,082,882	\$5,845,735

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

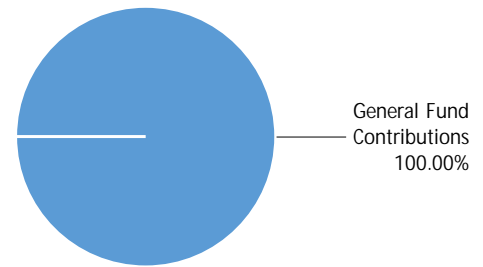
Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A07	DIRECTOR OF HUMAN RESOURCES	1.00	1.00	1.00	0.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	7.00	10.00	9.00	(1.00)
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	2.00	3.00	5.00	2.00
14B60	RISK & BENEFITS SPECIALIST- CONFIDENTIAL	1.00	1.00	1.00	0.00
14B62	ASSOCIATE RISK & BENEFITS ANALYST	2.00	2.00	2.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14C31	MANAGEMENT ANALYST III	1.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	0.00	(1.00)
14H03	PERSONNEL TECHNICIAN- CONFIDENTIAL	5.00	5.00	4.00	(1.00)
14M61	HR PROGRAM MANAGER	5.00	3.00	3.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
Total		31.00	35.00	35.00	0.00

Human Resources Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,455,294	\$5,252,944	\$4,465,543	\$5,639,526	\$5,639,526	\$386,582
Services and Supplies	\$330,988	\$238,096	\$355,964	\$418,788	\$226,522	\$(11,574)
Other Charges	\$(5,637,614)	\$(6,007,851)	\$(5,795,386)	\$(5,709,265)	\$(5,709,265)	\$298,586
Subtotal	\$(851,332)	\$(516,811)	\$(973,879)	\$349,049	\$156,783	\$673,594

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$(851,332)	\$(516,811)	\$(973,879)	\$349,049	\$156,783	\$673,594
Total Source of Funds	\$(851,332)	\$(516,811)	\$(973,879)	\$349,049	\$156,783	\$673,594

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 is \$156,783, which reflects \$5,866,048 in expenditures and \$5,709,265 in reimbursements from the Countywide Cost Allocation Plan (COWCAP), Workers' Comp Fund, and the Benefits ISF. The Recommended Budget reflects an increase of \$375,008 in expenditures compared to the FY 2019-20 Adopted Budget due to the rising costs in salaries and pension contributions.

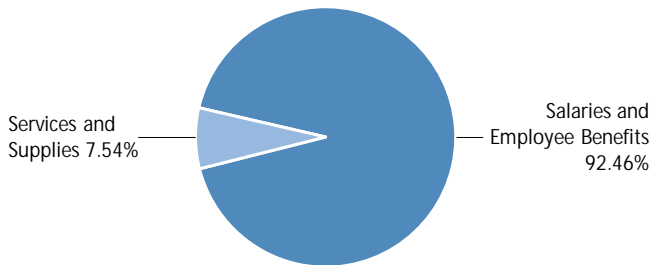
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Employee & Labor Relations (HRD001)	680,160	534,307	634,991	791,227	788,753	254,446	001	8401
Human Resources Services (HRD001)	1,687,572	2,382,597	1,939,926	2,278,312	2,096,875	(285,722)	001	8402
Learning & Organizational Development (HRD001)	88,471	66,754	66,754	0	0	(66,754)	001	8403
Employee Benefits (HRD001)	809,248	783,493	751,804	599,568	595,393	(188,100)	001	8404
Human Resources Administration (HRD001)	(4,620,774)	(4,809,982)	(4,909,716)	(3,886,939)	(3,890,288)	919,694	001	8445
HR Information System (HRD001)	503,991	526,020	542,362	566,881	566,050	40,030	001	8496
Subtotal	(851,332)	(516,811)	(973,879)	349,049	156,783	673,594		

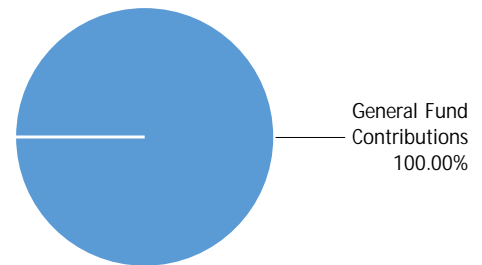
Employee & Labor Relations

(Budget Unit 8401—Fund 001—Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$567,660	\$520,526	\$527,432	\$729,320	\$729,320	\$208,794
Services and Supplies	\$112,499	\$13,781	\$107,559	\$61,907	\$59,433	\$45,652
Subtotal	\$680,160	\$534,307	\$634,991	\$791,227	\$788,753	\$254,446

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$680,160	\$534,307	\$634,991	\$791,227	\$788,753	\$254,446
Total Source of Funds	\$680,160	\$534,307	\$634,991	\$791,227	\$788,753	\$254,446

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.

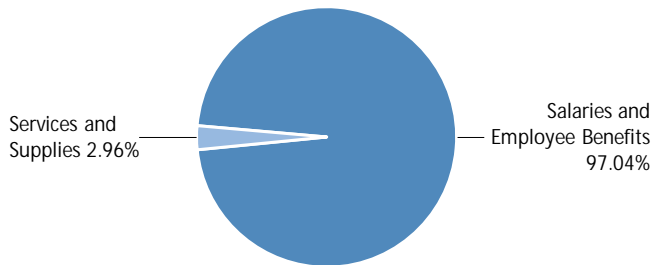
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14M61	HR PROGRAM MANAGER	1.00
Total		4.00

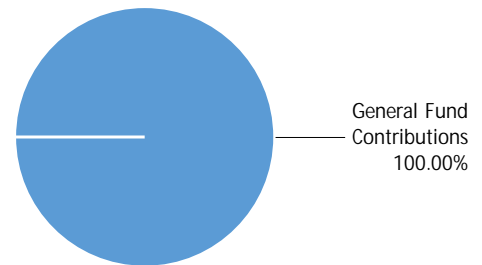
Human Resources Services

(Budget Unit 8402—Fund 001—Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,604,980	\$2,255,624	\$1,804,514	\$2,034,824	\$2,034,824	\$(220,800)
Services and Supplies	\$98,736	\$126,973	\$135,412	\$243,488	\$62,051	\$(64,922)
Other Charges	\$(16,144)	—	—	—	—	—
Subtotal	\$1,687,572	\$2,382,597	\$1,939,926	\$2,278,312	\$2,096,875	\$(285,722)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$1,687,572	\$2,382,597	\$1,939,926	\$2,278,312	\$2,096,875	\$(285,722)
Total Source of Funds	\$1,687,572	\$2,382,597	\$1,939,926	\$2,278,312	\$2,096,875	\$(285,722)

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	7.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00
14M61	HR PROGRAM MANAGER	1.00
Total		13.00

Learning & Organizational Development

(Budget Unit 8403—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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$87,484	\$62,887	\$62,887	—	—	\$(62,887)
Services and Supplies	\$6,931	\$3,867	\$3,867	—	—	\$(3,867)
Other Charges	\$(5,943)	—	—	—	—	—
Subtotal	\$88,471	\$66,754	\$66,754	—	—	\$(66,754)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$88,471	\$66,754	\$66,754	—	—	\$(66,754)
Total Source of Funds	\$88,471	\$66,754	\$66,754	—	—	\$(66,754)

Unit Description

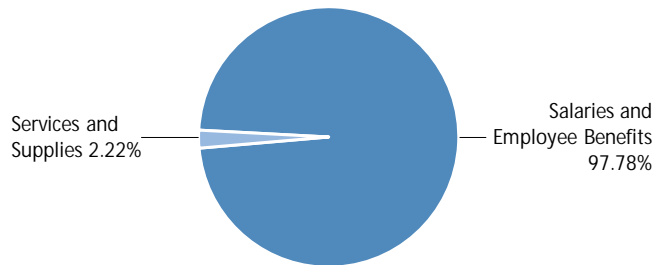
The Learning and Organizational Development (LOD) Division is responsible for customized learning solutions to support succession

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.

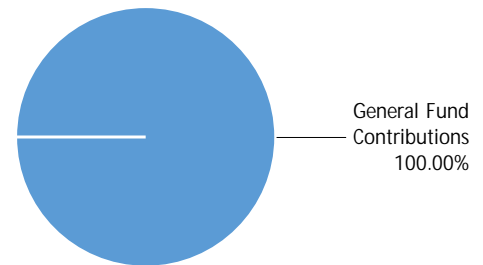
Employee Benefits

(Budget Unit 8404—Fund 001—Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$785,378	\$759,744	\$725,013	\$976,158	\$976,158	\$216,414
Services and Supplies	\$23,870	\$23,749	\$26,791	\$26,308	\$22,133	\$(1,616)
Other Charges	—	—	—	\$(402,898)	\$(402,898)	\$(402,898)
Subtotal	\$809,248	\$783,493	\$751,804	\$599,568	\$595,393	\$(188,100)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$809,248	\$783,493	\$751,804	\$599,568	\$595,393	\$(188,100)
Total Source of Funds	\$809,248	\$783,493	\$751,804	\$599,568	\$595,393	\$(188,100)

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.

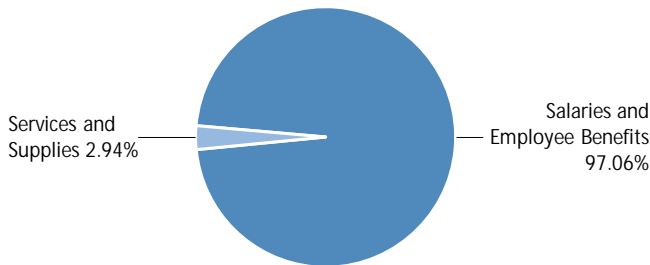
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14B32	SENIOR PERSONNEL ANALYST	1.00
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		6.00

Human Resources Administration

(Budget Unit 8445—Fund 001—Appropriation Unit HRD001)

Use of Funds



Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$952,071	\$1,167,641	\$844,409	\$1,374,385	\$1,374,385	\$206,744
Services and Supplies	\$42,682	\$30,228	\$41,261	\$45,043	\$41,694	\$11,466
Other Charges	\$(5,615,528)	\$(6,007,851)	\$(5,795,386)	\$(5,306,367)	\$(5,306,367)	\$701,484
Subtotal	\$(4,620,774)	\$(4,809,982)	\$(4,909,716)	\$(3,886,939)	\$(3,890,288)	\$919,694

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$(4,620,774)	\$(4,809,982)	\$(4,909,716)	\$(3,886,939)	\$(3,890,288)	\$919,694
Total Source of Funds	\$(4,620,774)	\$(4,809,982)	\$(4,909,716)	\$(3,886,939)	\$(3,890,288)	\$919,694

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.

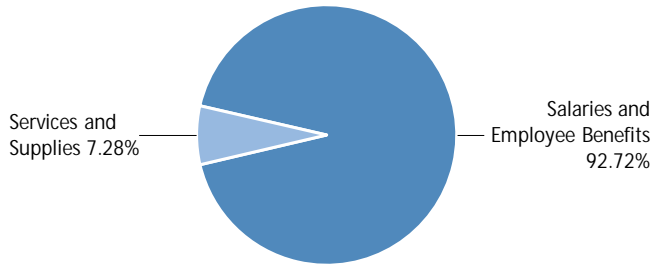
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
11A07	DIRECTOR OF HUMAN RESOURCES	1.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
20B93	FINANCE MANAGER II	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		8.00

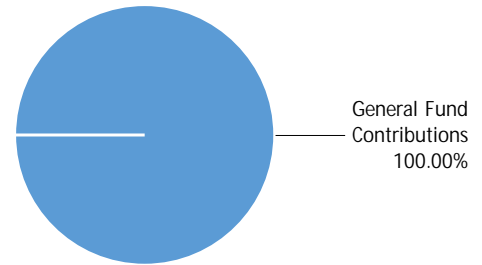
HR Information System

(Budget Unit 8496—Fund 001—Appropriation Unit HRD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$457,720	\$486,522	\$501,288	\$524,839	\$524,839	\$38,317
Services and Supplies	\$46,271	\$39,498	\$41,074	\$42,042	\$41,211	\$1,713
Subtotal	\$503,991	\$526,020	\$542,362	\$566,881	\$566,050	\$40,030

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$503,991	\$526,020	\$542,362	\$566,881	\$566,050	\$40,030
Total Source of Funds	\$503,991	\$526,020	\$542,362	\$566,881	\$566,050	\$40,030

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,

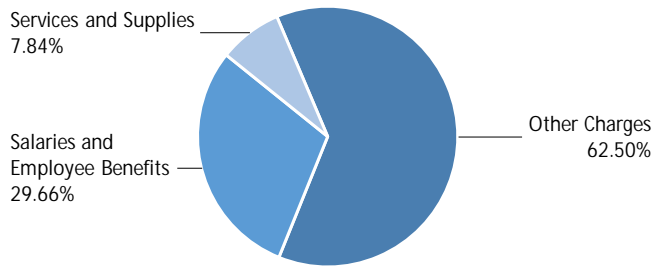
reporting and analysis, workforce management, recruiting, compensation, benefits administration and compliance.

Recommended FY 2020-21 Positions

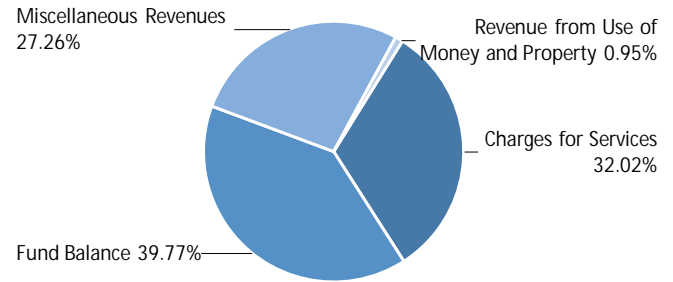
Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14C31	MANAGEMENT ANALYST III	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00
Total		4.00

Human Resources Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,996,448	\$5,595,356	\$5,851,048	\$5,498,500	\$5,498,500	\$223,564
Services and Supplies	\$1,021,062	\$1,249,582	\$905,802	\$1,839,136	\$1,839,136	\$204,102
Other Charges	\$6,538,741	\$6,809,020	\$6,243,050	\$11,588,463	\$11,588,463	\$4,779,443
Subtotal	\$12,556,251	\$13,753,958	\$12,999,900	\$18,926,099	\$18,926,099	\$5,207,109

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$307,641	\$196,500	\$268,427	\$178,500	\$178,500	\$(19,000)
Charges for Services	\$6,348,424	\$6,930,215	\$6,529,716	\$5,936,555	\$5,936,555	\$(993,660)
Miscellaneous Revenues	\$5,165,263	\$5,711,790	\$5,292,428	\$5,438,688	\$5,438,688	\$(238,134)
Subtotal	\$11,821,329	\$12,818,505	\$12,090,571	\$11,553,743	\$11,553,743	\$(1,250,794)
Fund Balance	\$734,923	\$915,453	\$909,329	\$7,372,356	\$7,372,356	\$6,456,903
Total Source of Funds	\$12,556,251	\$13,753,958	\$12,999,900	\$18,926,099	\$18,926,099	\$5,207,109

Description

The Human Resources non-departmental section consists of the Benefits Internal Services Fund (ISF) under the management and control of the Human Resources Department. 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 \$18,926,099, financed by \$11,553,743 in

revenues and the use of \$7,372,356 in fund balance. The Recommended Budget reflects an increase of \$5,172,141 in appropriations compared to the FY 2019-20 Adopted Budget due to a combination of increased costs of the County's benefits and refunds issued to departments from accumulated fund balance surplus. The charges to departments are based on employee utilization and plan design. Over the past years, the Dental, Unemployment and Miscellaneous Benefits sub-funds have accumulated a fund balance surplus; hence the large use of fund balance to bring the balance down.

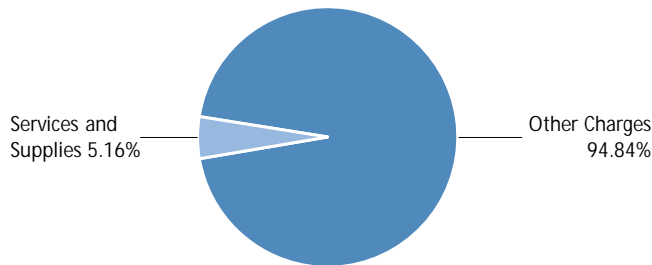
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Dental (HRD002)	5,396,213	5,439,257	5,067,136	8,889,981	8,889,981	3,450,724	477	8413
Vision (HRD002)	1,022,430	1,039,654	987,412	1,051,932	1,051,932	12,278	477	8414
Employee Assistance Program (HRD002)	99,566	102,643	101,409	117,966	117,966	15,323	477	8415
Disability (HRD002)	370,999	420,420	374,324	385,452	385,452	(34,968)	477	8416
Unemployment (HRD002)	532,264	614,610	461,357	2,166,743	2,166,743	1,552,133	477	8417
Misc Benefits (HRD002)	482,279	824,671	695,049	767,884	767,884	(56,787)	477	8418
Other Post-Employment Benefits (HRD002)	4,652,500	5,312,703	5,313,213	5,546,141	5,546,141	233,438	477	8419
Subtotal	12,556,251	13,753,958	12,999,900	18,926,099	18,926,099	5,172,141		

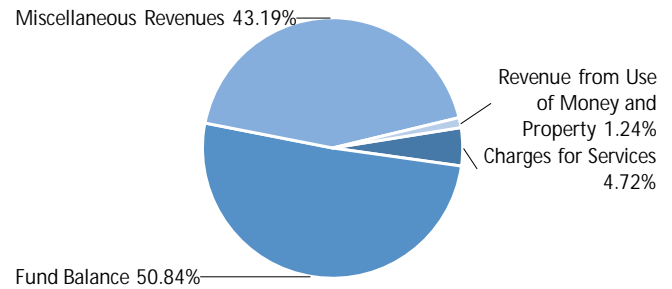
Dental

(Budget Unit 8413—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$277,177	\$240,660	\$237,703	\$458,981	\$458,981	\$218,321
Other Charges	\$5,119,036	\$5,198,597	\$4,829,433	\$8,431,000	\$8,431,000	\$3,232,403
Subtotal	\$5,396,213	\$5,439,257	\$5,067,136	\$8,889,981	\$8,889,981	\$3,450,724

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$156,809	\$100,000	\$130,845	\$110,000	\$110,000	\$10,000
Charges for Services	\$438,590	\$330,000	\$421,829	\$420,000	\$420,000	\$90,000
Miscellaneous Revenues	\$3,830,495	\$4,317,955	\$3,845,604	\$3,840,000	\$3,840,000	\$(477,955)
Subtotal	\$4,425,893	\$4,747,955	\$4,398,278	\$4,370,000	\$4,370,000	\$(377,955)
Fund Balance	\$970,320	\$691,302	\$668,858	\$4,519,981	\$4,519,981	\$3,828,679
Total Source of Funds	\$5,396,213	\$5,439,257	\$5,067,136	\$8,889,981	\$8,889,981	\$3,450,724

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

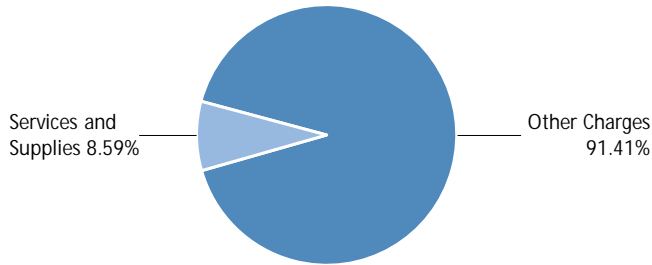
design. A given department's allocation may change from year to year due to changes in the number of employees and cost of benefits.

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.

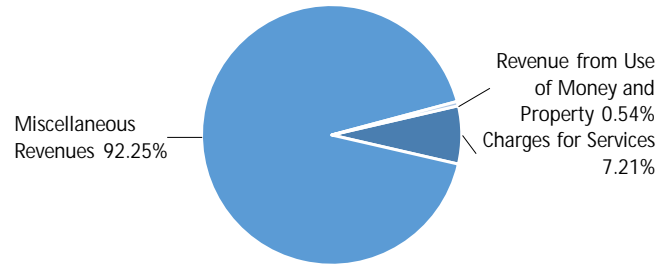
Vision

(Budget Unit 8414—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$148,169	\$96,000	\$88,716	\$90,327	\$90,327	\$(5,673)
Other Charges	\$874,261	\$943,654	\$898,696	\$961,605	\$961,605	\$17,951
Subtotal	\$1,022,430	\$1,039,654	\$987,412	\$1,051,932	\$1,051,932	\$12,278

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$7,109	\$6,000	\$6,131	\$6,000	\$6,000	—
Charges for Services	\$142,800	\$65,000	\$87,281	\$80,000	\$80,000	\$15,000
Miscellaneous Revenues	\$736,776	\$805,772	\$882,958	\$1,024,232	\$1,024,232	\$218,460
Subtotal	\$886,685	\$876,772	\$976,370	\$1,110,232	\$1,110,232	\$233,460
Fund Balance	\$135,745	\$162,882	\$11,042	\$(58,300)	\$(58,300)	\$(221,182)
Total Source of Funds	\$1,022,430	\$1,039,654	\$987,412	\$1,051,932	\$1,051,932	\$12,278

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

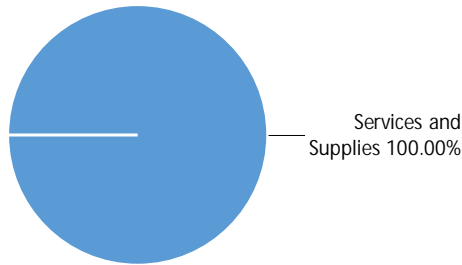
design. A given department's allocation may change from year to year due to changes in number of employees and cost of benefits.

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.

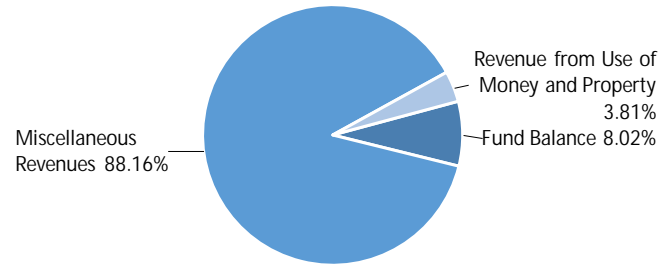
Employee Assistance Program

(Budget Unit 8415—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$99,566	\$102,643	\$101,409	\$117,966	\$117,966	\$15,323
Subtotal	\$99,566	\$102,643	\$101,409	\$117,966	\$117,966	\$15,323

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$7,135	\$5,500	\$6,522	\$4,500	\$4,500	\$(1,000)
Charges for Services	\$10,350	—	—	—	—	—
Miscellaneous Revenues	\$95,011	\$102,643	\$104,566	\$104,004	\$104,004	\$1,361
Subtotal	\$112,496	\$108,143	\$111,088	\$108,504	\$108,504	\$361
Fund Balance	\$(12,930)	\$(5,500)	\$(9,679)	\$9,462	\$9,462	\$14,962
Total Source of Funds	\$99,566	\$102,643	\$101,409	\$117,966	\$117,966	\$15,323

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

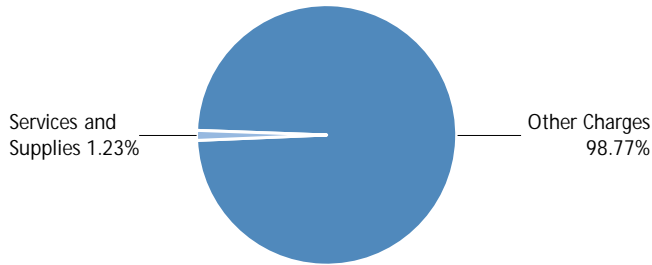
department's allocation may change from year to year due to any changes in number of employees and cost of benefits.

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.

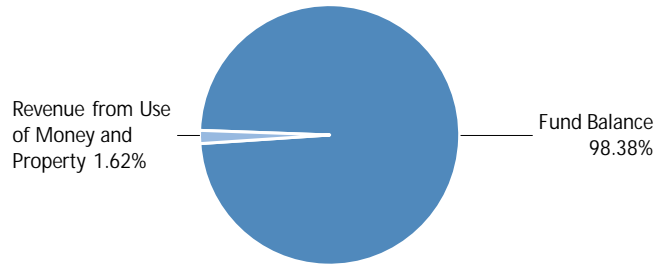
Unemployment

(Budget Unit 8417—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	\$8,145	—	—	—
Services and Supplies	\$13,466	\$14,610	\$5,060	\$26,743	\$26,743	\$12,133
Other Charges	\$518,798	\$600,000	\$448,152	\$2,140,000	\$2,140,000	\$1,540,000
Subtotal	\$532,264	\$614,610	\$461,357	\$2,166,743	\$2,166,743	\$1,552,133

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$64,707	\$50,000	\$62,958	\$35,000	\$35,000	\$(15,000)
Charges for Services	\$512,493	\$514,610	—	—	—	\$(514,610)
Subtotal	\$577,200	\$564,610	\$62,958	\$35,000	\$35,000	\$(529,610)
Fund Balance	\$(44,936)	\$50,000	\$398,399	\$2,131,743	\$2,131,743	\$2,081,743
Total Source of Funds	\$532,264	\$614,610	\$461,357	\$2,166,743	\$2,166,743	\$1,552,133

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

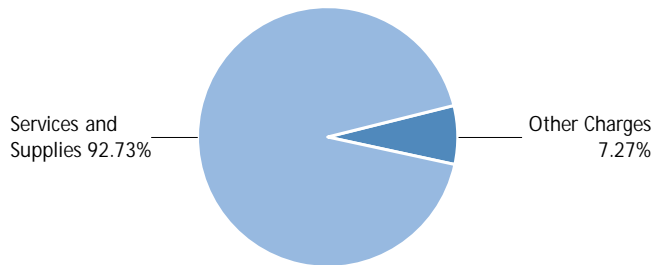
allocation may change from year to year due to any changes in number of employees and cost of benefits.

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.

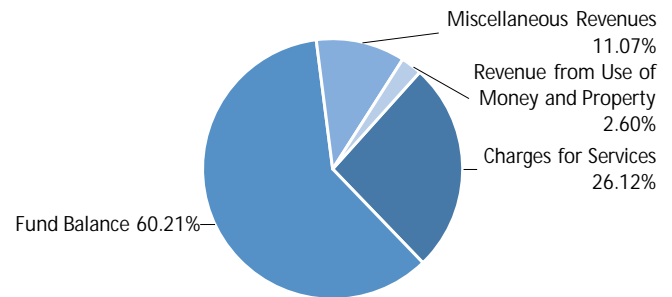
Misc Benefits

(Budget Unit 8418—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	\$177,108	—	—	—
Services and Supplies	\$455,633	\$757,902	\$451,172	\$712,026	\$712,026	\$(45,876)
Other Charges	\$26,646	\$66,769	\$66,769	\$55,858	\$55,858	\$(10,911)
Subtotal	\$482,279	\$824,671	\$695,049	\$767,884	\$767,884	\$(56,787)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$19,943	\$14,000	\$24,465	\$20,000	\$20,000	\$6,000
Charges for Services	\$572,170	\$707,902	\$707,903	\$200,552	\$200,552	\$(507,350)
Miscellaneous Revenues	\$130,408	\$65,000	\$85,000	\$85,000	\$85,000	\$20,000
Subtotal	\$722,522	\$786,902	\$817,368	\$305,552	\$305,552	\$(481,350)
Fund Balance	\$(240,242)	\$37,769	\$(122,319)	\$462,332	\$462,332	\$424,563
Total Source of Funds	\$482,279	\$824,671	\$695,049	\$767,884	\$767,884	\$(56,787)

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

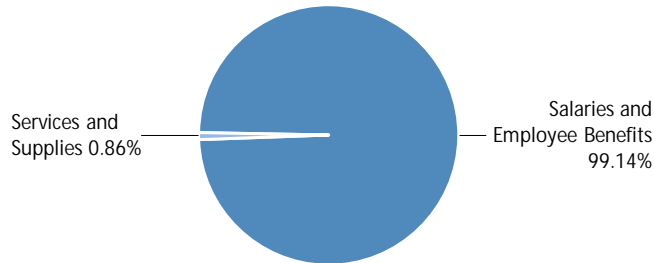
County departments based on employee count. A given department's allocation may change from year to year due to changes in number of employees and cost of benefits administration.

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.

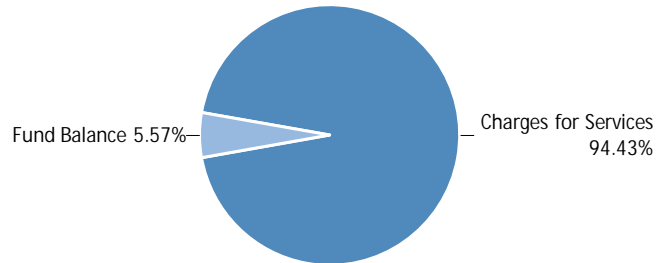
Other Post-Employment Benefits

(Budget Unit 8419—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,630,684	\$5,274,936	\$5,291,471	\$5,498,500	\$5,498,500	\$223,564
Services and Supplies	\$21,816	\$37,767	\$21,742	\$47,641	\$47,641	\$9,874
Subtotal	\$4,652,500	\$5,312,703	\$5,313,213	\$5,546,141	\$5,546,141	\$233,438

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$50,315	\$20,000	\$35,386	\$1,000	\$1,000	\$(19,000)
Charges for Services	\$4,666,467	\$5,312,703	\$5,312,703	\$5,236,003	\$5,236,003	\$(76,700)
Subtotal	\$4,716,782	\$5,332,703	\$5,348,089	\$5,237,003	\$5,237,003	\$(95,700)
Fund Balance	\$(64,282)	\$(20,000)	\$(34,876)	\$309,138	\$309,138	\$329,138
Total Source of Funds	\$4,652,500	\$5,312,703	\$5,313,213	\$5,546,141	\$5,546,141	\$233,438

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. Biennial actuarial analyses are performed which determine the County's annual contribution. This amount is charged to County

departments based on employee count and contributed to the California Employers' Retirement Benefit Trust for investment purposes.

Whenever there is excess revenue in a specific fiscal year, it is contributed to the California Employers' Retirement Benefit Trust as an additional contribution.

Civil Rights Office

Department Overview:

The Civil Rights Office (CRO) ensures the County follows federal civil rights laws that promote a culture free from harassment and discrimination and promotes equal employment opportunities and services for all. The Civil Rights Office strives to create a diverse and inclusive culture where all are treated equally and with respect by training the workforce, advising County departments on diversity and equity tools, and enforcing County ordinances such as the Civil Rights Act of 1964 (Title VI and VII), the Americans with Disabilities Act of 1990, the California Fair Employment and Housing Act (FEHA), the County of Monterey nondiscrimination ordinances, related policies (Nondiscrimination, Sexual Harassment, Language Access and Effective Communication, and Equal Opportunity for Persons with Disabilities and Reasonable Accommodation), and the County of Monterey Equal Opportunity Plan (EOP).

Programs and Functions:

The Civil Rights Office develops and provides two mandatory trainings: the California-mandated Harassment and Discrimination Prevention (HDP) training, and the Civil Rights (CR) training. The Office advises departments on how to apply equal opportunity law, develop and use equitable tools to support fair recruitment efforts, community engagement, and workplace diversity and inclusion practices in their operations. The Office also 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, and the handling of complaints of unlawful discrimination, harassment, and retaliation.

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 that is free from harassment and discrimination. The Civil Rights training helps participants both understand and gain tools to address implicit bias and racial inequities in the individual and institutional level.

INFRASTRUCTURE

Supports departments tasked with planning and developing physical infrastructure by focusing on fairness and equitable access to infrastructure. The CRO aids 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



advise



enforce

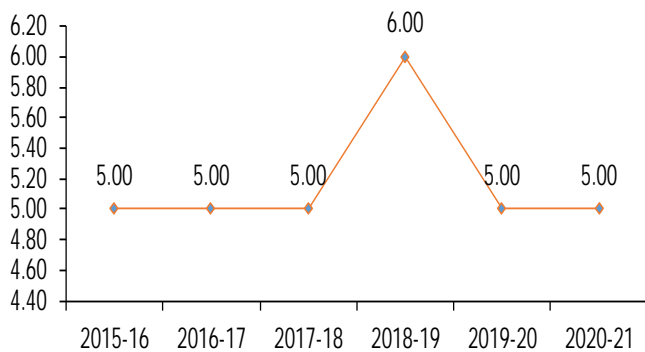


Operating Budget: (\$197,257)
Positions (FTEs): 5.00

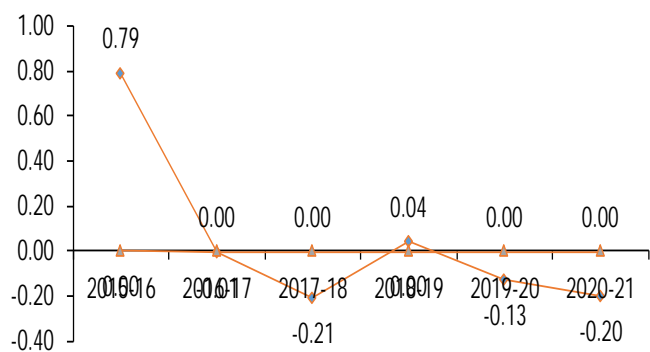
Juan P. Rodriguez
Civil Rights Officer

Civil Rights Office

Staffing Trends



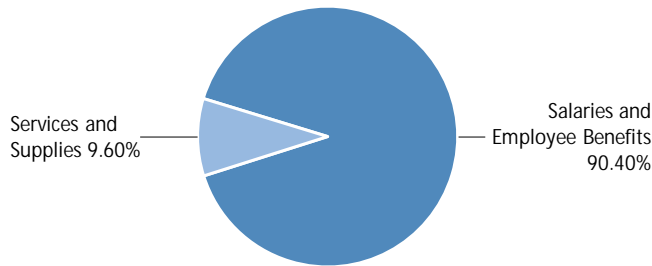
Expenditure/Revenue History (in millions)



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	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Percent of County non-management employees completing the Harassment and Discrimination Prevention training requirement. Target = 75%	73%	77%	81%
Percent of County management employees completing the Harassment and Discrimination Prevention training requirement. Target = 75%	72%	79%	81%
Percent of County non-management employees completing the Civil Rights training requirement. Target = 50%	N/A	N/A	32%
Percent of County management employees completing the Civil Rights training requirement. Target = 75%	N/A	N/A	66%
Percent of inquiries and complaints of discrimination submitted to the Civil Rights Office processed within 90 days. Target = 75%	33%	87%	94%

Use of Funds



Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$791,385	\$783,224	\$772,540	\$834,032	\$834,032	\$50,808
Services and Supplies	\$93,844	\$130,067	\$133,543	\$164,590	\$88,540	\$(41,527)
Other Charges	\$(841,588)	\$(1,034,102)	\$(1,034,005)	\$(1,119,829)	\$(1,119,829)	\$(85,727)
Subtotal	\$43,642	\$(120,811)	\$(127,922)	\$(121,207)	\$(197,257)	\$(76,446)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$43,642	\$(120,811)	\$(127,922)	\$(121,207)	\$(197,257)	\$(76,446)
Total Source of Funds	\$43,642	\$(120,811)	\$(127,922)	\$(121,207)	\$(197,257)	\$(76,446)

Summary of Recommendation

The FY 2020-21 Recommended Budget for the Civil Rights Office is budgeted to end the year with a \$197,257 surplus. This surplus is due to a \$1,119,829 Countywide Cost Plan (COWCAP) credit that is higher than the Department's \$922,572 costs. The change in the recommended budget from the prior year is minimal as operations have remained stable from one year to the next, allowing the Civil Rights Office to maintain basic service levels.

Budget Impacts

The Recommended Budget maintains basic service levels with the recommendation to augment the baseline budget in the following way: \$14,500 for online Harassment and Discrimination Prevention (HDP) training as required by California AB 1825 and Government Code Sections 12950.1 et seq.; \$5,500 to continue using a case management system to track complaints and investigations; and \$7,500 for American Sign Language Interpretation and document translation.

Unfunded augmentations include continuing training and education for CRO staff to keep current with developments in equal opportunity and nondiscrimination laws; training support to provide the Board of Supervisors-mandated Civil Rights Training to the County workforce and sister agencies; and, Equal Opportunity Plan performance review for FY 2020-2021.

The Civil Rights Office will continue to work with other County departments and sister agencies to identify shared resources to lessen budget impacts.

Prior Year Accomplishments

Despite being a small office, the Civil Rights Office, in partnership with other County departments, provided the Civil Rights Training, which advances the Board of Supervisors' effort to advance racial equity in Monterey County. The training, specifically developed for our workforce, highlights implicit bias, inequities in our community, and it shows a way for County government to be part of the solution. As of April 2020, over 32% of non-managers/non-supervisors and 66% of manager and supervisors were trained during the current fiscal year.

As of January 2021, the County of Monterey must train all County employees, every two years, on harassment and discrimination prevention training, as required Government Code 12950.1 et seq. The Civil Rights Office helped the County exceed, as of April 2020, its training compliance goal of 81% by five percentage points. Currently, the organization has an overall compliance rate of 86% for all County employees.

Budget Year Goals

Train County departments on how to develop and maintain a department-level equal opportunity plan, which now includes Title VI and Title VII of the Civil Rights Act of 1964 components.

Assist the Equal Opportunity and Civil Rights Advisory Commission in monitoring annual departmental Equal Opportunity Plans.

Continue to provide Harassment and Discrimination Prevention (HDP) training countywide and implement a structure where departments can stay on track of their compliance numbers throughout the year.

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

As of this fiscal year, in addition to all County supervisors and managers, Government Code Sections 12950 and 12950.1 now require that California employers, including the County, provide harassment and discrimination prevention training to all employees every two years. This increased our California-mandated training requirement significantly.

As of January 2020, California extended the statute of limitations to file complaints of discrimination, harassment, and retaliation from one year to three years. This will increase the County's administrative cost of processing complaints as employees can file complaints that would have normally been barred by the one-year statute of limitations and, at the same time, increase administrative costs by requiring the County to preserve evidence for longer periods of time.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Equal Opportunity Office (EQU001)	43,642	0	0	0	0	0	001	8066
Civil Rights Office (CRO001)	0	(120,811)	(127,922)	(121,207)	(197,257)	(76,446)	001	8505
Subtotal	43,642	(120,811)	(127,922)	(121,207)	(197,257)	(76,446)		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Equal Opportunity Office	\$43,642	—	—	—	—	—
Civil Rights Office	—	\$(120,811)	\$(127,922)	\$(121,207)	(197,257)	\$(76,446)
Subtotal	\$43,642	\$(120,811)	\$(127,922)	\$(121,207)	(197,257)	\$(76,446)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	3.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNITY ANALYST	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total		6.00	5.00	5.00	0.00

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1080	1080-8505-001-AUG1	State Mandated Harassment Training	Status Quo Other	14,500	-	14,500	-
1080	1080-8505-001-AUG2	CRO Complaint Case Management System	Status Quo Other	5,500	-	5,500	-
1080	1080-8505-001-AUG3	ASL Interpretation and Spanish Language Translation	Status Quo Other	7,500	-	7,500	-
1080	1080-8505-001-AUG4	Continuing Training and Education	Status Quo Other	35,000	-	-	-
1080	1080-8505-001-AUG5	Training Support	Status Quo Other	30,000	-	-	-
1080	1080-8505-001-AUG6	Equal Opportunity Plan Performance Review	Status Quo Other	7,500	-	-	-
Grand Total:				100,000	-	27,500	-

Civil Rights Office



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Auditor-Controller

Departmental Overview:

The Office of the Auditor-Controller is an elected office 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. The Auditor-Controller is the County's Chief Accounting Officer and exercises general supervision over accounting forms and methods of organization under the control of the Board of Supervisors and districts whose funds are maintained in the County Treasury.

Other responsibilities include disbursement of County funds in Treasury, cash management and budgetary control, debt payment administration, compilation and publication of the County's financial statements, cost allocation plan, maintenance of tax rolls, tax rate calculations, apportionment of property tax, payroll preparation, disbursement and maintenance of financial records, and payment of all claims against the County. 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.

The Office'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).



Property Tax Calculations & Disbursements



Payroll & Accounts Payable



Accounting Services

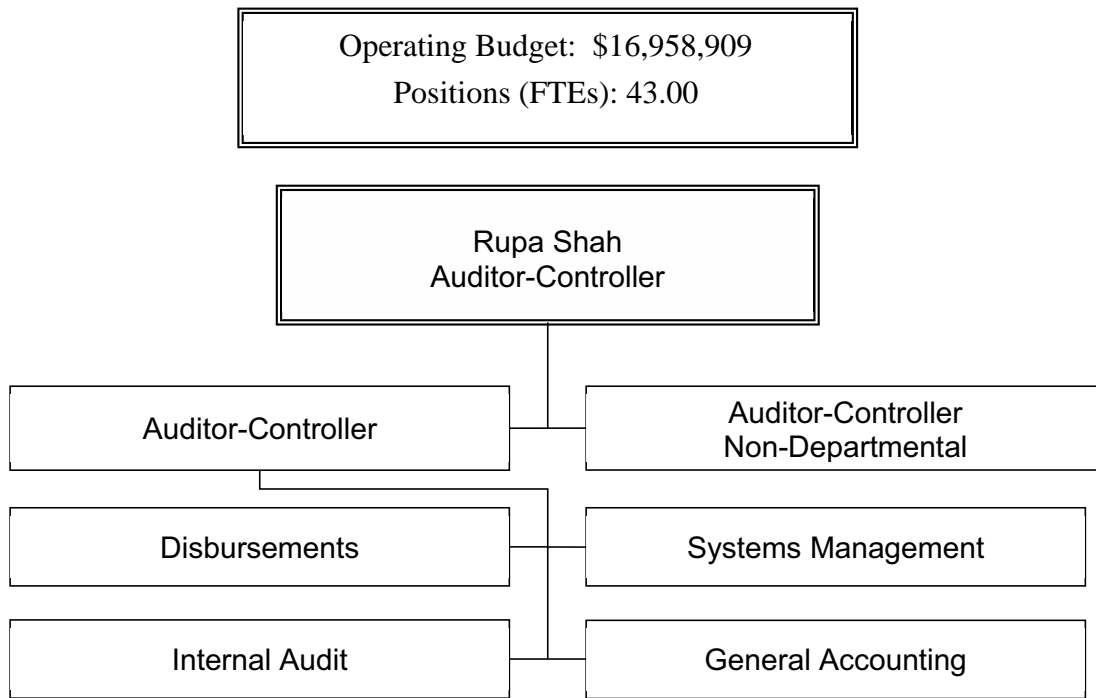


Audit Services

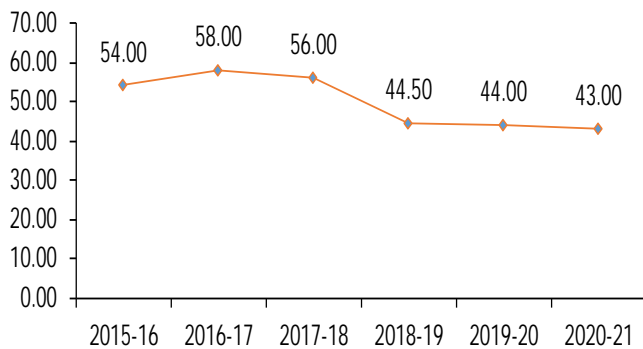


Debt Services

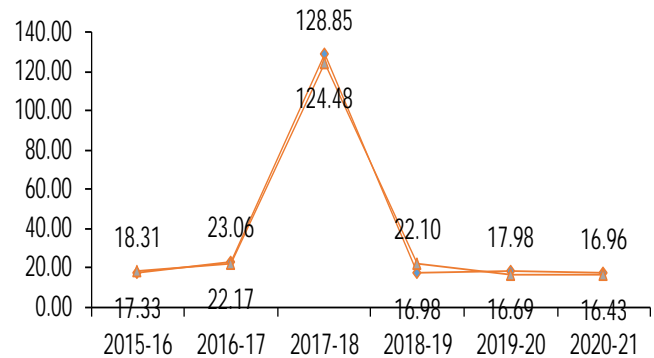




Staffing Trends



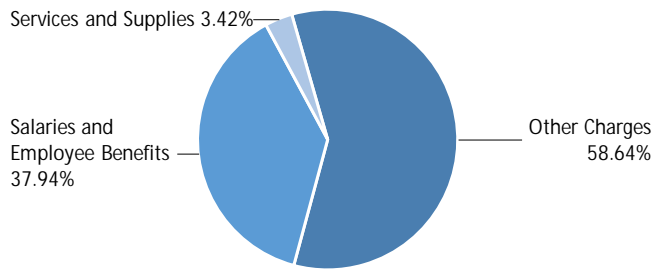
Expenditure/Revenue History (in millions)



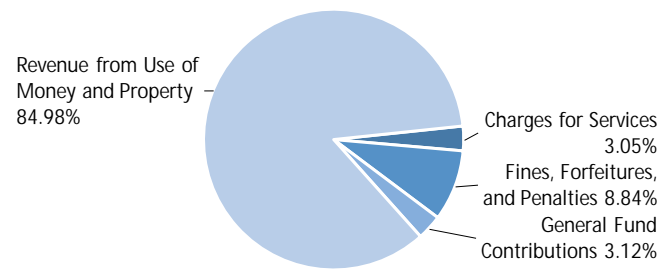
The Office of the Auditor-Controller performs local, State and federally mandated duties, promotes an organization that practices efficient and effective resource management, and is recognized for accountability and transparency.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Claims paid by electronic payments. Target = 884.	851	988	865
Percentage of Direct Deposits to banks. Target = 100%.	90%	94%	94%
Standardize pay practices. Target = reduce the number of pay, leave, deduction and benefit events based on MOU.	107,693	105,975	120,750

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$6,045,645	\$6,287,297	\$6,013,303	\$6,531,366	\$6,434,610	\$147,313
Services and Supplies	\$842,226	\$571,261	\$596,082	\$616,790	\$579,475	\$8,214
Other Charges	\$10,089,066	\$11,661,885	\$11,375,183	\$9,944,824	\$9,944,824	\$(1,717,061)
Subtotal	\$16,976,937	\$18,520,443	\$17,984,568	\$17,092,980	\$16,958,909	\$(1,561,534)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	—
Revenue from Use of Money & Property	\$6,918,340	\$14,962,318	\$14,690,366	\$14,411,775	\$14,411,775	\$(550,543)
Charges for Services	\$496,908	\$500,847	\$500,847	\$517,754	\$517,754	\$16,907
Miscellaneous Revenues	\$442	—	—	—	—	—
Other Financing Sources	\$14,682,611	—	—	—	—	—
Subtotal	\$22,098,301	\$16,963,165	\$16,691,213	\$16,429,529	\$16,429,529	\$(533,636)
Fund Balance	\$(5,101,107)	—	—	—	—	—
General Fund Contributions	\$(20,257)	\$1,557,278	\$1,293,355	\$663,451	\$529,380	\$(1,027,898)
Total Source of Funds	\$16,976,937	\$18,520,443	\$17,984,568	\$17,092,980	\$16,958,909	\$(1,561,534)

Summary of Recommendation

The Fiscal Year (FY) 2020-21 Recommended Budget for the Office of the Auditor-Controller is \$16,958,909, financed by \$16,429,529 in revenue and a general fund contribution of (GFC) \$529,380. Expenditures decreased by \$1,561,534 mainly due to an increased Countywide Cost Allocation Plan (COWCAP) credit and savings from the refunding of Natividad Medical Center debt service.

Budget Impacts

The Department requested an augmentation to restore a vacant Payroll Technician-Confidential position which is not included in the Recommended Budget. The deletion of the position impacts the ability to perform bi-weekly payroll and on-time tax and/or CalPERS reporting which could result in fines and interest and penalties being owed by the County to CalPERS, federal and State governments and the Labor Commission.

Prior Year Accomplishments

Collaborated with County departments in negotiating a Single Use Account implementation contract between JP Morgan and the County.

Met quarterly with department timekeepers and finance managers to disseminate information regarding Memorandum of Understanding (MOU), Fair Labor Standards Act (FLSA) changes, and training on travel reimbursements to comply with the Monterey County Travel and Business Expense Reimbursement Policy. Implemented use of Zoom software for meetings.

The FY 2019-20 Tax Rate Book was prepared and published on the Auditor-Controller's website in October 2019. Property tax apportionments were calculated and distributed on December 19, 2019.

Special assessments were loaded and balanced, tax rates approved by the Board of Supervisors, and FY 2019-20 tax information updated in Megabyte. Secured extension ran in mid-September and secured property tax bills were created.

Prepared the Comprehensive Annual Financing Report (CAFR) for FY 2018-19 and received an unmodified opinion. Applied for the Government Finance Office Association (GFOA) Award on Financial Reporting Excellence with result expected by summer 2020.

Received FY 2017-18 GFOA Award for Financial Reporting Excellence.

Assisted independent auditing firm in completing the County's Annual Audit and Single Audit for FY 2018-19.

Budget Year Goals

Continue collaboration with County departments to test pilot vendor JP Morgan Single Use Account with implementation by December 31, 2020.

Meet quarterly with department timekeepers and finance managers via Zoom 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. Recorded Zoom meetings will be sent to attendees for reference and training.

By December 31, 2020, calculate FY 2020-21 apportionment factors and compile information to complete the Tax Rate Book for FY 2020-21 and publish on Auditor-Controller's website.

By September 2020, have all special assessments loaded and balanced, tax rates approved by the Board of Supervisors, and FY 2020-21 information updated in property tax system to run the secured extension process for creating the secured property tax roll.

Prepare the CAFR for FY 2019-20 and receive an unmodified opinion by December 31, 2020. Apply for and receive the Annual Award on Financial Reporting Excellence from GFOA.

By December 31, 2020, assist with completion of the FY 2019-20 Annual Audit and Single Audit conducted by an independent auditing firm.

Pending Issues

Pending completion of the State Controller's review and approval of the preliminary COWCAP in June 2020, the adopted budget may be impacted.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
PIC Debt Service (AUD005)	16,230,784	16,462,318	16,190,366	15,911,775	15,911,775	(550,543)	251	8007
Annual Audits (AUD002)	19,052	48,055	48,055	38,653	38,653	(9,402)	001	8010
Auditor Controller (AUD001)	(4,938,927)	(3,538,911)	(3,613,962)	(4,618,295)	(4,623,874)	(1,084,963)	001	8011
Debt Management (AUD001)	2,499	0	0	0	0	0	001	8371
Disbursements (AUD001)	2,829,874	2,906,613	2,904,797	2,896,745	2,785,551	(121,062)	001	8372
Systems Management (AUD001)	662,487	679,278	728,566	912,247	904,210	224,932	001	8373
General Accounting (AUD001)	1,558,779	1,645,588	1,452,643	1,617,075	1,608,907	(36,681)	001	8374
Internal Audit (AUD001)	343,329	317,502	274,103	334,780	333,687	16,185	001	8375
Enterprise Resource Planning (AUD008)	269,061	0	0	0	0	0	478	8479
Subtotal	16,976,937	18,520,443	17,984,568	17,092,980	16,958,909	(1,561,534)		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
PIC Debt Service	\$16,230,784	\$16,462,318	\$16,190,366	\$15,911,775	15,911,775	\$(550,543)
Annual Audits	\$19,052	\$48,055	\$48,055	\$38,653	38,653	\$(9,402)
Auditor Controller	\$(4,938,927)	\$(3,538,911)	\$(3,613,962)	\$(4,618,295)	(4,623,874)	\$(1,084,963)
Debt Management	\$2,499	—	—	—	—	—
Disbursements	\$2,829,874	\$2,906,613	\$2,904,797	\$2,896,745	2,785,551	\$(121,062)

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Systems Management	\$662,487	\$679,278	\$728,566	\$912,247	904,210	\$224,932
General Accounting	\$1,558,779	\$1,645,588	\$1,452,643	\$1,617,075	1,608,907	\$(36,681)
Internal Audit	\$343,329	\$317,502	\$274,103	\$334,780	333,687	\$16,185
Enterprise Resource Planning	\$269,061	—	—	—	—	—
Subtotal	\$16,976,937	\$18,520,443	\$17,984,568	\$17,092,980	16,958,909	\$(1,561,534)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

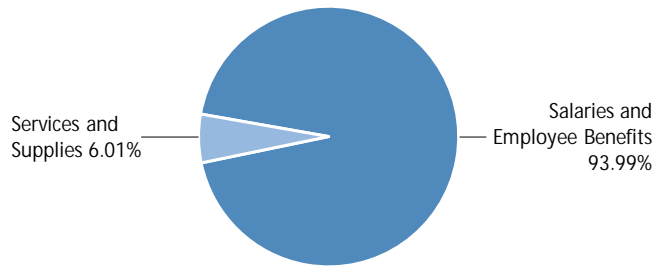
Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	4.00	4.00	5.00	1.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	6.00	6.00	6.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	6.50	6.00	6.00	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	3.00	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	7.00	(2.00)
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		44.50	44.00	43.00	(1.00)

Augmentation Request

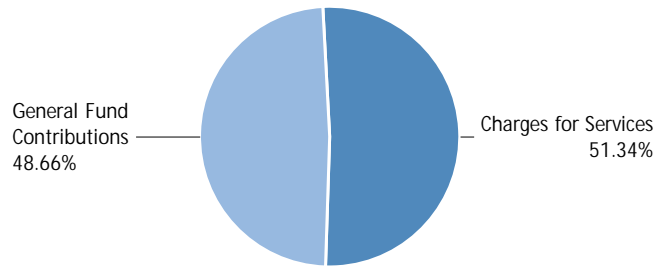
Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1110	1110-8372-001-AUD1	Status Quo Vacant Payroll Techician-Conf	Status Quo Vacant Position	96,756	1.00	-	-
Grand Total:				96,756	1.00	-	-

Auditor-Controller Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$6,043,253	\$6,287,297	\$6,013,303	\$6,531,366	\$6,434,610	\$147,313
Services and Supplies	\$444,299	\$416,890	\$428,211	\$448,919	\$411,604	\$(5,286)
Other Charges	\$(6,032,011)	\$(4,694,117)	\$(4,695,367)	\$(5,837,733)	\$(5,837,733)	\$(1,143,616)
Subtotal	\$455,541	\$2,010,070	\$1,746,147	\$1,142,552	\$1,008,481	\$(1,001,589)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$496,908	\$500,847	\$500,847	\$517,754	\$517,754	\$16,907
Miscellaneous Revenues	\$442	—	—	—	—	—
Subtotal	\$497,350	\$500,847	\$500,847	\$517,754	\$517,754	\$16,907
General Fund Contributions	\$(41,809)	\$1,509,223	\$1,245,300	\$624,798	\$490,727	\$(1,018,496)
Total Source of Funds	\$455,541	\$2,010,070	\$1,746,147	\$1,142,552	\$1,008,481	\$(1,001,589)

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 unit is \$1,008,481 a decrease of \$1,001,589 from the FY 2019-20 Adopted Budget. The decrease consists of an increase in the Countywide Cost Allocation Plan (COWCAP) credit, offset by negotiated salary, pension plan and health insurance cost increases.

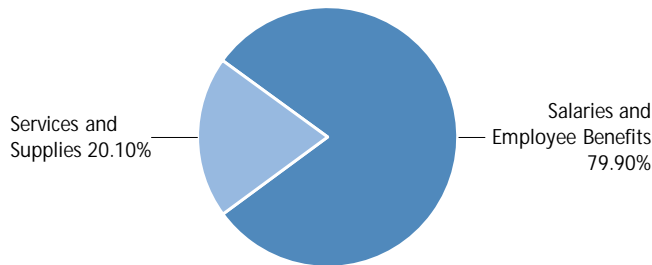
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Auditor Controller (AUD001)	(4,938,927)	(3,538,911)	(3,613,962)	(4,618,295)	(4,623,874)	(1,084,963)	001	8011
Debt Management (AUD001)	2,499	0	0	0	0	0	001	8371
Disbursements (AUD001)	2,829,874	2,906,613	2,904,797	2,896,745	2,785,551	(121,062)	001	8372
Systems Management (AUD001)	662,487	679,278	728,566	912,247	904,210	224,932	001	8373
General Accounting (AUD001)	1,558,779	1,645,588	1,452,643	1,617,075	1,608,907	(36,681)	001	8374
Internal Audit (AUD001)	343,329	317,502	274,103	334,780	333,687	16,185	001	8375
Subtotal	458,040	2,010,070	1,746,147	1,142,552	1,008,481	(1,001,589)		

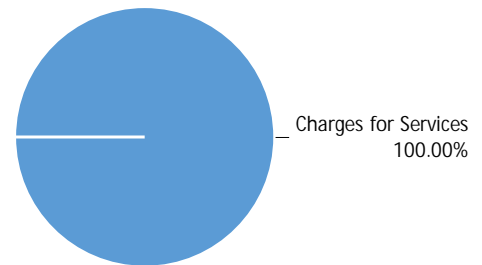
Auditor Controller

(Budget Unit 8011—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$828,923	\$919,726	\$844,597	\$969,908	\$969,908	\$50,182
Services and Supplies	\$263,536	\$235,480	\$235,558	\$249,530	\$243,951	\$8,471
Other Charges	\$(6,031,386)	\$(4,694,117)	\$(4,694,117)	\$(5,837,733)	\$(5,837,733)	\$(1,143,616)
Subtotal	\$(4,938,927)	\$(3,538,911)	\$(3,613,962)	\$(4,618,295)	\$(4,623,874)	\$(1,084,963)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$330,191	\$329,901	\$329,901	\$338,742	\$338,742	\$8,841
Miscellaneous Revenues	\$442	—	—	—	—	—
Subtotal	\$330,633	\$329,901	\$329,901	\$338,742	\$338,742	\$8,841
General Fund Contributions	\$(5,269,560)	\$(3,868,812)	\$(3,943,863)	\$(4,957,037)	\$(4,962,616)	\$(1,093,804)
Total Source of Funds	\$(4,938,927)	\$(3,538,911)	\$(3,613,962)	\$(4,618,295)	\$(4,623,874)	\$(1,084,963)

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.

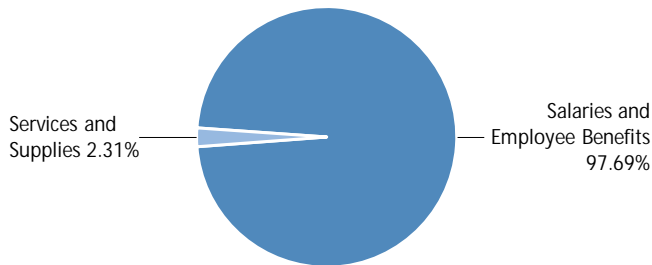
Recommended FY 2020-21 Positions

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

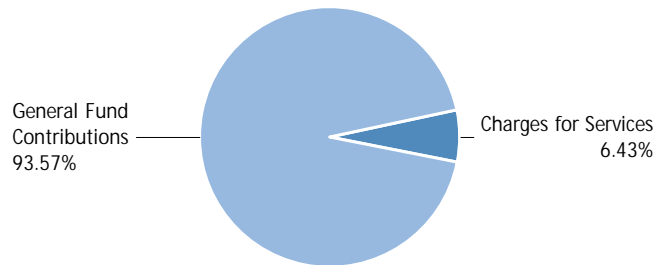
Disbursements

(Budget Unit 8372—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,766,422	\$2,833,859	\$2,828,075	\$2,818,008	\$2,721,252	\$(112,607)
Services and Supplies	\$63,452	\$72,754	\$76,722	\$78,737	\$64,299	\$(8,455)
Subtotal	\$2,829,874	\$2,906,613	\$2,904,797	\$2,896,745	\$2,785,551	\$(121,062)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$166,717	\$170,946	\$170,946	\$179,012	\$179,012	\$8,066
Subtotal	\$166,717	\$170,946	\$170,946	\$179,012	\$179,012	\$8,066
General Fund Contributions	\$2,663,156	\$2,735,667	\$2,733,851	\$2,717,733	\$2,606,539	\$(129,128)
Total Source of Funds	\$2,829,874	\$2,906,613	\$2,904,797	\$2,896,745	\$2,785,551	\$(121,062)

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 FY 2020-21 Positions		
Classification Code	Classification Label	FTE
20B21	ACCOUNTANT AUDITOR II	1.00
20B22	ACCOUNTANT AUDITOR III	2.00
20B24	AUDITOR-CONTROLLER ANALYST I	2.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J22	SENIOR ACCOUNT CLERK	3.00

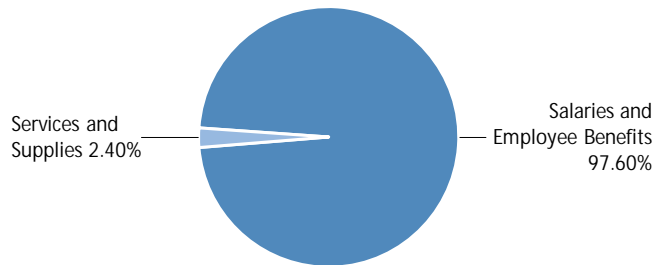
Recommended FY 2020-21 Positions		
Classification Code	Classification Label	FTE
80J30	ACCOUNTING TECHNICIAN	1.00
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.00
80J96	PAYROLL TECHNICIAN-CONFIDENTIAL	7.00
80J97	SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL	2.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00
	Total	22.00

Auditor-Controller

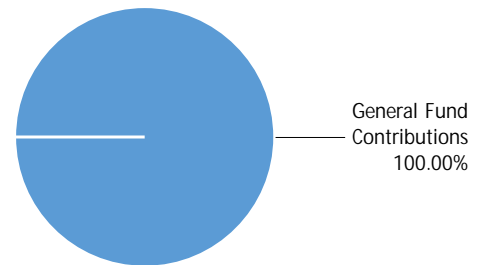
Systems Management

(Budget Unit 8373—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$650,025	\$651,836	\$702,827	\$882,508	\$882,508	\$230,672
Services and Supplies	\$12,461	\$27,442	\$25,739	\$29,739	\$21,702	\$(5,740)
Subtotal	\$662,487	\$679,278	\$728,566	\$912,247	\$904,210	\$224,932

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$662,487	\$679,278	\$728,566	\$912,247	\$904,210	\$224,932
Total Source of Funds	\$662,487	\$679,278	\$728,566	\$912,247	\$904,210	\$224,932

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.

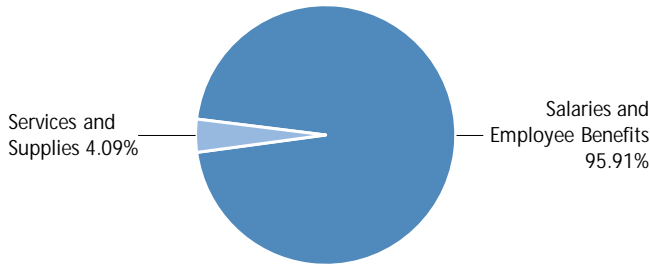
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14P32	ERP BUSINESS ANALYST	5.00
Total		5.00

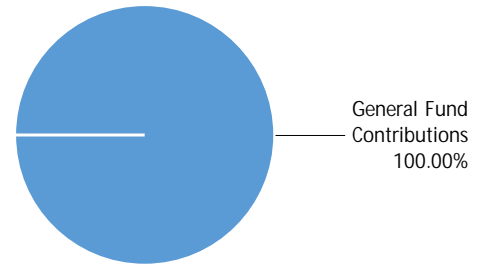
General Accounting

(Budget Unit 8374—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Auditor-Controller

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,509,718	\$1,581,009	\$1,384,328	\$1,543,082	\$1,543,082	\$(37,927)
Services and Supplies	\$49,686	\$64,579	\$69,565	\$73,993	\$65,825	\$1,246
Other Charges	\$(625)	—	\$(1,250)	—	—	—
Subtotal	\$1,558,779	\$1,645,588	\$1,452,643	\$1,617,075	\$1,608,907	\$(36,681)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$1,558,779	\$1,645,588	\$1,452,643	\$1,617,075	\$1,608,907	\$(36,681)
Total Source of Funds	\$1,558,779	\$1,645,588	\$1,452,643	\$1,617,075	\$1,608,907	\$(36,681)

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.

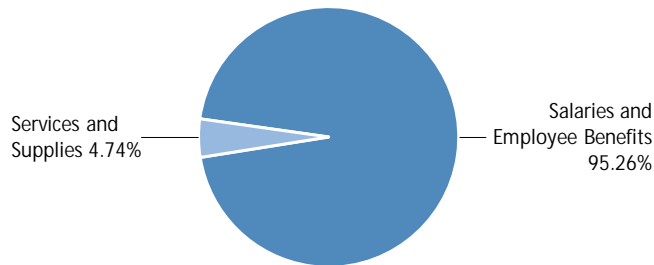
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
20B22	ACCOUNTANT AUDITOR III	4.00
20B24	AUDITOR-CONTROLLER ANALYST I	4.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	10.00

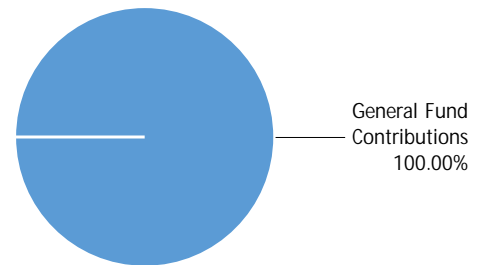
Internal Audit

(Budget Unit 8375—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$288,164	\$300,867	\$253,476	\$317,860	\$317,860	\$16,993
Services and Supplies	\$55,164	\$16,635	\$20,627	\$16,920	\$15,827	\$(808)
Subtotal	\$343,329	\$317,502	\$274,103	\$334,780	\$333,687	\$16,185

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$343,329	\$317,502	\$274,103	\$334,780	\$333,687	\$16,185
Total Source of Funds	\$343,329	\$317,502	\$274,103	\$334,780	\$333,687	\$16,185

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

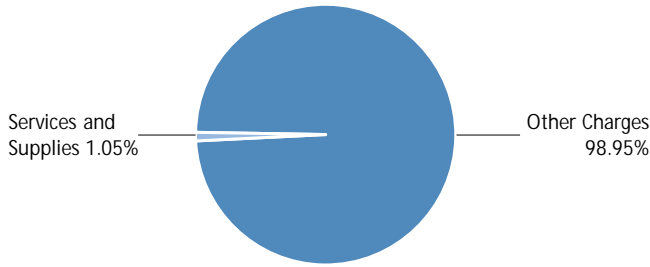
pertaining to departmental achievement of stated objectives and effectiveness of existing internal controls.

Recommended FY 2020-21 Positions

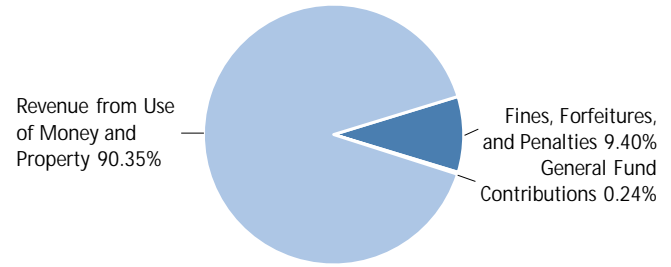
Classification Code	Classification Label	FTE
20B31	INTERNAL AUDITOR II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
Total		2.00

Auditor-Controller Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$123,565	\$154,371	\$167,871	\$167,871	\$167,871	\$13,500
Other Charges	\$16,126,271	\$16,356,002	\$16,070,550	\$15,782,557	\$15,782,557	\$(573,445)
Subtotal	\$16,249,835	\$16,510,373	\$16,238,421	\$15,950,428	\$15,950,428	\$(559,945)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	—
Revenue from Use of Money & Property	\$6,903,241	\$14,962,318	\$14,690,366	\$14,411,775	\$14,411,775	\$(550,543)
Other Financing Sources	\$9,342,170	—	—	—	—	—
Subtotal	\$16,245,411	\$16,462,318	\$16,190,366	\$15,911,775	\$15,911,775	\$(550,543)
Fund Balance	\$(5,101,107)	—	—	—	—	—
General Fund Contributions	\$5,105,532	\$48,055	\$48,055	\$38,653	\$38,653	\$(9,402)
Total Source of Funds	\$16,249,835	\$16,510,373	\$16,238,421	\$15,950,428	\$15,950,428	\$(559,945)

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 \$15,950,428, a decrease of \$559,945 from FY 2019-20 resulting from refunding of 2009 and 2010 Natividad Medical Center County Certificate of Participation (COP) debt and an increase in COWCAP credit.

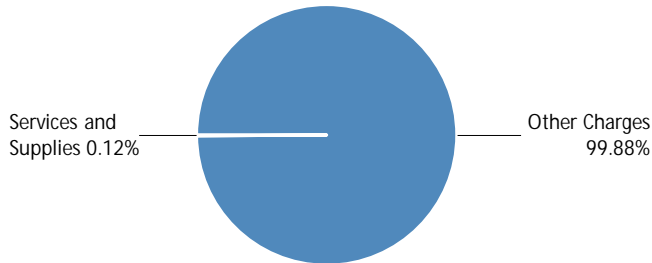
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
PIC Debt Service (AUD005)	16,230,784	16,462,318	16,190,366	15,911,775	15,911,775	(550,543)	251	8007
Annual Audits (AUD002)	19,052	48,055	48,055	38,653	38,653	(9,402)	001	8010
Enterprise Resource Planning (AUD008)	269,061	0	0	0	0	0	478	8479
Subtotal	16,518,896	16,510,373	16,238,421	15,950,428	15,950,428	(559,945)		

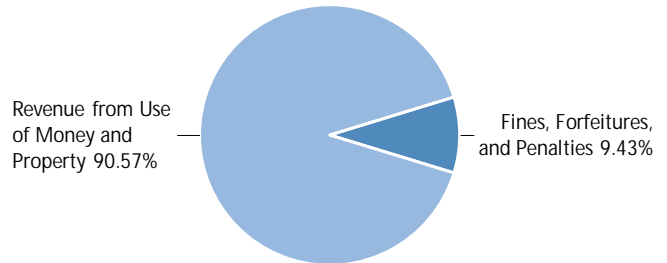
PIC Debt Service

(Budget Unit 8007—Fund 251—Appropriation Unit AUD005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$7,940	\$19,000	\$19,000	\$19,000	\$19,000	—
Other Charges	\$16,222,844	\$16,443,318	\$16,171,366	\$15,892,775	\$15,892,775	\$(550,543)
Subtotal	\$16,230,784	\$16,462,318	\$16,190,366	\$15,911,775	\$15,911,775	\$(550,543)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	—
Revenue from Use of Money & Property	\$6,903,241	\$14,962,318	\$14,690,366	\$14,411,775	\$14,411,775	\$(550,543)
Other Financing Sources	\$9,342,170	—	—	—	—	—
Subtotal	\$16,245,411	\$16,462,318	\$16,190,366	\$15,911,775	\$15,911,775	\$(550,543)
Fund Balance	\$(14,627)	—	—	—	—	—
Total Source of Funds	\$16,230,784	\$16,462,318	\$16,190,366	\$15,911,775	\$15,911,775	\$(550,543)

Unit Description

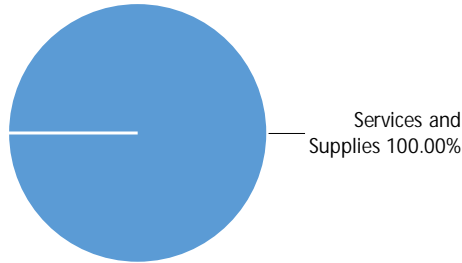
The Public Improvement Corporation (PIC) Debt Service funds debt payments and related expenses for Certificates of Participation (COPs) issued by the PIC. COPs are long-term financial

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.

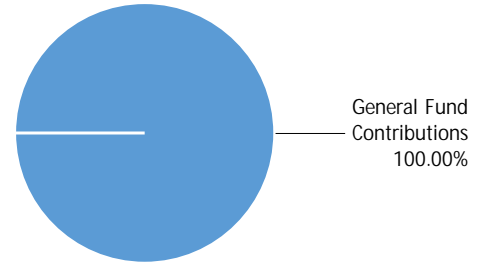
Annual Audits

(Budget Unit 8010—Fund 001—Appropriation Unit AUD002)

Use of Funds



Source of Funds



Auditor-Controller

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$115,625	\$135,371	\$148,871	\$148,871	\$148,871	\$13,500
Other Charges	\$(96,573)	\$(87,316)	\$(100,816)	\$(110,218)	\$(110,218)	\$(22,902)
Subtotal	\$19,052	\$48,055	\$48,055	\$38,653	\$38,653	\$(9,402)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$19,052	\$48,055	\$48,055	\$38,653	\$38,653	\$(9,402)
Total Source of Funds	\$19,052	\$48,055	\$48,055	\$38,653	\$38,653	\$(9,402)

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.



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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 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 property taxes on behalf of the schools, County, cities, special districts, community service districts and libraries throughout Monterey County. This Division also collects transient occupancy taxes (TOT) and commercial cannabis business taxes from related businesses in unincorporated areas of the County. Treasurer-Tax Collector collections activities historically provide the County's largest sources of annual discretionary revenues, supporting the ability to achieve a balanced budget that sustains core services and efficiently allocates resources to address local priorities and Board established strategic initiatives. Additionally, the Property Tax Division administers the County's Business License Ordinance, including 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, 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 collections.

Treasury - Safeguards and prudently invests all deposits for the County, school districts, and numerous special districts in Monterey County. Treasury responsibility includes oversight and management of a pooled portfolio that provides for the safety and liquidity of all cash assets.

The 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 broad focus on continual evaluation of operational functions to improve efficiency and effectiveness of County services, deliver excellent customer service, increase general fund revenue, and minimize the cost of collections.



Operating Budget: \$7,056,037
Positions (FTEs): 49.00

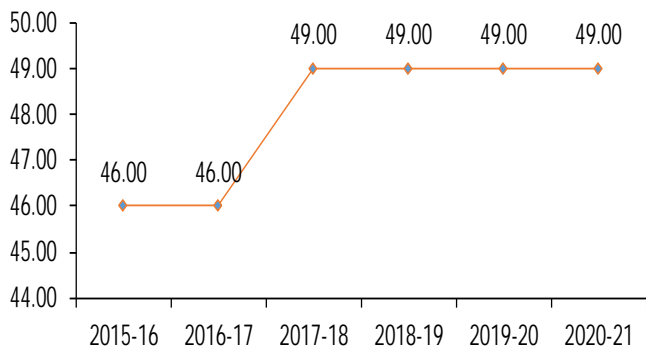
Mary Zeeb
Treasurer-Tax Collector

Treasury

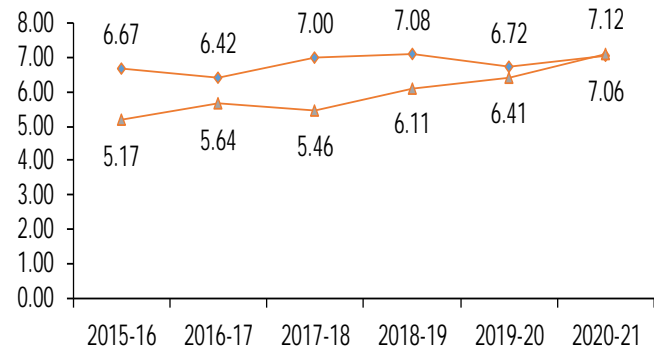
Property Tax

Revenue

Staffing Trends



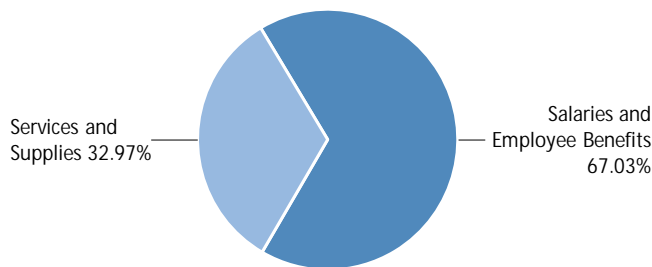
Expenditure/Revenue History (in millions)



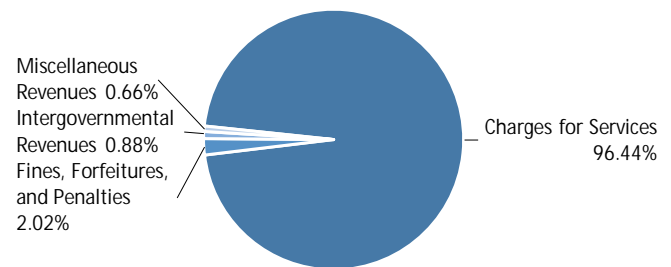
The Department tracks key performance measures to monitor the success and effectiveness of departmental activities and professional services relevant to Treasury banking and investment services, the collection of property and transient occupancy (TOT) taxes by the Tax Division, and customer service ratings related to Court ordered fines, fees, and restitution collected through the collections program.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 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%	99.1%	98.9%	56.7%
Tax – Percentage of property taxes collected – UNSECURED. Target = 96%	98.0%	97.9%	96.4%
Revenue – Percentage of customers who rate services received as excellent. Target = 90%	97.3%	98.0%	98.0%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$5,203,949	\$6,004,235	\$5,769,696	\$6,397,586	\$6,397,586	\$393,351
Services and Supplies	\$2,820,380	\$3,126,719	\$3,080,885	\$3,199,186	\$3,147,107	\$20,388
Other Charges	\$(943,209)	\$(2,128,202)	\$(2,130,343)	\$(2,488,656)	\$(2,488,656)	\$(360,454)
Subtotal	\$7,081,120	\$7,002,752	\$6,720,238	\$7,108,116	\$7,056,037	\$53,285

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	—	\$40	\$40	—	—	\$(40)
Licenses, Permits, and Franchises	\$19,974	\$20,779	\$11,361	\$5,110	\$5,110	\$(15,669)
Fines, Forfeitures, and Penalties	\$154,785	\$148,727	\$153,481	\$143,467	\$143,467	\$(5,260)
Intergovernmental Revenues	\$203,144	\$57,500	\$14,446	\$62,477	\$62,477	\$4,977
Charges for Services	\$5,690,624	\$6,492,303	\$6,182,742	\$6,865,277	\$6,865,277	\$372,974
Miscellaneous Revenues	\$41,052	\$47,083	\$49,102	\$47,204	\$47,204	\$121
Subtotal	\$6,109,579	\$6,766,432	\$6,411,172	\$7,123,535	\$7,123,535	\$357,103
General Fund Contributions	\$971,541	\$236,320	\$309,066	\$(15,419)	\$(67,498)	\$(303,818)
Total Source of Funds	\$7,081,120	\$7,002,752	\$6,720,238	\$7,108,116	\$7,056,037	\$53,285

Summary of Recommendation

The Recommended Budget for the Treasurer-Tax Collector (TTC) is \$7,056,037 financed by \$7,123,535 in estimated revenues, resulting in a general fund contribution (GFC) of -\$67,498. Expenditures grew by \$53,285 driven by negotiated salaries, Federal Insurance Contribution Act (FICA), Medicare, Public Employee Retirement contributions, and healthcare benefits and offset by an increase in the Countywide Cost Allocation Plan (COWCAP) credit.

Departmental revenue is projected to increase by \$357,103. This total includes offsetting revenue for cost of collections activities on behalf of the local Superior Courts, Treasury administration offsetting revenue, and estimated increases for allowable service charges and fees.

Budget Impacts

The Treasurer-Tax Collector's recommended budget is within the recommended baseline initially established by the County

Administrative Office - Budget and Analysis; and is expected to provide adequate funding to maintain existing levels of service.

Prior Year Accomplishments

Treasury operations preserved the safety of all invested assets while ensuring adequate liquidity for expenditure obligations.

The Department maintained collections and processing of property taxes, which included activation as an essential service to receive and process in-person payments through March and April of 2020, during the COVID-19 Emergency Shelter-in-Place Order, ensuring timely collection of hundreds of millions of dollars that provide critical financial support for Monterey County, school districts, special districts, successor agencies, cities, and libraries throughout the County.

The Property Tax unit streamlined the Business License Renewal Application; and transferred the cannabis business pre-registration/

modification process to the County Administrative Office (CAO) Cannabis Coordinator.

Analyzed processes and implemented measures that improved collection of large secured property tax cash payments.

Implemented the California State Association of Counties Finance Corporation (CSAC-FC) Tax Refund Exchange and Compliance System (CalTRECS), a Local Government Debt Offset Program operated with the State Franchise Tax Board (FTB), to compile local government debts for processing through an automated centralized clearinghouse for potential offset against delinquent unsecured property taxes. Collections in the first two months of the program yielded approximately 175% over collections for the entire two previous years.

Updated the Continuity of Operations Plan (COOP) to reflect additional actions and requirements specific to the COVID-19 pandemic emergency; departmental managers reviewed their roles in continuity planning, emergency preparedness, and response.

Supported COOP planning by establishing an Operational Contingency page in SharePoint, and a contingency plan for power outage was added.

Managers continued and expanded staff cross-training to support continuity of operations requirements and succession planning. The TTC currently has 20 employees engaged in cross training activities within and between various units.

Strengthened communication and employee relationships across the three departmental divisions, the TTC enlisted employee volunteers to plan and develop a departmental newsletter. The first quarterly issue was published and electronically distributed to TTC employees in March 2020.

Used SharePoint to implement an interactive online ideas hub for employee questions and ideas-sharing, a Knowledge Base, and a Career Development Center with self-help tools.

Maintained communication with Court debt collections partners, including the local Superior Court, Probation Department, District Attorney, Public Defender, and Office of the Sheriff to maintain efficient and cost-effective collections services.

Completed draft update of the Memorandum of Understanding (MOU) between the TTC and the Superior Court of California - Monterey County for the collection of court ordered debt.

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 maintain compliance.

Made progress in identifying and implementing technologies that increase efficiencies departmentwide. Improvements during the fiscal year included the following:

Worked with County Administrative Office and software developer to implement a modification process for changes to cannabis business permit square footage and initiated a process to include outdoor cannabis grows.

Explored implementing Transient Occupancy Tax (TOT) payments online.

Established a Deceased Report pilot to replace individual memos.

Created cross-reference for searchable numbers in Refined Print Command Stream (RPCS), reducing unnecessary supervisory involvement.

Implemented more effective, efficient call center software in a modern interface, improving administrative capabilities.

Added automated skip-tracing strategy to reduce manual research time.

Budget Year Goals

Preserve the safety of all invested assets while ensuring adequate liquidity to meet all expenditure obligations.

Continue to maximize opportunities to improve and fortify employee engagement as part of everyday, regular departmental activities. Opportunities include staff meetings, recognition events and other celebrations, cross-training, quarterly team meetings, performance reviews, and exploring the incorporation of cross-generational preferences and methods into departmental work structures.

Support continuity of operations with ongoing cross-training to ensure support of critical functions; continue to apprise staff of their roles in emergency preparedness.

Initiate requirements for online Business License applications and fee processes.

Complete amendment of policies and procedures related to registration and taxation of cannabis outdoor grow operations.

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.

Finalize updates to the Memorandum of Understanding (MOU) with the local Superior Court for collection of court ordered debt, including CAO review and Board of Supervisors approval.

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.

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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Property Tax (TRE001)	2,463,680	2,704,406	2,716,893	2,921,851	2,885,079	180,673	001	8263
Revenue (TRE001)	3,480,574	4,101,856	3,812,377	4,345,750	4,333,159	231,303	001	8264
Treasury (TRE001)	1,136,866	196,490	190,968	(159,485)	(162,201)	(358,691)	001	8266
Subtotal	7,081,120	7,002,752	6,720,238	7,108,116	7,056,037	53,285		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Property Tax	\$2,463,680	\$2,704,406	\$2,716,893	\$2,921,851	2,885,079	\$180,673
Revenue	\$3,480,574	\$4,101,856	\$3,812,377	\$4,345,750	4,333,159	\$231,303
Treasury	\$1,136,866	\$196,490	\$190,968	\$(159,485)	(162,201)	\$(358,691)
Subtotal	\$7,081,120	\$7,002,752	\$6,720,238	\$7,108,116	7,056,037	\$53,285

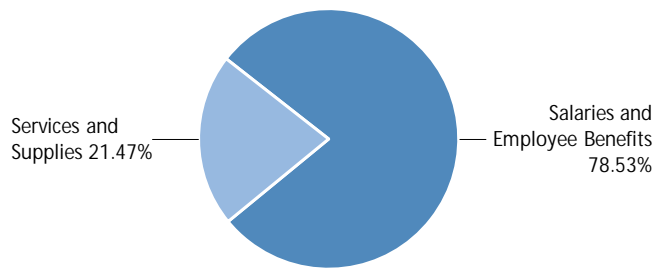
Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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	2.00	1.00
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	1.00	(1.00)
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

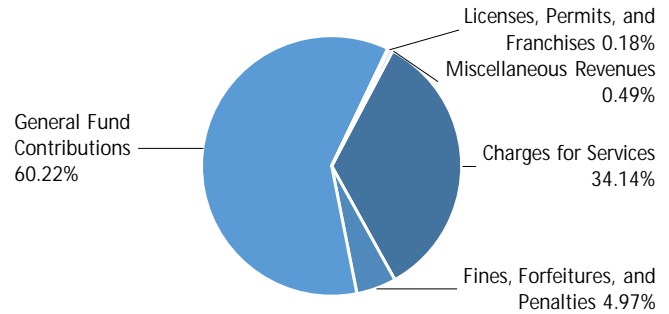
Property Tax

(Budget Unit 8263—Fund 001—Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,346,195	\$2,514,113	\$2,576,783	\$2,695,444	\$2,695,444	\$181,331
Services and Supplies	\$635,400	\$711,379	\$664,222	\$773,861	\$737,089	\$25,710
Other Charges	\$(517,915)	\$(521,086)	\$(524,112)	\$(547,454)	\$(547,454)	\$(26,368)
Subtotal	\$2,463,680	\$2,704,406	\$2,716,893	\$2,921,851	\$2,885,079	\$180,673

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	—	\$40	\$40	—	—	\$(40)
Licenses, Permits, and Franchises	\$19,974	\$20,779	\$11,361	\$5,110	\$5,110	\$(15,669)
Fines, Forfeitures, and Penalties	\$145,730	\$139,727	\$142,254	\$143,467	\$143,467	\$3,740
Intergovernmental Revenues	\$144,573	—	—	—	—	—
Charges for Services	\$1,267,818	\$860,278	\$863,028	\$984,971	\$984,971	\$124,693
Miscellaneous Revenues	\$17,243	\$13,083	\$13,940	\$14,150	\$14,150	\$1,067
Subtotal	\$1,595,338	\$1,033,907	\$1,030,623	\$1,147,698	\$1,147,698	\$113,791
General Fund Contributions	\$868,342	\$1,670,499	\$1,686,270	\$1,774,153	\$1,737,381	\$66,882
Total Source of Funds	\$2,463,680	\$2,704,406	\$2,716,893	\$2,921,851	\$2,885,079	\$180,673

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. Tax functions provide for collection of the largest portions of the County's General Fund general purpose (discretionary) revenue. 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 FY 2020-21 Positions

Classification n Code	Classification Label	FTE
10B06	TREASURER-TAX COLLECTOR	1.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00
14C31	MANAGEMENT ANALYST III	2.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	1.00

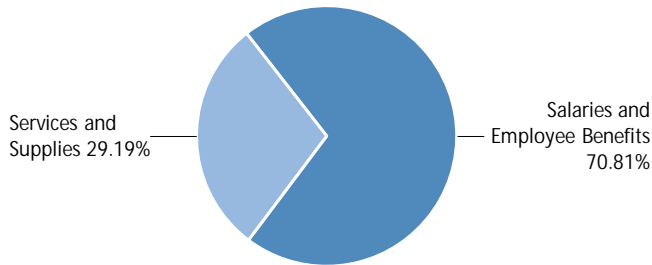
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
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

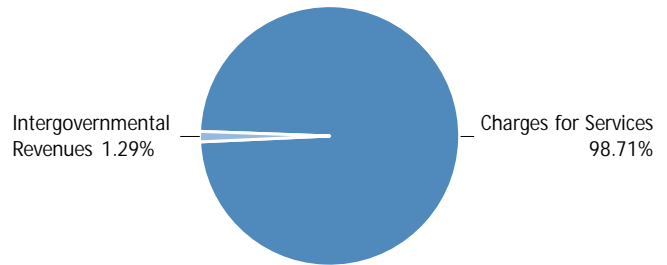
Revenue

(Budget Unit 8264—Fund 001—Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,363,294	\$2,985,687	\$2,673,558	\$3,166,162	\$3,166,162	\$180,475
Services and Supplies	\$1,187,303	\$1,326,010	\$1,347,775	\$1,317,955	\$1,305,364	\$(20,646)
Other Charges	\$(70,023)	\$(209,841)	\$(208,956)	\$(138,367)	\$(138,367)	\$71,474
Subtotal	\$3,480,574	\$4,101,856	\$3,812,377	\$4,345,750	\$4,333,159	\$231,303

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$9,055	\$9,000	\$11,227	—	—	\$(9,000)
Intergovernmental Revenues	\$58,570	\$57,500	\$14,446	\$62,477	\$62,477	\$4,977
Charges for Services	\$3,348,852	\$4,607,955	\$4,287,991	\$4,776,142	\$4,776,142	\$168,187
Miscellaneous Revenues	\$1,390	\$3,575	\$4,662	\$2,629	\$2,629	\$(946)
Subtotal	\$3,417,866	\$4,678,030	\$4,318,326	\$4,841,248	\$4,841,248	\$163,218
General Fund Contributions	\$62,708	\$(576,174)	\$(505,949)	\$(495,498)	\$(508,089)	\$68,085
Total Source of Funds	\$3,480,574	\$4,101,856	\$3,812,377	\$4,345,750	\$4,333,159	\$231,303

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.

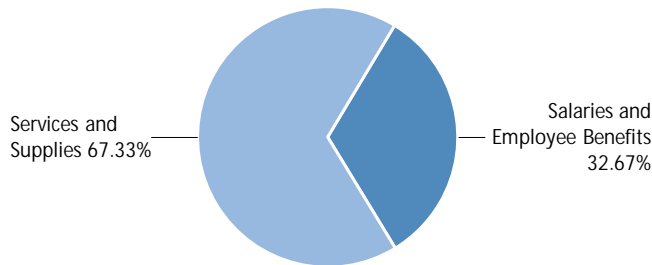
Recommended FY 2020-21 Positions

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

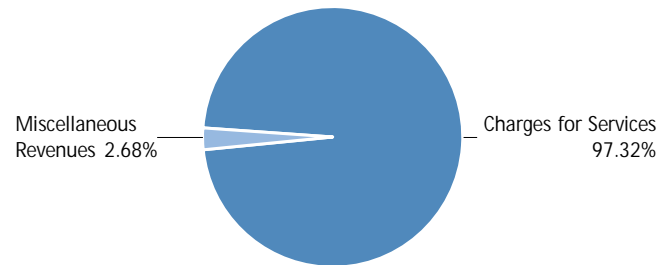
Treasury

(Budget Unit 8266—Fund 001—Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$494,460	\$504,435	\$519,355	\$535,980	\$535,980	\$31,545
Services and Supplies	\$997,677	\$1,089,330	\$1,068,888	\$1,107,370	\$1,104,654	\$15,324
Other Charges	\$(355,271)	\$(1,397,275)	\$(1,397,275)	\$(1,802,835)	\$(1,802,835)	\$(405,560)
Subtotal	\$1,136,866	\$196,490	\$190,968	\$(159,485)	\$(162,201)	\$(358,691)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$1,073,955	\$1,024,070	\$1,031,723	\$1,104,164	\$1,104,164	\$80,094
Miscellaneous Revenues	\$22,420	\$30,425	\$30,500	\$30,425	\$30,425	—
Subtotal	\$1,096,375	\$1,054,495	\$1,062,223	\$1,134,589	\$1,134,589	\$80,094
General Fund Contributions	\$40,491	\$(858,005)	\$(871,255)	\$(1,294,074)	\$(1,296,790)	\$(438,785)
Total Source of Funds	\$1,136,866	\$196,490	\$190,968	\$(159,485)	\$(162,201)	\$(358,691)

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 FY 2020-21 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 \$70 billion, generating over \$700 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.

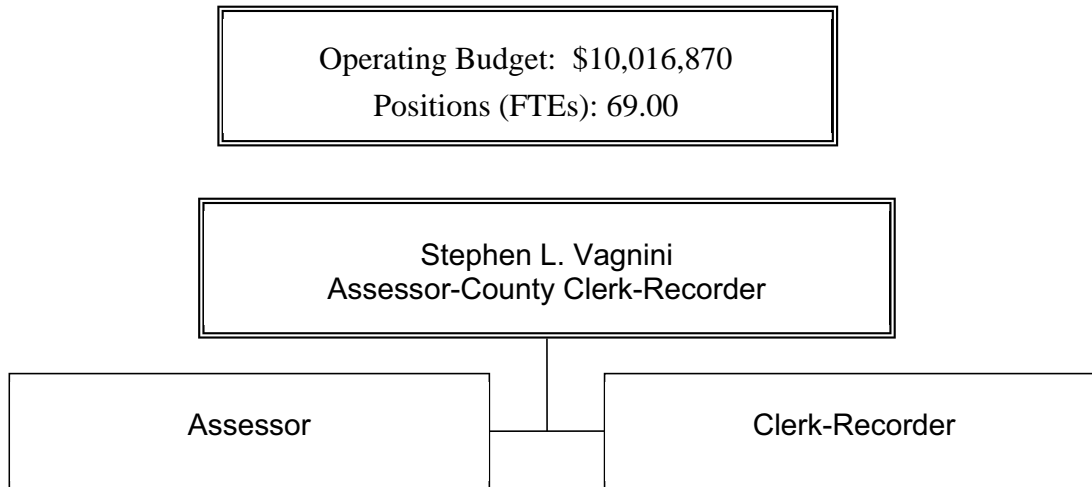
The operations of the County Clerk-Recorder's Office are financed almost entirely by program revenue. In addition, the County Clerk-Recorder's Office collects documentary transfer tax that generates considerable revenue for the County and other jurisdictions. The responsibilities of the County Clerk-Recorder's 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:

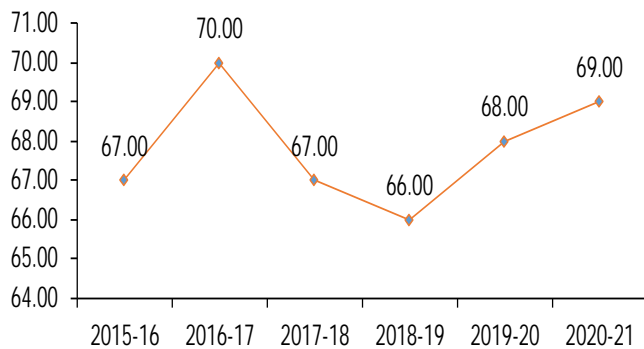
ECONOMIC DEVELOPMENT AND ADMINISTRATION

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.

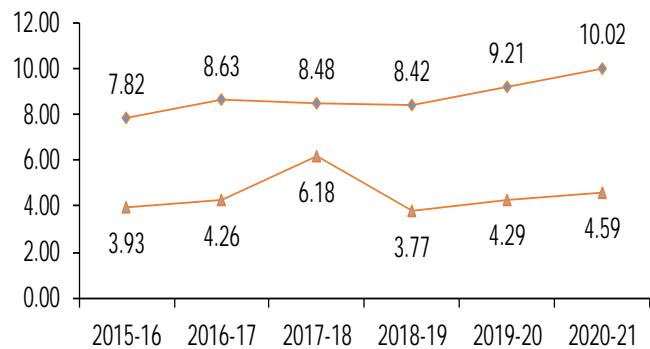




Staffing Trends



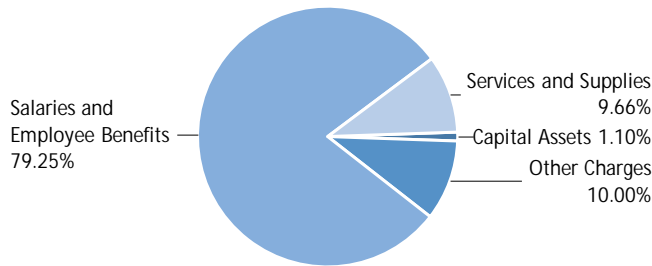
Expenditure/Revenue History (in millions)



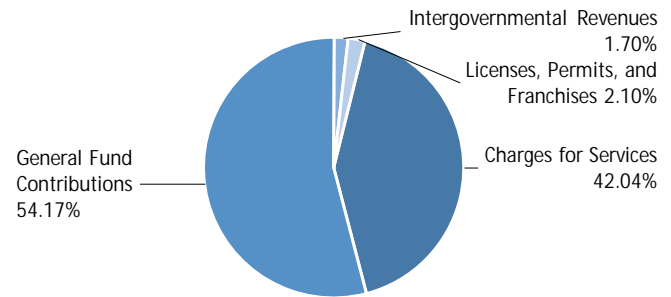
The goal of the Assessor-County Clerk-Recorder is to streamline operations for greater accountability, efficient service delivery, and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Percent of customers rating customer service as "Excellent." Target = 95%	98%	98%	98% (C/R) 95% (Asr)
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%	99%	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.	71.0%	67.6%	73.7%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$6,687,638	\$7,401,909	\$7,063,696	\$7,938,166	\$7,938,166	\$536,257
Services and Supplies	\$881,078	\$1,203,281	\$980,528	\$1,002,454	\$967,319	\$(235,962)
Other Charges	\$766,416	\$1,085,543	\$1,101,532	\$1,001,385	\$1,001,385	\$(84,158)
Capital Assets	\$84,938	\$110,000	\$60,000	\$110,000	\$110,000	—
Subtotal	\$8,420,070	\$9,800,733	\$9,205,756	\$10,052,005	\$10,016,870	\$216,137

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$157,542	\$210,000	\$196,311	\$210,000	\$210,000	—
Revenue from Use of Money & Property	\$472	—	—	—	—	—
Intergovernmental Revenues	\$246,357	\$170,000	\$170,000	\$170,000	\$170,000	—
Charges for Services	\$3,366,378	\$4,071,656	\$3,919,522	\$4,208,748	\$4,208,748	\$137,092
Miscellaneous Revenues	\$3,258	\$5,000	\$2,000	\$5,000	\$5,000	—
Subtotal	\$3,774,007	\$4,456,656	\$4,287,833	\$4,593,748	\$4,593,748	\$137,092
General Fund Contributions	\$4,646,063	\$5,344,077	\$4,917,923	\$5,458,257	\$5,423,122	\$79,045
Total Source of Funds	\$8,420,070	\$9,800,733	\$9,205,756	\$10,052,005	\$10,016,870	\$216,137

Summary of Recommendation

The Recommended Budget for Assessor-County Clerk-Recorder is \$10,016,870, financed by \$4,593,748 in revenue and a general fund contribution (GFC) of \$5,423,122. The Recommended Budget reflects a \$216,137 increase in costs for negotiated salary increases, earned step increases, pensions, and health insurance, offset by decreases in computer hardware purchases, equipment maintenance costs, and Countywide Cost Plan (COWCAP) charges. Revenue increased by \$137,092 due to an anticipated increase in recording fees and tax assessments.

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.

Prior Year Accomplishments

Completed the 2019 local assessment roll on time, with a net assessed value of over \$70 billion. The Assessor's Office also reviewed the assessed valuation of over 8,000 properties with reduced values under the provisions of Proposition 8, Proposition 13 and revenue and Tax Code Section 51.

Completed back-file redaction of social security numbers from all recorded documents dating back to January of 1980, as required by Government Code section 27301.

Continued to expand electronic recording with a continued increase in agents and submitters participating in e-recording. In FY 2019-20, the Recorder's electronic recordings consisted of 72% of all recorded documents.

Upgraded digital reel/fiche application to improve search functionality.

Upgraded electronic applications for customers to use from home or public access computers including the recording, filing, and cashing systems. Electronically completing applications and/or requests allows for automatic printouts of items being requested. An auto-indexing application requiring a verification process before the auto-indexed data is accepted and finalized is also being implemented for better service.

Continued preservation project of old real property books and map record books.

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.

Continued to provide quality customer service to all County taxpayers and to strive for continual improvement through placement of "How Are We Doing" survey cards at service counters. Survey cards are reviewed by management with office supervisors and staff.

Adapting to work environment changes necessitated by the COVID-19 pandemic, the Department will continue to expand telework capabilities.

Grow the percentage of electronically recorded documents by 5% in the Recorder's Office per legislation drafted to open electronic recording to more individuals.

Maintain a status quo level in ongoing efforts to digitize paper vital record certificates for FY 2020-21.

Begin the redesigning and upgrading process of the County Clerk/Recorder lobby to provide an accommodating and efficient flow for customers.

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 evidence 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.

Budget Year Goals

By June 30, 2021, produce a completed assessment roll of residential, commercial and industrial properties in the County of Monterey for FY 2020-21.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Assessor (ACR001)	5,861,376	6,647,155	6,351,825	6,980,591	6,953,722	306,567	001	8003
Clerk/Recorder (ACR002)	2,558,694	2,828,578	2,528,931	2,721,414	2,713,148	(115,430)	001	8004
Clerk/Recorder (ACR003)	0	325,000	325,000	350,000	350,000	25,000	027	8004
Subtotal	8,420,070	9,800,733	9,205,756	10,052,005	10,016,870	216,137		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Assessor	\$5,861,376	\$6,647,155	\$6,351,825	\$6,980,591	6,953,722	\$306,567
Clerk/Recorder	\$2,558,694	\$3,153,578	\$2,853,931	\$3,071,414	3,063,148	\$(90,430)
Subtotal	\$8,420,070	\$9,800,733	\$9,205,756	\$10,052,005	10,016,870	\$216,137

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

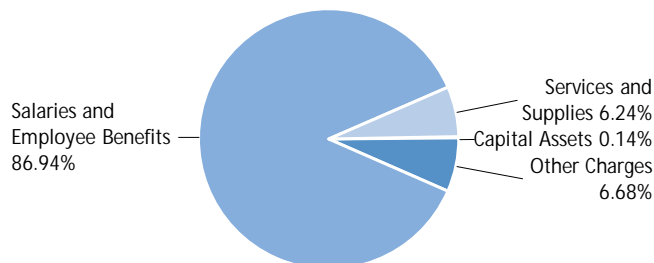
Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00	1.00	1.00	0.00
14B32	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
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
28A21	APPRAISER II	12.00	13.00	13.00	0.00
28A22	APPRAISER III	5.00	5.00	5.00	0.00
28A80	SUPERVISING APPRAISER	2.00	2.00	2.00	0.00
28B21	AUDITOR-APPRAISER II	4.00	4.00	4.00	0.00
28B22	AUDITOR-APPRAISER III	1.00	1.00	1.00	0.00
43F21	MAP DRAFTING TECHNICIAN	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	7.00	7.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	2.00	1.00
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	66.00	68.00	69.00	1.00

Assessor-County Clerk-Recorder

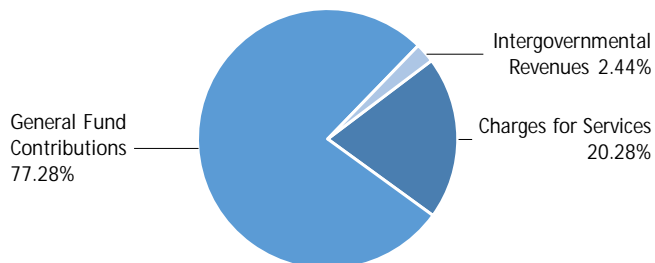
Assessor

(Budget Unit 8003—Fund 001—Appropriation Unit ACR001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,948,899	\$5,602,942	\$5,265,945	\$6,045,326	\$6,045,326	\$442,384
Services and Supplies	\$371,909	\$425,406	\$451,084	\$460,512	\$433,643	\$8,237
Other Charges	\$522,630	\$608,807	\$624,796	\$464,753	\$464,753	\$(144,054)
Capital Assets	\$17,938	\$10,000	\$10,000	\$10,000	\$10,000	—
Subtotal	\$5,861,376	\$6,647,155	\$6,351,825	\$6,980,591	\$6,953,722	\$306,567

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$472	—	—	—	—	—
Intergovernmental Revenues	\$246,357	\$170,000	\$170,000	\$170,000	\$170,000	—
Charges for Services	\$1,239,047	\$1,360,000	\$1,280,836	\$1,410,000	\$1,410,000	\$50,000
Miscellaneous Revenues	\$1,372	—	—	—	—	—
Subtotal	\$1,487,248	\$1,530,000	\$1,450,836	\$1,580,000	\$1,580,000	\$50,000
General Fund Contributions	\$4,374,128	\$5,117,155	\$4,900,989	\$5,400,591	\$5,373,722	\$256,567
Total Source of Funds	\$5,861,376	\$6,647,155	\$6,351,825	\$6,980,591	\$6,953,722	\$306,567

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 FY 2020-21 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

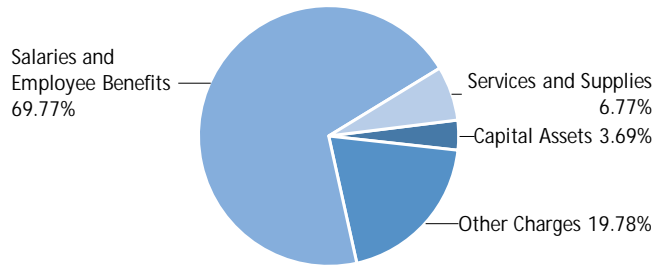
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
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
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	2.00
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	52.00

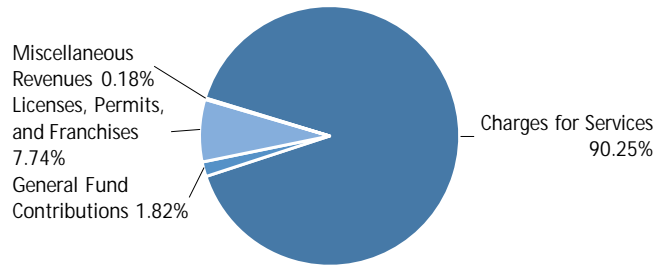
Clerk/Recorder

(Budget Unit 8004—Fund 001—Appropriation Unit ACR002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,738,739	\$1,798,967	\$1,797,751	\$1,892,840	\$1,892,840	\$93,873
Services and Supplies	\$509,169	\$452,875	\$204,444	\$191,942	\$183,676	\$(269,199)
Other Charges	\$243,786	\$476,736	\$476,736	\$536,632	\$536,632	\$59,896
Capital Assets	\$67,000	\$100,000	\$50,000	\$100,000	\$100,000	—
Subtotal	\$2,558,694	\$2,828,578	\$2,528,931	\$2,721,414	\$2,713,148	\$(115,430)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$157,542	\$210,000	\$196,311	\$210,000	\$210,000	—
Charges for Services	\$2,127,331	\$2,386,656	\$2,313,686	\$2,448,748	\$2,448,748	\$62,092
Miscellaneous Revenues	\$1,886	\$5,000	\$2,000	\$5,000	\$5,000	—
Subtotal	\$2,286,759	\$2,601,656	\$2,511,997	\$2,663,748	\$2,663,748	\$62,092
General Fund Contributions	\$271,936	\$226,922	\$16,934	\$57,666	\$49,400	\$(177,522)
Total Source of Funds	\$2,558,694	\$2,828,578	\$2,528,931	\$2,721,414	\$2,713,148	\$(115,430)

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.

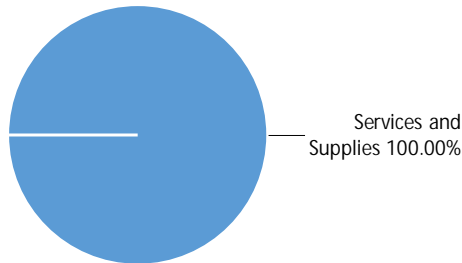
Recommended FY 2020-21 Positions

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

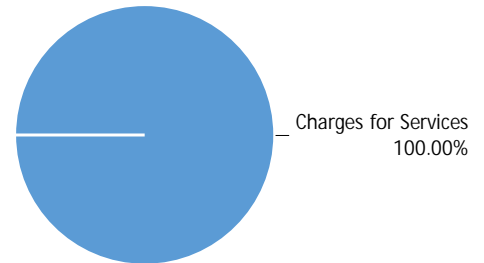
Clerk/Recorder

(Budget Unit 8004—Fund 027—Appropriation Unit ACR003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$325,000	\$325,000	\$350,000	\$350,000	\$25,000
Subtotal	—	\$325,000	\$325,000	\$350,000	\$350,000	\$25,000

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	—	\$325,000	\$325,000	\$350,000	\$350,000	\$25,000
Subtotal	—	\$325,000	\$325,000	\$350,000	\$350,000	\$25,000

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 2020-21, in the amount of \$350,000, 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.

The 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.



Operating Budget: \$48,805,446
Positions (FTEs): 53.00

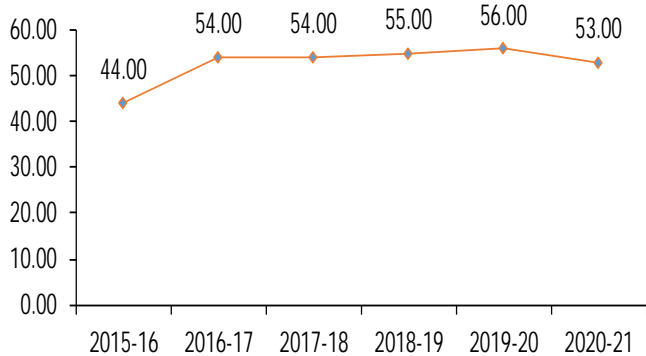
Les J. Girard
County Counsel

County Counsel

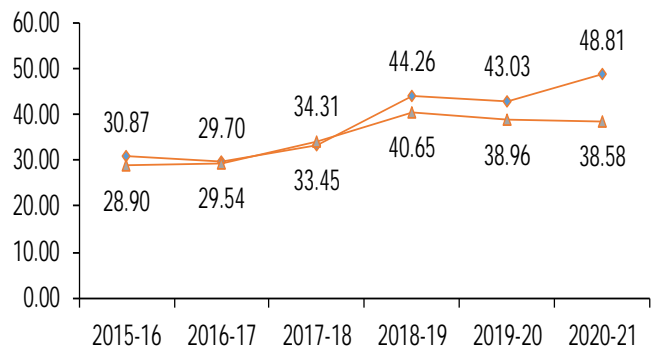
Risk Management

County Counsel Non-Departmental

Staffing Trends



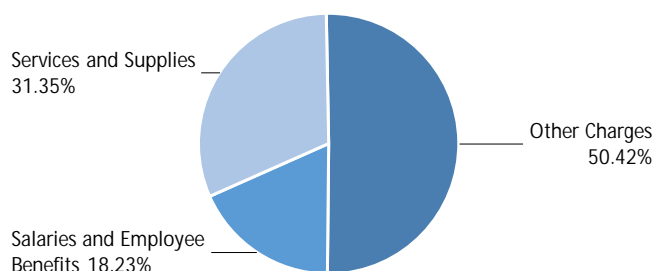
Expenditure/Revenue History (in millions)



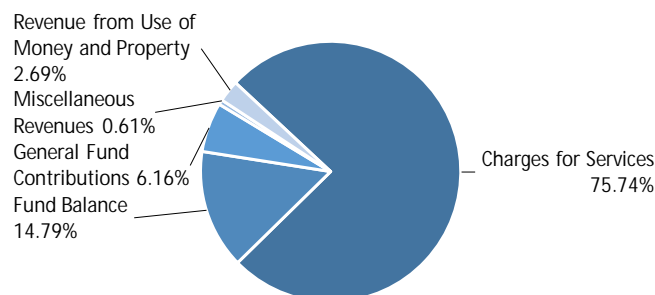
Legal advisor and primary litigator for the Board of Supervisors, elected County officials, and all County departments and agencies on issues of law or public policy. County Counsel also advises various boards, special districts and commissions operating within the County. In doing so, County Counsel 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	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Number of Litigation matters opened/pending.	591	327	279
Number of Liability Claims opened/pending.	137	131	98
Number of new and returning assignments and percentage of completion within cycle of two weeks.	4,195 75%	3,837 78%	2,764 71%
Number of Workers' Compensation claims open or pending status.	898	940	964
Annual Average Workers' Compensation Costs per new claim.	\$6,995	\$14,725	\$8,387

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$7,432,263	\$8,628,790	\$6,925,898	\$9,428,134	\$8,896,266	\$267,476
Services and Supplies	\$11,103,425	\$12,778,982	\$12,086,625	\$15,342,192	\$15,299,433	\$2,520,451
Other Charges	\$25,725,018	\$15,731,328	\$24,016,602	\$24,609,747	\$24,609,747	\$8,878,419
Subtotal	\$44,260,706	\$37,139,100	\$43,029,125	\$49,380,073	\$48,805,446	\$11,666,346

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	—	\$100,683	—	—	—
Revenue from Use of Money & Property	\$2,039,271	\$944,159	\$2,133,458	\$1,315,147	\$1,315,147	\$370,988
Charges for Services	\$31,564,072	\$35,099,710	\$35,163,264	\$36,963,165	\$36,963,165	\$1,863,455
Miscellaneous Revenues	\$7,017,224	\$300,000	\$1,561,041	\$300,000	\$300,000	—
Other Financing Sources	\$32,123	—	—	—	—	—
Subtotal	\$40,652,689	\$36,343,869	\$38,958,446	\$38,578,312	\$38,578,312	\$2,234,443
Fund Balance	\$3,559,666	—	\$3,582,302	\$7,219,934	\$7,219,934	\$7,219,934
General Fund Contributions	\$48,351	\$795,231	\$488,377	\$3,581,827	\$3,007,200	\$2,211,969
Total Source of Funds	\$44,260,706	\$37,139,100	\$43,029,125	\$49,380,073	\$48,805,446	\$11,666,346

Summary of Recommendation

The Fiscal Year (FY) 2020-21 Recommended Budget for the Office of the County Counsel is \$48,805,446, financed by \$38,578,312 in revenue and a general fund contribution (GFC) of \$3,007,200. Expenditures in the Recommended Budget grew by \$11,666,346 due to increases in negotiated salaries, pension plans, health insurance, a decrease in Countywide Cost Plan (COWCAP) credit, excess insurance costs, Third Party Administrator (TPA) fees, Workers' compensation (WC) claims, General Liability (GL) claims, and the funding of GL Non-Recoverable which is not funded at the actuarial recommended amount. Revenue is estimated to grow by \$2,234,443 as cost increases in TPA, WC, and GL are allocated out and charges for legal services are estimated to grow.

Budget Impacts

The Recommended Budget does not include augmentations to restore three vacant positions (2 Deputy County Counsel IV, Administrative

Secretary-Confidential), 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.

In order to meet countywide needs, the recommended level of funding for non-recoverable GL per the actuarial was reduced by 100% in the General Fund, therefore, it is not funded at the actuarial recommended level. If the Judicial system orders any settlements, additional funding will be needed.

Prior Year 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.

Budget Year 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 and bioventing of the water at Lake San Antonio resulting from a fuel system leak continues. The Department may have to request additional funding during FY 2020-21 should the bioventing not prove effective.

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 16 years.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Counsel (COU001)	213,602	762,537	280,476	3,294,426	2,725,385	1,962,848	001	8057
Grand Jury (COU005)	116,952	170,549	169,771	425,050	424,939	254,390	001	8405
Risk Management (COU002)	0	0	0	0	(5,475)	(5,475)	001	8407
General Liability (COU003)	16,736,919	14,521,869	21,867,711	20,693,246	20,693,246	6,171,377	475	8408
Workers Compensation (COU004)	27,017,107	21,482,000	20,168,553	24,748,000	24,748,000	3,266,000	476	8409
Enterprise Risk (COU006)	176,127	202,145	542,614	219,351	219,351	17,206	001	8429
Subtotal	44,260,706	37,139,100	43,029,125	49,380,073	48,805,446	11,666,346		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
County Counsel	\$213,602	\$762,537	\$280,476	\$3,294,426	2,725,385	\$1,962,848
Grand Jury	\$116,952	\$170,549	\$169,771	\$425,050	424,939	\$254,390
Risk Management	—	—	—	—	(5,475)	\$(5,475)
General Liability	\$16,736,919	\$14,521,869	\$21,867,711	\$20,693,246	20,693,246	\$6,171,377
Workers Compensation	\$27,017,107	\$21,482,000	\$20,168,553	\$24,748,000	24,748,000	\$3,266,000
Enterprise Risk	\$176,127	\$202,145	\$542,614	\$219,351	219,351	\$17,206
Subtotal	\$44,260,706	\$37,139,100	\$43,029,125	\$49,380,073	48,805,446	\$11,666,346

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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
14B62	ASSOCIATE RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	2.00	2.00	0.00
14C32	SAFETY OFFICER	1.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
39B20	DEPUTY COUNTY COUNSEL I	0.00	1.00	1.00	0.00
39B21	DEPUTY COUNTY COUNSEL II	1.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	16.00	15.00	13.00	(2.00)
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	2.00	3.00	3.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00	1.00	0.00	(1.00)
80B26	LEGAL SECRETARY III	0.00	0.00	7.00	7.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00	5.00	0.00	(5.00)
80B99	SENIOR LEGAL SECRETARY- CONFIDENTIAL	2.00	2.00	0.00	(2.00)
99ZWC	ALLOCATION ON LOAN WORK COMP	10.00	10.00	10.00	0.00
Total		55.00	56.00	53.00	(3.00)

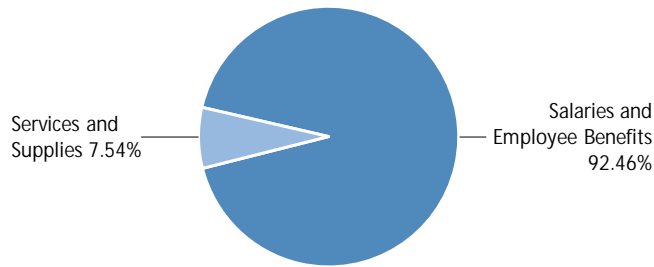
County Counsel

Augmentation Requests

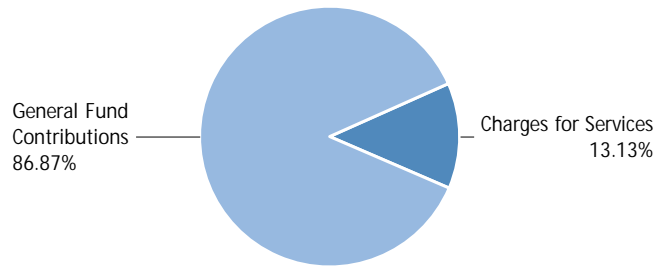
Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1210	1210-8057-001-AUG1	AUG1-Deputy County Counsel IV	Status Quo Vacant Position	214,457	1.00	-	-
1210	1210-8057-001-AUG2	AUG2-Deputy County Counsel IV	Status Quo Vacant Position	214,457	1.00	-	-
1210	1210-8057-001-AUG3	AUG3-Administrative Secretary- Confidential	Status Quo Vacant Position	102,954	1.00	-	-
Grand Total:				531,868	3.00	-	-

County Counsel Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$7,371,083	\$8,546,239	\$6,854,858	\$9,340,972	\$8,809,104	\$262,865
Services and Supplies	\$392,741	\$427,054	\$458,780	\$760,866	\$718,218	\$291,164
Other Charges	\$(7,550,223)	\$(8,210,756)	\$(7,033,162)	\$(6,807,412)	\$(6,807,412)	\$1,403,344
Subtotal	\$213,602	\$762,537	\$280,476	\$3,294,426	\$2,719,910	\$1,957,373

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	—	\$100,683	—	—	—
Charges for Services	\$458,330	\$340,000	\$403,554	\$357,000	\$357,000	\$17,000
Subtotal	\$458,330	\$340,000	\$504,237	\$357,000	\$357,000	\$17,000
General Fund Contributions	\$(244,728)	\$422,537	\$(223,761)	\$2,937,426	\$2,362,910	\$1,940,373
Total Source of Funds	\$213,602	\$762,537	\$280,476	\$3,294,426	\$2,719,910	\$1,957,373

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 \$2,719,910, an increase of \$1,957,373. The increase is primarily due to a reduction in the Countywide Cost Plan (COWCAP) credit, and increase costs of Recoverable GL Insurance, negotiated salaries, pension plans, health insurance and worker compensation. The Recommended Budget includes \$2,280,464 in expenditures for Risk Management, offset by reimbursements from the GL and WC Internal Service Funds (ISFs).

Appropriation Expenditure Detail

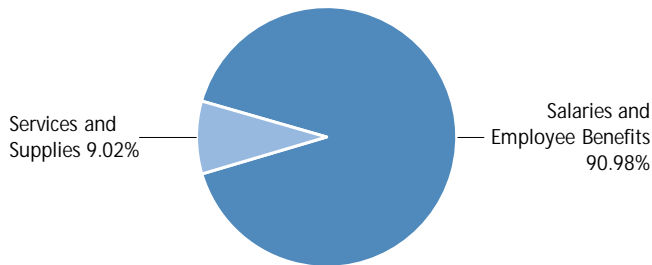
	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Counsel (COU001)	213,602	762,537	280,476	3,294,426	2,725,385	1,962,848	001	8057
Risk Management (COU002)	0	0	0	0	(5,475)	(5,475)	001	8407
Subtotal	213,602	762,537	280,476	3,294,426	2,719,910	1,957,373		

County Counsel

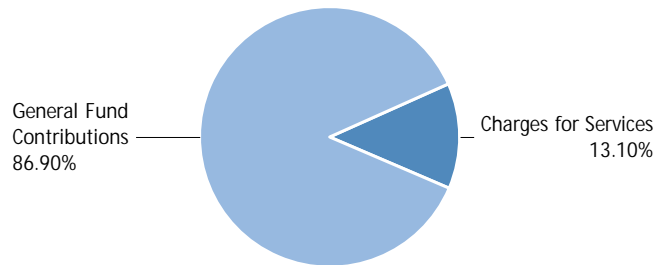
County Counsel

(Budget Unit 8057—Fund 001—Appropriation Unit COU001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$5,732,667	\$6,449,113	\$5,365,303	\$7,129,877	\$6,598,009	\$148,896
Services and Supplies	\$353,976	\$351,300	\$360,091	\$691,497	\$654,324	\$303,024
Other Charges	\$(5,873,042)	\$(6,037,876)	\$(5,444,918)	\$(4,526,948)	\$(4,526,948)	\$1,510,928
Subtotal	\$213,602	\$762,537	\$280,476	\$3,294,426	\$2,725,385	\$1,962,848

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	—	\$100,683	—	—	—
Charges for Services	\$458,330	\$340,000	\$403,554	\$357,000	\$357,000	\$17,000
Subtotal	\$458,330	\$340,000	\$504,237	\$357,000	\$357,000	\$17,000
General Fund Contributions	\$(244,728)	\$422,537	\$(223,761)	\$2,937,426	\$2,368,385	\$1,945,848
Total Source of Funds	\$213,602	\$762,537	\$280,476	\$3,294,426	\$2,725,385	\$1,962,848

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.

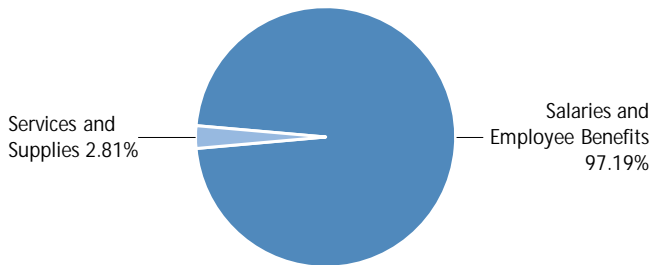
Recommended FY 2020-21 Positions

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	13.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00
80B26	LEGAL SECRETARY III	7.00
Total		31.00

Risk Management

(Budget Unit 8407—Fund 001—Appropriation Unit COU002)

Use of Funds



Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,638,416	\$2,097,126	\$1,489,555	\$2,211,095	\$2,211,095	\$113,969
Services and Supplies	\$38,765	\$75,754	\$98,689	\$69,369	\$63,894	\$(11,860)
Other Charges	\$(1,677,181)	\$(2,172,880)	\$(1,588,244)	\$(2,280,464)	\$(2,280,464)	\$(107,584)
Subtotal	—	—	—	—	\$(5,475)	\$(5,475)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	—	—	—	—	\$(5,475)	\$(5,475)
Total Source of Funds	—	—	—	—	\$(5,475)	\$(5,475)

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

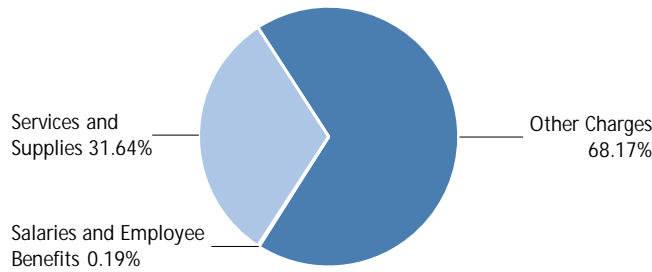
medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

Recommended FY 2020-21 Positions

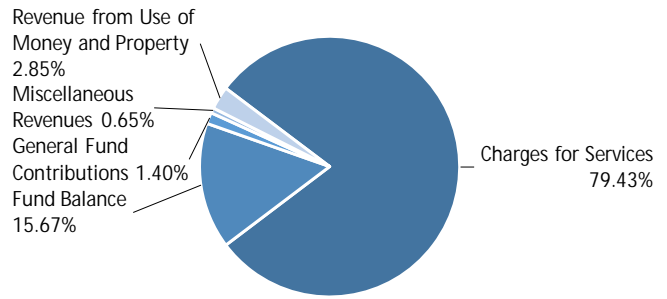
Classification Code	Classification Label	FTE
14B62	ASSOCIATE RISK & BENEFITS ANALYST	1.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C32	SAFETY OFFICER	1.00
14C85	WORKERS COMPENSATION MANAGER	1.00
14C86	ERGONOMICS MANAGER	1.00
20B95	FINANCE MANAGER I	1.00
74K50	SAFETY COORDINATOR/ INVESTIGATOR	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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$61,180	\$82,551	\$71,040	\$87,162	\$87,162	\$4,611
Services and Supplies	\$10,710,683	\$12,351,928	\$11,627,845	\$14,581,326	\$14,581,215	\$2,229,287
Other Charges	\$33,275,241	\$23,942,084	\$31,049,764	\$31,417,159	\$31,417,159	\$7,475,075
Subtotal	\$44,047,104	\$36,376,563	\$42,748,649	\$46,085,647	\$46,085,536	\$9,708,973

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$2,039,271	\$944,159	\$2,133,458	\$1,315,147	\$1,315,147	\$370,988
Charges for Services	\$31,105,742	\$34,759,710	\$34,759,710	\$36,606,165	\$36,606,165	\$1,846,455
Miscellaneous Revenues	\$7,017,224	\$300,000	\$1,561,041	\$300,000	\$300,000	—
Other Financing Sources	\$32,123	—	—	—	—	—
Subtotal	\$40,194,360	\$36,003,869	\$38,454,209	\$38,221,312	\$38,221,312	\$2,217,443
Fund Balance	\$3,559,666	—	\$3,582,302	\$7,219,934	\$7,219,934	\$7,219,934
General Fund Contributions	\$293,079	\$372,694	\$712,138	\$644,401	\$644,290	\$271,596
Total Source of Funds	\$44,047,104	\$36,376,563	\$42,748,649	\$46,085,647	\$46,085,536	\$9,708,973

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 \$46,085,536 funded by revenues of \$38,221,312, fund balance of \$7,219,934 and a general fund contribution (GFC) of \$644,290. Cost increases occurred in excess insurance, Third Party Administrator (TPA), WC, non-recoverable GL totaling \$9,708,973.

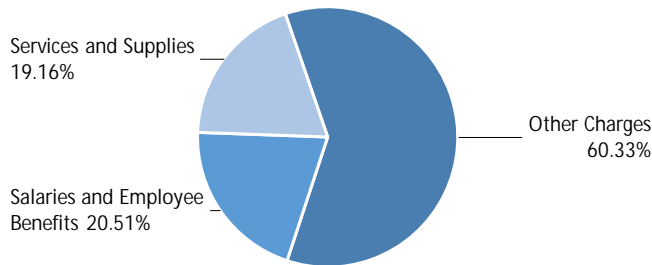
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Grand Jury (COU005)	116,952	170,549	169,771	425,050	424,939	254,390	001	8405
General Liability (COU003)	16,736,919	14,521,869	21,867,711	20,693,246	20,693,246	6,171,377	475	8408
Workers Compensation (COU004)	27,017,107	21,482,000	20,168,553	24,748,000	24,748,000	3,266,000	476	8409
Enterprise Risk (COU006)	176,127	202,145	542,614	219,351	219,351	17,206	001	8429
Subtotal	44,047,104	36,376,563	42,748,649	46,085,647	46,085,536	9,708,973		

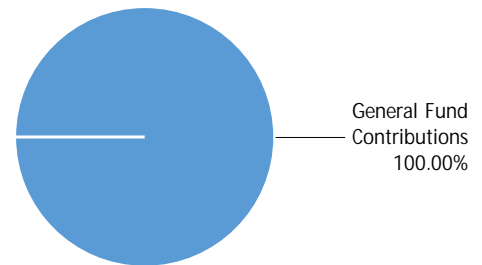
Grand Jury

(Budget Unit 8405—Fund 001—Appropriation Unit COU005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$61,180	\$82,551	\$71,040	\$87,162	\$87,162	\$4,611
Services and Supplies	\$89,875	\$78,249	\$89,067	\$81,515	\$81,404	\$3,155
Other Charges	\$(34,103)	\$9,749	\$9,664	\$256,373	\$256,373	\$246,624
Subtotal	\$116,952	\$170,549	\$169,771	\$425,050	\$424,939	\$254,390

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Miscellaneous Revenues	—	—	\$247	—	—	—
Subtotal	—	—	\$247	—	—	—
General Fund Contributions	\$116,952	\$170,549	\$169,524	\$425,050	\$424,939	\$254,390
Total Source of Funds	\$116,952	\$170,549	\$169,771	\$425,050	\$424,939	\$254,390

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.

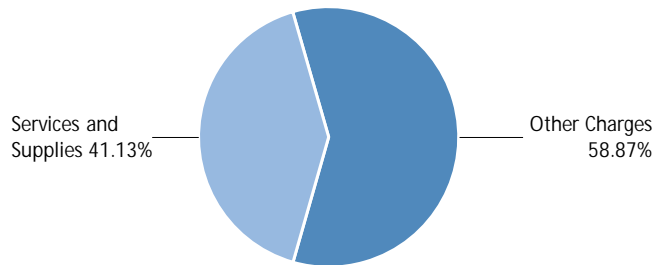
In prior years, Civil Grand Jury activities were administered by the Superior Court (on a reimbursement basis). Effective with the empaneling of the 2012 Civil Grand Jury, County Counsel assumed liaison and administrative functions previously handled by the Superior Court.

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.

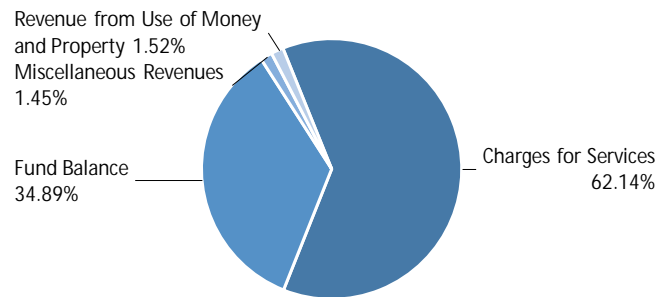
General Liability

(Budget Unit 8408—Fund 475—Appropriation Unit COU003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$6,000,434	\$6,376,726	\$6,605,577	\$8,511,203	\$8,511,203	\$2,134,477
Other Charges	\$10,736,485	\$8,145,143	\$15,262,134	\$12,182,043	\$12,182,043	\$4,036,900
Subtotal	\$16,736,919	\$14,521,869	\$21,867,711	\$20,693,246	\$20,693,246	\$6,171,377

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$391,830	\$244,159	\$244,159	\$315,147	\$315,147	\$70,988
Charges for Services	\$10,629,742	\$13,977,710	\$13,977,710	\$12,858,165	\$12,858,165	\$(1,119,545)
Miscellaneous Revenues	\$1,428,287	\$300,000	\$1,461,144	\$300,000	\$300,000	—
Other Financing Sources	\$32,123	—	—	—	—	—
Subtotal	\$12,481,982	\$14,521,869	\$15,683,013	\$13,473,312	\$13,473,312	\$(1,048,557)
Fund Balance	\$4,254,937	—	\$6,184,698	\$7,219,934	\$7,219,934	\$7,219,934
Total Source of Funds	\$16,736,919	\$14,521,869	\$21,867,711	\$20,693,246	\$20,693,246	\$6,171,377

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 2020-21. Allocations are comprised of two

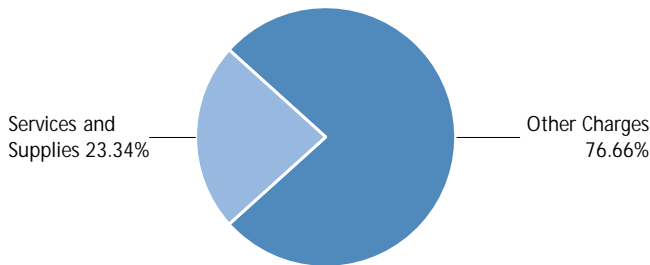
categories: recoverable and non-recoverable. Both are based on experience and exposure. A given department's allocation may change from year to year due to the following factors: (1) change in payroll and number of employees; (2) change in the department's percentage of total claims paid out over the 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.

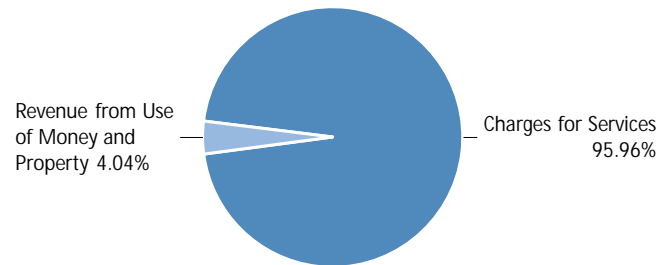
Workers Compensation

(Budget Unit 8409—Fund 476—Appropriation Unit COU004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$4,449,621	\$5,677,326	\$4,373,080	\$5,775,328	\$5,775,328	\$98,002
Other Charges	\$22,567,486	\$15,804,674	\$15,795,473	\$18,972,672	\$18,972,672	\$3,167,998
Subtotal	\$27,017,107	\$21,482,000	\$20,168,553	\$24,748,000	\$24,748,000	\$3,266,000

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$1,647,441	\$700,000	\$1,889,299	\$1,000,000	\$1,000,000	\$300,000
Charges for Services	\$20,476,000	\$20,782,000	\$20,782,000	\$23,748,000	\$23,748,000	\$2,966,000
Miscellaneous Revenues	\$5,588,937	—	\$99,650	—	—	—
Subtotal	\$27,712,378	\$21,482,000	\$22,770,949	\$24,748,000	\$24,748,000	\$3,266,000
Fund Balance	\$(695,271)	—	\$(2,602,396)	—	—	—
Total Source of Funds	\$27,017,107	\$21,482,000	\$20,168,553	\$24,748,000	\$24,748,000	\$3,266,000

Unit Description

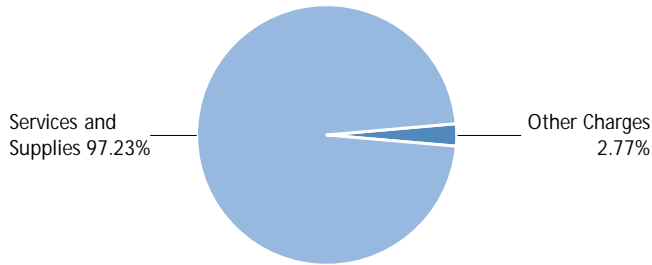
The Workers' Compensation Internal Service Fund covers expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. Workers' Compensation-related liability, judgments, settlements, and claims are paid from the WC ISF (Fund 476). Support contributions 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.

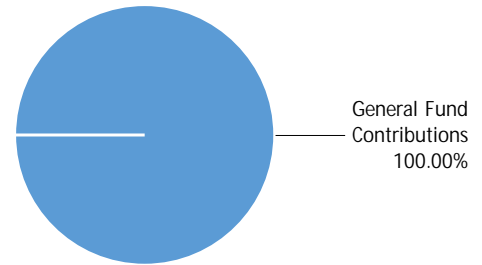
Enterprise Risk

(Budget Unit 8429—Fund 001—Appropriation Unit COU006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$170,754	\$219,627	\$560,121	\$213,280	\$213,280	\$(6,347)
Other Charges	\$5,373	\$(17,482)	\$(17,507)	\$6,071	\$6,071	\$23,553
Subtotal	\$176,127	\$202,145	\$542,614	\$219,351	\$219,351	\$17,206

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$176,127	\$202,145	\$542,614	\$219,351	\$219,351	\$17,206
Total Source of Funds	\$176,127	\$202,145	\$542,614	\$219,351	\$219,351	\$17,206

Unit Description

The Enterprise Risk unit is responsible for the tracking of fuel spill costs at 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:

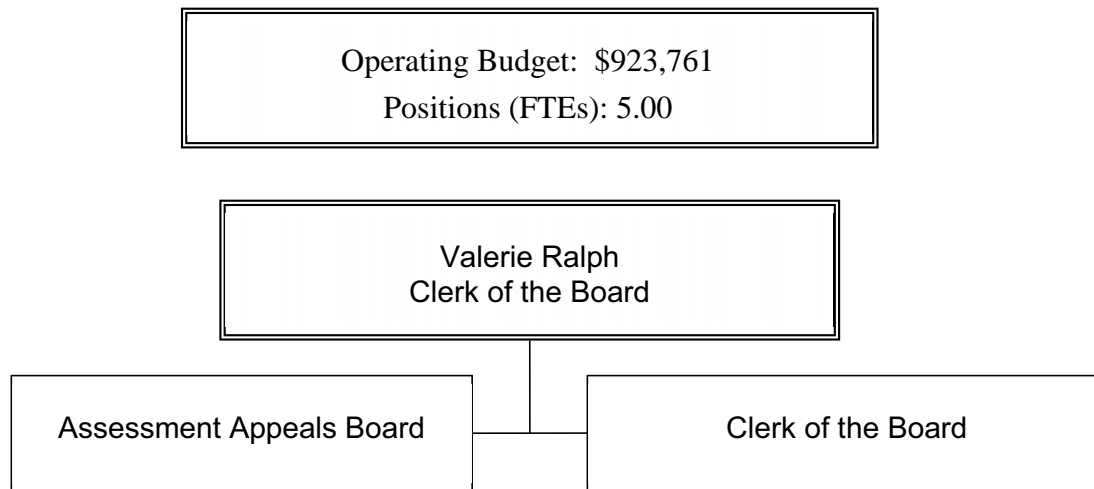
The COB's Office is responsible for carrying out mandated functions including, but not limited to: supporting the Board of Supervisors and County departments in the Board agenda process; maintaining and archiving County records; managing boards, commission and special district appointments and related 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:

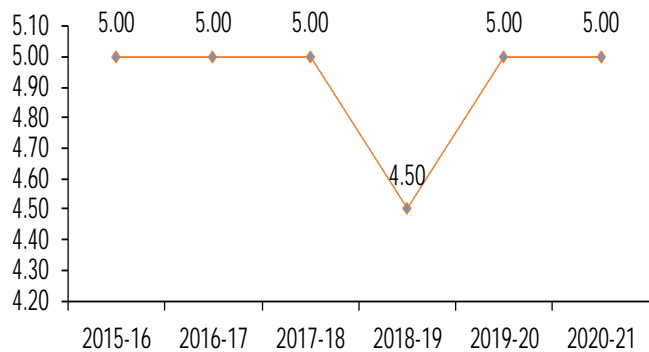
ADMINISTRATION

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.

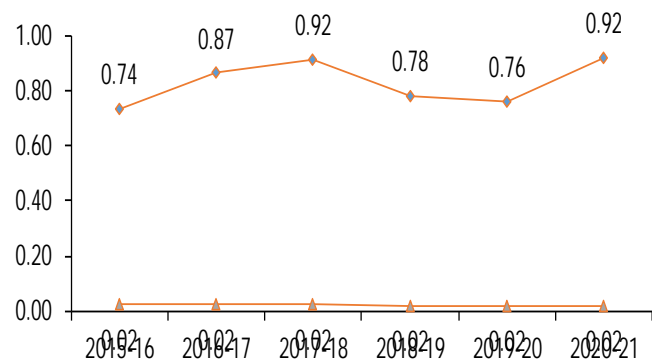




Staffing Trends



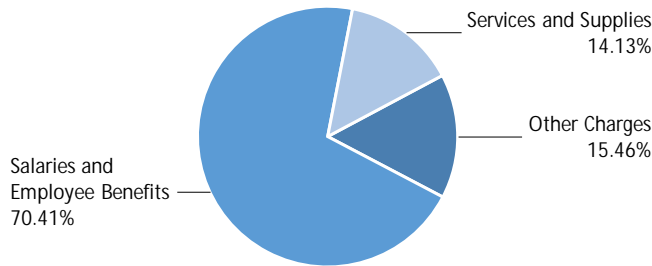
Expenditure/Revenue History (in millions)



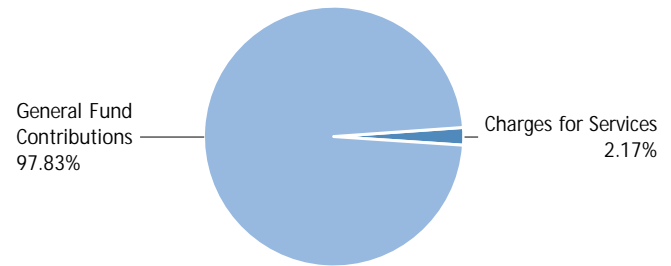
The Clerk of the Board (COB) is the keeper of public trust, facilitating access to information through technology, transparency and excellent customer service. The COB is committed to providing excellent customer service and access to information.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Number of Regular, Special, and BOS governed Agencies and Special District meeting Agendas posted pursuant to Brown Act's 72 hour requirement	130	124	153
Number of applications for changed assessments received and processed.	609	447	546
Percent of Assessment Appeals reconciled within the two-year time period. Target = 100%	100%	100%	100%
Number of Public Record Act Requests received (PRAR).	39	42	40
FPPC - Number of Form 700s processed received and processed (hard copy).	392	564	308
Number of Boards, Committees & Commission appointments processed and posted pursuant to the Maddy Act.	184	171	143

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$472,084	\$638,564	\$542,224	\$650,413	\$650,413	\$11,849
Services and Supplies	\$107,996	\$135,509	\$108,655	\$133,582	\$130,545	\$(4,964)
Other Charges	\$203,428	\$113,151	\$113,142	\$142,803	\$142,803	\$29,652
Subtotal	\$783,508	\$887,224	\$764,021	\$926,798	\$923,761	\$36,537

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$50	—	—	—	—	—
Charges for Services	\$19,160	\$20,000	\$20,000	\$20,000	\$20,000	—
Miscellaneous Revenues	\$155	—	—	—	—	—
Subtotal	\$19,365	\$20,000	\$20,000	\$20,000	\$20,000	—
General Fund Contributions	\$764,143	\$867,224	\$744,021	\$906,798	\$903,761	\$36,537
Total Source of Funds	\$783,508	\$887,224	\$764,021	\$926,798	\$923,761	\$36,537

Summary of Recommendation

The Recommended Budget for the Clerk of the Board (COB) includes \$923,761 in appropriations, financed by \$20,000 in revenue associated with assessment appeals filings, and a general fund contribution (GFC) of \$903,761. Expenditures increased by \$36,537 due to increases in Countywide Cost Allocation Plan (COWCAP) charges, negotiated salaries, health insurance and pension plans.

Budget Impacts

There are no budget impacts.

Prior Year Accomplishments

Promoted electronic review of consent agenda items eliminating the use of paper, toner, packet preparation efforts and storage resulting in savings across the departments.

Acclimated new Board of Supervisor (BOS) Chair to duties and responsibilities throughout the year.

Held the annual Form 700 training with Netfile vendor.

Partnered with the information Technology Department to enhance the use of technology completing BOS meeting minutes in real-time and updating agenda item statuses for public access.

Enhanced the public's access to BOS records through online resources allowing for related topics on an agenda to be located in less time decreasing the number of record requests received by the COB.

Studied and developed alternative solutions to quickly implement COB operations in case of a disaster to avoid customer service disruption.

Researched limited English proficiency services.

Assisted and trained departments on the use of the Board Chambers and its technology for meetings.

Assisted and trained several departments on Legistar software and created agenda templates promoting the use of Legistar technology removing manual processing associated with preparing agendas decreasing time needed perform task.

Held Assessment Appeals Board (AAB) training on the overall process of assessment appeals with AAB Board, County Counsel, Clerk(s), Assessor's Office and public.

Completed uploading Assessment Appeals Board minutes for 2018 and 2019.

Budget Year Goals

Review manual processes for the Assessment Appeals Board and begin implementing technology automation to promote efficiencies.

Document and develop limited English proficiency services.

Continue to revise internal workflow procedures to reduce the need for paper duplication.

Continue to review the preservation of and access to the County's historically valuable records and files.

Continue to review the public's access to BOS records through online resources, including continued enhancements to the Board's records management system.

Clean-up BOS, commissions, and committee records in Legistar and on public website.

Purge and destroy Assessment Appeals records five years and older.

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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Assessment Appeals Board (COB001)	16,182	16,454	15,877	18,600	18,585	2,131	001	8019
Clerk of the Board (COB001)	767,326	870,770	748,144	908,198	905,176	34,406	001	8020
Subtotal	783,508	887,224	764,021	926,798	923,761	36,537		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Assessment Appeals Board	\$16,182	\$16,454	\$15,877	\$18,600	18,585	\$2,131
Clerk of the Board	\$767,326	\$870,770	\$748,144	\$908,198	905,176	\$34,406
Subtotal	\$783,508	\$887,224	\$764,021	\$926,798	923,761	\$36,537

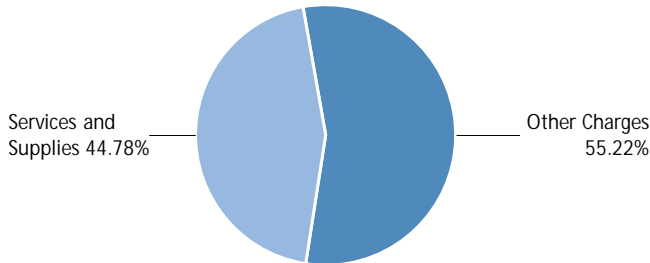
Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	0.50	0.00	0.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	0.00	0.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.00	3.00	3.00	0.00
Total		4.50	5.00	5.00	0.00

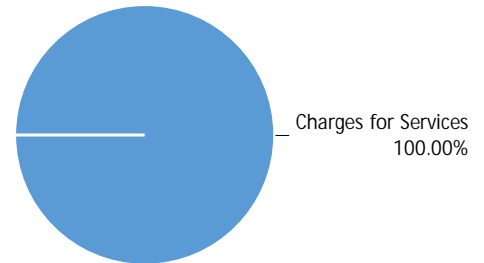
Assessment Appeals Board

(Budget Unit 8019—Fund 001—Appropriation Unit COB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$491	—	\$432	—	—	—
Services and Supplies	\$4,121	\$10,862	\$9,862	\$8,337	\$8,322	\$(2,540)
Other Charges	\$11,570	\$5,592	\$5,583	\$10,263	\$10,263	\$4,671
Subtotal	\$16,182	\$16,454	\$15,877	\$18,600	\$18,585	\$2,131

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$18,520	\$20,000	\$20,000	\$20,000	\$20,000	—
Subtotal	\$18,520	\$20,000	\$20,000	\$20,000	\$20,000	—
General Fund Contributions	\$(2,338)	\$(3,546)	\$(4,123)	\$(1,400)	\$(1,415)	\$2,131
Total Source of Funds	\$16,182	\$16,454	\$15,877	\$18,600	\$18,585	\$2,131

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

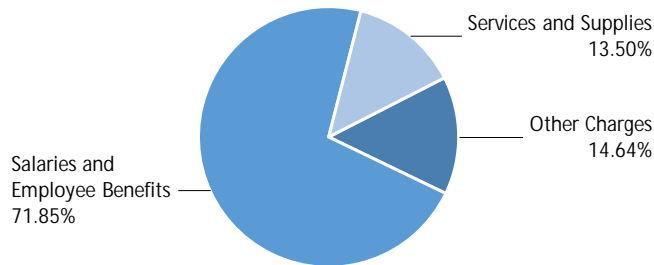
hearing procedures; schedules hearings before the AAB and provides public notice of meeting dates; prepares meeting agendas and provides required notice of scheduled hearing dates to applicants, their representatives and the Assessor; attends AAB meetings; maintains evidence submitted at hearings; prepares 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

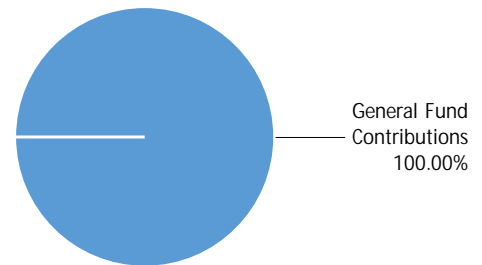
Clerk of the Board

(Budget Unit 8020—Fund 001—Appropriation Unit COB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$471,593	\$638,564	\$541,792	\$650,413	\$650,413	\$11,849
Services and Supplies	\$103,875	\$124,647	\$98,793	\$125,245	\$122,223	\$(2,424)
Other Charges	\$191,858	\$107,559	\$107,559	\$132,540	\$132,540	\$24,981
Subtotal	\$767,326	\$870,770	\$748,144	\$908,198	\$905,176	\$34,406

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$50	—	—	—	—	—
Charges for Services	\$640	—	—	—	—	—
Miscellaneous Revenues	\$155	—	—	—	—	—
Subtotal	\$845	—	—	—	—	—
General Fund Contributions	\$766,481	\$870,770	\$748,144	\$908,198	\$905,176	\$34,406
Total Source of Funds	\$767,326	\$870,770	\$748,144	\$908,198	\$905,176	\$34,406

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 FY 2020-21 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.

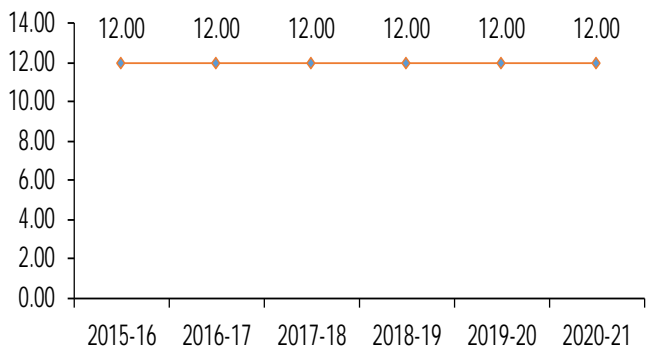


Operating Budget: \$7,056,616
Positions (FTEs): 12.00

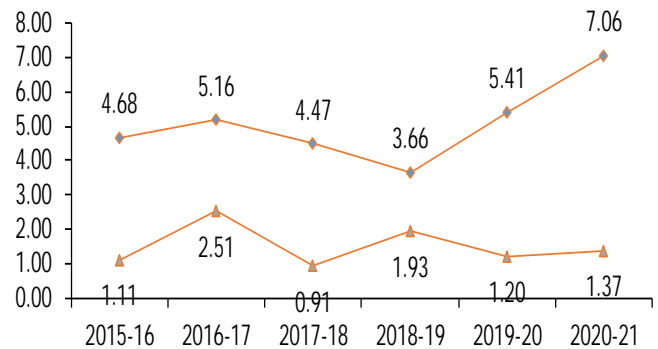
Claudio E. Valenzuela
Registrar of Voters

Elections

Staffing Trends



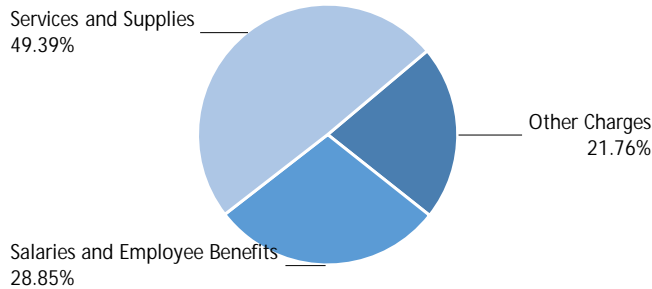
Expenditure/Revenue History (in millions)



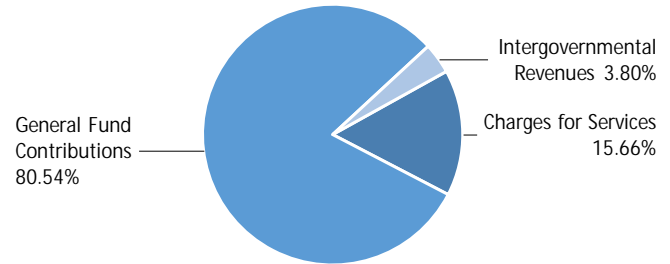
Monterey County Elections serves voters in the administration of elections. Outreach efforts work to educate and empower these voters and those who are eligible to register to vote but have not yet done so; especially those who are underrepresented in the voting population.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Number of registered voters.	180,402	187,286	194,702
Percent of voter turnout.	37.1%	62.8%	N/A
Number of presentations to community organizations in target groups and areas. Target = 75	99	95	50
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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,636,284	\$1,881,487	\$1,843,102	\$2,036,148	\$2,036,148	\$154,661
Services and Supplies	\$1,956,515	\$2,598,306	\$2,490,832	\$3,503,021	\$3,485,008	\$886,702
Other Charges	\$(139,028)	\$1,076,139	\$1,076,193	\$1,535,460	\$1,535,460	\$459,321
Other Financing Uses	\$208,291	—	—	—	—	—
Subtotal	\$3,662,061	\$5,555,932	\$5,410,127	\$7,074,629	\$7,056,616	\$1,500,684

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$11,996	\$137,500	\$127,500	\$268,229	\$268,229	\$130,729
Charges for Services	\$1,917,856	\$1,204,000	\$1,068,195	\$1,105,000	\$1,105,000	\$(99,000)
Subtotal	\$1,929,851	\$1,341,500	\$1,195,695	\$1,373,229	\$1,373,229	\$31,729
General Fund Contributions	\$1,732,210	\$4,214,432	\$4,214,432	\$5,701,400	\$5,683,387	\$1,468,955
Total Source of Funds	\$3,662,061	\$5,555,932	\$5,410,127	\$7,074,629	\$7,056,616	\$1,500,684

Summary of Recommendation

The Recommended Budget for the Elections Department is \$7,056,616, financed by \$1,373,229 in revenue and \$5,683,387 in General Fund Contribution (GFC). The Recommended Budget represents an appropriation increase from the prior year adopted budget of \$1,500,684 million due to \$545,752 in the Countywide Cost Allocation Plan (COWCAP) charges plus a recommended augmentation of \$973,300 to conduct a mandated, high volume Presidential General Election on November 3, 2020.

The Recommended Budget includes an increase in revenues of \$31,729 in the form of grant reimbursements for the replacement of voting systems. The Department's GFC of \$5,683,387 represents an increase of \$1,468,955 from the previous year due to a \$459,321 increase in COWCAP, and an augmentation of \$973,300 to fund the upcoming presidential election. Since the Department administers all federal, State, and local elections, expenditures and revenues vary based on the number and type of scheduled and unscheduled elections each year.

Budget Impacts

State law mandates local agencies reimburse the County for all election services; however, there is no mandate for the State to reimburse counties for conducting State or federal elections. Funding of the Presidential General Election scheduled in November 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.

Prior Year Accomplishments

The Department is positioned to conduct scheduled and unscheduled elections. The Department successfully administered the March 3, 2020 Presidential Primary Election. Elections are conducted in compliance with federal, state and local laws. This remains as the Department's primary functional goal and is therefore ongoing.

The Department had record registration this year, with 195,245 registered voters. The primary election had a turnout of 46.9%. For the first time since inception, Conditional Voter Registration (CVR) was available at each polling location. The expansion of CVR provided greater access to the voting process to new voters across the

County. The Department processed 746 conditional voter registrants at the polls and 74 at the office. This shows a significant decrease of conditional voter registration at the office but an overall increase of conditional voter registration across the County.

The Department replaced the final component of the election voting system, adding a ballot marking device to each precinct. This move allowed the Department to comply with the Federal Help America Vote Act and California voting systems certification standards. Additionally, the implementation of the new ballot marking device afforded voters, who were at the wrong polling place, the opportunity to vote on the correct ballot type. Further, with the completion of the last phase of construction the Department added the final components of security measures to critical areas of the facility and expanded the ballot service window to more efficiently process voters. The Department continues efforts to modernize business processes to maintain statutory compliance.

The Department's commitment to community outreach was highlighted in the successful completion of 60 outreach events leading up to the primary election. Including a first ever three-day event that included participation from the entire Elections team. The Department was on track to complete 90 events by fiscal year's end including our High School Voter Education Weeks Registration Competition. All in person outreach activities are temporarily on hold due to shelter-in place orders and other restrictions imposed as a result of the global pandemic COVID-19. Online outreach activities are being coordinated to communicate and engage with members of the community.

The Department has taken leadership roles in the California Association of Clerks and Election 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 training cohort for multiple California counties to review and provide feedback in the development of training procedures for new voting systems.

Budget Year Goals

One election is anticipated in the 2020-2021 fiscal year, the November 3, 2020 Presidential Primary Election.

The Department will continue to seek new methods and modes to engage in voter outreach and civic engagement, including partnerships with service agencies, schools, colleges, and community partnerships.

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 significantly, the Department is prepared to comply with emergency legislation or Executive Order to conduct the Presidential Election in a manner that ensures the safety of our community and the integrity of the election. This may include online candidate filing, mailing ballots to all voters, and offering limited in-person voting opportunities.

Pending Issues

NEW LAW

The State continues to introduce and pass legislation that would require additional technology and services at polling places around the County. This year, special urgency legislation or an executive order may be implemented as a result of COVID-19. The direction the Department will be ordered to take is unknown; however, we continue to participate in the CACEO Legislative Committee as new legislation affecting Elections is introduced and in discussions surrounding the administration of elections in light of a pandemic.

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 in conjunction with partial matching federal grant funds from the Secretary of State. Jurisdictions are billed according to the election cycle on a pro-rata basis to partially offset ongoing leasing expenses.

Policy Considerations

The Department will monitor State legislation that is in line with the Board's Legislative Priorities such as those that permit jurisdictions in California, including counties, to conduct all-mail ballot elections. Likewise, it will continue to develop the public observer panel and other committees to improve voting accessibility to improve transparency, access, and public education activities. Additionally, the Department's involvement at the CACEO supports legislation to fund elections at the federal and state level to minimize costs for local agencies.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Elections (ELE001)	3,662,061	5,555,932	5,410,127	7,074,629	7,056,616	1,500,684	001	8064
Subtotal	3,662,061	5,555,932	5,410,127	7,074,629	7,056,616	1,500,684		

Budget Units

		Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Elections		\$3,662,061	\$5,555,932	\$5,410,127	\$7,074,629	7,056,616	\$1,500,684
	Subtotal	\$3,662,061	\$5,555,932	\$5,410,127	\$7,074,629	7,056,616	\$1,500,684

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	Total	12.00	12.00	12.00	0.00

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1410	1410-8064-001- AUG1	Mandated Presidential Election	New Mandated Program/Service w/ General Fund Funding	973,300	0.00	973,300	0.00
			Grand Total:	973,300	0	973,300	-



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Emergency Communications

Departmental Overview:

The Emergency Communications Department (ECD) 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, 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 Services Agreement).

Programs and Functions:

The ECD is the primary Public Safety Answering Point (PSAP) for the County of Monterey. The Department provides all emergency and non-emergency call taking services and dispatch of law enforcement and fire field units including status reporting and associated activity after-hours dispatch of the agencies' public works crews. The Department also provides and maintains consoles and associated radio dispatch equipment located in its communications center.

Under the 911 Services Agreement, each dollar of expense of operating the emergency communications center is paid for by approximately 30 cents of County funding and 70 cents in user agency revenue.

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

PUBLIC SAFETY

Creating a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general, with the key objective to engage public safety stakeholders, partners, and the whole community in resiliency building activities including emergency reporting.

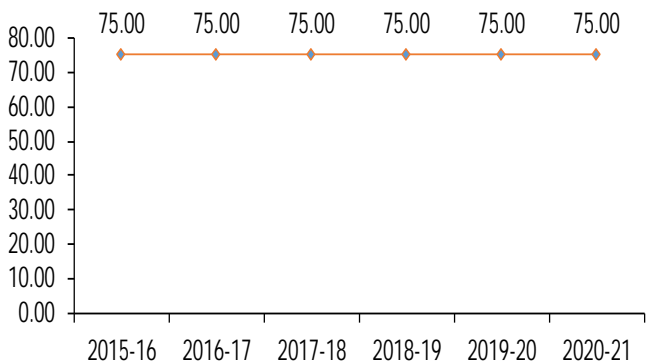


Operating Budget: \$14,116,461
Positions (FTEs): 75.00

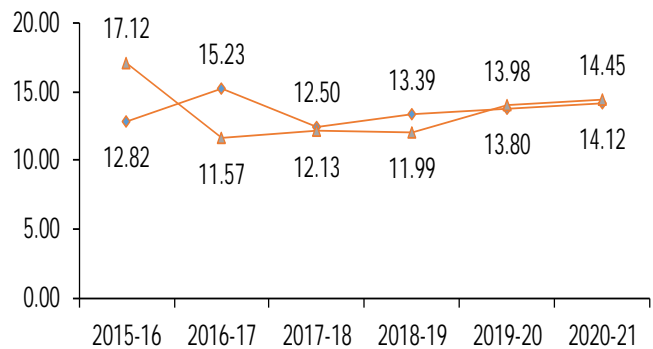
Lee Ann Magoski
Director

Emergency Communications

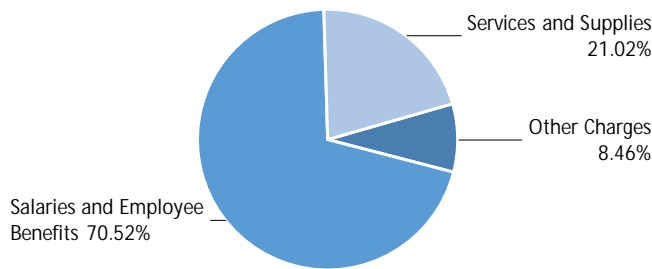
Staffing Trends



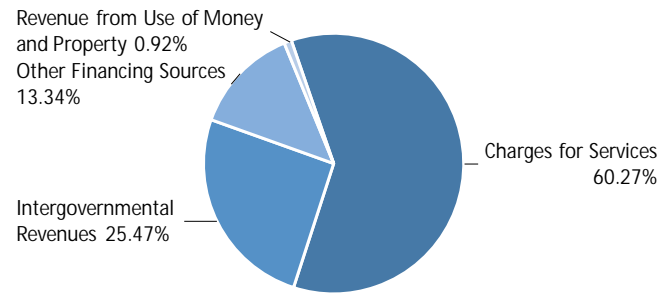
Expenditure/Revenue History (in millions)



Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$9,390,756	\$9,517,390	\$9,678,506	\$10,292,262	\$9,954,555	\$437,165
Services and Supplies	\$2,743,522	\$3,176,495	\$3,097,193	\$2,967,028	\$2,967,028	\$(209,467)
Other Charges	\$(201,649)	\$860,281	\$828,475	\$1,194,878	\$1,194,878	\$334,597
Capital Assets	\$1,459,235	\$200,000	\$200,000	\$150,000	—	\$(200,000)
Subtotal	\$13,391,864	\$13,754,166	\$13,804,174	\$14,604,168	\$14,116,461	\$362,295

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$219,249	\$134,520	\$123,600	\$133,600	\$133,600	\$(920)
Intergovernmental Revenues	\$3,565,889	\$3,603,838	\$3,603,838	\$3,680,859	\$3,680,859	\$77,021
Charges for Services	\$8,189,735	\$8,473,216	\$8,333,696	\$8,963,796	\$8,710,601	\$237,385
Miscellaneous Revenues	\$18,638	—	\$4,980	—	—	—
Other Financing Sources	—	\$1,896,437	\$1,910,749	\$2,163,057	\$1,928,545	\$32,108
Subtotal	\$11,993,511	\$14,108,011	\$13,976,863	\$14,941,312	\$14,453,605	\$345,594
Fund Balance	\$1,084,174	\$(353,845)	\$(172,689)	\$(337,144)	\$(337,144)	\$16,701
General Fund Contributions	\$314,179	—	—	—	—	—
Total Source of Funds	\$13,391,864	\$13,754,166	\$13,804,174	\$14,604,168	\$14,116,461	\$362,295

Summary of Recommendation

The Fiscal Year (FY) 2020-21 Recommended Budget for the Emergency Communications Department is \$14,116,461 financed by \$14,453,605 in revenue, including a County contribution of \$1,928,545 included as an operating transfer in. The surplus budgeted revenue will be collected and held in the Department's strategic reserve. Expenditures increase \$362,295 from FY 2019-20 due to higher costs associated with personnel costs, pensions, overhead, and insurance programs.

The Recommended Budget for the Emergency Communications Department includes two special revenue funds and a capital project fund. The Emergency Communications Dispatch Operations special revenue fund has an expenditure budget of \$12,509,897 where approximately 70% of the operational costs are shared by non-County user agencies. The Next Generation (NGEN) Radio System

operations and maintenance fund budget of \$1,606,001 is created by the Information Technology Department (ITD), based on estimated costs related to the maintenance and operation of the NGEN Radio System, and recommended to the Executive Board of the Emergency Communications Department for review. These costs are then billed to the user agencies by the Emergency Communications Department. ITD controls expenditures and recovers the costs from the Emergency Communications Department.

The NGEN Capital Project Fund has a budget of \$563, the NGEN project has been completed but the Departments budget includes expenses for overhead which are charged two years in arrears.

Budget Impacts

None.

Prior Year Accomplishments

During the 2019 calendar year the Dispatch Center received 735,492 calls of which 222,773 were 9-1-1 calls. 95.5% of 9-1-1 calls were answered in 15 seconds or less.

The Department purchased a new phone system and 5 years of included maintenance and support. A majority of this phone system was funded by the State of California with only a minimal cost being charged to the County and users of the dispatch center. This new phone system will improve call processing times and text to 9-1-1 integration but to ensure the safety of staff it has been delayed to FY 2020-21 due to the COVID19 pandemic.

To ensure the highest level of service available, the Department procured the equipment necessary to establish an initial location to operate a backup dispatch operation, should it become necessary, during the COVID19 pandemic. This brings the Department one step closer to identifying a permanent backup location for any disaster that makes the primary dispatch center unusable.

The Department's Executive Board passed a motion to recommend the adoption of a revised 911 Services Agreement. This new agreement officially formalizes the governance structure of the Department's operation and continued partnership with the cities, districts and agencies that the Department serves.

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 50% in an 18-month training program. In order to maintain staffing levels to serve the community, mandatory overtime remains high.

Budget Year 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.

Successful completion of Computer Aided Dispatch (CAD) to CAD link with CAL FIRE which will provide greater sharing of information and a higher level of interoperability between responding public safety agencies than is currently available.

Complete the implementation of a new recorder system to record all calls and radio traffic. With this system, ECD maintains records of all telephone and radio communication for one full year plus the current year.

Complete the implementation of the 9-1-1 phone system which was delayed from the prior fiscal year.

Pending Issues

The Next Generation (NGEN) Radio System agreements to date have been focused on the initial buildout of the system. There is a need to establish governance and financing agreements for the continued Operations and Maintenance of the NGEN Radio System between the County and user agencies.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Emergency Communication (EME001)	11,476,020	0	0	0	0	0	001	8065
Emergency Communication (EME002)	1,367,468	0	0	563	563	563	405	8426
NGEN Operations & Maintenance (EME003)	548,377	1,476,268	1,462,127	1,606,001	1,606,001	129,733	026	8480
Emergency Communications (EME004)	0	12,277,898	12,342,047	12,997,604	12,509,897	231,999	028	8507
Subtotal	13,391,864	13,754,166	13,804,174	14,604,168	14,116,461	362,295		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Emergency Communication	\$11,476,020	—	—	—	—	—
Emergency Communication	\$1,367,468	—	—	\$563	563	\$563
NGEN Operations & Maintenance	\$548,377	\$1,476,268	\$1,462,127	\$1,606,001	1,606,001	\$129,733
Emergency Communications	—	\$12,277,898	\$12,342,047	\$12,997,604	12,509,897	\$231,999
Subtotal	\$13,391,864	\$13,754,166	\$13,804,174	\$14,604,168	14,116,461	\$362,295

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
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	49.00	(1.00)
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

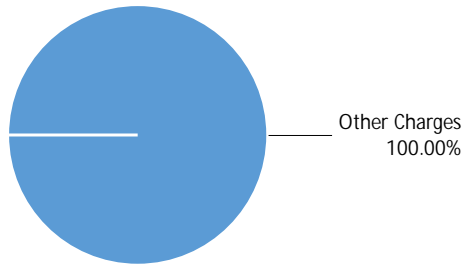
Augmentation Requests

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1520	1520-8507-028-AUG1	Achieve Minimum Staffing with Reduced Overtime	Contribution to Other Funds	-	-	-	-
1520	1520-8507-028-AUG2	Emergency Operations Center Perimeter Fence	Capital Improvements	-	-	-	-
Grand Total:				-	-	-	-

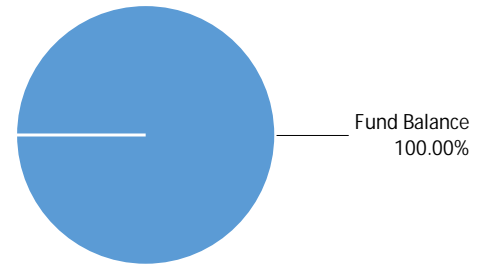
Emergency Communication

(Budget Unit 8426—Fund 405—Appropriation Unit EME002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Charges	\$(91,767)	—	—	\$563	\$563	\$563
Capital Assets	\$1,459,235	—	—	—	—	—
Subtotal	\$1,367,468	—	—	\$563	\$563	\$563

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$56,533	—	—	—	—	—
Intergovernmental Revenues	\$(56,336)	—	—	—	—	—
Subtotal	\$197	—	—	—	—	—
Fund Balance	\$1,367,271	—	—	\$563	\$563	\$563
Total Source of Funds	\$1,367,468	—	—	\$563	\$563	\$563

Unit Description

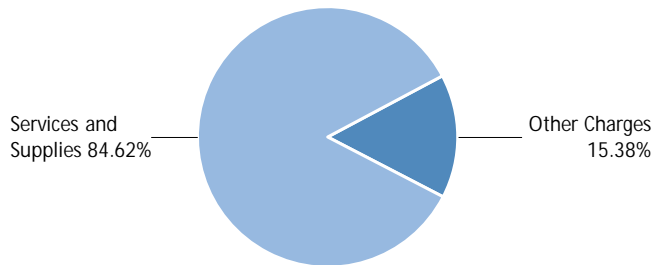
This capital project fund is for the buildout of the infrastructure for the County-wide Next Generation (NGEN) Radio System Project.

This project has been completed and this budget is for an overhead charge which is being billed two years in arrears.

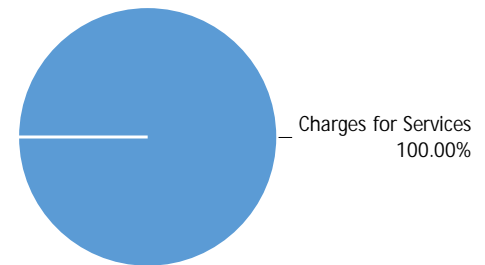
NGEN Operations & Maintenance

(Budget Unit 8480—Fund 026—Appropriation Unit EME003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$999,167	\$1,236,446	\$1,236,266	\$1,359,039	\$1,359,039	\$122,593
Other Charges	\$(450,790)	\$189,822	\$175,861	\$246,962	\$246,962	\$57,140
Capital Assets	—	\$50,000	\$50,000	—	—	\$(50,000)
Subtotal	\$548,377	\$1,476,268	\$1,462,127	\$1,606,001	\$1,606,001	\$129,733

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$34,878	—	—	—	—	—
Charges for Services	\$796,596	\$1,476,268	\$1,286,477	\$1,606,001	\$1,606,001	\$129,733
Subtotal	\$831,474	\$1,476,268	\$1,286,477	\$1,606,001	\$1,606,001	\$129,733
Fund Balance	\$(283,097)	—	\$175,650	—	—	—
Total Source of Funds	\$548,377	\$1,476,268	\$1,462,127	\$1,606,001	\$1,606,001	\$129,733

Unit Description

This special revenue fund provides for the operations and maintenance of the Next Generation (NGEN) Radio System. This fund includes costs only for operation and maintenance of the current system including the Very High Frequency (VHF) radio system, control stations, microwave stations for backhaul, replacement of

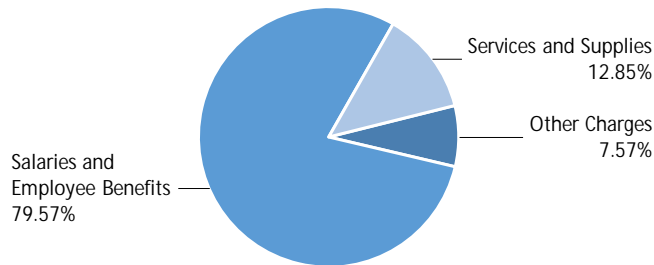
dispatch consoles, and network and information technology security systems.

This fund's budget is created by the Information Technology Department (ITD) and recommended to the Executive Board of the Emergency Communications Department (ECD) for review. These costs are then billed to the system users by the ECD and the revenue is transferred back to ITD for NGEN operations and maintenance.

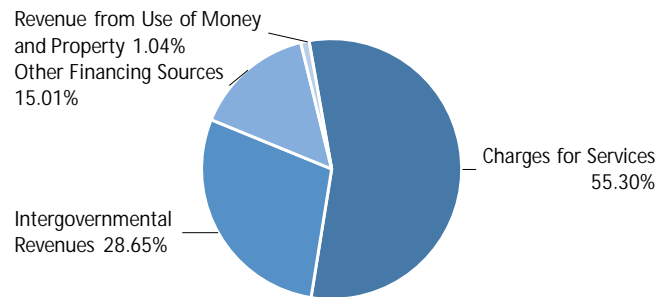
Emergency Communications

(Budget Unit 8507—Fund 028—Appropriation Unit EME004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	\$9,517,390	\$9,678,506	\$10,292,262	\$9,954,555	\$437,165
Services and Supplies	—	\$1,940,049	\$1,860,927	\$1,607,989	\$1,607,989	\$(332,060)
Other Charges	—	\$670,459	\$652,614	\$947,353	\$947,353	\$276,894
Capital Assets	—	\$150,000	\$150,000	\$150,000	—	\$(150,000)
Subtotal	—	\$12,277,898	\$12,342,047	\$12,997,604	\$12,509,897	\$231,999

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$134,520	\$123,600	\$133,600	\$133,600	\$(920)
Intergovernmental Revenues	—	\$3,603,838	\$3,603,838	\$3,680,859	\$3,680,859	\$77,021
Charges for Services	—	\$6,996,948	\$7,047,219	\$7,357,795	\$7,104,600	\$107,652
Miscellaneous Revenues	—	—	\$4,980	—	—	—
Other Financing Sources	—	\$1,896,437	\$1,910,749	\$2,163,057	\$1,928,545	\$32,108
Subtotal	—	\$12,631,743	\$12,690,386	\$13,335,311	\$12,847,604	\$215,861
Fund Balance	—	\$(353,845)	\$(348,339)	\$(337,707)	\$(337,707)	\$16,138
Total Source of Funds	—	\$12,277,898	\$12,342,047	\$12,997,604	\$12,509,897	\$231,999

Unit Description

In this special revenue fund, the ECD 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, 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 Services Agreement).

Recommended FY 2020-21 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
20B93	FINANCE MANAGER II	1.00

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00
80S01	COMMUNICATIONS DISPATCHER I	6.00
80S21	COMMUNICATIONS DISPATCHER II	49.00
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.

The 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).

MONTEREY COUNTY INFORMATION TECHNOLOGY

TRANSFORMING GOVERNMENT THROUGH INNOVATIVE TECHNOLOGY

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APPLICATIONS
Provides enterprise application solutions and support, website development, software engineering, GIS, and database services.

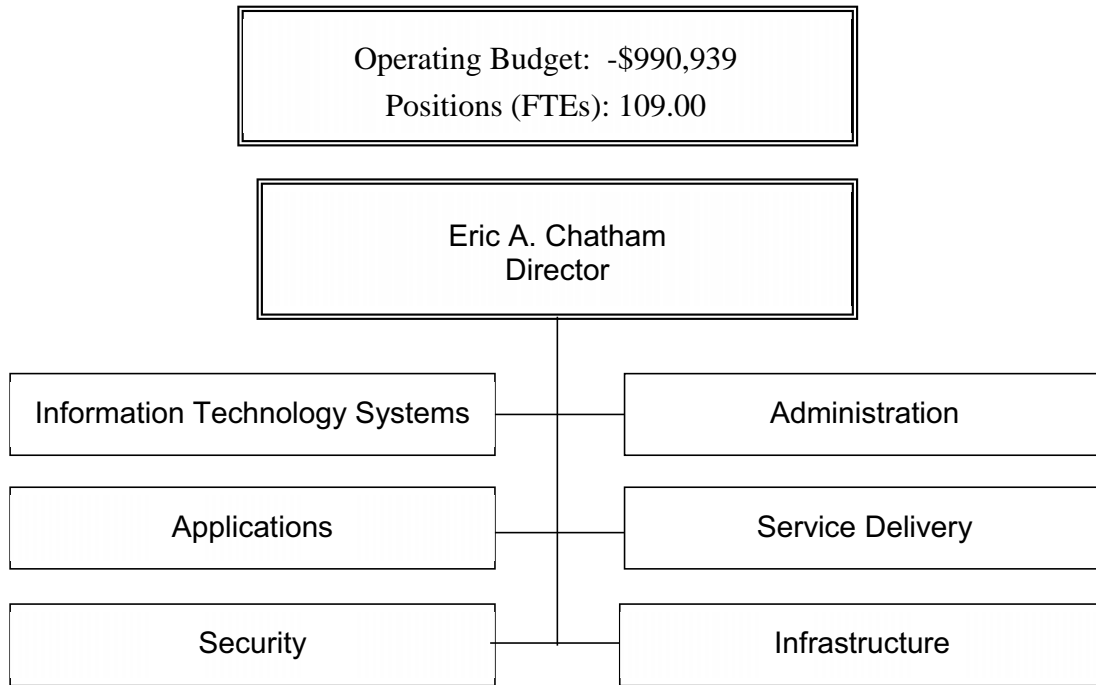
SERVICE DELIVERY
Assists in planning, acquisition, installation, trouble shooting, technical support and maintenance of hardware and software solutions.

ENTERPRISE OPERATIONS
Provides enterprise architecture and operations, data center facility and operations support, physical and virtual server and storage design and administration.

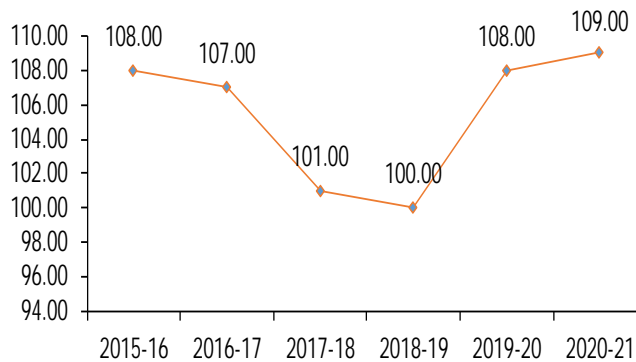
INFRASTRUCTURE
Architects, designs, builds and administers a scalable technology framework that transports information via voice, video, data and radio services.

SECURITY
Implements security solutions and conducts threat hunting, incident response, investigation, awareness and assessment activities to eliminate and minimize information security risks.

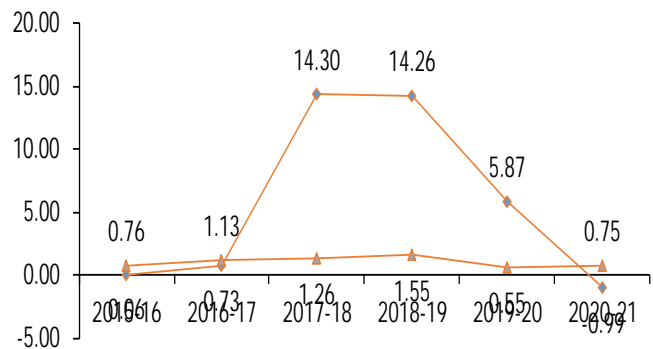
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Information Technology Department



Staffing Trends



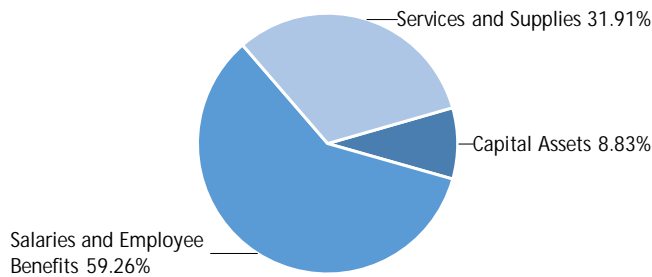
Expenditure/Revenue History (in millions)



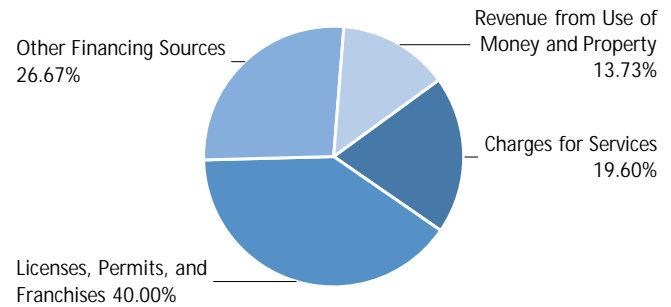
The Information Technology Department (ITD) enables County business through proven information and telecommunication technologies provided in a strategic, cost-effective, and efficient manner. ITD supports internal County operations and associated business activities, outside public agencies, residents, and visitors.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Percentage of surveyed customers that rate ITD services provided as satisfied or very satisfied. Target = 90%.	94%	94%	95%
Total ITD spent as a percent of total County revenue. Target = 2%.	2.03%	1.80%	1.95%
Percentage of time network service was available. Target = 99.9%.	99.89%	99.89%	99.93%
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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$13,052,609	\$15,786,030	\$15,146,105	\$17,044,317	\$16,873,227	\$1,087,197
Services and Supplies	\$9,707,164	\$9,835,258	\$9,835,258	\$9,201,926	\$9,085,176	\$(750,082)
Other Charges	\$(9,039,965)	\$(22,333,505)	\$(21,801,838)	\$(29,464,751)	\$(29,464,751)	\$(7,131,246)
Capital Assets	\$540,142	\$2,690,536	\$2,690,536	\$2,515,409	\$2,515,409	\$(175,127)
Subtotal	\$14,259,950	\$5,978,319	\$5,870,061	\$(703,099)	\$(990,939)	\$(6,969,258)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$1,048,381	\$300,000	\$300,000	\$300,000	\$300,000	—
Revenue from Use of Money & Property	\$183,139	\$104,492	\$104,492	\$103,012	\$103,012	\$(1,480)
Charges for Services	\$312,147	\$300,000	\$150,000	\$146,988	\$146,988	\$(153,012)
Miscellaneous Revenues	\$10,723	—	—	—	—	—
Other Financing Sources	—	—	—	—	\$200,000	\$200,000
Subtotal	\$1,554,389	\$704,492	\$554,492	\$550,000	\$750,000	\$45,508
General Fund Contributions	\$12,705,560	\$5,273,827	\$5,315,569	\$(1,253,099)	\$(1,740,939)	\$(7,014,766)
Total Source of Funds	\$14,259,950	\$5,978,319	\$5,870,061	\$(703,099)	\$(990,939)	\$(6,969,258)

Summary of Recommendation

The Recommended Budget for the Information Technology Department (ITD) is (\$1,190,939). The budget combined with estimated revenue of \$550,000 results in a general fund contribution (GFC) of (\$1,740,939). The Recommended Budget of (\$1,190,939) is a decrease of (\$7,169,258) from the FY 2019-20 Adopted Budget of \$5,978,319. The main contributor to this large shift is the anticipated additional \$6.4 million Countywide Cost Allocation Plan (COWCAP) credit. Revenue is expected to decrease by \$154,492 leaving an overall GFC decrease of (\$7,014,766).

Expenditures total \$28,473,811 which is an overall increase of \$161,987 over FY 2019-20. Salaries and benefits increased \$1,087,197 over the prior year mainly due to MOU and benefits cost increases. The salary and benefit costs increases are offset by an anticipated decrease of \$720,082 in contracts with vendors. Capital

Asset expense is expected to decrease by \$205,129 due to a decrease in capital project funding due to budget constraints.

County departmental reimbursement of \$7,169,922, combined with the estimated COWCAP credit of \$22,294,828 totals \$29,464,750, an increase of \$7,131,245. The key factor in this large shift is due to ITD receiving credit for service provided to General Fund Departments that are now GFC funded vs. ITD direct billing.

Other Financing Uses reflects a \$200,000 transfer in of funds from Building Improvement and Replacement fund as directed by CAO for specific ITD building improvement augmentation requests. External revenue is expected to show a slight reduction of \$154,492 which is due to ITD no longer servicing fleet vehicles for both internal and external customers.

The FY 2020-21 Recommended Budget includes 109 positions, which is an increase of (1) from the FY 2019-20 Adopted Budget.

Budget Impacts

The Recommended Budget reflects a large increase in Salaries and Benefits due to approved MOU changes, and one (1) additional position. The position count change is due to the reduction of one (1) Communications Technicians transferred from ITD to Fleet, and the increase of two (2) positions being transferred to ITD from Human Resource Department one (1) Senior Personnel Analyst and one (1) Personnel Tech Confidential.

Prior Year Accomplishments

ITD continued recruitment activity in FY 2019-20, filling 21 positions by the third quarter within the 90-day goal. ITD is currently undergoing a comprehensive classification and compensation study to review, analyze and update classifications and associated pay for ITD specific classes.

County employees have adopted the Zoom Cloud-based enterprise video conference solution. There are approximately 1,800 County employees actively using the solution. Standardized Zoom room solutions were completed at all Schilling Place conference rooms, Government Center, Elections and others.

ITD completed the installation of the Table Mountain radio site and Lobos Ridge radio site; seismic readiness compliance work was completed at the 911 Center, Government Center, King City Ag Yard, Monterey Courthouse and Upper Toro radio sites; the first phase of the County-wide microwave upgrade project is expected to be completed by the end of fiscal year; and enterprise wireless was deployed for all County facilities, providing a consistent wireless and mobility experience to all County employees.

The Countywide enterprise network infrastructure upgrade project provides increased network performance and features, enhanced accessibility and user mobility, and greater flexibility in accommodating future network technologies. Completed the countywide network WAN hardware and transport refresh.

ITD upgraded systems infrastructure and leveraged cloud solutions to improve security and functionality. 99% of Windows 7 machines have been migrated to Windows 10 or have mitigation plans in place; all data backup is now on the Commvault backup system.

ITD collaborated with business partners to streamline ERP processes and workflows for increased efficiency; established a disaster recovery site for the ERP suite to minimize data loss and allow quick recovery of critical services; implemented a new Learning Management System (LMS) for online training to develop employee skills and facilitate compliance with regulatory requirements; automated employee onboarding to include provisioning of system resources, business workflow and digital signatures for HR documents.

ITD leveraged modern technologies to develop custom business solutions for County departments such as Capital Improvement

Projects Tracking, In-Home Supportive Services Recipients Map, Enterprise Contract Management System, Laguna Seca Raceway Registration and Wi-Fi Guest Authentication, Child Support Self-Check-In kiosk, Agricultural Plant Quality Inspection, HR Task Management System, Foster Care Adoption Tracking and Social Workers' Performance Metrics.

ITD completed upgrading the Internet and security infrastructure at the Laguna Seca racetrack.

Budget Year Goals

ITD will continue to recruit and retain a diverse, talented workforce and build a collaborative work environment with an emphasis on customer service and execution to support the mission of Monterey County.

In FY 2020-21 we will improve performance evaluation metrics with a quarterly goal of 100% completion and maintain hiring efficiency with a quarterly goal of 90 days on average.

The ITD Applications Division will provide technical leadership to enhance the use of the Learning Management System (LMS); integrate third-party solutions such as Kronos with the ERP system; evaluate the County's document management needs and integrate with departmental systems for easier storage and discovery; assess the current market for an ERP solution based on a modern technical platform that will enhance the user experience and enable streamlined maintenance & support; leverage the GIS platform to consolidate parcel and permitting information to improve accessibility for employees and constituents with interactive web/mobile applications, while allowing collaboration with cities and other municipalities; digitize employee personnel files for ease of accessibility and storage; configure the IT Service Management System to effectively manage assets throughout the County; and actively engage with county departments to develop business analytics and technical solutions.

ITD will complete infrastructure projects including migrating County department users to the new segmented and identity-driven network by using ISE (Identity Services Engine); upgrade the Board of Supervisors chambers broadcast and audio-visual system; complete the second phase of the countywide microwave upgrade project; complete the second phase of seismic readiness project, which includes Lower Toro radio shelter replacement as well as Bayonet and East Laurel Yard radio site construction; complete site monitoring installations using Site Boss at all radio sites; and replace the end-of-life data center UPS with redundant UPS units for fully redundant coverage of data center equipment.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
ITD Administration (INF002)	1,571,946	1,791,723	1,680,898	2,109,889	2,109,889	318,166	001	8432
Applications (INF002)	2,088,443	5,618,862	5,482,362	4,704,479	4,575,685	(1,043,177)	001	8433
Service Delivery (INF002)	3,697,705	6,178,089	6,178,089	6,077,202	6,077,202	(100,887)	001	8434
Enterprise Operations (INF002)	(7,610)	0	0	0	0	0	001	8435
Infrastructure (INF002)	4,058,101	4,954,701	4,789,601	5,851,688	5,851,688	896,987	001	8436
Security (INF002)	101,988	582,630	582,630	921,863	921,863	339,233	001	8437
Information Technology (INF002)	2,749,376	(13,147,686)	(12,843,519)	(20,368,220)	(20,527,266)	(7,379,580)	001	8439
Subtotal	14,259,950	5,978,319	5,870,061	(703,099)	(990,939)	(6,969,258)		

Information Technology

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
ITD Administration	\$1,571,946	\$1,791,723	\$1,680,898	\$2,109,889	2,109,889	\$318,166
Applications	\$2,088,443	\$5,618,862	\$5,482,362	\$4,704,479	4,575,685	\$(1,043,177)
Service Delivery	\$3,697,705	\$6,178,089	\$6,178,089	\$6,077,202	6,077,202	\$(100,887)
Enterprise Operations	\$(7,610)	—	—	—	—	—
Infrastructure	\$4,058,101	\$4,954,701	\$4,789,601	\$5,851,688	5,851,688	\$896,987
Security	\$101,988	\$582,630	\$582,630	\$921,863	921,863	\$339,233
Information Technology	\$2,749,376	\$(13,147,686)	\$(12,843,519)	\$(20,368,220)	(20,527,266)	\$(7,379,580)
Subtotal	\$14,259,950	\$5,978,319	\$5,870,061	\$(703,099)	(990,939)	\$(6,969,258)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	0.00	1.00	1.00
14C30	MANAGEMENT ANALYST II	1.00	2.00	2.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	0.00	1.00	1.00
14K21	DIVISION MANAGER	3.00	3.00	3.00	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00	1.00	1.00	0.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00	1.00	1.00	0.00
16C44	SOFTWARE PROGRAMMER ANALYST II	2.00	4.00	6.00	2.00
16C45	SOFTWARE PROGRAMMER ANALYST III	17.00	17.00	17.00	0.00
16C54	SYSTEMS PROGRAMMER ANALYST II	3.00	5.00	6.00	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	20.00	19.00	18.00	(1.00)
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	0.00	(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	3.00	2.00	1.00	(1.00)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
16E25	SECURITY ANALYST III	1.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	1.00	1.00	0.00
16G24	GIS ANALYST II	0.00	1.00	1.00	0.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	2.00	2.00	3.00	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A21	ENGINEERING AIDE II	0.00	1.00	1.00	0.00
43A22	ENGINEERING AIDE III	0.00	0.00	0.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	5.00	5.00	5.00	0.00
43G03	IT PROJECT MANAGEMENT ANALYST II	2.00	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	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	7.00	6.00	5.00	(1.00)
43L28	TELECOMMUNICATIONS TECHNICIAN III	2.00	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	0.00	(1.00)
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	3.00	2.00	2.00	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	0.00	0.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
Total		100.00	108.00	109.00	1.00

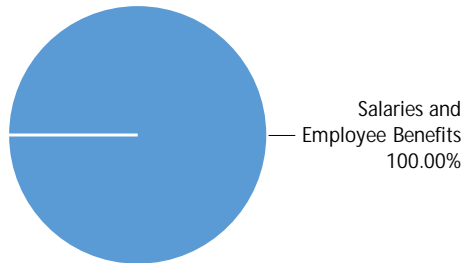
Augmentation Requests

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1930	1930-8433-001-AUG1	AUG-POS / New SWPAII	Request New Position	128,794	1.00	-	-
1930	1930-8436-001-AUG1	AUG-CIP / Micw Link Replacement	Capital Improvements	223,001	-	223,001	-
1930	1930-8436-001-AUG2	AUG-CIP / County-wide e911	Capital Improvements	100,000	-	100,000	-
1930	1930-8436-001-AUG3	AUG-CIP / Video Conferencing	Capital Improvements	100,000	-	100,000	-
1930	1930-8436-001-AUG4	AUG-CIP / Network Switch Refresh	Capital Improvements	50,000	-	50,000	-
1930	1930-8437-001-AUG1	AUG-CIP / Intrusion Detection sys upgrade	Capital Improvements	209,408	-	209,408	-
1930	1930-8439-001-AUG1	AUG-CIP / Technology Monitoring	Capital Improvements	20,000	-	20,000	-
1930	1930-8439-001-AUG2	AUG-CIP / ITD Breakroom Remodel	Capital Improvements	150,000	-	150,000	-
1930	1930-8439-001-AUG3	AUG-CIP / ITD HVAC Upgrade	Capital Improvements	50,000	-	50,000	-
Grand Total:				1,031,203	1.00	902,409	-

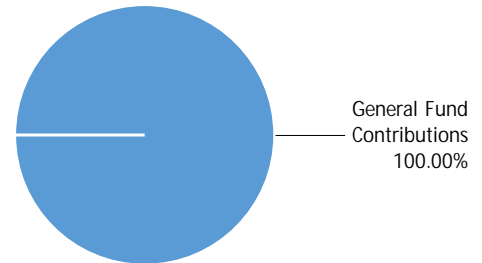
ITD Administration

(Budget Unit 8432—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,531,548	\$1,777,608	\$1,666,783	\$2,109,889	\$2,109,889	\$332,281
Services and Supplies	\$41,277	\$14,115	\$14,115	—	—	\$(14,115)
Other Charges	\$(879)	—	—	—	—	—
Subtotal	\$1,571,946	\$1,791,723	\$1,680,898	\$2,109,889	\$2,109,889	\$318,166

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$1,571,946	\$1,791,723	\$1,680,898	\$2,109,889	\$2,109,889	\$318,166
Total Source of Funds	\$1,571,946	\$1,791,723	\$1,680,898	\$2,109,889	\$2,109,889	\$318,166

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.

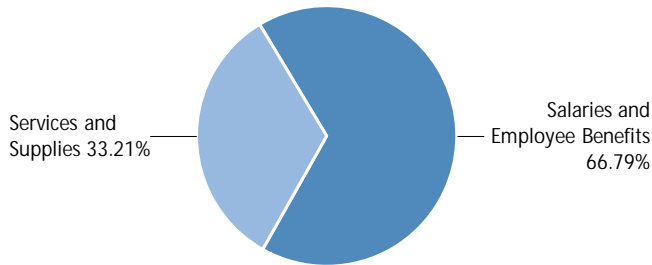
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14B32	SENIOR PERSONNEL ANALYST	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	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		15.00

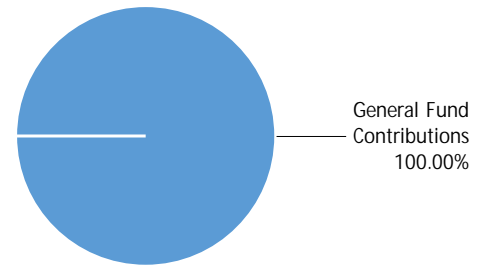
Applications

(Budget Unit 8433—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,488,306	\$4,256,536	\$4,120,036	\$4,993,282	\$4,864,488	\$607,952
Services and Supplies	\$1,805,541	\$2,757,521	\$2,757,521	\$2,419,274	\$2,419,274	\$(338,247)
Other Charges	\$(3,317,303)	\$(1,395,195)	\$(1,395,195)	\$(2,708,077)	\$(2,708,077)	\$(1,312,882)
Capital Assets	\$111,900	—	—	—	—	—
Subtotal	\$2,088,443	\$5,618,862	\$5,482,362	\$4,704,479	\$4,575,685	\$(1,043,177)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$163	—	—	—	—	—
Subtotal	\$163	—	—	—	—	—
General Fund Contributions	\$2,088,281	\$5,618,862	\$5,482,362	\$4,704,479	\$4,575,685	\$(1,043,177)
Total Source of Funds	\$2,088,443	\$5,618,862	\$5,482,362	\$4,704,479	\$4,575,685	\$(1,043,177)

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.

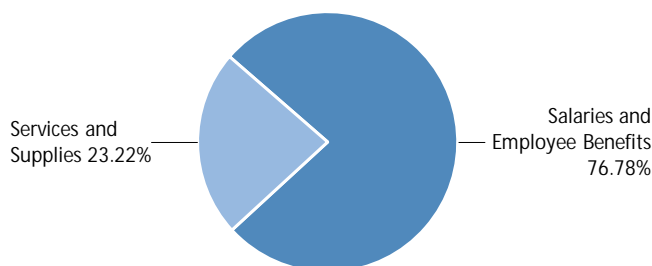
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00
16C44	SOFTWARE PROGRAMMER ANALYST II	6.00
16C45	SOFTWARE PROGRAMMER ANALYST III	17.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
16D25	DATABASE ADMINISTRATOR III	1.00
16G24	GIS ANALYST II	1.00
16G25	GIS ANALYST III	2.00
43G01	INFORMATION TECHNOLOGY MANAGER	2.00
Total		32.00

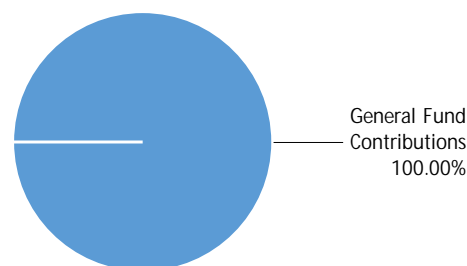
Service Delivery

(Budget Unit 8434—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,986,201	\$5,462,483	\$5,462,483	\$5,229,062	\$5,229,062	\$(233,421)
Services and Supplies	\$1,704,105	\$1,653,612	\$1,653,612	\$1,581,500	\$1,581,500	\$(72,112)
Other Charges	\$(1,992,601)	\$(938,006)	\$(938,006)	\$(733,360)	\$(733,360)	\$204,646
Subtotal	\$3,697,705	\$6,178,089	\$6,178,089	\$6,077,202	\$6,077,202	\$(100,887)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$73,992	—	—	—	—	—
Subtotal	\$73,992	—	—	—	—	—
General Fund Contributions	\$3,623,712	\$6,178,089	\$6,178,089	\$6,077,202	\$6,077,202	\$(100,887)
Total Source of Funds	\$3,697,705	\$6,178,089	\$6,178,089	\$6,077,202	\$6,077,202	\$(100,887)

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00
16C54	SYSTEMS PROGRAMMER ANALYST II	6.00
16C55	SYSTEMS PROGRAMMER ANALYST III	18.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00

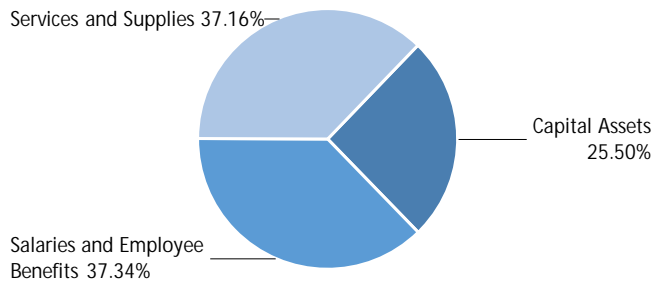
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
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	34.00

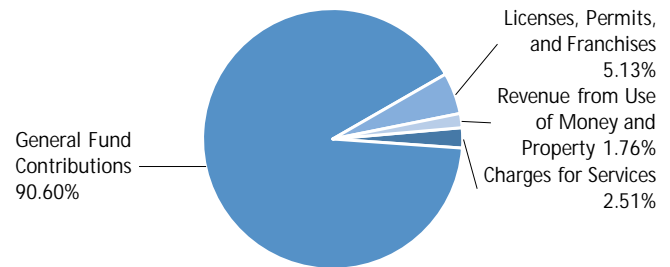
Infrastructure

(Budget Unit 8436—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,039,850	\$2,976,763	\$2,811,663	\$3,010,964	\$3,010,964	\$34,201
Services and Supplies	\$4,555,868	\$3,384,911	\$3,384,911	\$2,996,724	\$2,996,724	\$(388,187)
Other Charges	\$(3,851,855)	\$(4,361,707)	\$(4,361,707)	\$(2,212,001)	\$(2,212,001)	\$2,149,706
Capital Assets	\$314,238	\$2,954,734	\$2,954,734	\$2,056,001	\$2,056,001	\$(898,733)
Subtotal	\$4,058,101	\$4,954,701	\$4,789,601	\$5,851,688	\$5,851,688	\$896,987

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$1,048,381	\$300,000	\$300,000	\$300,000	\$300,000	—
Revenue from Use of Money & Property	\$176,896	\$104,492	\$104,492	\$103,012	\$103,012	\$(1,480)
Charges for Services	\$477,996	\$300,000	\$150,000	\$146,988	\$146,988	\$(153,012)
Subtotal	\$1,703,273	\$704,492	\$554,492	\$550,000	\$550,000	\$(154,492)
General Fund Contributions	\$2,354,828	\$4,250,209	\$4,235,109	\$5,301,688	\$5,301,688	\$1,051,479
Total Source of Funds	\$4,058,101	\$4,954,701	\$4,789,601	\$5,851,688	\$5,851,688	\$896,987

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00
41N24	NETWORK SYSTEMS ENGINEER II	3.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00
43A21	ENGINEERING AIDE II	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	2.00

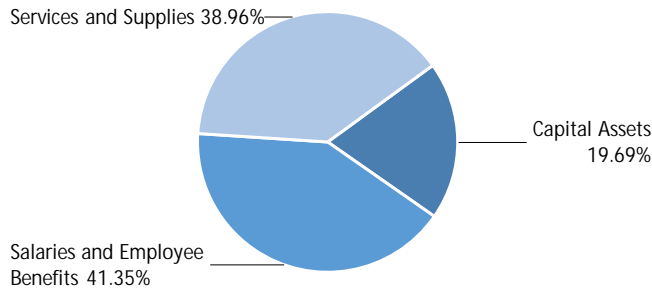
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
43L18	COMMUNICATIONS TECHNICIAN III	5.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	2.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
	Total	21.00

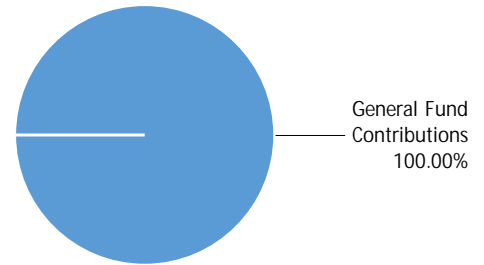
Security

(Budget Unit 8437—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$451,653	\$470,430	\$470,430	\$502,779	\$502,779	\$32,349
Services and Supplies	\$362,571	\$446,780	\$446,780	\$473,761	\$473,761	\$26,981
Other Charges	\$(712,237)	\$(334,580)	\$(334,580)	\$(294,085)	\$(294,085)	\$40,495
Capital Assets	—	—	—	\$239,408	\$239,408	\$239,408
Subtotal	\$101,988	\$582,630	\$582,630	\$921,863	\$921,863	\$339,233

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$1,544	—	—	—	—	—
Subtotal	\$1,544	—	—	—	—	—
General Fund Contributions	\$100,444	\$582,630	\$582,630	\$921,863	\$921,863	\$339,233
Total Source of Funds	\$101,988	\$582,630	\$582,630	\$921,863	\$921,863	\$339,233

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.

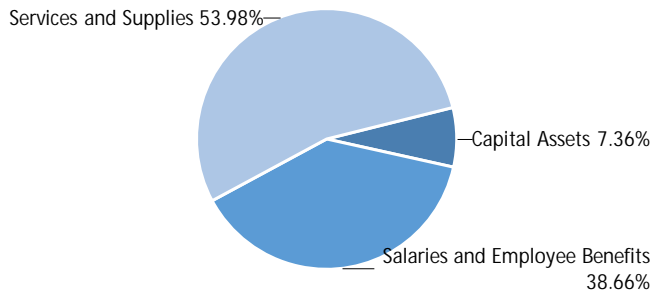
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00
16E25	SECURITY ANALYST III	2.00
Total		3.00

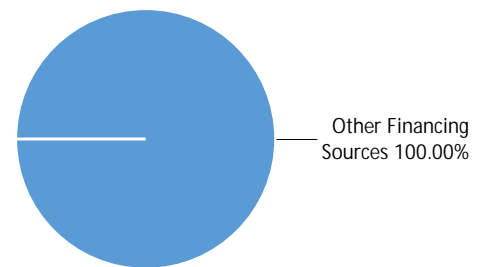
Information Technology

(Budget Unit 8439—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$524,334	\$842,210	\$614,710	\$1,198,341	\$1,156,045	\$313,835
Services and Supplies	\$1,234,481	\$1,578,319	\$1,578,319	\$1,730,667	\$1,613,917	\$35,598
Other Charges	\$876,557	\$(15,304,017)	\$(14,772,350)	\$(23,517,228)	\$(23,517,228)	\$(8,213,211)
Capital Assets	\$114,004	\$(264,198)	\$(264,198)	\$220,000	\$220,000	\$484,198
Subtotal	\$2,749,376	\$(13,147,686)	\$(12,843,519)	\$(20,368,220)	\$(20,527,266)	\$(7,379,580)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$6,243	—	—	—	—	—
Charges for Services	\$(241,548)	—	—	—	—	—
Miscellaneous Revenues	\$10,723	—	—	—	—	—
Other Financing Sources	—	—	—	—	\$200,000	\$200,000
Subtotal	\$(224,582)	—	—	—	\$200,000	\$200,000
General Fund Contributions	\$2,973,958	\$(13,147,686)	\$(12,843,519)	\$(20,368,220)	\$(20,727,266)	\$(7,579,580)
Total Source of Funds	\$2,749,376	\$(13,147,686)	\$(12,843,519)	\$(20,368,220)	\$(20,527,266)	\$(7,379,580)

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 FY 2020-21 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:

Under the leadership of District Attorney Jeannine M. Pacioni, the District Attorney's Office is responsible for attending the courts and conducts all local criminal prosecutions. The District Attorney is a State Constitutional Officer when prosecuting crimes defined under state law.

The Office of the District Attorney 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. The Office engages in community and multi-agency projects which protect public safety and provides legal advice to all law enforcement agencies and training programs for their personnel. These programs increase 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 Standard and Training (POST); information technology; policies and ordinances; conflict resolution; customer service; and all County mandated training.

Programs and Functions:

CRIMINAL UNIT: The Office's core functions include prosecuting crimes such as murder, child and adult sexual assault, gang crimes, robbery, burglary, felony assault, felony theft, juvenile crimes and all misdemeanor crimes. Additionally, programs funded by grants and non-GFC sources include the civil and environmental unit, various types of specialty fraud prosecutions, crimes committed in our two state prisons, and other services. The Office reviews and files over 15,000 cases per year.

CIVIL UNIT: The Consumer Protection Unit handles both civil and criminal enforcement including cases involving unfair business practices and false advertising; fraud in telemarketing and mail solicitation; price gouging; pyramid schemes; real estate and mortgage fraud; fraudulent investment transactions, securities drug and healthcare claims, warranties, sweepstakes, insurance packing, internet auctions and purchases; and schemes targeting senior citizens or immigrant communities.

The Environmental Protection Unit enforces laws to protect the local environment. Cases involve hazardous material and hazardous waste violations, pollution, and other areas that impact the health of our community.

The Cannabis Prosecution Unit enforces State and local regulations on the cannabis industry to ensure a level playing field within the industry, and to protect the industry from competition from illegal cannabis.

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

ADMINISTRATION

The District Attorney is one of the most financially efficient District Attorney's offices in the State, having a lower unit cost per case than any office of its size.

HEALTH AND HUMAN SERVICES

The District Attorney ensures the highest quality of life in the County through environmental law enforcement.

PUBLIC SAFETY

The Office promotes justice, ensuring that the rights of victims are upheld by treating them with dignity, respect and compassion. The Office aggressively and fairly prosecutes those who violate the law.



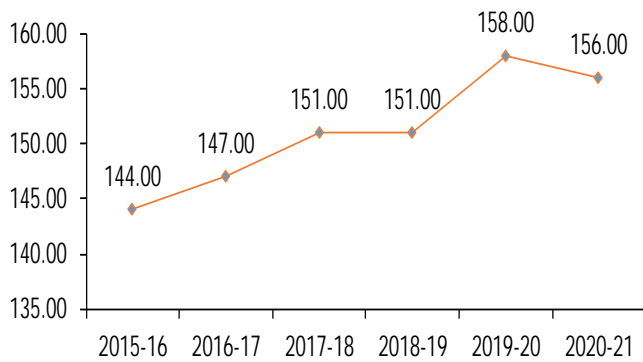
Operating Budget: \$36,044,122
Positions (FTEs): 156.00

Jeannine M. Pacioni
District Attorney

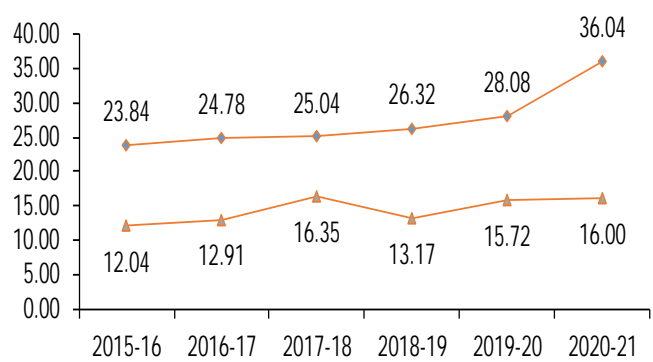
Civil

Criminal

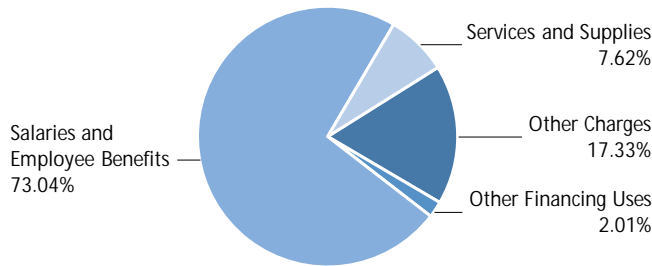
Staffing Trends



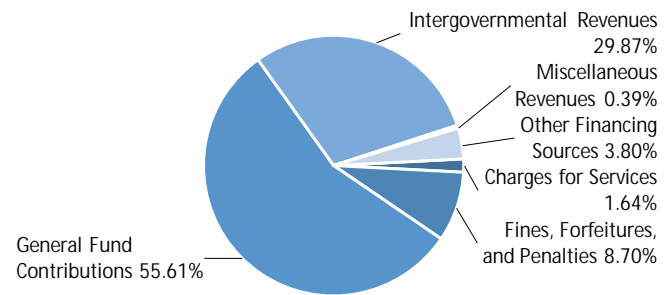
Expenditure/Revenue History (in millions)



Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$23,034,948	\$25,194,493	\$23,625,931	\$27,371,499	\$26,326,906	\$1,132,413
Services and Supplies	\$2,944,769	\$2,359,670	\$2,957,238	\$3,244,039	\$2,746,373	\$386,703
Other Charges	\$(145,543)	\$808,373	\$790,370	\$6,246,535	\$6,246,535	\$5,438,162
Capital Assets	\$108,295	\$50,000	\$54,074	—	—	\$(50,000)
Other Financing Uses	\$379,614	\$650,000	\$650,000	\$724,308	\$724,308	\$74,308
Subtotal	\$26,322,084	\$29,062,536	\$28,077,613	\$37,586,381	\$36,044,122	\$6,981,586

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$2,410,719	\$3,274,497	\$3,235,910	\$3,136,037	\$3,136,037	\$(138,460)
Revenue from Use of Money & Property	\$174	\$204	\$106	\$105	\$105	\$(99)
Intergovernmental Revenues	\$9,108,422	\$10,267,943	\$10,323,108	\$10,766,432	\$10,766,432	\$498,489
Charges for Services	\$416,706	\$767,687	\$563,361	\$590,554	\$590,554	\$(177,133)
Miscellaneous Revenues	\$128,710	\$196,209	\$195,732	\$138,968	\$138,968	\$(57,241)
Other Financing Sources	\$1,106,018	\$1,608,008	\$1,400,370	\$1,368,417	\$1,368,417	\$(239,591)
Subtotal	\$13,170,749	\$16,114,548	\$15,718,587	\$16,000,513	\$16,000,513	\$(114,035)
Fund Balance	\$(30,640)	—	—	—	—	—
General Fund Contributions	\$13,181,974	\$12,947,988	\$12,359,026	\$21,585,868	\$20,043,609	\$7,095,621
Total Source of Funds	\$26,322,084	\$29,062,536	\$28,077,613	\$37,586,381	\$36,044,122	\$6,981,586

Summary of Recommendation

The Recommended Budget for the Office of the District Attorney is \$36,044,122, financed by \$16,000,513 in revenue and a General Fund Contribution (GFC) of \$20,043,609. The Recommended Budget increased \$6,981,586 over the current year adopted budget, primarily due to an increase of \$5,448,093 in the cost plan charge resulting from depreciation expense on the newly occupied East - West Wing building, as well as higher costs associated with benefits, pensions, and insurance programs.

The Recommended Budget includes \$899,442 in augmentations to restore 8 filled positions that were at risk due to the cost pressures, including four filled attorneys, three legal secretaries, and one

investigator. The Recommended Budget also includes one new position in the Victims program that is fully funded by a grant.

The Recommended Budget does not include requested funding to restore four vacant positions that could no longer be afforded, as well as a reduction in operational costs. In addition to the countywide cost pressures, the Department's Civil Unit revenue has not kept pace with rising costs, and while the unit has historically been self-funded with settlements funds, next fiscal year, the unit is allocated County discretionary funds to maintain operations.

The Recommended Budget includes funding for 156 positions, a decrease of 2 from the adopted budget. In the current year, the Office added 1 Investigative Aide to investigate welfare fraud, reimbursed by DSS. The Recommended Budget eliminates 4 vacant positions.

Budget Impacts

The loss of two 2 DA Investigators, 1 DA Investigative Captain and 1 Managing Deputy District Attorney will require reassignment of duties to other staff, decreasing the operational effectiveness of the Department. Less managerial oversight can lead to increased errors and more time spent ameliorating them after the fact. Decreased investigative services can lead to challenges revealing the truth, criminals will be held less accountable, and in rare occasion could result in the prosecution of an innocent person. Additionally, the Department made a reduction of over \$300,000 in operational expenditures to balance the budget, which will negatively impact trial preparation, expert witnesses, truth-finding, transportation of witnesses, general office operations, and other services.

Prior Year Accomplishments

The Criminal Unit successfully prosecuted many high-profile cases during the year, including murder, gang crimes and public integrity prosecutions. These included the prosecution of Charles Holifield, who was found guilty of the 1998 kidnap, sexual assault and murder of 13-year-old Christina Williams. Holifield received a sentence of life without the possibility of parole.

The Civil Unit has successfully enforced consumer and environmental laws, receiving average settlements in excess of \$2.1 million per year over the last six years. The unit protects consumers and the environment and combats unfair competition. The estimated settlements for this fiscal year are in excess of \$2.7 million dollars.

The Workers Compensation Fraud Unit continued its efforts to protect workers from unscrupulous employers who do not purchase mandatory insurance and to target employees who commit applicant fraud.

The District Attorney's Office is particularly proud of its success in reducing truancy in schools. In FY 2018-19, the Truancy Program improved the attendance of 1,248 students.

Odie and Namaste, the Office's facility dogs, continue to assist child and adult victims in their time of need as they navigate our court system.

Budget Year Goals

Closely monitor financial issues faced by the Department as a result of the COVID-19 virus and potential impacts on the Office's operations and public safety.

Pending Issues

FILELESS OPERATIONS: The Office utilizes a digital case management system exclusively. Cases are electronically filed with the courts, eliminating paper files. Local law enforcement agencies

are gradually transitioning to electronic filing of cases with the Office of the District Attorney.

DIGITAL EVIDENCE: The Office continues to seek solutions to process a higher level of digital evidence resulting from increasing use of body cameras and the increased prevalence of surveillance video. Processing and providing this evidence to defense counsel are challenges for District Attorneys' offices statewide.

SERVICE LEVEL REDUCTIONS - IMPACT ON PUBLIC SAFETY:

The ongoing COVID-19 health crisis will reduce County revenues, straining already limited resources and potentially causing serious negative impacts on public safety.

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 public safety agencies protect the community. The transfer of responsibilities from state prison and parole to the local criminal justice system challenges the entire County. There have been increases in theft recidivism, because under Proposition 47 any theft under \$950 is punishable only as a misdemeanor, regardless of the number of prior offenses. This increases workload for the Office, as the District Attorney routinely prosecutes individuals who amass 10 or more theft cases in a 3 to 4-month period.

CRIMINAL JUSTICE REFORM: Many criminal justice reform measures passed since 2012 apply retroactively. This means the Office 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. In combination, these measures create unfunded State mandates to the District Attorney's Office, 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: 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 by protecting the environment, consumers, and legitimate cannabis businesses.

Policy Considerations

There are no Policy Considerations

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Civil (DIS001)	3,560,654	4,294,442	3,690,795	4,620,579	4,384,234	89,792	001	8062
Criminal (DIS001)	22,381,815	24,118,094	23,736,818	32,241,494	30,935,580	6,817,486	001	8063
Criminal (DIS002)	379,614	650,000	650,000	724,308	724,308	74,308	022	8063
Subtotal	26,322,084	29,062,536	28,077,613	37,586,381	36,044,122	6,981,586		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Civil	\$3,560,654	\$4,294,442	\$3,690,795	\$4,620,579	4,384,234	\$89,792
Criminal	\$22,761,429	\$24,768,094	\$24,386,818	\$32,965,802	31,659,888	\$6,891,794
Subtotal	\$26,322,084	\$29,062,536	\$28,077,613	\$37,586,381	36,044,122	\$6,981,586

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
10B04	DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A04	ASSISTANT DISTRICT ATTORNEY	3.00	3.00	3.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	1.00	1.00	0.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	0.00	0.00	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	1.00	(1.00)
20B11	ACCOUNTANT II	0.00	0.00	1.00	1.00
20B12	ACCOUNTANT III	1.00	2.00	2.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00	5.00	5.00	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	22.00	23.00	21.00	(2.00)
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	2.00	3.00	2.00	(1.00)
34G10	INVESTIGATIVE AIDE	5.00	5.00	6.00	1.00
39C01	LEGAL ASSISTANT	4.00	4.00	4.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	52.00	53.00	53.00	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	2.00	2.00	1.00	(1.00)
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	7.00	9.00	10.00	1.00
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	28.00	28.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	2.00	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	1.00	0.00	0.00	0.00
Total		151.00	158.00	156.00	(2.00)

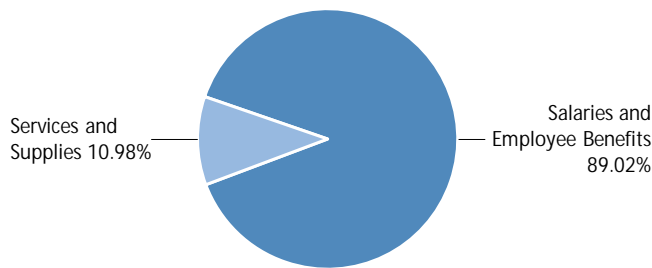
Augmentation Requests

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2240	2240-8062-001-AUG1	DDA #6 - Filled	Status Quo Filled Position	137,452	1.00	137,452	1.00
2240	2240-8062-001-AUG2	DA Investigator #1 - Civil - Vacant	Status Quo Vacant Position	204,446	1.00	-	-
2240	2240-8062-001-AUG3	Legal Secretary #3 - Filled	Status Quo Filled Position	67,812	1.00	67,812	1.00
2240	2240-8063-001-AUG10	DA Investigator #3 - Criminal - Vacant	Status Quo Vacant Position	177,352	1.00	-	-
2240	2240-8063-001-AUG11	Victim Witness Advocate - New - Outside Funding	Request New Position	-	1.00	-	1.00
2240	2240-8063-001-AUG12	DDA #7 - Conviction Review - New	Request New Position	225,944	1.00	-	-
2240	2240-8063-001-AUG13	Managing Deputy DA - Vacant	Status Quo Vacant Position	217,855	1.00	-	-
2240	2240-8063-001-AUG14	Discretionary Expenditures	Status Quo Other	318,509	-	-	-
2240	2240-8063-001-AUG15	DA Special Appropriation	New Mandated Program/Service w/ General Fund Funding	5,000	-	-	-
2240	2240-8063-001-AUG3	DDA #3 - Filled	Status Quo Filled Position	114,066	1.00	114,066	1.00
2240	2240-8063-001-AUG4	DDA #4 - Filled	Status Quo Filled Position	137,452	1.00	137,452	1.00
2240	2240-8063-001-AUG5	DDA #5 - Filled	Status Quo Filled Position	114,066	1.00	114,066	1.00
2240	2240-8063-001-AUG6	DA Investigator #2 - Criminal - Filled	Status Quo Filled Position	177,352	1.00	177,352	1.00
2240	2240-8063-001-AUG7	Legal Secretary #1 - Filled	Status Quo Filled Position	75,621	1.00	75,621	1.00
2240	2240-8063-001-AUG8	Legal Secretary #2 - Filled	Status Quo Filled Position	75,621	1.00	75,621	1.00
2240	2240-8063-001-AUG9	DA Investigative Captain - Vacant	Status Quo Vacant Position	204,536	1.00	-	-
Grand Total:				2,253,084	14.00	899,442	9.00

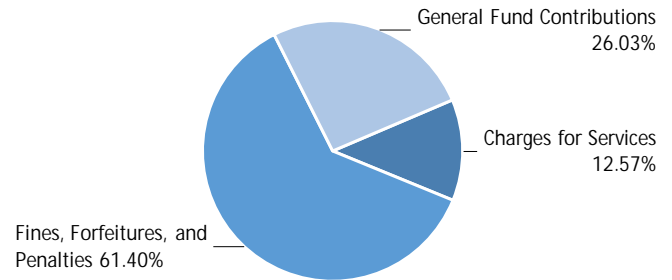
Civil

(Budget Unit 8062—Fund 001—Appropriation Unit DIS001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,037,897	\$3,996,022	\$3,412,055	\$4,105,012	\$3,902,674	\$(93,348)
Services and Supplies	\$368,243	\$298,420	\$278,740	\$515,567	\$481,560	\$183,140
Other Charges	\$121,134	—	—	—	—	—
Capital Assets	\$33,380	—	—	—	—	—
Subtotal	\$3,560,654	\$4,294,442	\$3,690,795	\$4,620,579	\$4,384,234	\$89,792

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$2,218,234	\$2,829,383	\$2,648,401	\$2,691,699	\$2,691,699	\$(137,684)
Charges for Services	\$384,669	\$758,035	\$550,178	\$551,000	\$551,000	\$(207,035)
Miscellaneous Revenues	\$4,100	—	\$300	\$250	\$250	\$250
Subtotal	\$2,607,003	\$3,587,418	\$3,198,879	\$3,242,949	\$3,242,949	\$(344,469)
General Fund Contributions	\$953,651	\$707,024	\$491,916	\$1,377,630	\$1,141,285	\$434,261
Total Source of Funds	\$3,560,654	\$4,294,442	\$3,690,795	\$4,620,579	\$4,384,234	\$89,792

Unit Description

To protect Monterey County consumers, the Consumer Protection Unit handles both civil and criminal enforcement including: cases involving unfair business practices and false advertising; fraud in telemarketing and mail solicitation; price gouging; pyramid schemes; real estate and mortgage fraud; fraudulent investment transactions, securities drug and healthcare claims, warranties, sweepstakes, insurance packing, internet auctions and purchases; and schemes targeting senior citizens or immigrant communities.

The Environmental Protection Unit enforces laws to protect our local environment. Cases involve hazardous material and hazardous waste violations, pollution, and other areas that impact the health of our community.

Successful conclusion of consumer and environmental cases often involve collaboration with multiple agencies or counties throughout the State.

The Cannabis Prosecution Unit enforces State and local regulations on the cannabis industry to ensure a level playing field within the industry and to protect the industry from competition from illegal cannabis.

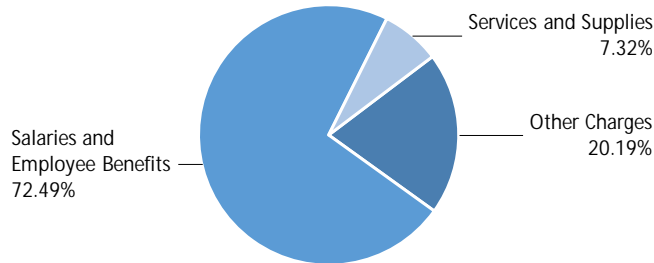
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
12A04	ASSISTANT DISTRICT ATTORNEY	1.00
20B12	ACCOUNTANT III	2.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	6.00
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		20.00

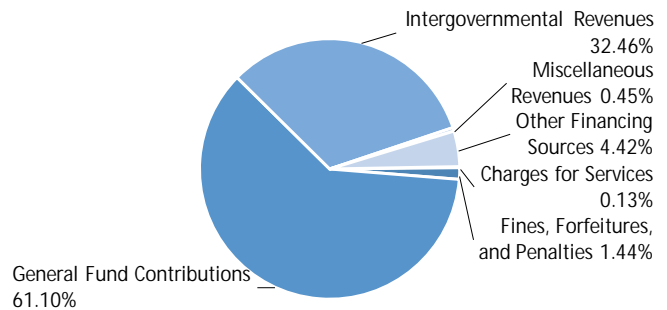
Criminal

(Budget Unit 8063—Fund 001—Appropriation Unit DIS001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$19,997,051	\$21,198,471	\$20,213,876	\$23,266,487	\$22,424,232	\$1,225,761
Services and Supplies	\$2,576,526	\$2,061,250	\$2,678,498	\$2,728,472	\$2,264,813	\$203,563
Other Charges	\$(266,677)	\$808,373	\$790,370	\$6,246,535	\$6,246,535	\$5,438,162
Capital Assets	\$74,915	\$50,000	\$54,074	—	—	\$(50,000)
Subtotal	\$22,381,815	\$24,118,094	\$23,736,818	\$32,241,494	\$30,935,580	\$6,817,486

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$192,485	\$445,114	\$587,509	\$444,338	\$444,338	\$(776)
Revenue from Use of Money & Property	\$174	\$204	\$106	\$105	\$105	\$(99)
Intergovernmental Revenues	\$8,698,169	\$9,617,943	\$9,673,108	\$10,042,124	\$10,042,124	\$424,181
Charges for Services	\$32,037	\$9,652	\$13,183	\$39,554	\$39,554	\$29,902
Miscellaneous Revenues	\$124,610	\$196,209	\$195,432	\$138,718	\$138,718	\$(57,491)
Other Financing Sources	\$1,106,018	\$1,608,008	\$1,400,370	\$1,368,417	\$1,368,417	\$(239,591)
Subtotal	\$10,153,492	\$11,877,130	\$11,869,708	\$12,033,256	\$12,033,256	\$156,126
General Fund Contributions	\$12,228,323	\$12,240,964	\$11,867,110	\$20,208,238	\$18,902,324	\$6,661,360
Total Source of Funds	\$22,381,815	\$24,118,094	\$23,736,818	\$32,241,494	\$30,935,580	\$6,817,486

Unit Description

About 45% of the core functions are funded by County discretionary funds, including prosecuting crimes such as murder, child and adult sexual assault, gang crimes, robbery, burglary, felony assault, felony theft, juvenile crimes and all misdemeanor crimes. The remaining 55% of programs are funded by grants and non-GFC sources which fund the civil and environmental unit, various types of specialty fraud prosecutions, crimes committed in our two state prisons, and other services. The Office reviews and files over 15,000 cases per 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. The District Attorney also attends and advocates at lifer hearings (inmates sentenced to life in prison who

are eligible for parole within the discretion of the Board of Parole Hearings) throughout the State multiple times per month.

Recommended FY 2020-21 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 DISTRICT ATTORNEY	1.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	1.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00

Recommended FY 2020-21 Positions

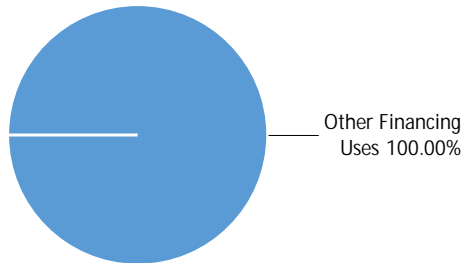
Classification Code	Classification Label	FTE
34A22	DISTRICT ATTORNEY INVESTIGATOR III	15.00
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	1.00
34G10	INVESTIGATIVE AIDE	6.00
39C01	LEGAL ASSISTANT	3.00
39D31	DEPUTY DISTRICT ATTORNEY IV	46.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	1.00
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00
60K02	VICTIM ASSISTANCE ADVOCATE	10.00
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		136.00

District Attorney

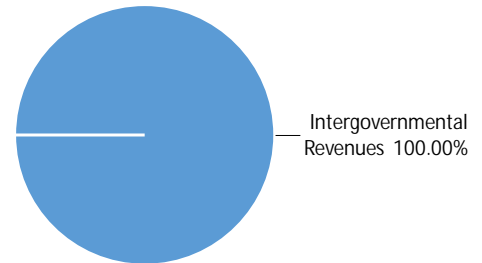
Criminal

(Budget Unit 8063—Fund 022—Appropriation Unit DIS002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$379,614	\$650,000	\$650,000	\$724,308	\$724,308	\$74,308
Subtotal	\$379,614	\$650,000	\$650,000	\$724,308	\$724,308	\$74,308

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$410,254	\$650,000	\$650,000	\$724,308	\$724,308	\$74,308
Subtotal	\$410,254	\$650,000	\$650,000	\$724,308	\$724,308	\$74,308
Fund Balance	\$(30,640)	—	—	—	—	—
Total Source of Funds	\$379,614	\$650,000	\$650,000	\$724,308	\$724,308	\$74,308

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.

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 parentage, including genetic testing of parents and children; obtaining court-ordered child support and health insurance coverage; modifying orders; and enforcement of current and past due support obligations.

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

ADMINISTRATION

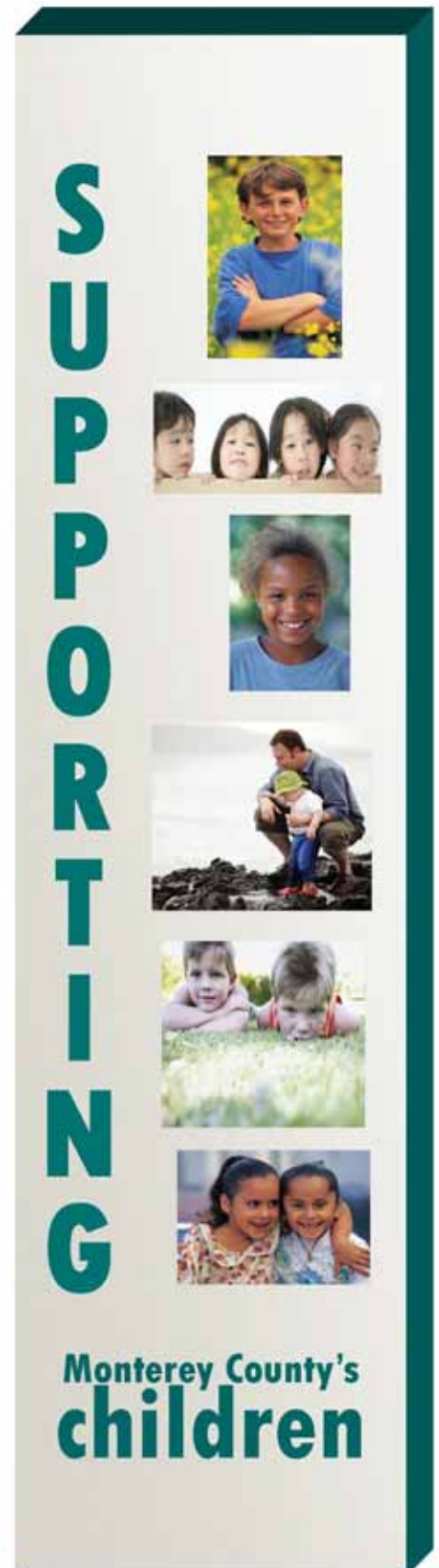
DCSS is committed to cost-effectiveness, continuous improvement, and setting standards for greater accountability. Customer survey results help to provide excellent customer service.

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.

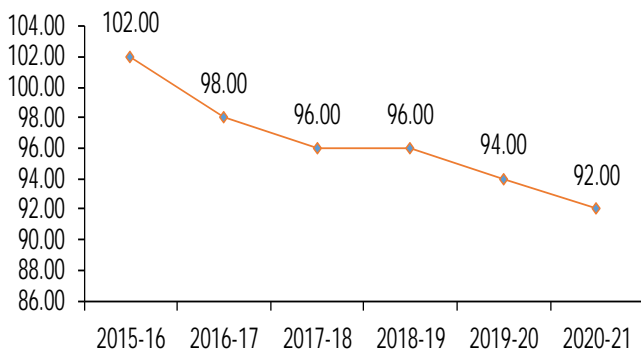


Operating Budget: \$11,823,905
Positions (FTEs): 92.00

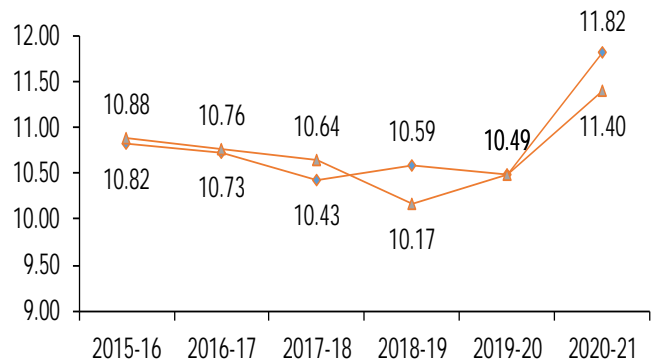
Darrell McGowan
Director

Child Support Services

Staffing Trends



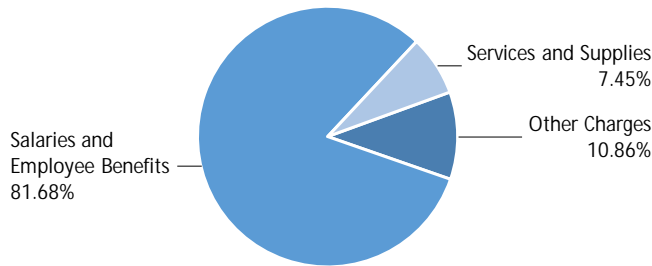
Expenditure/Revenue History (in millions)



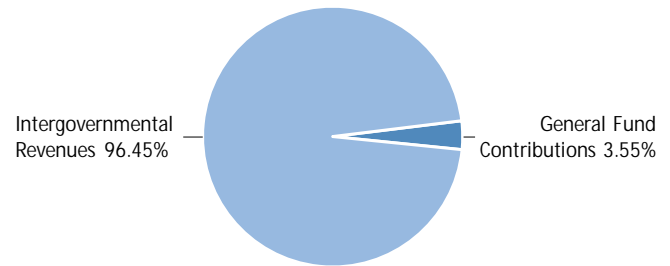
The performance measures are directly aligned with the mission of the child support program and meeting these goals each year results in increased services to customers, greater dollars collected, and optimization of federal incentive dollars.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Outreach events provided to the community. Target = 90.	104	95	50
Customer Survey Satisfaction Rate - Meeting Very Good or above. Target = 95%.	96%	90%	92%
Collections distributed (in millions). Target = \$43.9	\$43.09	\$43.30	\$21.80
Cost Effectiveness (collections compared to expenditures). Target = \$3.68	\$4.38	\$4.36	\$4.36

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$8,761,245	\$9,780,779	\$9,016,414	\$9,657,996	\$9,657,996	\$(122,783)
Services and Supplies	\$1,031,375	\$887,705	\$1,035,523	\$933,324	\$881,430	\$(6,275)
Other Charges	\$282,269	\$550,034	\$441,474	\$1,284,479	\$1,284,479	\$734,445
Capital Assets	\$515,161	—	—	—	—	—
Subtotal	\$10,590,050	\$11,218,518	\$10,493,411	\$11,875,799	\$11,823,905	\$605,387

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$41,502	—	—	—	—	—
Intergovernmental Revenues	\$10,127,032	\$11,218,518	\$10,493,411	\$11,404,094	\$11,404,094	\$185,576
Charges for Services	\$510	—	—	—	—	—
Subtotal	\$10,169,044	\$11,218,518	\$10,493,411	\$11,404,094	\$11,404,094	\$185,576
General Fund Contributions	\$421,005	—	—	\$471,705	\$419,811	\$419,811
Total Source of Funds	\$10,590,050	\$11,218,518	\$10,493,411	\$11,875,799	\$11,823,905	\$605,387

Summary of Recommendation

The Recommended Budget for the Department of Child Support Services (DCSS) is \$11,823,905 which is normally fully funded with State and federal funds based on reimbursement of claimed expenditures.

However, due to cost increases in salaries, employee health insurance, external department services through County Wide Cost Allocation Plan (COWCAP), and other inflationary pressures, the department had no choice but to ask for \$407,151 of County General Fund Contribution (GFC) in order to avoid layoffs. This request for GFC is part of the recommended budget. GFC will be reimbursed to the County if the State approves additional funds DCSS has requested.

As required by legislation effective January 1, 2000, this budget has been submitted to the State for approval.

Budget Impacts

The Recommended Budget reflects a decrease of two vacant positions, including an Administrative Secretary and a Legal Process Clerk due to the Department streamlining its operations.

Prior Year Accomplishments

With a caseload of over 15,000 children, DCSS distributed over \$44.3 million in child support payments during federal fiscal year 2019. 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 2019 - February 2020 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 parentage 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.

Increase in all federal and State performance measures with emphasis on collections distributed to families and cost efficiency for delivery of service.

Continue to provide quality service to customers.

Use best practices and innovation so families and children receive the optimal amount of child support and health insurance coverage.

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 Management System, the Employee Wellness Program, and other internal and external courses.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Budget Year Goals

Increase the frequency and reliability of child support payments for families, so they can depend on this important source of income.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Child Support Services (CHI001)	10,590,050	11,218,518	10,493,411	11,875,799	11,823,905	605,387	001	8018
Subtotal	10,590,050	11,218,518	10,493,411	11,875,799	11,823,905	605,387		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Child Support Services	\$10,590,050	\$11,218,518	\$10,493,411	\$11,875,799	11,823,905	\$605,387
Subtotal	\$10,590,050	\$11,218,518	\$10,493,411	\$11,875,799	11,823,905	\$605,387

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	0.00	0.00	0.00
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	0.00	0.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	7.00	6.00	6.00	0.00
25C23	CHILD SUPPORT OFFICER II	40.00	42.00	42.00	0.00
25C24	CHILD SUPPORT OFFICER III	7.00	8.00	8.00	0.00
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.00	5.00	5.00	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	2.00	2.00	2.00	0.00
34G22	SENIOR CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
39A47	CHIEF CHILD SUPPORT ATTORNEY	1.00	1.00	1.00	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	0.00	0.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	1.00	0.00	(1.00)
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	3.00	2.00	1.00	(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	94.00	92.00	(2.00)

Child Support Services

Augmentation Requests

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2270	2250-8018-001-AUG1	Augmentation - Child Support	Status Quo Other	64,554	-	-	-
2270	2250-8018-001-AUG2	Augmentation - Child Support	Status Quo Filled Position	89,210	1.00	89,210	1.00
2270	2250-8018-001-AUG3	Augmentation - Child Support	Status Quo Filled Position	89,210	1.00	89,210	1.00
2270	2250-8018-001-AUG4	Augmentation - Child Support	Status Quo Filled Position	81,742	1.00	81,742	1.00
2270	2250-8018-001-AUG5	Augmentation - Child Support	Status Quo Filled Position	81,742	1.00	81,742	1.00
2270	2250-8018-001-AUG6	Augmentation - Child Support	Status Quo Filled Position	65,247	1.00	65,247	1.00
Grand Total:				471,705	5.00	407,151	5.00



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Public Defender

Department Overview:

The Department, through the Offices of the Public Defender and the Alternate Defender, handles over 11,000 cases involving criminal, juvenile, 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 veterans, 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.

An immigration attorney provides critical information in plea dispositions and sentencing for Public Defender's non-citizen clients.

The 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.

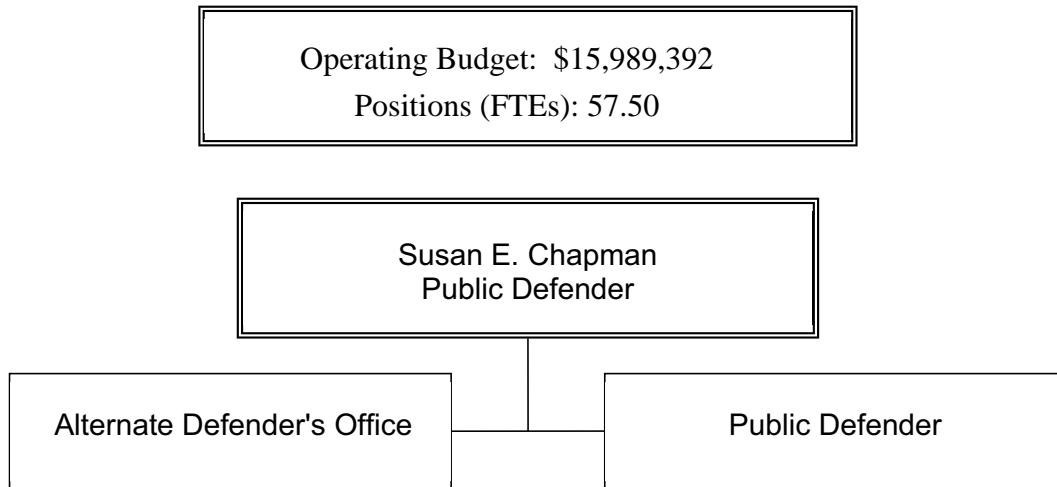
PUBLIC SAFETY

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.

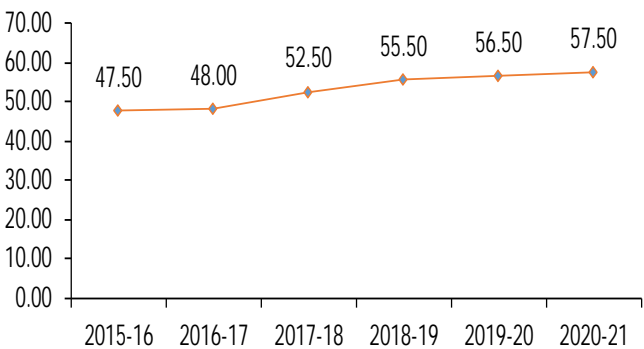
ECONOMIC DEVELOPMENT

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.

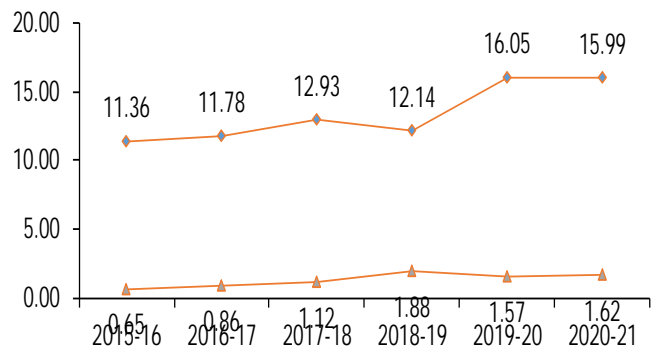




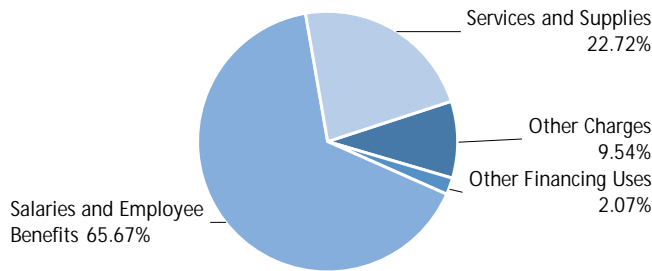
Staffing Trends



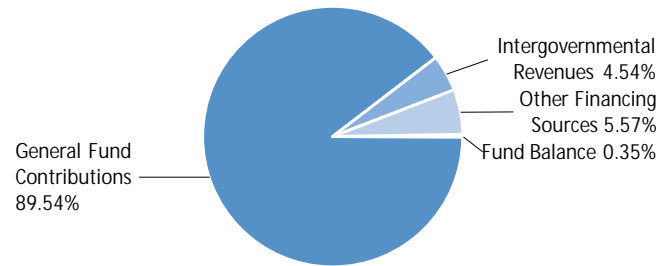
Expenditure/Revenue History (in millions)



Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$8,833,832	\$9,611,163	\$9,576,194	\$10,500,394	\$10,500,394	\$889,231
Services and Supplies	\$3,204,042	\$4,189,407	\$4,363,374	\$4,054,669	\$3,633,001	\$(556,406)
Other Charges	\$97,206	\$2,068,038	\$1,824,020	\$1,525,238	\$1,525,238	\$(542,800)
Other Financing Uses	—	\$332,259	\$285,000	\$330,759	\$330,759	\$(1,500)
Subtotal	\$12,135,080	\$16,200,867	\$16,048,588	\$16,411,060	\$15,989,392	\$(211,475)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$1,591,873	\$599,550	\$724,761	\$724,954	\$724,954	\$125,404
Charges for Services	\$12,304	\$12,000	\$12,000	\$8,000	\$8,000	\$(4,000)
Other Financing Sources	\$279,213	\$1,017,829	\$834,019	\$890,242	\$890,242	\$(127,587)
Subtotal	\$1,883,390	\$1,629,379	\$1,570,780	\$1,623,196	\$1,623,196	\$(6,183)
Fund Balance	\$(227,234)	\$82,709	\$35,450	\$55,805	\$55,805	\$(26,904)
General Fund Contributions	\$10,478,924	\$14,488,779	\$14,442,358	\$14,732,059	\$14,310,391	\$(178,388)
Total Source of Funds	\$12,135,080	\$16,200,867	\$16,048,588	\$16,411,060	\$15,989,392	\$(211,475)

Summary of Recommendation

The Recommended Budget for the Public Defender Department is \$15,989,392, a net decrease of \$211,475 from the current year adopted budget. The Recommended Budget is financed by \$1,623,196 in estimated program revenue, \$14,310,391 in General Fund Contributions (GFC) and \$55,805 in departmental fund balance. The Department experienced an increase in expenditures due to higher costs associated with negotiated salaries, pension contributions, and employee health insurance, offset with a reduction in cost plan charges and increased expenditure reimbursements.

The Recommended Budget allows the Department to provide criminal defense and limited civil defense services to County indigent clients. The Recommended Budget includes \$231,196 in augmentations to restore one filled attorney position at stake due to the fiscal pressures mentioned above. The attorney position ensures the continuity of services to indigent clients in the trial courts. Additionally, the Recommended Budget adds one new Deputy Public

Defender IV position funded by public safety realignment and Proposition 47 grant funds, which will allow the Department to provide clients with early assessments, coordinate with mental health providers, and representation as cases are progressing through the Court system.

The Recommended Budget includes 57.5 positions, reflecting the addition of one attorney position funded by program revenues.

Budget Impacts

The Recommended Budget will allow the Department to maintain current levels of service to County indigent clients. Further, the number of cases coming into the Public Defender's Office has increased due to passage of recent legislations that requires extensive research, case history review, and potential re-sentencing hearings for heavy felony cases and diversion opportunities. These are time intensive cases that involve motions, hearings, and writs that create a higher demand on the Department.

Prior Year 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 felony convictions to misdemeanors, process certificates of rehabilitation and pursue other legal remedies as provided by law.

Every even-numbered year, the Department participates in the Veterans Stand Down event serving over 100 veterans. This vital service that includes referrals to a variety of necessary services, such as: 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.

The Public Defender upgraded its case management system utilizing Karpel (same management system used by the District Attorney). This cost saving measure allows easier exchange of information between all safety partners and the Courts. This strategic initiative was discussed with the Board of Supervisors in 2017 as a goal.

Budget Year Goals

Recruitment of the Psychiatric Social Worker II position will expand the ability of the Public Defender to identify, evaluate and recommend services for our clients. This position will work hand in hand with our Deputy Public Defender IV that is partially funded through a Proposition 47 grant. Clients participating in diversion programs and collaborative courts will immediately benefit from these services as will all clients with mental health or other challenges, i.e., housing, drug and alcohol abuse, etc.

Pending Issues

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.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Alternate Defender's Office (PUB001)	2,543,103	2,934,423	2,946,435	2,971,379	2,970,649	36,226	001	8168
Alternate Defender's Office (PUB002)	0	1,500	0	0	0	(1,500)	022	8168
Public Defender (PUB001)	9,591,977	12,934,185	12,817,153	13,108,922	12,687,984	(246,201)	001	8169
Public Defender (PUB002)	0	330,759	285,000	330,759	330,759	0	022	8169
Subtotal	12,135,080	16,200,867	16,048,588	16,411,060	15,989,392	(211,475)		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Alternate Defender's Office	\$2,543,103	\$2,935,923	\$2,946,435	\$2,971,379	2,970,649	\$34,726
Public Defender	\$9,591,977	\$13,264,944	\$13,102,153	\$13,439,681	13,018,743	\$(246,201)
Subtotal	\$12,135,080	\$16,200,867	\$16,048,588	\$16,411,060	15,989,392	\$(211,475)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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
34D40	PUBLIC DEFENDER INVESTIGATOR III	6.00	6.00	6.00	0.00
34D78	CHIEF PUBLIC DEFENDER INVESTIGATOR	1.00	1.00	1.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	26.00	25.00	26.00	1.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	3.00	4.00	4.00	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	0.00	0.00	1.00	1.00
60C22	SOCIAL WORKER III	0.00	1.00	0.00	(1.00)
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	9.00	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		55.50	56.50	57.50	1.00

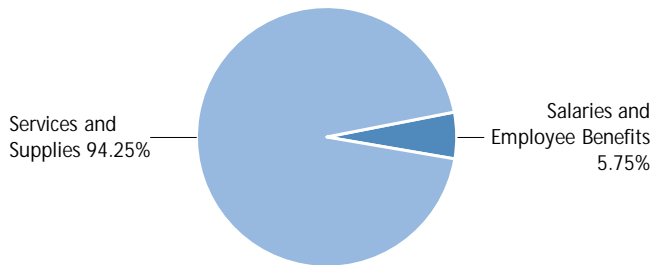
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2270	2270-8169-001- AUG1	NEW Deputy Public Defender IV	Request New Position	-	1.00	-	1.00
2270	2270-8169-001- AUG2	FILLED Deputy Public Defender IV	Status Quo Filled Position	231,196	1.00	231,196	1.00
Grand Total:				231,196	2.00	231,196	2.00

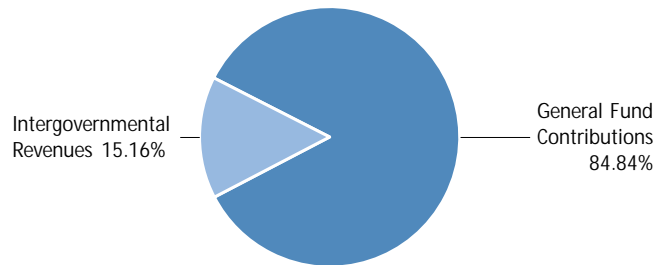
Alternate Defender's Office

(Budget Unit 8168—Fund 001—Appropriation Unit PUB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$111,711	\$133,486	\$145,498	\$170,959	\$170,959	\$37,473
Services and Supplies	\$2,431,392	\$2,800,937	\$2,800,937	\$2,800,420	\$2,799,690	\$(1,247)
Subtotal	\$2,543,103	\$2,934,423	\$2,946,435	\$2,971,379	\$2,970,649	\$36,226

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$1,364,639	\$350,000	\$475,211	\$450,000	\$450,000	\$100,000
Other Financing Sources	—	\$1,500	\$1,500	\$1,500	\$1,500	—
Subtotal	\$1,364,639	\$351,500	\$476,711	\$451,500	\$451,500	\$100,000
General Fund Contributions	\$1,178,464	\$2,582,923	\$2,469,724	\$2,519,879	\$2,519,149	\$(63,774)
Total Source of Funds	\$2,543,103	\$2,934,423	\$2,946,435	\$2,971,379	\$2,970,649	\$36,226

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14G02	MANAGEMENT ANALYST I	1.00
80J21	ACCOUNT CLERK	0.50
Total		1.50

Alternate Defender's Office

(Budget Unit 8168—Fund 022—Appropriation Unit PUB002)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	—	\$1,500	—	—	—	\$(1,500)
Subtotal	—	\$1,500	—	—	—	\$(1,500)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	—	\$1,500	—	—	—	\$(1,500)
Subtotal	—	\$1,500	—	—	—	\$(1,500)

Unit Description

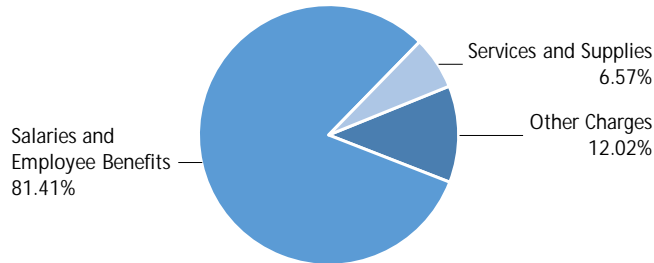
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

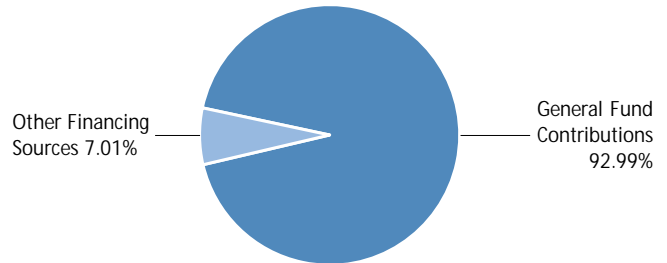
Public Defender

(Budget Unit 8169—Fund 001—Appropriation Unit PUB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$8,722,121	\$9,477,677	\$9,430,696	\$10,329,435	\$10,329,435	\$851,758
Services and Supplies	\$772,650	\$1,388,470	\$1,562,437	\$1,254,249	\$833,311	\$(555,159)
Other Charges	\$97,206	\$2,068,038	\$1,824,020	\$1,525,238	\$1,525,238	\$(542,800)
Subtotal	\$9,591,977	\$12,934,185	\$12,817,153	\$13,108,922	\$12,687,984	\$(246,201)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$12,304	\$12,000	\$12,000	\$8,000	\$8,000	\$(4,000)
Other Financing Sources	\$279,213	\$1,016,329	\$832,519	\$888,742	\$888,742	\$(127,587)
Subtotal	\$291,517	\$1,028,329	\$844,519	\$896,742	\$896,742	\$(131,587)
General Fund Contributions	\$9,300,460	\$11,905,856	\$11,972,634	\$12,212,180	\$11,791,242	\$(114,614)
Total Source of Funds	\$9,591,977	\$12,934,185	\$12,817,153	\$13,108,922	\$12,687,984	\$(246,201)

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 FY 2020-21 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

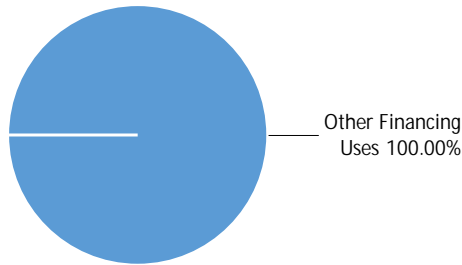
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
34D40	PUBLIC DEFENDER INVESTIGATOR III	6.00
34D78	CHIEF PUBLIC DEFENDER INVESTIGATOR	1.00
39P31	DEPUTY PUBLIC DEFENDER IV	26.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	4.00
60B21	PSYCHIATRIC SOCIAL WORKER II	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		56.00

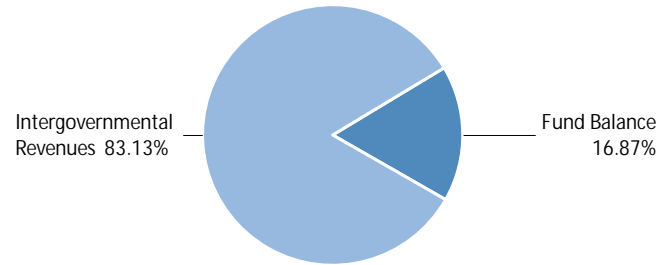
Public Defender

(Budget Unit 8169—Fund 022—Appropriation Unit PUB002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	—	\$330,759	\$285,000	\$330,759	\$330,759	—
Subtotal	—	\$330,759	\$285,000	\$330,759	\$330,759	—

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$227,234	\$248,050	\$249,550	\$274,954	\$274,954	\$26,904
Subtotal	\$227,234	\$248,050	\$249,550	\$274,954	\$274,954	\$26,904
Fund Balance	\$(227,234)	\$82,709	\$35,450	\$55,805	\$55,805	\$(26,904)
Total Source of Funds	—	\$330,759	\$285,000	\$330,759	\$330,759	—

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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Sheriff-Coroner

Departmental Overview:

The Sheriff's Office provides public safety services to the residents of Monterey County. Services include 24-hour uniformed patrol, the investigation of crimes, criminal records management and community policing. It is also responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County. The Coroner's function investigates all reportable deaths and determines the cause and manner of reportable deaths. The Sheriff-Coroner is an elected official per the authority of the California Government Code and Health and Safety Code.

Programs and Functions:

The Sheriff's Office provides law enforcement, investigations, custody services, court security, and law enforcement support.

The 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.



Operating Budget: \$122,213,214
Positions (FTEs): 471.00

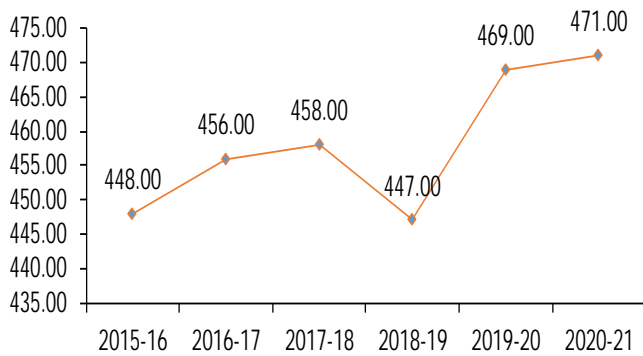
Stephen T. Bernal
Sheriff

Administration

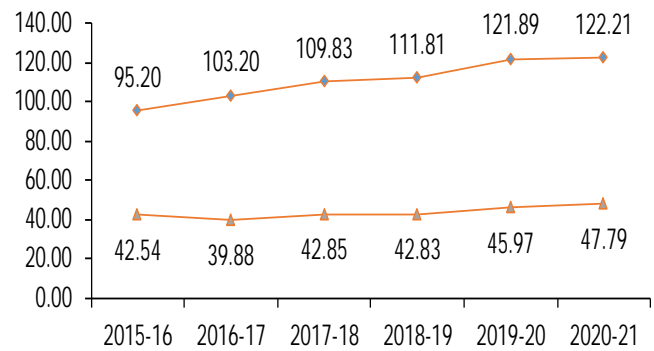
Corrections Operations

Enforcement Operations

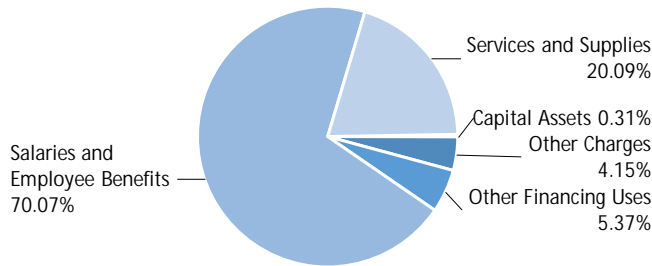
Staffing Trends



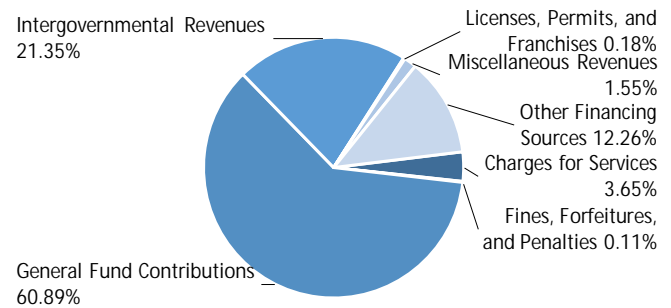
Expenditure/Revenue History (in millions)



Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$78,378,877	\$80,672,719	\$81,621,810	\$87,479,604	\$85,637,734	\$4,965,015
Services and Supplies	\$20,928,307	\$25,009,372	\$25,288,696	\$29,639,777	\$24,548,325	\$(461,047)
Other Charges	\$6,030,418	\$8,223,072	\$8,096,871	\$5,077,601	\$5,077,601	\$(3,145,471)
Capital Assets	\$539,732	\$43,203	\$466,308	\$1,302,219	\$382,219	\$339,016
Other Financing Uses	\$5,934,005	\$6,411,664	\$6,411,664	\$6,567,335	\$6,567,335	\$155,671
Subtotal	\$111,811,340	\$120,360,030	\$121,885,349	\$130,066,536	\$122,213,214	\$1,853,184

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$212,225	\$260,000	\$260,000	\$216,000	\$216,000	\$(44,000)
Fines, Forfeitures, and Penalties	\$99,094	\$103,000	\$103,000	\$129,000	\$129,000	\$26,000
Revenue from Use of Money & Property	\$29,075	\$12,000	\$12,000	—	—	\$(12,000)
Intergovernmental Revenues	\$24,665,563	\$25,575,714	\$25,575,714	\$26,098,532	\$26,098,532	\$522,818
Charges for Services	\$4,214,641	\$4,413,606	\$4,413,606	\$4,466,124	\$4,466,124	\$52,518
Miscellaneous Revenues	\$15,994	\$3,000	\$937,589	\$1,898,595	\$1,898,595	\$1,895,595
Other Financing Sources	\$13,592,928	\$14,665,377	\$14,665,377	\$14,985,663	\$14,985,663	\$320,286
Subtotal	\$42,829,522	\$45,032,697	\$45,967,286	\$47,793,914	\$47,793,914	\$2,761,217
Fund Balance	\$87,796	—	—	—	—	—
General Fund Contributions	\$68,894,022	\$75,327,333	\$75,918,063	\$82,272,622	\$74,419,300	\$(908,033)
Total Source of Funds	\$111,811,340	\$120,360,030	\$121,885,349	\$130,066,536	\$122,213,214	\$1,853,184

Summary of Recommendation

The Recommended Budget for the Sheriff's Office includes \$122,213,214 in total appropriations financed by \$47,793,914 in revenues, and \$74,419,300 in General Fund Contributions (GFC). This represents an increase in appropriations of \$1,853,184 over the FY 2019-20 Adopted Budget. The increase in appropriations is driven by cost drivers experienced countywide, including higher costs associated with employee wage increases; higher employee pension costs; health insurance; and rising premiums for the worker's compensation and general liability programs.

The Recommended Budget includes \$3,344,450 in augmentations to continue to employ 22 filled Deputy Sheriff positions. The retained 22 positions allows the Sheriff to maintain essential jail and patrol operations.

The Recommended Budget includes a total of 471 positions, representing an increase of 2.0 from the FY 2019-20 Adopted Budget. During the current year, the Sheriff's Office eliminated two vacant sworn positions in exchange for the addition of six support positions (for a net of 4 positions) to improve staffing in the fiscal and support areas. Additionally, two deputies were added in the jail in the current year to support the Jail Based Competency Program (JBCT). Due to

funding constraints, the Department is losing four vacant support positions and 22 vacant Deputy Sheriff positions are unfunded.

Budget Impacts

The Recommended Budget includes 22 unfunded positions, which will have a negative impact on status quo operations. The Sheriff will not be able to fill necessary deputy positions to fully open the jail expansion. The Sheriff's Office worked closely with the Budget Office in 2018 to analyze the civilian and peace officer staffing requirements for the jail expansion. In recent months, the jail population has decreased to a historically low inmate count. The low count is the result of: The Shelter in Place Order as a result of COVID-19, less proactive arrests, expanded own recognizance release policy, and the \$0 bail schedule for most offenses. Those factors will all change as the public health emergency subsides. The low number of inmates will allow for a partial opening of the jail expansion. However, once the inmate population returns to regular levels, the Office will require additional funding to staff and fully operate the expansion and the existing jail facility. The loss of funding for vacant deputies will place a cap on the working FTE deputy sheriffs and patrol presence, which has been impacted over the years, will stagnate at the current levels. The unfunded vacant positions will pose a challenge to maintaining continuous attendance in the basic academy. Currently, the Sheriff can continuously recruit for deputy sheriff positions and keep a steady stream of recruits in law enforcement academies by leveraging existing vacancies. Unfunding the vacancies will hinder the continuous hiring of recruits and will require close monitoring of vacancies.

The loss of Corrections Specialist positions will reduce service capacity in the jail. Corrections Specialists process and perform data entry and management for bookings, releases, sentencing, court dates, and visiting. Accordingly, Corrections Specialists are scheduled and staffed 24 hours per day. The impact will result in delayed bookings, releases, and visiting. Due to the already low staffing levels in that classification there is a high worker's compensation cost. A reduced staff of Corrections Specialists means their duties will be transferred to deputy sheriffs, thereby pulling deputies away from required peace officer duties to perform clerical work.

The Recommended Budget does not provide flexibility to address potential contingencies, such as payouts for accrued leave credits upon separation from County service or costs associated with an aging Jail facility and Administrative and Coroner's building. Unplanned maintenance and equipment repair for the jail facility have been an annual occurrence.

Prior Year Accomplishments

Signed contract with the California Department of State Hospitals (DSH) to operate a Jail Based Competency Treatment Program (JBCT) in the Monterey County Jail. This program will speed the process of getting Incompetent to Stand Trial (IST) inmates into treatment so they can continue court proceedings.

Worked in partnership with the Monterey County Office of Education to start a charter school inside the Monterey County jail. This program will add new faculty and support staff to the county jail and increase the availability of inmate education programs.

Added a Canine to the county jail. The Canine will focus on the detection and interdiction of contraband in the jail.

Deployed "The Sheriff App" to improve communications with the public.

Started "isubpoena" program for paperless delivery and services of subpoenas for peace officers.

Created interface in the records management system for paperless transmittal of crime reports to the District Attorney's Office.

Deployed Telematics in patrol vehicles to monitor safety, maintenance, and location of vehicles.

Instituted a pilot project with 12-hour shift scheduling for patrol. This program increased staffing assigned to coastal and south county stations. It should improve shift coverage, better deploy resources, and reduce overtime.

The Remote Access Network (RAN) Board replaced and / or upgraded 17 livescan fingerprint devices throughout the County. These devices are used to conduct background checks for applicants and volunteers as required by the Department of Justice. The RAN board leveraged approximately \$162,000 in grants to fund a majority of the \$186,995 project. All devices will be upgraded and meet DOJ security requirements by the end of the fiscal year.

Budget Year Goals

Partially occupy the completed Monterey County Jail Expansion project, which is funded with AB 900 monies.

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.

Replace existing portable (hand-held) public safety radios.

Pending Issues

The existing portable public safety radios are beyond their useful life. The radios are failing; and because of their age, many of the parts are no longer available. These radios provide an essential link between deputies, other law enforcement agencies, and the communications center. The Sheriff's Office will work with the budget office to develop a strategy to finance this necessary equipment.

The Automated Fingerprint Information System (AFIS) Multi Biometric Identification System (MBIS) is the core engine for all AFIS (livescan) devices throughout the County. MBIS is the central hub or switch that collects data from all livescan devices; then stores, and routes this information from the County to the Department of Justice. The existing system is beyond its useable life and is no longer supported by the vendor. This system has to be replaced to maintain connectivity to the Department of Justice.

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 huge 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 (CSSA). The Sheriff's Office is working with the CSSA legislative team to lobby for additional funding. The Office has been and will

continue to work with local Superior Court staff to ensure the Office's staffing falls within the funding allotment given by the State.

The bail reform initiative (SB10) will face a referendum vote in November 2020. The outcome of the referendum could lead to changes in the bail system. If the referendum fails, the Sheriff's Office will work closely with the Probation Department to address the requirements of SB10.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Fiscal (SHE001)	1,088,321	1,220,082	1,281,095	0	0	(1,220,082)	001	8224
Civil (SHE001)	789,671	770,643	689,516	834,220	834,220	63,577	001	8225
Coroner (SHE002)	2,287,012	2,403,269	2,071,476	0	0	(2,403,269)	001	8226
Professional Standards (SHE001)	2,221,959	1,535,359	1,800,989	1,379,880	1,379,880	(155,479)	001	8227
Records and Warrants (SHE001)	2,163,781	2,284,321	2,459,109	2,723,882	2,723,882	439,561	001	8229
Custody Administration (SHE003)	8,086,422	10,838,583	10,186,065	0	0	(10,838,583)	001	8233
Custody Administration (SHE006)	183,019	250,565	6,411,664	240,000	240,000	(10,565)	022	8233
Court Services (SHE003)	4,123,479	4,446,839	4,771,559	5,157,591	4,919,258	472,419	001	8234
Court Services (SHE006)	4,451,778	4,446,839	0	4,576,735	4,576,735	129,896	022	8234
Transportation (SHE003)	2,379,827	4,488,819	4,536,246	5,036,248	5,036,248	547,429	001	8235
Inmate Medical (SHE004)	9,724,779	10,095,177	10,381,862	0	0	(10,095,177)	001	8237
Jail Operations and Administration (SHE003)	27,514,671	30,327,549	31,553,161	51,165,007	44,717,073	14,389,524	001	8238
Jail Operations and Administration (SHE006)	613,463	701,101	0	620,000	620,000	(81,101)	022	8238
Inmate Programs (SHE003)	967,097	904,135	904,692	935,409	935,409	31,274	001	8239
Jail Support Services (SHE003)	3,237,867	3,502,400	3,401,161	0	0	(3,502,400)	001	8240
Enforcement Operations and Administration (SHE001)	20,183,687	22,658,119	21,521,858	27,879,189	26,690,917	4,032,798	001	8242
Enforcement Operations and Administration (SHE006)	241,701	480,346	0	500,600	500,600	20,254	022	8242
Coroner & Investigation (SHE001)	4,395,303	4,486,846	4,593,025	7,277,658	7,268,462	2,781,616	001	8245
Coroner & Investigation (SHE006)	268,645	322,349	0	380,000	380,000	57,651	022	8245
Narcotics (SHE006)	175,399	210,464	0	250,000	250,000	39,536	022	8246
Community Services and Special Enforcement (SHE001)	5,063,483	1,570,596	1,928,039	2,469,857	2,469,857	899,261	001	8250
Administration and Indirect Costs (SHE001)	8,478,030	10,355,926	10,210,587	8,382,434	8,412,847	(1,943,079)	001	8273
Administration Bureau (SHE001)	1,739,171	1,644,691	1,636,141	0	0	(1,644,691)	001	8400
Special Enforcement (SHE001)	1,432,776	415,012	1,547,104	0	0	(415,012)	001	8497
Inmate Medical Program (SHE003)	0	0	0	10,257,826	10,257,826	10,257,826	001	8532
Subtotal	111,811,340	120,360,030	121,885,349	130,066,536	122,213,214	1,853,184		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fiscal	\$1,088,321	\$1,220,082	\$1,281,095	—	—	\$(1,220,082)
Civil	\$789,671	\$770,643	\$689,516	\$834,220	834,220	\$63,577
Coroner	\$2,287,012	\$2,403,269	\$2,071,476	—	—	\$(2,403,269)
Professional Standards	\$2,221,959	\$1,535,359	\$1,800,989	\$1,379,880	1,379,880	\$(155,479)
Records and Warrants	\$2,163,781	\$2,284,321	\$2,459,109	\$2,723,882	2,723,882	\$439,561
Custody Administration	\$8,269,441	\$11,089,148	\$16,597,729	\$240,000	240,000	\$(10,849,148)
Court Services	\$8,575,257	\$8,893,678	\$4,771,559	\$9,734,326	9,495,993	\$602,315
Transportation	\$2,379,827	\$4,488,819	\$4,536,246	\$5,036,248	5,036,248	\$547,429
Inmate Medical	\$9,724,779	\$10,095,177	\$10,381,862	—	—	\$(10,095,177)
Jail Operations and Administration	\$28,128,134	\$31,028,650	\$31,553,161	\$51,785,007	45,337,073	\$14,308,423
Inmate Programs	\$967,097	\$904,135	\$904,692	\$935,409	935,409	\$31,274
Jail Support Services	\$3,237,867	\$3,502,400	\$3,401,161	—	—	\$(3,502,400)
Enforcement Operations and Administration	\$20,425,388	\$23,138,465	\$21,521,858	\$28,379,789	27,191,517	\$4,053,052
Coroner & Investigation	\$4,663,948	\$4,809,195	\$4,593,025	\$7,657,658	7,648,462	\$2,839,267
Narcotics	\$175,399	\$210,464	—	\$250,000	250,000	\$39,536
Community Services and Special Enforcement	\$5,063,483	\$1,570,596	\$1,928,039	\$2,469,857	2,469,857	\$899,261
Administration and Indirect Costs	\$8,478,030	\$10,355,926	\$10,210,587	\$8,382,434	8,412,847	\$(1,943,079)
Administration Bureau	\$1,739,171	\$1,644,691	\$1,636,141	—	—	\$(1,644,691)
Special Enforcement	\$1,432,776	\$415,012	\$1,547,104	—	—	\$(415,012)
Inmate Medical Program	—	—	—	\$10,257,826	10,257,826	\$10,257,826
Subtotal	\$111,811,340	\$120,360,030	\$121,885,349	\$130,066,536	122,213,214	\$1,853,184

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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	1.00	1.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	0.00	0.00	1.00	1.00
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	120.00	122.00	112.00	(10.00)
36A23	SHERIFFS SERGEANT	38.00	37.00	37.00	0.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00	4.00	3.00	(1.00)
36A81	SHERIFFS CAPTAIN	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
36A82	SHERIFFS COMMANDER	11.00	10.00	9.00	(1.00)
36E21	DEPUTY SHERIFF-CORRECTIONS	142.00	145.00	157.00	12.00
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	0.00	(4.00)
60G54	SHERIFF'S WORK ALTERNATIVE SPECIALIST	0.00	0.00	4.00	4.00
60S21	CRIME PREVENTION SPECIALIST	1.00	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	5.00	(1.00)
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	1.00	1.00	1.00	0.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00	2.00	2.00	0.00
80I07	CORRECTIONS SPECIALIST	12.00	12.00	9.00	(3.00)
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	30.00	47.00	47.00	0.00
80I15	SHERIFFS RECORDS SPECIALIST I	2.00	2.00	2.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	16.00	16.00	18.00	2.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	5.00	1.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	3.00	2.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
Total		447.00	469.00	471.00	2.00

Sheriff-Coroner

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2300	2300-8234-001-AUG32	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	144,548	1.00	144,548	1.00
2300	2300-8235-001-AUG41	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	155,350	1.00	155,350	1.00
2300	2300-8238-001-AUG1	NEW JAIL'S SEWER LIFT STATION	Capital Improvements	800,000	-		-
2300	2300-8238-001-AUG14	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	151,702	1.00	151,702	1.00
2300	2300-8238-001-AUG15	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	145,454	1.00	145,454	1.00
2300	2300-8238-001-AUG17	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	157,204	1.00	157,204	1.00

2300	2300-8238-001-AUG2	Water Softener System for the Jail Housing Addition	Capital Improvements	120,000	-	-	-
2300	2300-8238-001-AUG21	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	139,584	1.00	139,584	1.00
2300	2300-8238-001-AUG22	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	155,350	1.00	155,350	1.00
2300	2300-8238-001-AUG25	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	148,196	1.00	148,196	1.00
2300	2300-8238-001-AUG26	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	142,338	1.00	142,338	1.00
2300	2300-8238-001-AUG28	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	150,050	1.00	150,050	1.00
2300	2300-8238-001-AUG29	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	145,454	1.00	145,454	1.00
2300	2300-8238-001-AUG30	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	155,350	1.00	155,350	1.00
2300	2300-8238-001-AUG31	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	161,988	1.00	161,988	1.00
2300	2300-8238-001-AUG33	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	149,126	1.00	149,126	1.00
2300	2300-8238-001-AUG34	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	165,554	1.00	165,554	1.00
2300	2300-8238-001-AUG35	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	161,070	1.00	161,070	1.00
2300	2300-8238-001-AUG36	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	158,316	1.00	158,316	1.00
2300	2300-8238-001-AUG37	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	139,584	1.00	139,584	1.00
2300	2300-8238-001-AUG38	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	158,316	1.00	158,316	1.00
2300	2300-8238-001-AUG39	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	158,316	1.00	158,316	1.00
2300	2300-8238-001-AUG4	VACANT CORRECTIONS SPECIALIST	Status Quo Vacant Position	76,325	1.00	-	-
2300	2300-8238-001-AUG40	FILLED DEPUTY SHERIFF-CORRECTIONS	Status Quo Filled Position	164,748	1.00	164,748	1.00
2300	2300-8238-001-AUG46	VACANT CORRECTIONS SPECIALIST	Status Quo Vacant Position	76,325	1.00	-	-
2300	2300-8238-001-AUG47	VACANT CORRECTIONS SPECIALIST	Status Quo Vacant Position	76,325	1.00	-	-
2300	2300-8238-001-AUG48	VACANT DEPUTY SHERIFF CORRECTIONS	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8238-001-AUG49	VACANT SHERIFFS CORRECTIONAL COOK II	Status Quo Vacant Position	76,117	1.00	-	-
2300	2300-8238-001-AUG5	VACANT DEPUTY SHERIFF CORRECTIONS	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8238-001-AUG6	FILLED DEPUTY SHERIFF CORRECTIONS	Status Quo Filled Position	136,852	1.00	136,852	1.00
2300	2300-8238-001-AUG7	VACANT DEPUTY SHERIFF CORRECTIONS	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8238-001-AUG8	VACANT DEPUTY SHERIFF CORRECTIONS	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8238-001-AUG9	VACANT DEPUTY SHERIFF CORRECTIONS	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8242-001-AUG1	VACANT SHERIFFS SERGEANT	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8242-001-AUG10	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position	-	1.00	-	1.00

2300	2300-8242-001-AUG11	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG12	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG13	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG14	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG15	VACANT SHERIFFS PROPERTY TECHNICIAN	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG3	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8242-001-AUG4	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG5	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8242-001-AUG6	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG60	VACANT SHERIFFS SERGEANT	Status Quo Vacant Position	-	1.00	-	1.00
2300	2300-8242-001-AUG7	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG8	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8242-001-AUG9	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8245-001-AUG1	VACANT DEPUTY SHERIFF OPERATIONS	Status Quo Vacant Position		1.00		1.00
2300	2300-8250-001-AUG1	VACANT SHERIFFS SERGEANT	Status Quo Vacant Position	-	1.00	-	1.00
Grand Total:				4,569,542	48.00	3,344,450	44.00

Sheriff-Coroner

Fiscal

(Budget Unit 8224—Fund 001—Appropriation Unit SHE001)

Use of Funds

Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$824,694	\$940,036	\$1,001,049	—	—	\$(940,036)
Services and Supplies	\$263,627	\$280,046	\$280,046	—	—	\$(280,046)
Subtotal	\$1,088,321	\$1,220,082	\$1,281,095	—	—	\$(1,220,082)

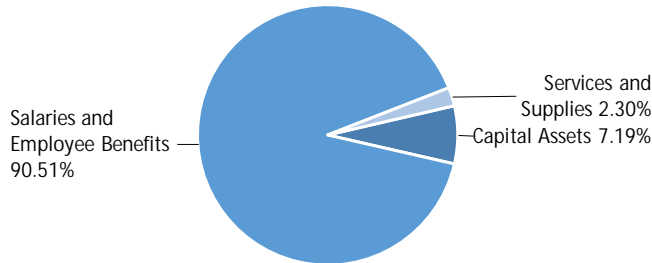
Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$163,473	\$200,000	\$200,000	—	—	\$(200,000)
Charges for Services	\$32,470	\$75,000	\$75,000	—	—	\$(75,000)
Miscellaneous Revenues	\$50	—	—	—	—	—
Other Financing Sources	\$19,666	\$111,233	\$111,233	—	—	\$(111,233)
Subtotal	\$215,659	\$386,233	\$386,233	—	—	\$(386,233)
General Fund Contributions	\$872,662	\$833,849	\$894,862	—	—	\$(833,849)
Total Source of Funds	\$1,088,321	\$1,220,082	\$1,281,095	—	—	\$(1,220,082)

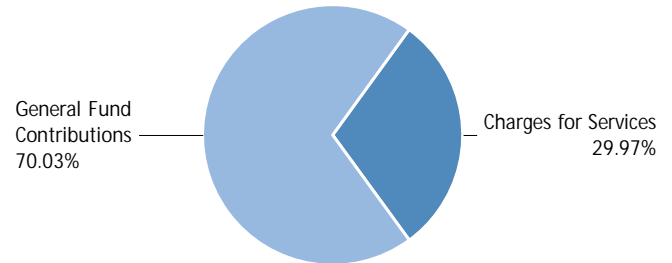
Civil

(Budget Unit 8225—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$634,735	\$670,273	\$669,146	\$755,070	\$755,070	\$84,797
Services and Supplies	\$127,792	\$100,370	\$20,370	\$19,150	\$19,150	\$(81,220)
Capital Assets	\$27,145	—	—	\$60,000	\$60,000	\$60,000
Subtotal	\$789,671	\$770,643	\$689,516	\$834,220	\$834,220	\$63,577

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$272,005	\$300,000	\$300,000	\$250,000	\$250,000	\$(50,000)
Subtotal	\$272,005	\$300,000	\$300,000	\$250,000	\$250,000	\$(50,000)
General Fund Contributions	\$517,666	\$470,643	\$389,516	\$584,220	\$584,220	\$113,577
Total Source of Funds	\$789,671	\$770,643	\$689,516	\$834,220	\$834,220	\$63,577

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 FY 2020-21 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

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,437,942	\$1,538,473	\$1,417,461	—	—	\$(1,538,473)
Services and Supplies	\$765,414	\$757,563	\$548,864	—	—	\$(757,563)
Other Charges	\$56,621	\$92,233	\$90,151	—	—	\$(92,233)
Capital Assets	\$27,035	\$15,000	\$15,000	—	—	\$(15,000)
Subtotal	\$2,287,012	\$2,403,269	\$2,071,476	—	—	\$(2,403,269)

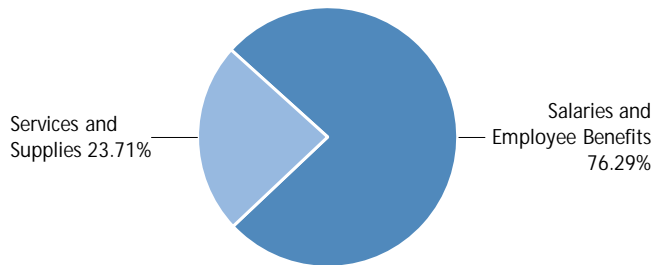
Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$15,325	\$12,000	\$12,000	—	—	\$(12,000)
Intergovernmental Revenues	\$40,142	\$50,000	\$50,000	—	—	\$(50,000)
Charges for Services	\$79,016	\$106,620	\$106,620	—	—	\$(106,620)
Miscellaneous Revenues	—	\$2,000	\$2,000	—	—	\$(2,000)
Subtotal	\$134,483	\$170,620	\$170,620	—	—	\$(170,620)
General Fund Contributions	\$2,152,529	\$2,232,649	\$1,900,856	—	—	\$(2,232,649)
Total Source of Funds	\$2,287,012	\$2,403,269	\$2,071,476	—	—	\$(2,403,269)

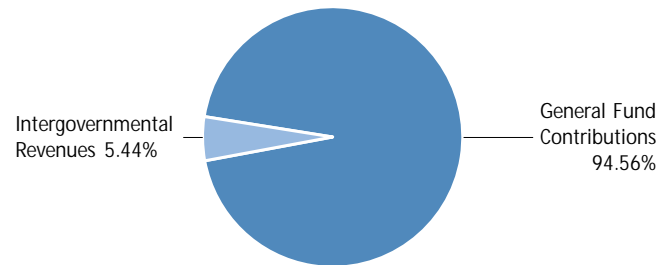
Professional Standards

(Budget Unit 8227—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,503,583	\$1,156,884	\$1,422,514	\$1,052,702	\$1,052,702	\$(104,182)
Services and Supplies	\$710,081	\$378,475	\$378,475	\$327,178	\$327,178	\$(51,297)
Capital Assets	\$8,296	—	—	—	—	—
Subtotal	\$2,221,959	\$1,535,359	\$1,800,989	\$1,379,880	\$1,379,880	\$(155,479)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$43,554	\$75,000	\$75,000	\$75,000	\$75,000	—
Subtotal	\$43,554	\$75,000	\$75,000	\$75,000	\$75,000	—
General Fund Contributions	\$2,178,406	\$1,460,359	\$1,725,989	\$1,304,880	\$1,304,880	\$(155,479)
Total Source of Funds	\$2,221,959	\$1,535,359	\$1,800,989	\$1,379,880	\$1,379,880	\$(155,479)

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.

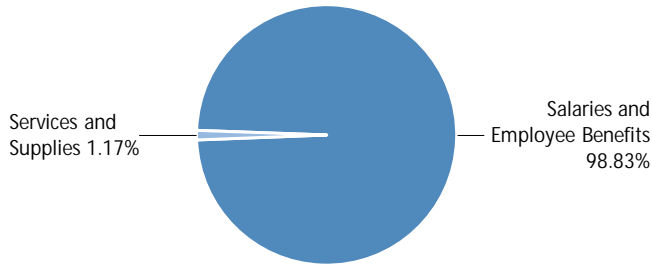
Recommended FY 2020-21 Positions

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

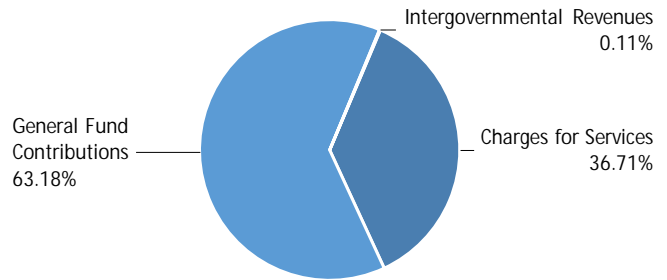
Records and Warrants

(Budget Unit 8229—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,136,534	\$2,233,340	\$2,408,128	\$2,691,980	\$2,691,980	\$458,640
Services and Supplies	\$35,697	\$50,981	\$50,981	\$31,902	\$31,902	\$(19,079)
Other Charges	\$(8,450)	—	—	—	—	—
Subtotal	\$2,163,781	\$2,284,321	\$2,459,109	\$2,723,882	\$2,723,882	\$439,561

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$2,310	—	—	—	—	—
Intergovernmental Revenues	\$3,131	—	—	\$3,000	\$3,000	\$3,000
Charges for Services	\$1,055,947	\$1,250,000	\$1,250,000	\$1,000,000	\$1,000,000	\$(250,000)
Subtotal	\$1,061,388	\$1,250,000	\$1,250,000	\$1,003,000	\$1,003,000	\$(247,000)
General Fund Contributions	\$1,102,393	\$1,034,321	\$1,209,109	\$1,720,882	\$1,720,882	\$686,561
Total Source of Funds	\$2,163,781	\$2,284,321	\$2,459,109	\$2,723,882	\$2,723,882	\$439,561

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
80I15	SHERIFFS RECORDS SPECIALIST I	2.00
80I16	SHERIFFS RECORDS SPECIALIST II	18.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	5.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
Total		27.00

Custody Administration

(Budget Unit 8233—Fund 001—Appropriation Unit SHE003)

Use of Funds	Source of Funds
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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,997,781	\$4,013,423	\$4,005,983	—	—	\$(4,013,423)
Services and Supplies	\$1,497,419	\$3,439,876	\$3,198,999	—	—	\$(3,439,876)
Other Charges	\$2,591,222	\$3,385,284	\$2,981,083	—	—	\$(3,385,284)
Subtotal	\$8,086,422	\$10,838,583	\$10,186,065	—	—	\$(10,838,583)

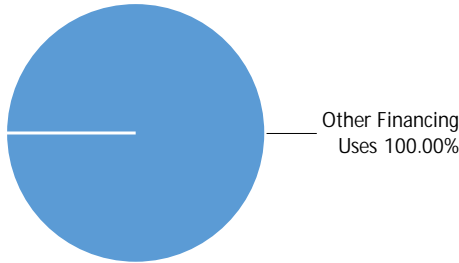
Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$10,820,785	\$10,730,060	\$10,730,060	—	—	\$(10,730,060)
Charges for Services	\$69,222	\$100,000	\$100,000	—	—	\$(100,000)
Miscellaneous Revenues	\$570	—	—	—	—	—
Other Financing Sources	\$183,019	\$171,892	\$171,892	—	—	\$(171,892)
Subtotal	\$11,073,596	\$11,001,952	\$11,001,952	—	—	\$(11,001,952)
General Fund Contributions	\$(2,987,174)	\$(163,369)	\$(815,887)	—	—	\$163,369
Total Source of Funds	\$8,086,422	\$10,838,583	\$10,186,065	—	—	\$(10,838,583)

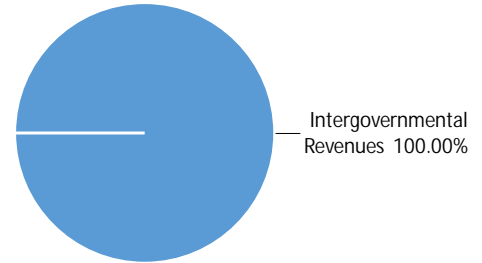
Custody Administration

(Budget Unit 8233—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$183,019	\$250,565	\$6,411,664	\$240,000	\$240,000	\$(10,565)
Subtotal	\$183,019	\$250,565	\$6,411,664	\$240,000	\$240,000	\$(10,565)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$183,019	\$250,565	\$250,565	\$240,000	\$240,000	\$(10,565)
Subtotal	\$183,019	\$250,565	\$250,565	\$240,000	\$240,000	\$(10,565)
Fund Balance	—	—	\$6,161,099	—	—	—
Total Source of Funds	\$183,019	\$250,565	\$6,411,664	\$240,000	\$240,000	\$(10,565)

Unit Description

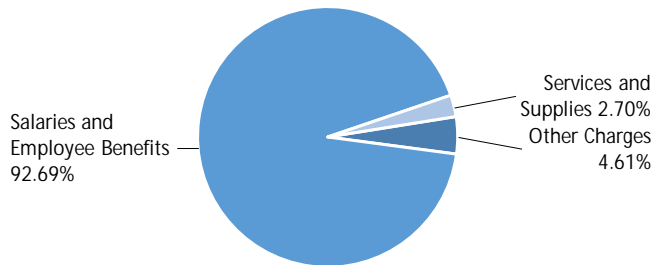
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

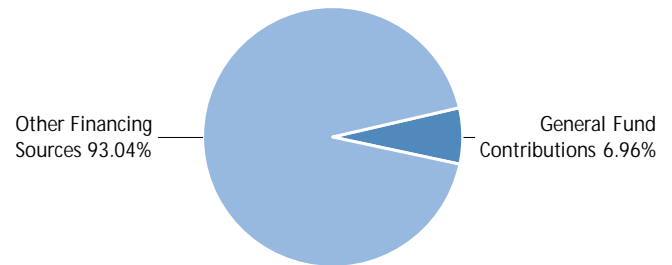
Court Services

(Budget Unit 8234—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,102,436	\$4,303,552	\$4,144,642	\$4,559,900	\$4,559,900	\$256,348
Services and Supplies	\$21,044	\$143,287	\$250,374	\$371,126	\$132,793	\$(10,494)
Other Charges	—	—	\$376,543	\$226,565	\$226,565	\$226,565
Subtotal	\$4,123,479	\$4,446,839	\$4,771,559	\$5,157,591	\$4,919,258	\$472,419

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Sources	\$4,451,778	\$4,446,839	\$4,446,839	\$4,576,735	\$4,576,735	\$129,896
Subtotal	\$4,451,778	\$4,446,839	\$4,446,839	\$4,576,735	\$4,576,735	\$129,896
General Fund Contributions	\$(328,299)	—	\$324,720	\$580,856	\$342,523	\$342,523
Total Source of Funds	\$4,123,479	\$4,446,839	\$4,771,559	\$5,157,591	\$4,919,258	\$472,419

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.

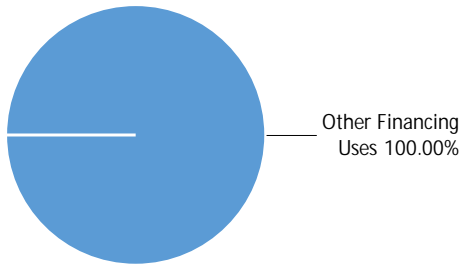
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
36A23	SHERIFFS SERGEANT	2.00
36E21	DEPUTY SHERIFF-CORRECTIONS	19.00
Total		21.00

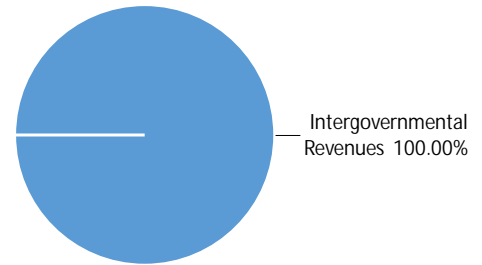
Court Services

(Budget Unit 8234—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$4,451,778	\$4,446,839	—	\$4,576,735	\$4,576,735	\$129,896
Subtotal	\$4,451,778	\$4,446,839	—	\$4,576,735	\$4,576,735	\$129,896

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$4,363,981	\$4,446,839	\$4,446,839	\$4,576,735	\$4,576,735	\$129,896
Subtotal	\$4,363,981	\$4,446,839	\$4,446,839	\$4,576,735	\$4,576,735	\$129,896
Fund Balance	\$87,797	—	\$(4,446,839)	—	—	—
Total Source of Funds	\$4,451,778	\$4,446,839	—	\$4,576,735	\$4,576,735	\$129,896

Unit Description

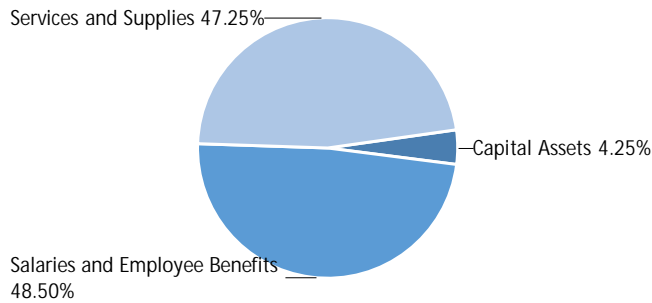
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

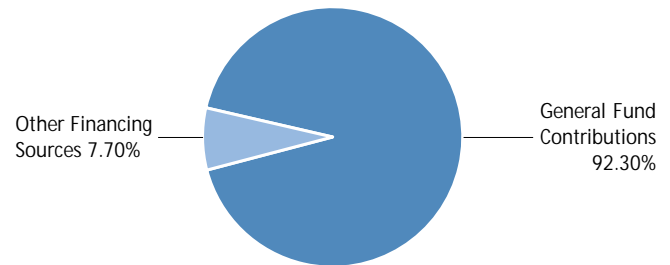
Transportation

(Budget Unit 8235—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,184,394	\$2,112,445	\$2,158,257	\$2,442,691	\$2,442,691	\$330,246
Services and Supplies	\$187,030	\$2,376,374	\$2,377,989	\$2,379,542	\$2,379,542	\$3,168
Other Charges	\$8,403	—	—	—	—	—
Capital Assets	—	—	—	\$214,015	\$214,015	\$214,015
Subtotal	\$2,379,827	\$4,488,819	\$4,536,246	\$5,036,248	\$5,036,248	\$547,429

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$10,820	—	—	—	—	—
Miscellaneous Revenues	\$2,549	—	—	—	—	—
Other Financing Sources	\$198,801	\$232,770	\$232,770	\$388,016	\$388,016	\$155,246
Subtotal	\$212,170	\$232,770	\$232,770	\$388,016	\$388,016	\$155,246
General Fund Contributions	\$2,167,656	\$4,256,049	\$4,303,476	\$4,648,232	\$4,648,232	\$392,183
Total Source of Funds	\$2,379,827	\$4,488,819	\$4,536,246	\$5,036,248	\$5,036,248	\$547,429

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 FY 2020-21 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

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$9,663,894	\$10,065,177	\$10,351,862	—	—	\$(10,065,177)
Other Charges	\$15,000	\$30,000	\$30,000	—	—	\$(30,000)
Capital Assets	\$45,885	—	—	—	—	—
Subtotal	\$9,724,779	\$10,095,177	\$10,381,862	—	—	\$(10,095,177)

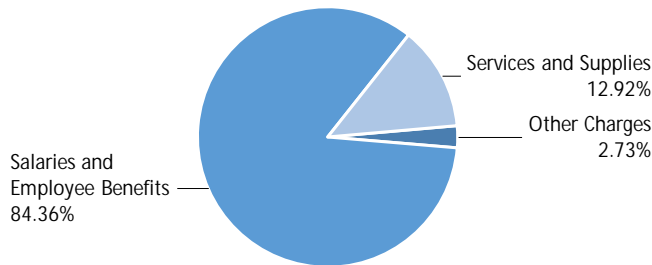
Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Sources	\$4,200,767	\$4,223,270	\$4,223,270	—	—	\$(4,223,270)
Subtotal	\$4,200,767	\$4,223,270	\$4,223,270	—	—	\$(4,223,270)
General Fund Contributions	\$5,524,012	\$5,871,907	\$6,158,592	—	—	\$(5,871,907)
Total Source of Funds	\$9,724,779	\$10,095,177	\$10,381,862	—	—	\$(10,095,177)

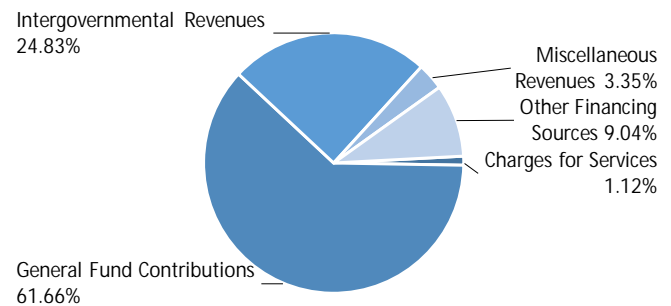
Jail Operations and Administration

(Budget Unit 8238—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$25,301,916	\$27,302,526	\$27,572,894	\$39,539,339	\$37,697,469	\$10,394,943
Services and Supplies	\$1,955,692	\$3,025,023	\$3,557,162	\$9,458,829	\$5,772,765	\$2,747,742
Other Charges	\$89,616	—	—	\$1,218,635	\$1,218,635	\$1,218,635
Capital Assets	\$167,447	—	\$423,105	\$948,204	\$28,204	\$28,204
Subtotal	\$27,514,671	\$30,327,549	\$31,553,161	\$51,165,007	\$44,717,073	\$14,389,524

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$44,200	\$30,000	\$30,000	\$11,103,456	\$11,103,456	\$11,073,456
Charges for Services	\$664	\$50,000	\$50,000	\$500,000	\$500,000	\$450,000
Miscellaneous Revenues	\$853	—	\$934,589	\$1,498,595	\$1,498,595	\$1,498,595
Other Financing Sources	\$3,143,044	\$3,685,603	\$3,685,603	\$4,041,345	\$4,041,345	\$355,742
Subtotal	\$3,188,760	\$3,765,603	\$4,700,192	\$17,143,396	\$17,143,396	\$13,377,793
General Fund Contributions	\$24,325,911	\$26,561,946	\$26,852,969	\$34,021,611	\$27,573,677	\$1,011,731
Total Source of Funds	\$27,514,671	\$30,327,549	\$31,553,161	\$51,165,007	\$44,717,073	\$14,389,524

Unit Description

The Corrections Operations Bureau (COB) is managed by a chief, a captain, and commanders who are responsible for all aspects of corrections operations to include, but not limited to inmate care and custody, inmate transportation, court security, inmate programs, contract services administration and all support functions for the Monterey County jail.

This unit is responsible for the care and custody of inmates at the County Jail in compliance with Title 15, Minimum Standards. This unit oversees and monitors realigned prisoners as a result of AB 109 and classifies inmates and assigns appropriate housing to those arrested in the County.

The Compliance and Administration Division develops policies and procedures, coordinates with County Counsel and other agencies on

policies, procedures, claims and lawsuit response. This unit ensures that all mandated inspections are completed and develops remediation plans for any noted deficiencies. This unit coordinates all new jail construction initiatives for the Sheriff's Office and oversees the inmate phone contract as well. In addition, this unit performs regular compliance monitoring on many bureau functions and provides recommendations for improvements when necessary.

This unit manages the inmate food service and commissary contract with Aramark, purchasing equipment and supplies for the Corrections Operations Bureau, general maintenance and upkeep of the jail facility and facility improvement projects.

This unit also manages the jail records unit, which maintains all custody records and is the point of contact for the public at the jail and 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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
12A10	CHIEF DEPUTY SHERIFF	1.00
14C31	MANAGEMENT ANALYST III	2.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A23	SHERIFFS SERGEANT	17.00
36A81	SHERIFFS CAPTAIN	1.00
36A82	SHERIFFS COMMANDER	3.00
36E21	DEPUTY SHERIFF-CORRECTIONS	127.00
60G54	SHERIFF'S WORK ALTERNATIVE SPECIALIST	4.00

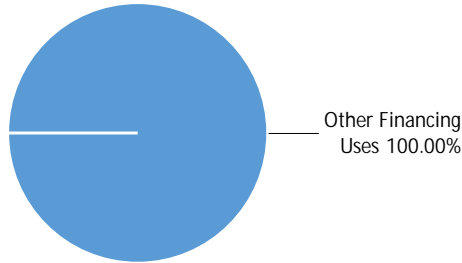
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
70F80	SENIOR STOREKEEPER	1.00
70K92	SHERIFFS CORRECTIONAL COOK II	5.00
70N10	INMATE SERVICES SPECIALIST	1.00
80E22	OFFICE ASSISTANT III	1.00
80I07	CORRECTIONS SPECIALIST	9.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00
80I10	CUSTODY AND CONTROL SPECIALIST	47.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
Total		225.00

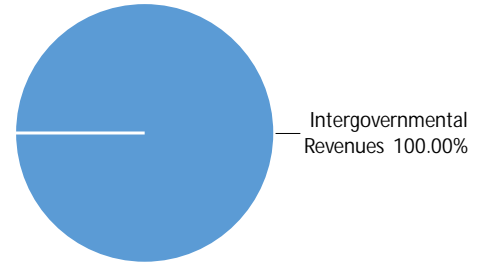
Jail Operations and Administration

(Budget Unit 8238—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$613,463	\$701,101	—	\$620,000	\$620,000	\$(81,101)
Subtotal	\$613,463	\$701,101	—	\$620,000	\$620,000	\$(81,101)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$613,463	\$701,101	\$701,101	\$620,000	\$620,000	\$(81,101)
Subtotal	\$613,463	\$701,101	\$701,101	\$620,000	\$620,000	\$(81,101)
Fund Balance	—	—	\$(701,101)	—	—	—
Total Source of Funds	\$613,463	\$701,101	—	\$620,000	\$620,000	\$(81,101)

Unit Description

The Jail Operations and Administration also known as the Corrections Operations Bureau (COB) is managed by a chief, a captain, and commanders who are responsible for all aspects of corrections operations to include, but not limited to inmate care and custody, inmate transportation, court security, inmate programs, contract services administration and all support functions for the Monterey County jail, transportation and court security.

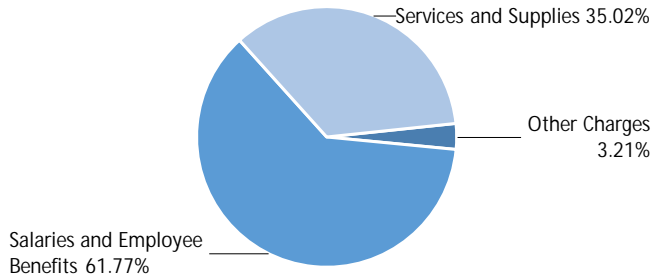
COB is also responsible for the care and custody of inmates at the County Jail in compliance with Title 15, Minimum Standards. The Jail is comprised of a reception center and 31 separate housing units, five of which are designated to house female inmates. Housing units vary in size from celled units holding less than twenty-five inmates to large open dormitory style units holding over 100 inmates.

This bureau oversees and monitors realigned prisoners as a result of AB 109 and classifies inmates and assigns appropriate housing to those arrested in the County. It also manages and audits the inmate food service and commissary contract with Aramark, purchasing equipment and supplies for the Corrections Operations Bureau, general maintenance and upkeep of the jail facility and facility improvement projects. This unit also manages the jail records unit, which maintains all custody records and is the point of contact for the public at the jail. Additionally, this unit manages the Work Alternative Program (WAP) which processes clients into the program, conducts site inspections, and books inmates for the Probation Department's Home Confinement Program and the District Attorney's Office. The WAP alleviates jail crowding by allowing eligible candidates to perform community service hours in lieu of jail time.

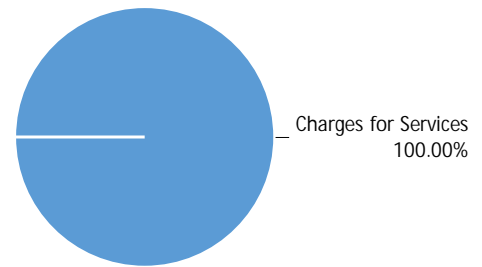
Inmate Programs

(Budget Unit 8239—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$480,965	\$477,068	\$476,952	\$577,817	\$577,817	\$100,749
Services and Supplies	\$469,678	\$427,067	\$427,740	\$327,592	\$327,592	\$(99,475)
Other Charges	\$634	—	—	\$30,000	\$30,000	\$30,000
Capital Assets	\$15,820	—	—	—	—	—
Subtotal	\$967,097	\$904,135	\$904,692	\$935,409	\$935,409	\$31,274

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$955,759	\$904,135	\$904,135	\$935,074	\$935,074	\$30,939
Miscellaneous Revenues	\$25	—	—	—	—	—
Subtotal	\$955,784	\$904,135	\$904,135	\$935,074	\$935,074	\$30,939
General Fund Contributions	\$11,314	—	\$557	\$335	\$335	\$335
Total Source of Funds	\$967,097	\$904,135	\$904,692	\$935,409	\$935,409	\$31,274

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 FY 2020-21 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

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,894,946	\$3,147,301	\$3,041,755	—	—	\$(3,147,301)
Services and Supplies	\$306,314	\$355,099	\$359,406	—	—	\$(355,099)
Other Charges	\$36,607	—	—	—	—	—
Subtotal	\$3,237,867	\$3,502,400	\$3,401,161	—	—	\$(3,502,400)

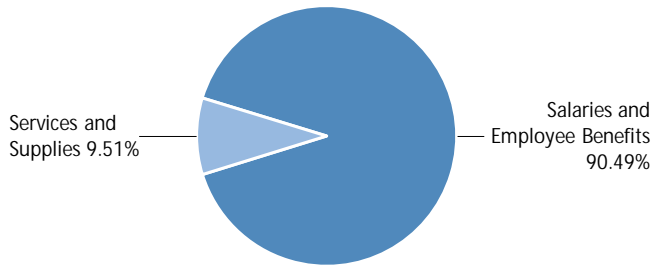
Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$404,430	\$500,000	\$500,000	—	—	\$(500,000)
Miscellaneous Revenues	\$7,790	—	—	—	—	—
Other Financing Sources	\$305,847	\$419,350	\$419,350	—	—	\$(419,350)
Subtotal	\$718,067	\$919,350	\$919,350	—	—	\$(919,350)
General Fund Contributions	\$2,519,800	\$2,583,050	\$2,481,811	—	—	\$(2,583,050)
Total Source of Funds	\$3,237,867	\$3,502,400	\$3,401,161	—	—	\$(3,502,400)

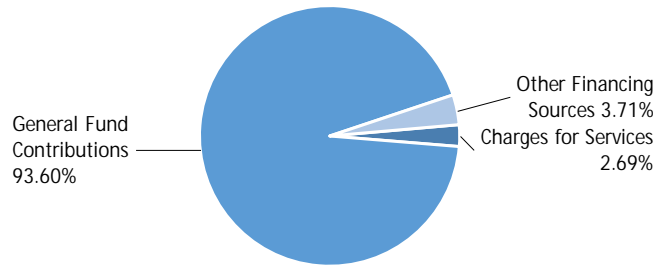
Enforcement Operations and Administration

(Budget Unit 8242—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$19,862,061	\$21,966,666	\$20,830,405	\$24,153,825	\$24,153,825	\$2,187,159
Services and Supplies	\$321,625	\$691,453	\$691,453	\$3,725,364	\$2,537,092	\$1,845,639
Subtotal	\$20,183,687	\$22,658,119	\$21,521,858	\$27,879,189	\$26,690,917	\$4,032,798

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$5,667	\$6,000	\$6,000	\$8,000	\$8,000	\$2,000
Intergovernmental Revenues	\$43,979	\$7,518,990	\$7,518,990	—	—	\$(7,518,990)
Charges for Services	\$342,751	\$567,851	\$567,851	\$718,262	\$718,262	\$150,411
Miscellaneous Revenues	\$921	—	—	—	—	—
Other Financing Sources	\$609,035	\$895,311	\$895,311	\$988,967	\$988,967	\$93,656
Subtotal	\$1,002,353	\$8,988,152	\$8,988,152	\$1,715,229	\$1,715,229	\$(7,272,923)
General Fund Contributions	\$19,181,334	\$13,669,967	\$12,533,706	\$26,163,960	\$24,975,688	\$11,305,721
Total Source of Funds	\$20,183,687	\$22,658,119	\$21,521,858	\$27,879,189	\$26,690,917	\$4,032,798

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. This unit 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.

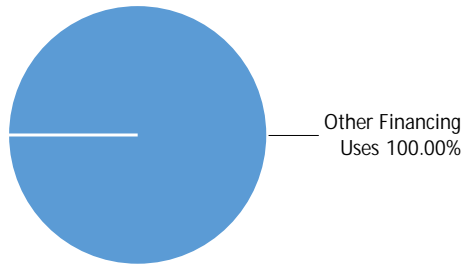
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
12A10	CHIEF DEPUTY SHERIFF	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	93.00
36A23	SHERIFFS SERGEANT	14.00
36A82	SHERIFFS COMMANDER	2.00
	Total	110.00

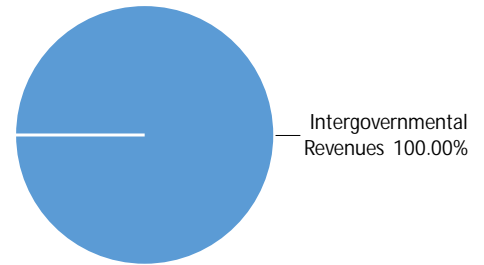
Enforcement Operations and Administration

(Budget Unit 8242—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$241,701	\$480,346	—	\$500,600	\$500,600	\$20,254
Subtotal	\$241,701	\$480,346	—	\$500,600	\$500,600	\$20,254

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$241,701	\$480,346	\$480,346	\$500,600	\$500,600	\$20,254
Subtotal	\$241,701	\$480,346	\$480,346	\$500,600	\$500,600	\$20,254
Fund Balance	—	—	\$(480,346)	—	—	—
Total Source of Funds	\$241,701	\$480,346	—	\$500,600	\$500,600	\$20,254

Unit Description

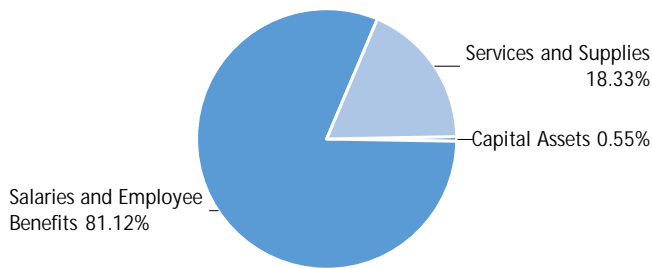
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

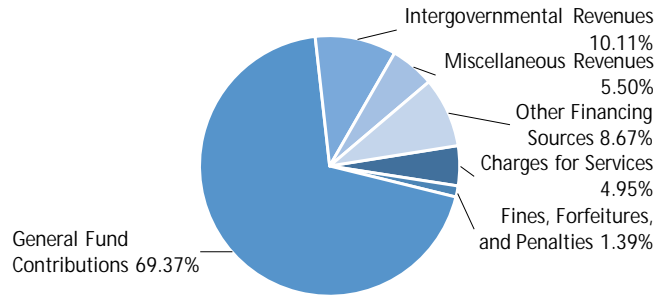
Coroner & Investigation

(Budget Unit 8245—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,076,928	\$4,216,451	\$4,322,630	\$5,895,857	\$5,895,857	\$1,679,406
Services and Supplies	\$318,375	\$270,395	\$270,395	\$1,341,801	\$1,332,605	\$1,062,210
Capital Assets	—	—	—	\$40,000	\$40,000	\$40,000
Subtotal	\$4,395,303	\$4,486,846	\$4,593,025	\$7,277,658	\$7,268,462	\$2,781,616

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$89,515	\$97,000	\$97,000	\$101,000	\$101,000	\$4,000
Intergovernmental Revenues	\$623,886	\$685,000	\$685,000	\$735,000	\$735,000	\$50,000
Charges for Services	\$3,039	—	—	\$360,000	\$360,000	\$360,000
Miscellaneous Revenues	\$37	—	—	\$400,000	\$400,000	\$400,000
Other Financing Sources	\$444,044	\$268,645	\$268,645	\$630,000	\$630,000	\$361,355
Subtotal	\$1,160,520	\$1,050,645	\$1,050,645	\$2,226,000	\$2,226,000	\$1,175,355
General Fund Contributions	\$3,234,783	\$3,436,201	\$3,542,380	\$5,051,658	\$5,042,462	\$1,606,261
Total Source of Funds	\$4,395,303	\$4,486,846	\$4,593,025	\$7,277,658	\$7,268,462	\$2,781,616

Unit Description

The Coroner's Office investigates all deaths reportable to the Sheriff-Coroner and determines the cause and manner surrounding reportable deaths. There are also contractual obligations with local hospitals to provide forensic pathologist services.

The Investigation 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.

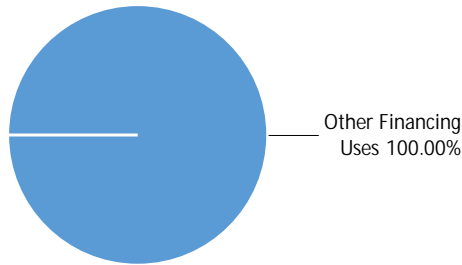
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	16.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.00
80E22	OFFICE ASSISTANT III	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00
Total		28.00

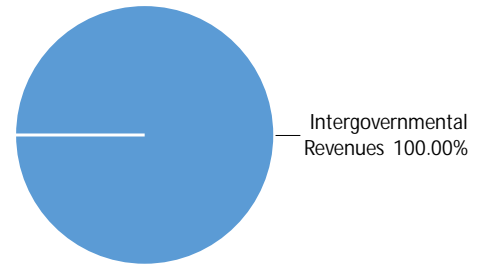
Coroner & Investigation

(Budget Unit 8245—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$268,645	\$322,349	—	\$380,000	\$380,000	\$57,651
Subtotal	\$268,645	\$322,349	—	\$380,000	\$380,000	\$57,651

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$268,645	\$322,349	\$322,349	\$380,000	\$380,000	\$57,651
Subtotal	\$268,645	\$322,349	\$322,349	\$380,000	\$380,000	\$57,651
Fund Balance	—	—	\$(322,349)	—	—	—
Total Source of Funds	\$268,645	\$322,349	—	\$380,000	\$380,000	\$57,651

Unit Description

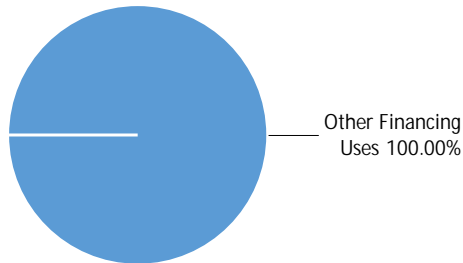
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Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

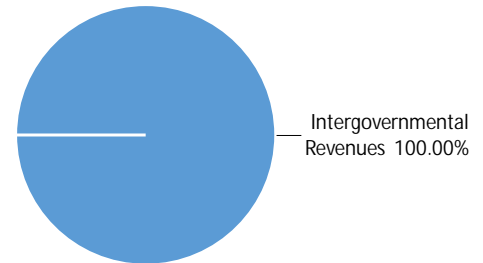
Narcotics

(Budget Unit 8246—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$175,399	\$210,464	—	\$250,000	\$250,000	\$39,536
Subtotal	\$175,399	\$210,464	—	\$250,000	\$250,000	\$39,536

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$175,400	\$210,464	\$210,464	\$250,000	\$250,000	\$39,536
Subtotal	\$175,400	\$210,464	\$210,464	\$250,000	\$250,000	\$39,536
Fund Balance	\$(1)	—	\$(210,464)	—	—	—
Total Source of Funds	\$175,399	\$210,464	—	\$250,000	\$250,000	\$39,536

Unit Description

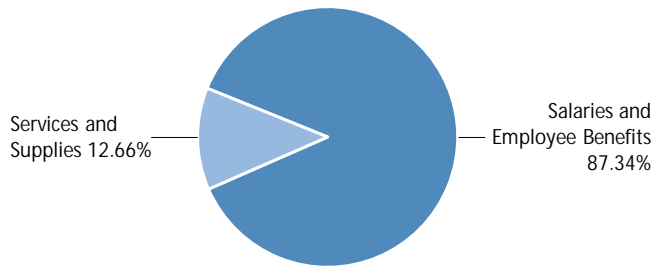
The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 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.

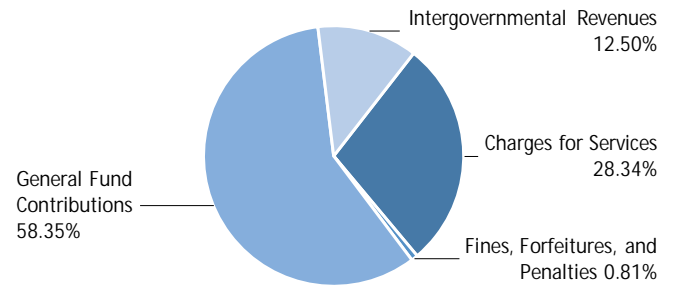
Community Services and Special Enforcement

(Budget Unit 8250—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,708,872	\$1,445,631	\$1,803,074	\$2,157,053	\$2,157,053	\$711,422
Services and Supplies	\$2,259,051	\$124,965	\$124,965	\$312,804	\$312,804	\$187,839
Other Charges	\$(16,174)	—	—	—	—	—
Capital Assets	\$111,733	—	—	—	—	—
Subtotal	\$5,063,483	\$1,570,596	\$1,928,039	\$2,469,857	\$2,469,857	\$899,261

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	—	—	\$20,000	\$20,000	\$20,000
Intergovernmental Revenues	\$70,789	\$45,000	\$45,000	\$308,762	\$308,762	\$263,762
Charges for Services	\$954,082	\$560,000	\$560,000	\$700,000	\$700,000	\$140,000
Miscellaneous Revenues	\$974	\$1,000	\$1,000	—	—	\$(1,000)
Other Financing Sources	\$36,928	—	—	—	—	—
Subtotal	\$1,062,772	\$606,000	\$606,000	\$1,028,762	\$1,028,762	\$422,762
General Fund Contributions	\$4,000,711	\$964,596	\$1,322,039	\$1,441,095	\$1,441,095	\$476,499
Total Source of Funds	\$5,063,483	\$1,570,596	\$1,928,039	\$2,469,857	\$2,469,857	\$899,261

Unit Description

The Community Services unit manages the many special events that are held each year in Monterey County. These events draw large numbers of spectators and visitors to the area requiring an additional law enforcement presence. The Unit also manages the Sheriff's Office fleet of vehicles, all volunteer units (Reserves, Mounted, Aero Squad, Sheriff's Emergency Assistance Team), and other specialized teams.

This unit also 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) and the Explorer Post. The SEAT volunteer unit provides support personnel to respond to events and provide such services as traffic control, manning of road blocks, and incident support. The SEAT has also begun to provide a cadre of members to conduct Citizens on Patrol activities in the Monterey Peninsula area. This service is being expanded to include Central Station and South County Station coverage. 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.

The Special Enforcement 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.

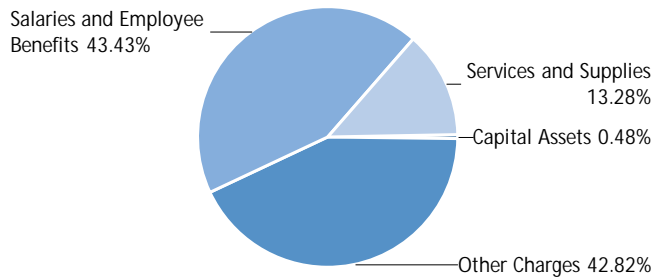
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00
36A22	DEPUTY SHERIFF-OPERATIONS	1.00
36A23	SHERIFFS SERGEANT	1.00
36A82	SHERIFFS COMMANDER	2.00
60S21	CRIME PREVENTION SPECIALIST	1.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00
80E22	OFFICE ASSISTANT III	1.00
	Total	10.00

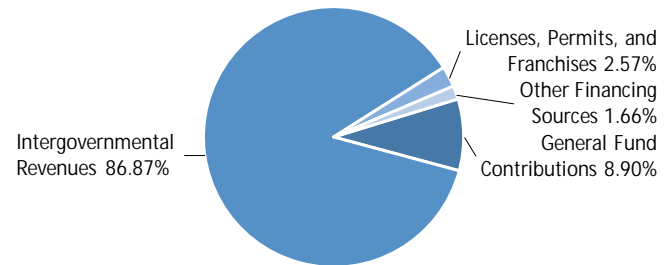
Administration and Indirect Costs

(Budget Unit 8273—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,690,834	\$3,540,420	\$3,591,542	\$3,653,370	\$3,653,370	\$112,950
Services and Supplies	\$1,591,217	\$2,071,748	\$1,971,748	\$1,086,663	\$1,117,076	\$(954,672)
Other Charges	\$3,195,978	\$4,715,555	\$4,619,094	\$3,602,401	\$3,602,401	\$(1,113,154)
Capital Assets	—	\$28,203	\$28,203	\$40,000	\$40,000	\$11,797
Subtotal	\$8,478,030	\$10,355,926	\$10,210,587	\$8,382,434	\$8,412,847	\$(1,943,079)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$46,442	\$60,000	\$60,000	\$216,000	\$216,000	\$156,000
Fines, Forfeitures, and Penalties	\$3,913	—	—	—	—	—
Intergovernmental Revenues	\$7,128,889	\$30,000	\$30,000	\$7,305,979	\$7,305,979	\$7,275,979
Charges for Services	\$3,777	—	—	\$2,788	\$2,788	\$2,788
Miscellaneous Revenues	\$225	—	—	—	—	—
Other Financing Sources	—	—	—	\$139,955	\$139,955	\$139,955
Subtotal	\$7,183,247	\$90,000	\$90,000	\$7,664,722	\$7,664,722	\$7,574,722
General Fund Contributions	\$1,294,783	\$10,265,926	\$10,120,587	\$717,712	\$748,125	\$(9,517,801)
Total Source of Funds	\$8,478,030	\$10,355,926	\$10,210,587	\$8,382,434	\$8,412,847	\$(1,943,079)

Unit Description

The Sheriff's Office Administration serves as the 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. Starting FY 2020-21, this unit also includes the Fiscal and Information Technology (IT) services of the Sheriff's Office. Fiscal and IT services include:

department-wide budget, accounting and fiscal oversight, payroll services and management information systems support.

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
10B05	SHERIFF	1.00
12A10	CHIEF DEPUTY SHERIFF	1.00
12A13	UNDERSHERIFF	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
80A34	SENIOR SECRETARY- CONFIDENTIAL	1.00
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J22	SENIOR ACCOUNT CLERK	3.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	22.00

Administration Bureau

(Budget Unit 8400—Fund 001—Appropriation Unit SHE001)

Use of Funds	Source of Funds
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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,217,517	\$1,236,008	\$1,251,064	—	—	\$(1,236,008)
Services and Supplies	\$324,320	\$408,683	\$385,077	—	—	\$(408,683)
Other Charges	\$60,962	—	—	—	—	—
Capital Assets	\$136,372	—	—	—	—	—
Subtotal	\$1,739,171	\$1,644,691	\$1,636,141	—	—	\$(1,644,691)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$13,750	—	—	—	—	—
Subtotal	\$13,750	—	—	—	—	—
General Fund Contributions	\$1,725,421	\$1,644,691	\$1,636,141	—	—	\$(1,644,691)
Total Source of Funds	\$1,739,171	\$1,644,691	\$1,636,141	—	—	\$(1,644,691)

Special Enforcement

(Budget Unit 8497—Fund 001—Appropriation Unit SHE001)

Use of Funds

Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,322,740	\$372,222	\$1,504,314	—	—	\$(372,222)
Services and Supplies	\$110,036	\$42,790	\$42,790	—	—	\$(42,790)
Subtotal	\$1,432,776	\$415,012	\$1,547,104	—	—	\$(415,012)

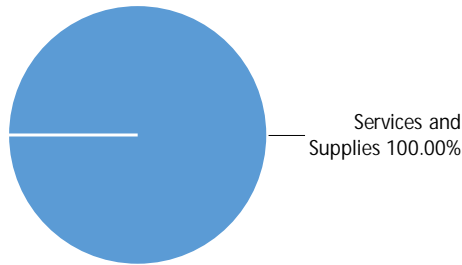
Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$30,660	—	—	—	—	—
Miscellaneous Revenues	\$2,000	—	—	—	—	—
Other Financing Sources	—	\$210,464	\$210,464	—	—	\$(210,464)
Subtotal	\$32,660	\$210,464	\$210,464	—	—	\$(210,464)
General Fund Contributions	\$1,400,116	\$204,548	\$1,336,640	—	—	\$(204,548)
Total Source of Funds	\$1,432,776	\$415,012	\$1,547,104	—	—	\$(415,012)

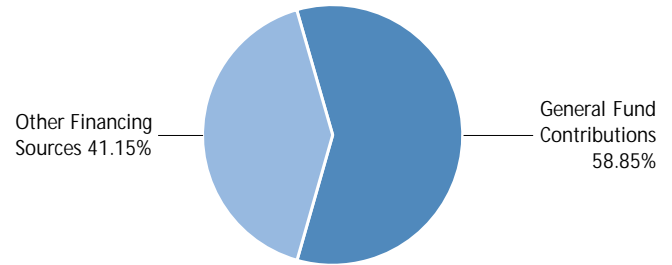
Inmate Medical Program

(Budget Unit 8532—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	—	—	\$10,257,826	\$10,257,826	\$10,257,826
Subtotal	—	—	—	\$10,257,826	\$10,257,826	\$10,257,826

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Sources	—	—	—	\$4,220,645	\$4,220,645	\$4,220,645
Subtotal	—	—	—	\$4,220,645	\$4,220,645	\$4,220,645
General Fund Contributions	—	—	—	\$6,037,181	\$6,037,181	\$6,037,181
Total Source of Funds	—	—	—	\$10,257,826	\$10,257,826	\$10,257,826

Unit Description

This program monitors and oversees the inmate medical services provider. The County contracts to provide inmate medical, dental, and psychological services.



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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.

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

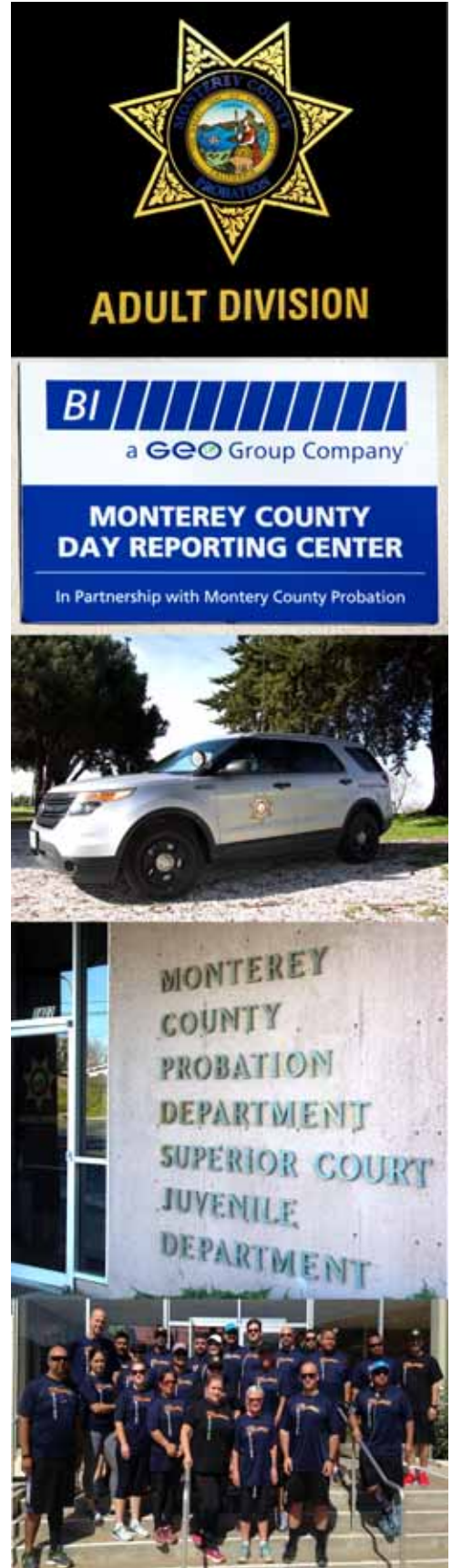
ADMINISTRATION, HEALTH AND HUMAN SERVICES, INFRASTRUCTURE

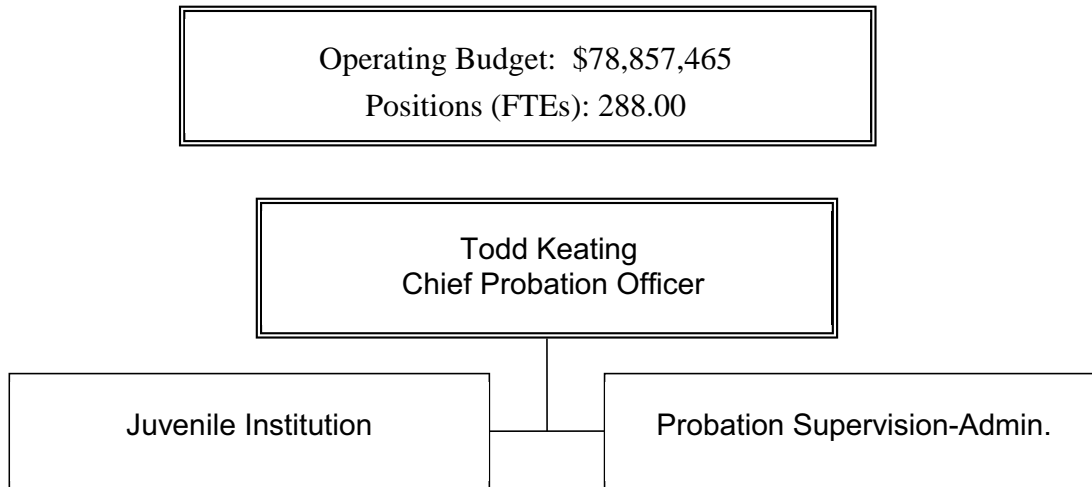
The Administrative Division manages departmental infrastructure and support services: fiscal, including collection of fines and fees and restitution to victims, personnel, safety, facilities, fleet, training and technology. The Department also manages referrals to services to adult and juvenile clients, 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

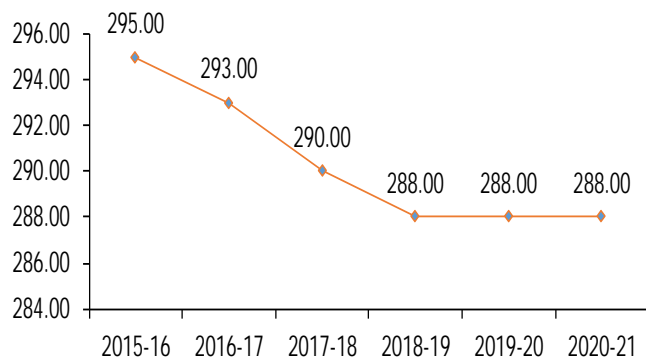
The Department uses evidence-based practices in correctional supervision of adult and juvenile offenders, campus-based safety and supervision through participation in therapeutic courts and alternatives to detention, re-entry services, and referral to services addressing criminogenic needs and providing 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.

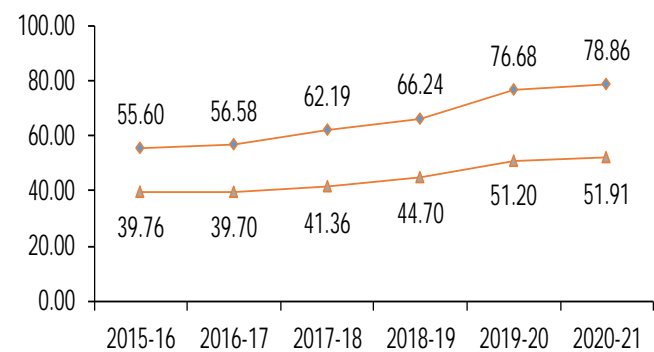




Staffing Trends



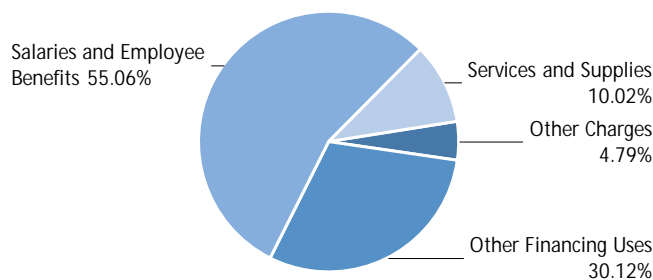
Expenditure/Revenue History (in millions)



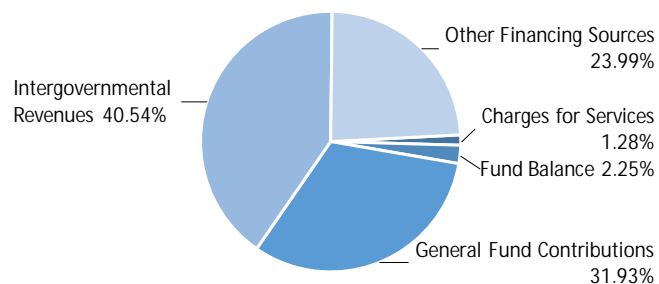
Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services, and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Percent of adults who successfully complete probation. Target = 60%	60%	57%	63%
Percent of juveniles who successfully complete probation. Target = 65%	63%	74%	76%
Percent of employees who received an annual employee performance review (EPR). Target = 85%	83%	88%	85%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$38,285,520	\$40,698,163	\$40,698,163	\$43,690,108	\$43,418,398	\$2,720,235
Services and Supplies	\$6,414,249	\$7,969,802	\$7,813,238	\$8,339,677	\$7,905,180	\$(64,622)
Other Charges	\$2,485,356	\$3,431,698	\$3,548,246	\$3,924,063	\$3,780,063	\$348,365
Capital Assets	\$76,483	\$176,194	\$176,194	—	—	\$(176,194)
Other Financing Uses	\$18,980,880	\$24,445,613	\$24,445,613	\$23,753,824	\$23,753,824	\$(691,789)
Subtotal	\$66,242,489	\$76,721,470	\$76,681,454	\$79,707,672	\$78,857,465	\$2,135,995

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$4,749	\$6,572	\$6,572	\$6,572	\$6,572	—
Intergovernmental Revenues	\$30,560,571	\$33,165,710	\$33,154,487	\$31,962,595	\$31,962,595	\$(1,203,115)
Charges for Services	\$856,439	\$1,012,331	\$1,012,331	\$1,012,331	\$1,012,331	—
Miscellaneous Revenues	\$12,877	\$9,996	\$9,996	\$9,996	\$9,996	—
Other Financing Sources	\$13,260,968	\$17,016,966	\$17,016,966	\$18,916,679	\$18,916,679	\$1,899,713
Subtotal	\$44,695,603	\$51,211,575	\$51,200,352	\$51,908,173	\$51,908,173	\$696,598
Fund Balance	\$(1,529,320)	\$1,291,437	\$1,193,660	\$1,776,398	\$1,776,398	\$484,961
General Fund Contributions	\$23,076,206	\$24,218,458	\$24,287,442	\$26,023,101	\$25,172,894	\$954,436
Total Source of Funds	\$66,242,489	\$76,721,470	\$76,681,454	\$79,707,672	\$78,857,465	\$2,135,995

Summary of Recommendation

The FY 2020-21 Recommended Budget for Probation is \$78,857,465, a net increase of \$2,135,995. The Recommended Budget is financed by \$51,908,173 in program revenue, \$25,172,894 in General Fund Contribution (GFC) and \$1,776,398 in departmental fund balance.

The increase in appropriations includes higher compensation related cost pressures in retirement contributions, employee salary increases and workers compensation insurance for a total of \$3.0 million and an increase of \$348,365 in County Wide Cost Allocation Plan (COWCAP) charges. These increases are partially offset by expense reductions of \$691,789 in other financing uses and \$176,194 in building improvements due to completion of a one-time project.

The Department expects a \$1.9 million increase in reimbursements primarily financed by AB 109 Public Safety Realignment monies and

Youthful Offender Block Grant restricted fund balance. The Department's GFC increased by \$954,436 to fully offset the rise in COWCAP charges of \$348,365 and to partially offset employee salary increases by \$606,071.

The Recommended Budget of \$78,857,465 continues to reflect two fund sources: the Local Revenue Fund budget of \$23,753,824 and a General Fund budget of \$55,103,641. 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 justice partners, including the Sheriff's Office, District Attorney, Public Defender, and Health in the form of operating transfers from Probation to the recipient departments.

The Recommended Budget includes funding for the Department's currently authorized 288 positions.

Budget Impacts

The Recommended Budget contains service levels at status quo operations, but continued constrained resources challenge the Department's ongoing ability to maintain this position. Further, the Recommended Budget does not include the Department's requested augmentations of \$363,496 to support increased costs for housing and medical care services for juvenile wards and to meet obligations related to leave accrual buybacks. The Department continues its commitment to public safety and protection of the community despite these fiscal challenges and will carefully monitor expenses, and if necessary, request additional appropriations.

Prior Year Accomplishments

Monitored the implementation of evidence-based supervision practices with the ongoing objective of Return to Prison Rate (RPR) at less than 10%.

Developed and implemented a formalized structure to manage changes, utilizing ad hoc cross-functional committees and operational protocols in the Adult Division through the Change Management process.

Created and staffed a 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.

Completed training of the majority of officers for medical Naloxone intervention in response to the opioid epidemic.

Initiated department-wide interactive training in the Real Colors personality instrument to enhance interpersonal communication within the organization.

Enhanced the Department's professional development with 12,826 hours of training, for sworn staff; provided multiple opportunities for in-house instructor training for about 30 staff in the areas of mental health, de-escalation, defensive tactics, first aid, and curricula for youth programs.

Trained staff and implemented the Fresh Lifelines for Youth (FLY) Law pilot program of legal education and engagement for youth at Rancho Cielo, the Silver Star Resource Center, and the Monterey County Youth Center.

Implemented a pilot research project in collaboration with the local Court Appointed Special Advocates for Children (CASA) specifically for Juvenile Justice Youth.

Enhanced services to employees in the area of human resources and benefits through increased communication and information sharing, improved procedures and documentation, ad hoc group presentations, and individualized sessions.

Deployed Access Controls Security improvements at the 20 East Alisal Street building for increased security and monitoring of restricted access.

Budget Year 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 facility.

Manage the safe transfer of juvenile in-custody youth from the old facility to the new one.

Prepare for the demolition of the old Juvenile Hall facility and for Phase II of the construction project.

Increase telecommunication capabilities with the Courts to allow for remote judicial hearings in both adult and juvenile court and coordination with the Jail.

Test and implement a Backup, Disaster and Recovery protocol and a Business Continuity process to enable restoring services and access to data in the event of an emergency.

Identify opportunities to install proper signage to clearly identify 20 East Alisal Street building as the Monterey County Probation Department.

Contract with University of Cincinnati Corrections Institute (UCCI) to provide updated training and coaching on the Effective Practices in Community Supervision (EPICS) model for the juvenile and adult probation staff.

Initiate and create a plan for regular in-house quality assurance reviews on all adult division staff.

Initiate an alcohol and drug program for Youth Center residents utilizing an evidence-based curriculum in a group setting.

Design and implement pro social, educational, cultural and physical group activities for youth in the Youth Center Aftercare program, to expose them to broad and diverse experiences.

Implement a resource family recruitment for foster care placements specific to Probation placement.

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 2020-21, 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.

The absence of a locked mental health residential treatment facility for youth with severe mental illnesses continues to be a challenge. 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 57 youths in Idaho, Oregon, Texas, Arizona, and California (the Department currently has 4 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.

SB 889-Skinner, if approved, would raise the age of juvenile court jurisdiction to 19 years, with an elevated focus on rehabilitation and restorative justice for youth. This would increase Juvenile Probation's responsibilities for custody and span of control to young adults currently managed in the adult system.

Probation's responsibilities for pretrial services would increase significantly upon the enactment of SB 10-Hertzberg, which authorizes a change to California's pretrial release system from a money-based system to a risk-based release and detention system. However, this is dependent on the approval or rejection of the current bail system by referendum currently scheduled for November 2020.

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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Alternative Programs (PRO001)	2,784,678	3,107,884	3,099,884	3,496,772	3,440,045	332,161	001	8162
Alternative Programs (PRO002)	3,557,846	1,324,407	1,563,035	1,670,604	1,670,604	346,197	022	8162
Juvenile Hall (PRO001)	10,698,071	9,280,612	9,271,570	9,891,588	9,757,831	477,219	001	8163
Youth Center (PRO001)	8,767,336	9,209,503	9,209,503	9,995,482	9,687,484	477,981	001	8164
Youth Center (PRO002)	2,160,723	4,887,015	4,734,002	5,156,565	5,156,565	269,550	022	8164
Adult Probation (PRO001)	14,749,825	16,688,877	16,651,877	17,573,083	17,514,107	825,230	001	8165
Adult Probation (PRO002)	12,940,585	16,213,779	16,128,164	16,538,620	16,538,620	324,841	022	8165
Juvenile Probation (PRO001)	6,495,586	7,030,107	6,979,043	7,659,590	7,620,534	590,427	001	8166
Juvenile Probation (PRO002)	321,727	2,020,412	2,020,412	388,035	388,035	(1,632,377)	022	8166
Probation Administration (PRO001)	3,766,112	6,958,874	7,023,964	7,337,333	7,083,640	124,766	001	8167
Subtotal	66,242,489	76,721,470	76,681,454	79,707,672	78,857,465	2,135,995		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Alternative Programs	\$6,342,523	\$4,432,291	\$4,662,919	\$5,167,376	5,110,649	\$678,358
Juvenile Hall	\$10,698,071	\$9,280,612	\$9,271,570	\$9,891,588	9,757,831	\$477,219
Youth Center	\$10,928,059	\$14,096,518	\$13,943,505	\$15,152,047	14,844,049	\$747,531
Adult Probation	\$27,690,411	\$32,902,656	\$32,780,041	\$34,111,703	34,052,727	\$1,150,071
Juvenile Probation	\$6,817,313	\$9,050,519	\$8,999,455	\$8,047,625	8,008,569	\$(1,041,950)
Probation Administration	\$3,766,112	\$6,958,874	\$7,023,964	\$7,337,333	7,083,640	\$124,766
Subtotal	\$66,242,489	\$76,721,470	\$76,681,454	\$79,707,672	78,857,465	\$2,135,995

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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	2.00	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	0.00	(1.00)
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	0.00	1.00	1.00
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	1.00	(1.00)
60F02	PROBATION AIDE	15.50	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
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	0.00	(1.00)
72A29	SENIOR BUILDING MAINTENANCE WORKER	0.00	0.00	1.00	1.00
80A30	SECRETARIAL ASSISTANT	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	14.00	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	288.00	288.00	288.00	0.00

Augmentation Request

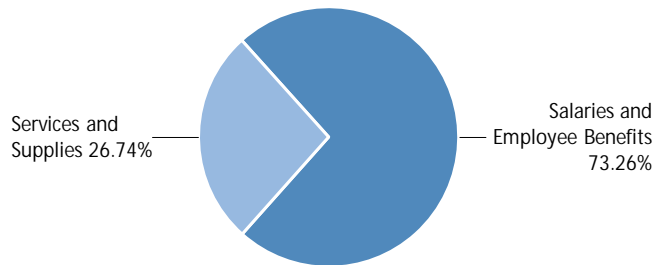
Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2550	2550-8163-001- AUG3	Leave Buyback Unit M, J and F	Status Quo Other	76,710	0.00		-
2550	2550-8164-001- AUG1	Wards Medical Care	Status Quo Other	142,786	0.00	-	-
2550	2550-8167-001- AUG2	Division of Juvenile Justice Youth Facilities	Status Quo Other	144,000	0.00		-
			Grand Total:	363,496	0	-	-

Probation

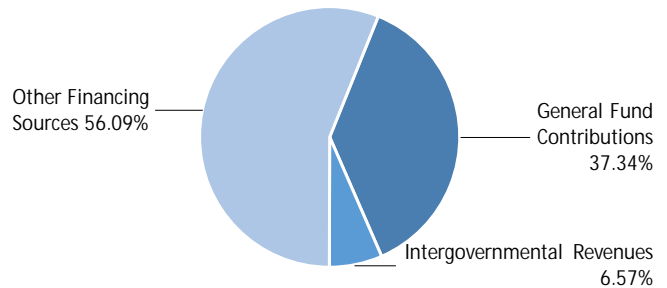
Alternative Programs

(Budget Unit 8162—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,122,337	\$2,345,536	\$2,345,536	\$2,562,172	\$2,520,098	\$174,562
Services and Supplies	\$623,598	\$762,348	\$754,348	\$934,600	\$919,947	\$157,599
Other Charges	\$(37,739)	—	—	—	—	—
Capital Assets	\$76,483	—	—	—	—	—
Subtotal	\$2,784,678	\$3,107,884	\$3,099,884	\$3,496,772	\$3,440,045	\$332,161

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$290,457	\$226,086	\$226,086	\$226,086	\$226,086	—
Other Financing Sources	\$1,349,769	\$1,632,447	\$1,632,447	\$1,929,482	\$1,929,482	\$297,035
Subtotal	\$1,640,226	\$1,858,533	\$1,858,533	\$2,155,568	\$2,155,568	\$297,035
General Fund Contributions	\$1,144,452	\$1,249,351	\$1,241,351	\$1,341,204	\$1,284,477	\$35,126
Total Source of Funds	\$2,784,678	\$3,107,884	\$3,099,884	\$3,496,772	\$3,440,045	\$332,161

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 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.

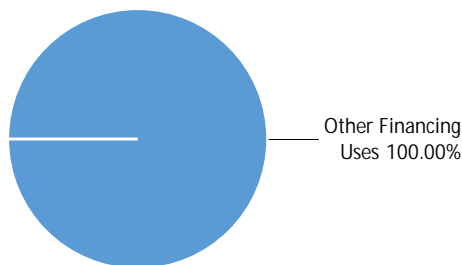
Recommended FY 2020-21 Positions

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

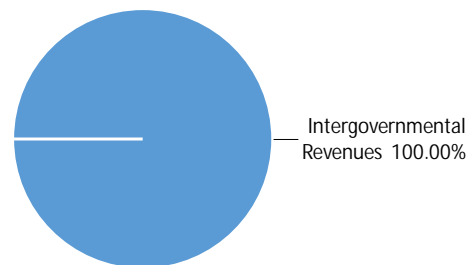
Alternative Programs

(Budget Unit 8162—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Probation

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$3,557,846	\$1,324,407	\$1,563,035	\$1,670,604	\$1,670,604	\$346,197
Subtotal	\$3,557,846	\$1,324,407	\$1,563,035	\$1,670,604	\$1,670,604	\$346,197

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$4,112,244	\$1,776,888	\$1,874,665	\$1,859,767	\$1,859,767	\$82,879
Subtotal	\$4,112,244	\$1,776,888	\$1,874,665	\$1,859,767	\$1,859,767	\$82,879
Fund Balance	\$(554,399)	\$(452,481)	\$(311,630)	\$(189,163)	\$(189,163)	\$263,318
Total Source of Funds	\$3,557,846	\$1,324,407	\$1,563,035	\$1,670,604	\$1,670,604	\$346,197

Unit Description

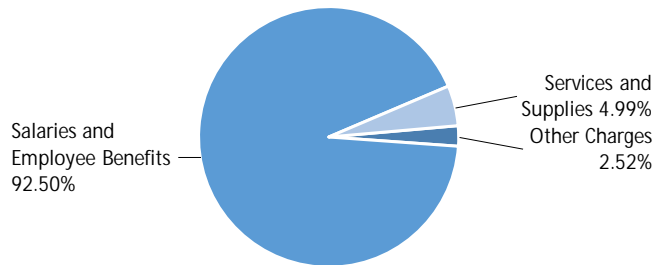
The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment" - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes 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.

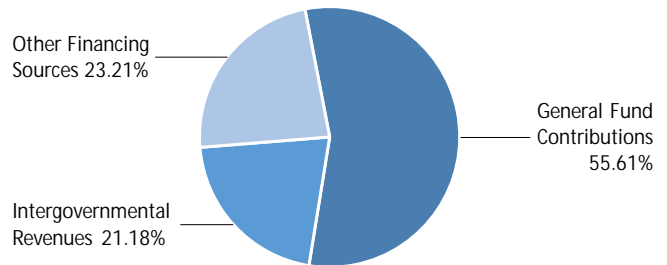
Juvenile Hall

(Budget Unit 8163—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$8,023,538	\$8,594,957	\$8,594,957	\$9,119,259	\$9,025,615	\$430,658
Services and Supplies	\$375,699	\$412,706	\$412,706	\$526,695	\$486,582	\$73,876
Other Charges	\$2,298,835	\$272,949	\$263,907	\$245,634	\$245,634	\$(27,315)
Subtotal	\$10,698,071	\$9,280,612	\$9,271,570	\$9,891,588	\$9,757,831	\$477,219

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$1,778,682	\$2,030,030	\$2,030,030	\$2,065,773	\$2,065,773	\$35,743
Charges for Services	\$55,073	\$4,500	\$4,500	\$4,500	\$4,500	—
Miscellaneous Revenues	\$5,661	—	—	—	—	—
Other Financing Sources	\$1,585,556	\$1,967,245	\$1,967,245	\$2,263,893	\$2,263,893	\$296,648
Subtotal	\$3,424,972	\$4,001,775	\$4,001,775	\$4,334,166	\$4,334,166	\$332,391
General Fund Contributions	\$7,273,099	\$5,278,837	\$5,269,795	\$5,557,422	\$5,423,665	\$144,828
Total Source of Funds	\$10,698,071	\$9,280,612	\$9,271,570	\$9,891,588	\$9,757,831	\$477,219

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.

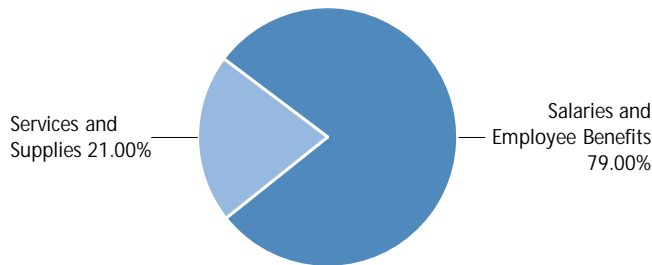
Recommended FY 2020-21 Positions

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

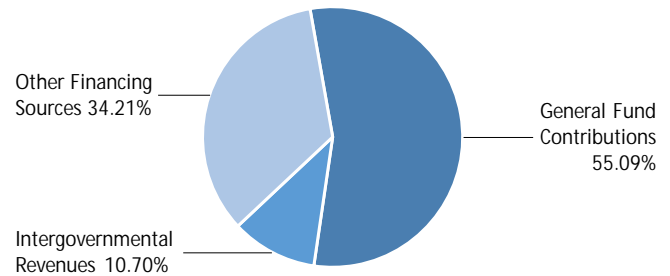
Youth Center

(Budget Unit 8164—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$6,863,420	\$7,204,203	\$7,204,203	\$7,782,940	\$7,653,504	\$449,301
Services and Supplies	\$1,903,916	\$2,005,300	\$2,005,300	\$2,212,542	\$2,033,980	\$28,680
Subtotal	\$8,767,336	\$9,209,503	\$9,209,503	\$9,995,482	\$9,687,484	\$477,981

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$1,086,851	\$984,104	\$984,104	\$1,035,819	\$1,035,819	\$51,715
Miscellaneous Revenues	\$3,105	\$5,996	\$5,996	\$5,996	\$5,996	—
Other Financing Sources	\$2,398,119	\$2,897,266	\$2,897,266	\$3,311,963	\$3,311,963	\$414,697
Subtotal	\$3,488,075	\$3,887,366	\$3,887,366	\$4,353,778	\$4,353,778	\$466,412
General Fund Contributions	\$5,279,262	\$5,322,137	\$5,322,137	\$5,641,704	\$5,333,706	\$11,569
Total Source of Funds	\$8,767,336	\$9,209,503	\$9,209,503	\$9,995,482	\$9,687,484	\$477,981

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 FY 2020-21 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
60F89	JUVENILE INSTITUTIONS OFFICER II	24.00

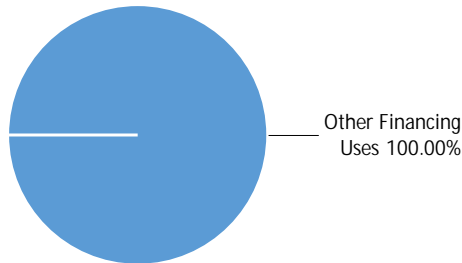
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
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
72A29	SENIOR BUILDING MAINTENANCE WORKER	1.00
80A30	SECRETARIAL ASSISTANT	1.00
80E21	OFFICE ASSISTANT II	1.00
	Total	51.50

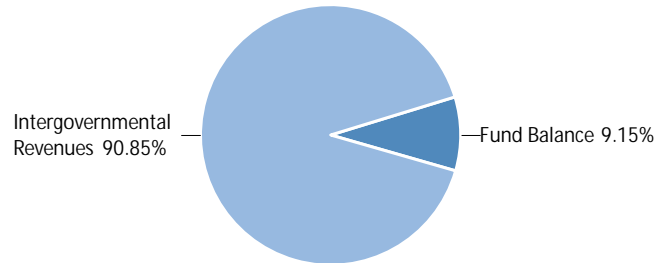
Youth Center

(Budget Unit 8164—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$2,160,723	\$4,887,015	\$4,734,002	\$5,156,565	\$5,156,565	\$269,550
Subtotal	\$2,160,723	\$4,887,015	\$4,734,002	\$5,156,565	\$5,156,565	\$269,550

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$2,115,978	\$4,455,303	\$4,455,303	\$4,684,525	\$4,684,525	\$229,222
Subtotal	\$2,115,978	\$4,455,303	\$4,455,303	\$4,684,525	\$4,684,525	\$229,222
Fund Balance	\$44,745	\$431,712	\$278,699	\$472,040	\$472,040	\$40,328
Total Source of Funds	\$2,160,723	\$4,887,015	\$4,734,002	\$5,156,565	\$5,156,565	\$269,550

Unit Description

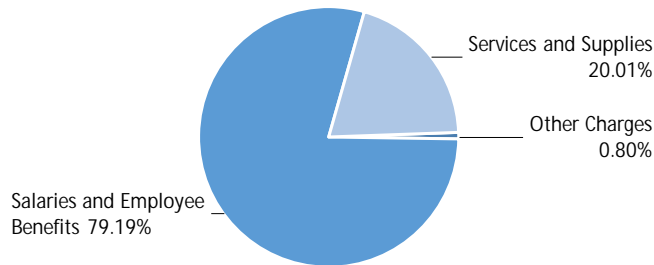
The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment" - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes 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.

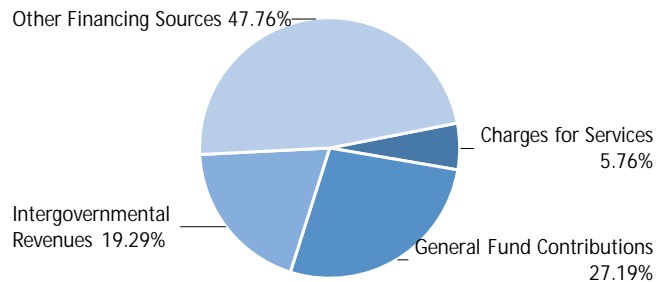
Adult Probation

(Budget Unit 8165—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$11,980,428	\$12,828,350	\$12,828,350	\$13,869,286	\$13,869,286	\$1,040,936
Services and Supplies	\$2,752,373	\$3,676,152	\$3,639,152	\$3,563,697	\$3,504,721	\$(171,431)
Other Charges	\$17,025	\$8,181	\$8,181	\$140,100	\$140,100	\$131,919
Capital Assets	—	\$176,194	\$176,194	—	—	\$(176,194)
Subtotal	\$14,749,825	\$16,688,877	\$16,651,877	\$17,573,083	\$17,514,107	\$825,230

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$4,749	\$6,572	\$6,572	\$6,572	\$6,572	—
Intergovernmental Revenues	\$3,088,184	\$3,148,612	\$3,039,612	\$3,377,196	\$3,377,196	\$228,584
Charges for Services	\$664,619	\$1,007,831	\$1,007,831	\$1,007,831	\$1,007,831	—
Miscellaneous Revenues	\$4,111	\$2,000	\$2,000	\$2,000	\$2,000	—
Other Financing Sources	\$6,427,820	\$8,142,401	\$8,142,401	\$8,360,575	\$8,360,575	\$218,174
Subtotal	\$10,189,484	\$12,307,416	\$12,198,416	\$12,754,174	\$12,754,174	\$446,758
General Fund Contributions	\$4,560,342	\$4,381,461	\$4,453,461	\$4,818,909	\$4,759,933	\$378,472
Total Source of Funds	\$14,749,825	\$16,688,877	\$16,651,877	\$17,573,083	\$17,514,107	\$825,230

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 victim restitution, referral of adult offenders to community treatment interventions, collection of fines, fees, drug testing, and probation searches. Other 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 FY 2020-21 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
60F84	PROBATION SERVICES MANAGER	6.00

Recommended FY 2020-21 Positions

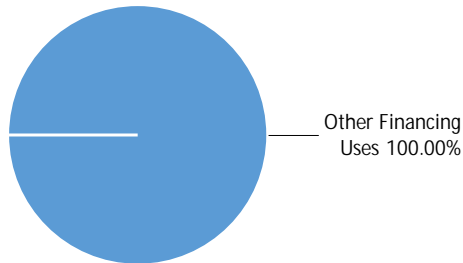
Classification Code	Classification Label	FTE
60F85	PROBATION DIVISION MANAGER	1.00
60I02	PROGRAM MANAGER II	1.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00
80A32	SENIOR SECRETARY	1.00
80E21	OFFICE ASSISTANT II	7.00
80E22	OFFICE ASSISTANT III	2.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80W21	WORD PROCESSOR	1.00
	Total	86.00

Probation

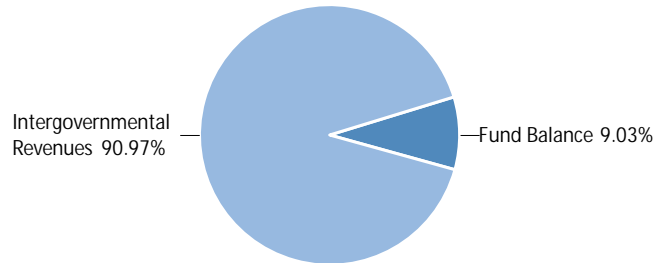
Adult Probation

(Budget Unit 8165—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$12,940,585	\$16,213,779	\$16,128,164	\$16,538,620	\$16,538,620	\$324,841
Subtotal	\$12,940,585	\$16,213,779	\$16,128,164	\$16,538,620	\$16,538,620	\$324,841

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$13,917,167	\$14,901,573	\$14,901,573	\$15,045,099	\$15,045,099	\$143,526
Subtotal	\$13,917,167	\$14,901,573	\$14,901,573	\$15,045,099	\$15,045,099	\$143,526
Fund Balance	\$(976,582)	\$1,312,206	\$1,226,591	\$1,493,521	\$1,493,521	\$181,315
Total Source of Funds	\$12,940,585	\$16,213,779	\$16,128,164	\$16,538,620	\$16,538,620	\$324,841

Unit Description

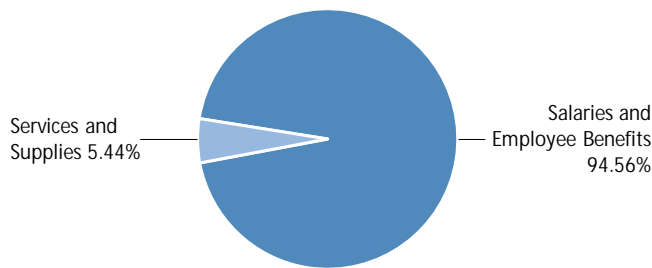
The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment" - of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes 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.

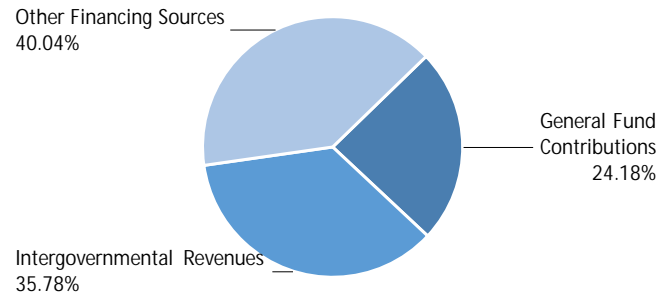
Juvenile Probation

(Budget Unit 8166—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$6,385,724	\$6,865,384	\$6,865,384	\$7,443,263	\$7,436,707	\$571,323
Services and Supplies	\$332,447	\$409,110	\$358,046	\$460,714	\$428,214	\$19,104
Other Charges	\$(222,585)	\$(244,387)	\$(244,387)	\$(244,387)	\$(244,387)	—
Subtotal	\$6,495,586	\$7,030,107	\$6,979,043	\$7,659,590	\$7,620,534	\$590,427

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$3,651,744	\$2,958,644	\$2,958,644	\$2,725,697	\$2,725,697	\$(232,947)
Charges for Services	\$1,521	—	—	—	—	—
Miscellaneous Revenues	—	\$2,000	\$2,000	\$2,000	\$2,000	—
Other Financing Sources	\$1,499,703	\$2,377,607	\$2,377,607	\$3,050,766	\$3,050,766	\$673,159
Subtotal	\$5,152,968	\$5,338,251	\$5,338,251	\$5,778,463	\$5,778,463	\$440,212
General Fund Contributions	\$1,342,618	\$1,691,856	\$1,640,792	\$1,881,127	\$1,842,071	\$150,215
Total Source of Funds	\$6,495,586	\$7,030,107	\$6,979,043	\$7,659,590	\$7,620,534	\$590,427

Unit Description

The Monterey County Juvenile Probation Division consists of intake, diversion and early intervention services, court investigation, and field supervision. Services include victim restitution, restorative justice programs, the Campus-based Probation Officer program, a specialized juvenile sex offender program (Juvenile Sex Offender Response Team-JSORT), juvenile drug court, and juvenile special services, such as Wraparound, mental health assessments and a mental health court (Community Action Linking Adolescents-CALA), and out-of-home placement.

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.

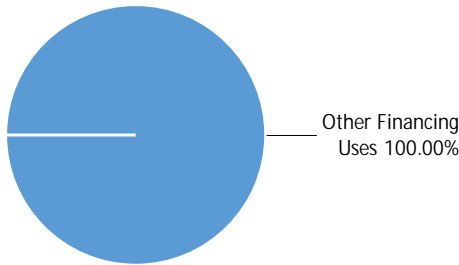
Recommended FY 2020-21 Positions

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

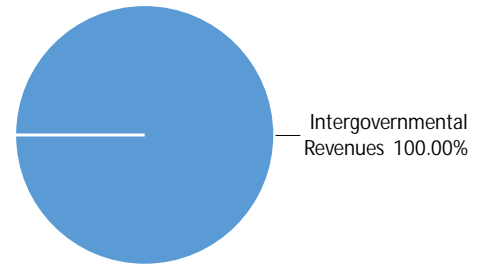
Juvenile Probation

(Budget Unit 8166—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$321,727	\$2,020,412	\$2,020,412	\$388,035	\$388,035	\$(1,632,377)
Subtotal	\$321,727	\$2,020,412	\$2,020,412	\$388,035	\$388,035	\$(1,632,377)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$364,811	\$2,020,412	\$2,020,412	\$388,035	\$388,035	\$(1,632,377)
Subtotal	\$364,811	\$2,020,412	\$2,020,412	\$388,035	\$388,035	\$(1,632,377)
Fund Balance	\$(43,084)	—	—	—	—	—
Total Source of Funds	\$321,727	\$2,020,412	\$2,020,412	\$388,035	\$388,035	\$(1,632,377)

Unit Description

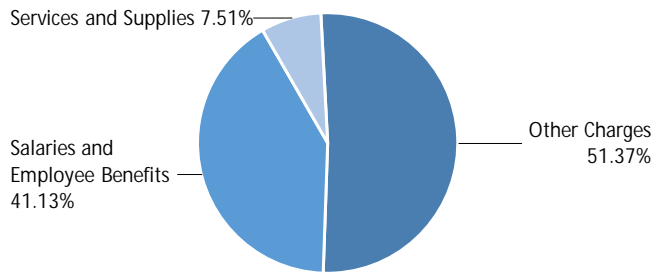
The Fiscal Year 2011-12 State Budget enacted a shift - or "realignment"- of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes 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.

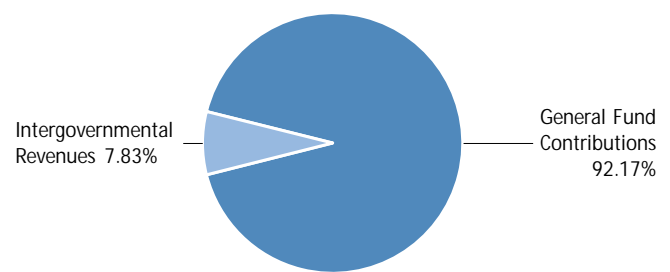
Probation Administration

(Budget Unit 8167—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,910,074	\$2,859,733	\$2,859,733	\$2,913,188	\$2,913,188	\$53,455
Services and Supplies	\$426,218	\$704,186	\$643,686	\$641,429	\$531,736	\$(172,450)
Other Charges	\$429,821	\$3,394,955	\$3,520,545	\$3,782,716	\$3,638,716	\$243,761
Subtotal	\$3,766,112	\$6,958,874	\$7,023,964	\$7,337,333	\$7,083,640	\$124,766

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$154,453	\$664,058	\$664,058	\$554,598	\$554,598	\$(109,460)
Charges for Services	\$135,226	—	—	—	—	—
Miscellaneous Revenues	\$0	—	—	—	—	—
Subtotal	\$289,679	\$664,058	\$664,058	\$554,598	\$554,598	\$(109,460)
General Fund Contributions	\$3,476,433	\$6,294,816	\$6,359,906	\$6,782,735	\$6,529,042	\$234,226
Total Source of Funds	\$3,766,112	\$6,958,874	\$7,023,964	\$7,337,333	\$7,083,640	\$124,766

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 FY 2020-21 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
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B10	ACCOUNTANT I	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60F84	PROBATION SERVICES MANAGER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	4.00
Total		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.

The 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.



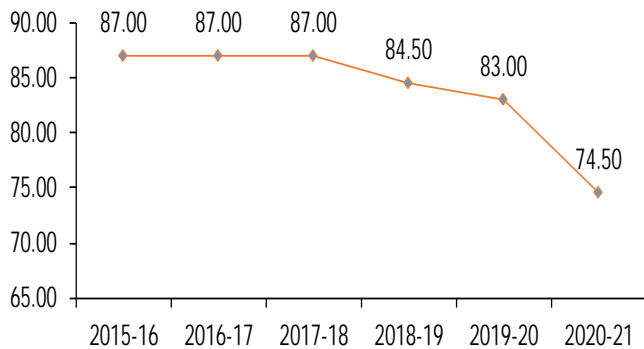
Operating Budget: \$11,775,914
Positions (FTEs): 74.50

Henry S. Gonzales
Agricultural Commissioner

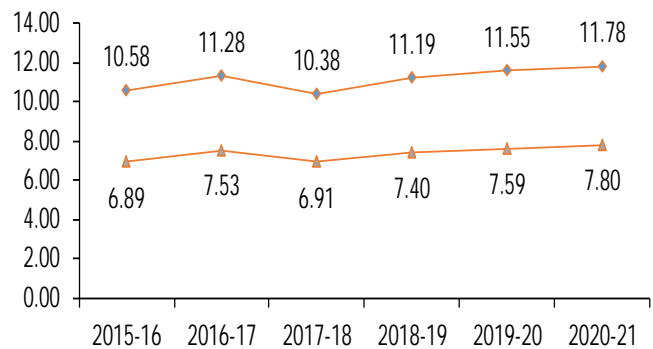
Agriculture

Produce Inspection

Staffing Trends



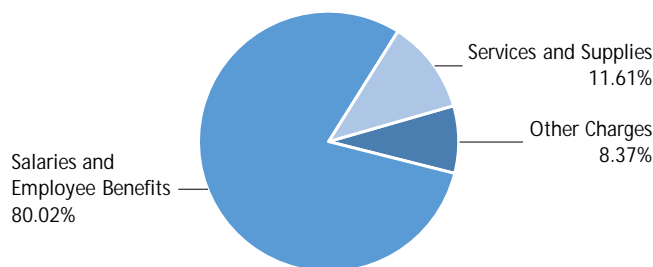
Expenditure/Revenue History (in millions)



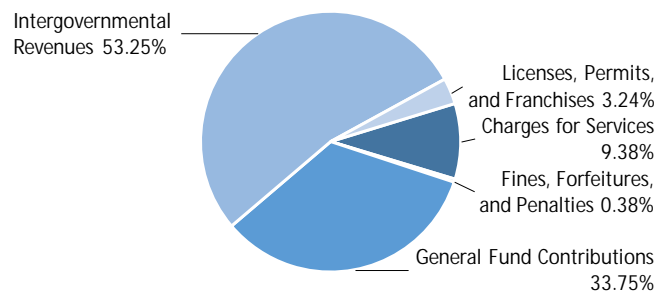
The Agricultural Commissioner enforces state and local regulations in concert with state agencies to protect agriculture, human health and safety, and the environment. Primary programs are Pesticide Use Enforcement, Plant Quarantine, and Fruit and Vegetable Standardization.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Phytosanitary Certificates for Commodity Export issued.	23,670	22,949	14,471
Pest detection traps set for target insects.	4,502	4,499	4,499
Pesticide use monitoring inspections completed.	1,455	1,710	1,174
Pesticide Use Training and Outreach Sessions delivered.	49	28	17
Weighing and Measuring Devices inspected.	6,349	6,752	2,705
Consumer complains investigated.	37	32	22

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$7,769,719	\$9,969,745	\$8,985,456	\$9,423,299	\$9,423,299	\$(546,446)
Services and Supplies	\$2,028,131	\$1,451,941	\$1,692,147	\$1,747,237	\$1,366,801	\$(85,140)
Other Charges	\$843,236	\$873,333	\$873,333	\$985,814	\$985,814	\$112,481
Capital Assets	\$12,558	—	—	—	—	—
Other Financing Uses	\$537,900	—	—	—	—	—
Subtotal	\$11,191,545	\$12,295,019	\$11,550,936	\$12,156,350	\$11,775,914	\$(519,105)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$402,084	\$380,000	\$380,000	\$381,000	\$381,000	\$1,000
Fines, Forfeitures, and Penalties	\$25,570	\$30,000	\$30,000	\$45,000	\$45,000	\$15,000
Intergovernmental Revenues	\$5,461,202	\$5,781,599	\$5,781,599	\$6,269,857	\$6,269,857	\$488,258
Charges for Services	\$1,499,011	\$2,141,004	\$1,396,921	\$1,103,891	\$1,103,891	\$(1,037,113)
Miscellaneous Revenues	\$15,842	\$2,100	\$2,100	\$2,100	\$2,100	—
Subtotal	\$7,403,708	\$8,334,703	\$7,590,620	\$7,801,848	\$7,801,848	\$(532,855)
General Fund Contributions	\$3,787,836	\$3,960,316	\$3,960,316	\$4,354,502	\$3,974,066	\$13,750
Total Source of Funds	\$11,191,545	\$12,295,019	\$11,550,936	\$12,156,350	\$11,775,914	\$(519,105)

Summary of Recommendation

The Recommended Budget for the Agricultural Commissioner's Office is \$11,775,914 in appropriations, financed by \$7,801,848 in revenues and \$3,974,066 in General Fund Contribution (GFC). This appropriation level is \$519,105 lower than the prior fiscal year budget. The decrease is primarily due to the elimination of the Head Lettuce Program; however, increased costs associated with negotiated raises, pension costs and the County Wide Cost Allocation Plan (COWCAP) charges have substantially reduced the Head Lettuce Inspection impact on appropriations. The decreased revenues of \$532,855 is also a result of the discontinuance of the Head Lettuce Program.

Budget Impacts

Increased non-discretionary costs will impact the Office's service delivery. The Office will redirect existing resources to maintain efficiencies; however, flexibility will be reduced and our ability to deal with new issues will be diminished.

Although the Agricultural Commissioner's Office Budget does not include any augmentations, funding for building maintenance, support for legal contracts and Agricultural Education will be in jeopardy.

Prior Year Accomplishments

Nine Agricultural Inspector/Biologists were promoted in the flexibly staffed series. Fifteen professional licensing examinations have been passed by staff.

As the issue of pesticide use around schools continues to be a major focus of the Agricultural Commissioner's Office, the Fumigation Notification Pilot Project was expanded to include seven additional schools in the North Monterey County School District. The farmingsafelynearschools.com website is fully operational and provides information to parents and schools about agricultural pesticide use around their schools. The website Spanish translation was successfully completed, and notifications can be sent via text messaging, along with email.

Cannabis pesticide use education and outreach materials were developed, and one educational session was held with 90 attendees. Thirty-four cannabis operations received training and Operator ID Numbers to report pesticide use. Eight business records audits were completed.

Implemented an Industrial Hemp Pilot Program, approved by the Board of Supervisors, that allowed the cultivation in the county for the first time. Eight cultivators and two seed breeders were registered for a total of 650 acres.

The Pest Detection Program was successful in finding another incidence involving the target pest, Asian Citrus Psyllid, in Soledad. This resulted in treatments of the find sites and surrounding properties. A delimitation survey is underway, and no additional psyllids have been found since August 2019. A six week increase in the length of the fruit fly trapping season was implemented to coincide with fruit fly activity.

Successful implementation of Taiwan inspection protocols and procedures. Implementation of dispatch forms to streamline the dispatch process. Full transition to iPad use for automated inspection capabilities to maximize staff time and efficiency.

Weights & Measures conducted 1433 quality control inspections, including 18 inspections involving price scanners. Scanner inspections resulted in one civil penalty for consumer overcharges totaling \$1,000. Twenty-one consumer complaints were investigated, including 13 involving measuring. Weights & Measures staff registered 41 new Cannabis businesses.

Budget Year Goals

Continue and expand pesticide use enforcement activities with Cannabis cultivators, including active field enforcement.

Achieve full compliance with weights and measures requirements for Cannabis businesses.

Extend the Industrial hemp Pilot Program to continue to allow the cultivation of this crop in the county and provide farmers with an alternative crop. Work with the California Department of Pesticide Regulation to extend the Fumigation Notification Pilot Project for an additional six months to continue community engagement activities to gather additional stakeholder input and data.

Retain Unclaimed Gas Tax (UGT) revenue by meeting our maintenance of effort.

Implement new electronic dispatch system to all coolers and shippers to maximize staff efficiency and reduce clerical errors.

Continue exploring options for the South County office.

Pending Issues

The Department will work with the CDFA to continue exclusion and detection efforts for the European Grape Vine Moth, the Asian Citrus Psyllid, Glassy-winged Sharpshooter and other target pests. LBAM quarantines by Canada and Mexico continue to be an issue requiring significant staff resources. China has opened their borders to U.S Strawberries, and the protocol requires intensive inspection. Taiwan quarantine protocol also requires intensive inspections

There is a continuing focus on regulation of pesticide use, especially fumigants, and particularly around school sites. This will result in a continuing dedication of staff resources to pesticide use enforcement issues and community outreach efforts. New regulations for the use of pesticides around schools have required the dedication of significant staff time to work with schools and growers.

Policy Considerations

The COVID-19 has worsened the County's budget situation. Successful management of the County's resources will determine if the County's share of the Unclaimed Gas Tax will continue at historic levels. In FY 19-20 we received \$2,274,142 in Unclaimed Gas Tax. If the Unclaimed Gas Tax is lost, the loss will have a devastating impact of the safeguards established to protect the County's number-one economic driver.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Agriculture/Weights & Measures (AGR001)	10,632,700	11,284,015	11,284,015	12,044,459	11,667,022	383,007	001	8001
Produce Inspection (AGR001)	558,844	1,011,004	266,921	111,891	108,892	(902,112)	001	8002
Subtotal	11,191,545	12,295,019	11,550,936	12,156,350	11,775,914	(519,105)		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Agriculture/Weights & Measures	\$10,632,700	\$11,284,015	\$11,284,015	\$12,044,459	11,667,022	\$383,007
Produce Inspection	\$558,844	\$1,011,004	\$266,921	\$111,891	108,892	\$(902,112)
Subtotal	\$11,191,545	\$12,295,019	\$11,550,936	\$12,156,350	11,775,914	\$(519,105)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

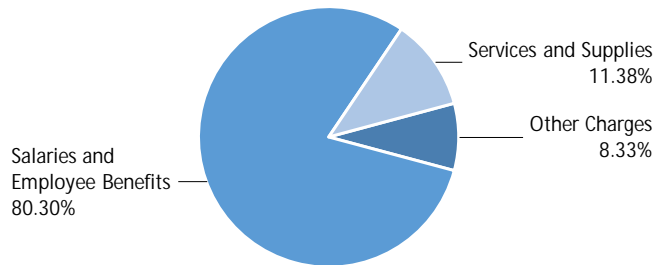
Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A02	AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	1.50	1.00	(0.50)
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	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	4.50	5.50	5.50	0.00
30M21	PRODUCE INSPECTOR I	1.00	0.75	0.00	(0.75)
30M22	PRODUCE INSPECTOR II	3.00	2.25	0.00	(2.25)
30N05	AGRICULTURAL ASSISTANT II	17.00	15.50	11.00	(4.50)
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	31.00	31.00	31.00	0.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00	1.00	1.00	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	7.00	8.00	8.00	0.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	3.00	2.50	2.00	(0.50)
80G21	DATA ENTRY OPERATOR II	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
Total		84.50	83.00	74.50	(8.50)

Agricultural Commissioner

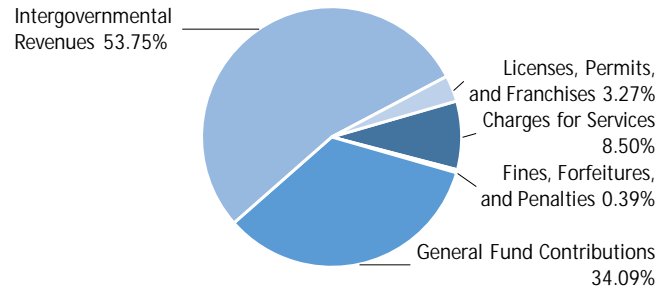
Agriculture/Weights & Measures

(Budget Unit 8001—Fund 001—Appropriation Unit AGR001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$7,433,406	\$9,144,556	\$8,882,750	\$9,368,270	\$9,368,270	\$223,714
Services and Supplies	\$1,823,562	\$1,281,320	\$1,543,126	\$1,704,823	\$1,327,386	\$46,066
Other Charges	\$825,273	\$858,139	\$858,139	\$971,366	\$971,366	\$113,227
Capital Assets	\$12,558	—	—	—	—	—
Other Financing Uses	\$537,900	—	—	—	—	—
Subtotal	\$10,632,700	\$11,284,015	\$11,284,015	\$12,044,459	\$11,667,022	\$383,007

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$402,084	\$380,000	\$380,000	\$381,000	\$381,000	\$1,000
Fines, Forfeitures, and Penalties	\$25,570	\$30,000	\$30,000	\$45,000	\$45,000	\$15,000
Intergovernmental Revenues	\$5,461,202	\$5,781,599	\$5,781,599	\$6,269,857	\$6,269,857	\$488,258
Charges for Services	\$940,166	\$1,130,000	\$1,130,000	\$992,000	\$992,000	\$(138,000)
Miscellaneous Revenues	\$15,842	\$2,100	\$2,100	\$2,100	\$2,100	—
Subtotal	\$6,844,864	\$7,323,699	\$7,323,699	\$7,689,957	\$7,689,957	\$366,258
General Fund Contributions	\$3,787,836	\$3,960,316	\$3,960,316	\$4,354,502	\$3,977,065	\$16,749
Total Source of Funds	\$10,632,700	\$11,284,015	\$11,284,015	\$12,044,459	\$11,667,022	\$383,007

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 FY 2020-21 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 FY 2020-21 Positions

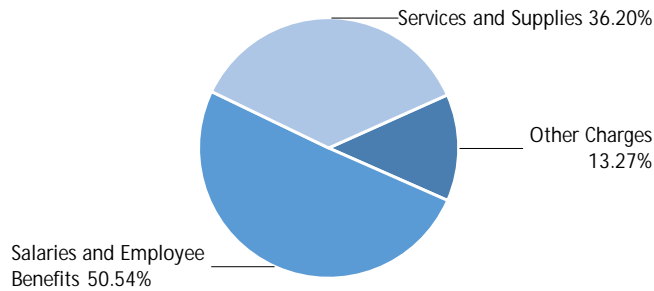
Classification Code	Classification Label	FTE
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	31.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	8.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
80A99	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

Agricultural Commissioner

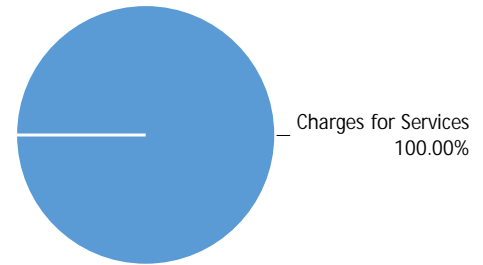
Produce Inspection

(Budget Unit 8002—Fund 001—Appropriation Unit AGR001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$336,313	\$825,189	\$102,706	\$55,029	\$55,029	\$(770,160)
Services and Supplies	\$204,568	\$170,621	\$149,021	\$42,414	\$39,415	\$(131,206)
Other Charges	\$17,963	\$15,194	\$15,194	\$14,448	\$14,448	\$(746)
Subtotal	\$558,844	\$1,011,004	\$266,921	\$111,891	\$108,892	\$(902,112)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$558,844	\$1,011,004	\$266,921	\$111,891	\$111,891	\$(899,113)
Subtotal	\$558,844	\$1,011,004	\$266,921	\$111,891	\$111,891	\$(899,113)
General Fund Contributions	—	—	—	—	\$(2,999)	\$(2,999)
Total Source of Funds	\$558,844	\$1,011,004	\$266,921	\$111,891	\$108,892	\$(902,112)

Unit Description

The Produce Inspection Division has been discontinued.

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 Services, Permit Center, Environmental Services, and Code Compliance. RMA serves as the lead agency for all development in the unincorporated areas of the County, and coordinates with other land use agencies like Environmental Health, Fire, etc. Permit Center functions include a call center and records team supporting all RMA operations.

The Public Works, Parks & Facilities Division maintains the County's infrastructure. Public Works consists of engineering, development services, County Surveyor, and maintenance crews with a primary purpose to manage 1,250 miles of County roads, 175 County maintained bridges, and 29 traffic signals. Facilities consists of architectural services and maintenance crews with a primary purpose to manage about two million square feet of County buildings and grounds. Parks consists of rangers, planner, and crews with a primary purpose to manage 30,130 acres of County Parks and Open Spaces.

The Administrative Services Division provides services to support RMA operations. With reductions of resources, support services like secretaries and management analysts are consolidated for efficiency. This Divisions also includes staff that perform finance and accounting services to support the whole RMA. Staff providing services to RMA like HR, IT and Safety are all centralized under this Division.

The 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, budgeting priorities, and efficiencies.

HEALTH AND HUMAN SERVICES

Promote health in all land use policy documents. Support other County department efforts relative to special needs housing and programs.

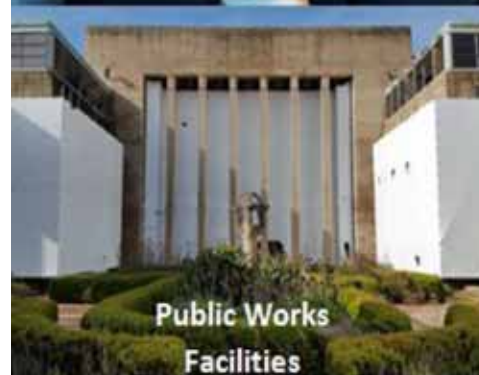
INFRASTRUCTURE

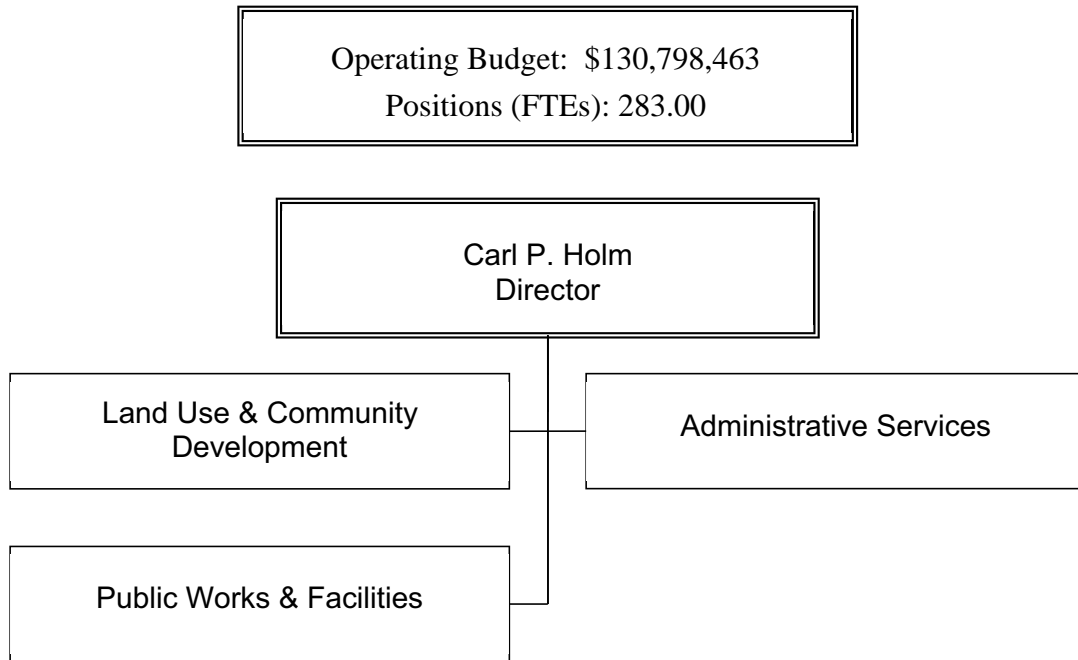
Ensure that projects funded in the Countywide Five-Year Capital Improvement Plan (CIP) are completed on schedule and on budget.

Continue to update and implement facility management plans and work to increase proactive maintenance.

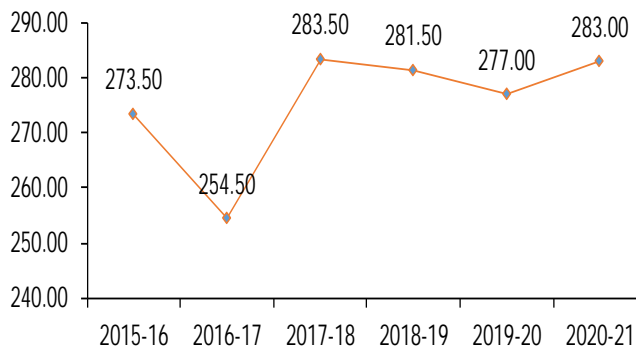
PUBLIC SAFETY

Maintain County roads and bridges to provide safe transportation. Complete safety improvements, which provide safe facilities and environments for adult and juvenile inmates and staff.

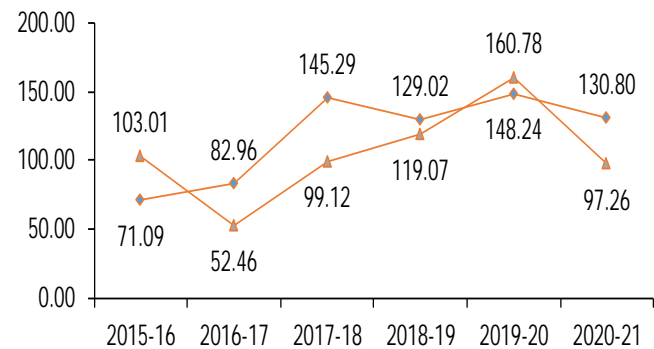




Staffing Trends



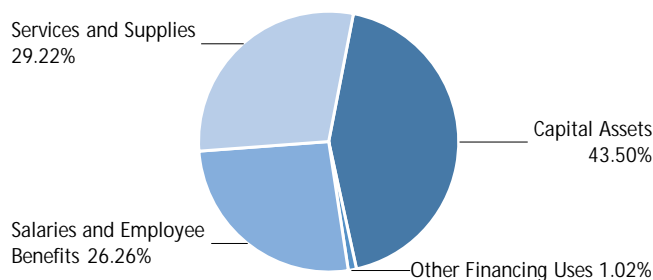
Expenditure/Revenue History (in millions)



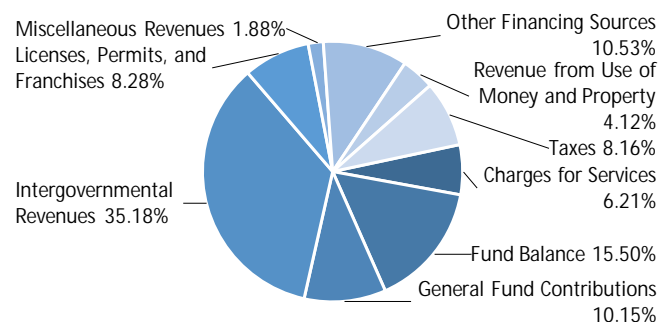
RMA utilizes these measures to inform operational improvements, assist in developing budgets, and identify additional resources needed to achieve its targets. RMA partnered with the Transportation Agency for Monterey County (TAMC) on a countywide road condition assessment providing field data that was not available in the prior fiscal years.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Percent of land discretionary permit applications decided by an initial study (ND/MND) completed within 180 days (legally required timeline). Target = 100%	37%	37%	50%
Percent of County roads (1,232 miles) at Pavement Condition Index rating of 60 or above (* prior years were modeled data). Target = 50%	3.0%*	14.6%*	16.0%
Percent of fully funded priority Capital Improvement Program (CIP) projects on scheduled and on budget. Target = 100%	75%	78%	78%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$30,219,194	\$33,044,049	\$30,956,135	\$36,988,587	\$34,566,759	\$1,522,710
Services and Supplies	\$42,269,534	\$42,238,072	\$43,312,619	\$42,331,786	\$38,459,151	\$(3,778,921)
Other Charges	\$(9,447,203)	\$(3,965,554)	\$(3,270,692)	\$(884,036)	\$(832,685)	\$3,132,869
Capital Assets	\$65,887,485	\$39,637,222	\$70,691,971	\$65,443,756	\$57,262,497	\$17,625,275
Other Financing Uses	\$93,778	\$3,610,863	\$6,554,825	\$1,342,741	\$1,342,741	\$(2,268,122)
Subtotal	\$129,022,787	\$114,564,652	\$148,244,858	\$145,222,834	\$130,798,463	\$16,233,811

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$10,302,830	\$11,618,974	\$10,680,426	\$10,672,984	\$10,672,984	\$(945,990)
Licenses, Permits, and Franchises	\$6,893,841	\$8,437,602	\$7,661,197	\$11,122,909	\$10,823,025	\$2,385,423
Fines, Forfeitures, and Penalties	\$35,615	\$34,921	\$28,314	\$35,713	\$35,713	\$792
Revenue from Use of Money & Property	\$4,650,790	\$4,992,830	\$4,992,981	\$5,384,704	\$5,384,704	\$391,874
Intergovernmental Revenues	\$79,989,708	\$52,916,618	\$101,920,785	\$46,002,651	\$46,002,651	\$(6,913,967)
Charges for Services	\$6,435,509	\$7,577,346	\$7,522,335	\$8,113,912	\$8,113,912	\$536,566
Miscellaneous Revenues	\$462,095	\$3,254,465	\$13,644,584	\$2,457,522	\$2,457,522	\$(796,943)
Other Financing Sources	\$10,312,796	\$11,119,453	\$14,331,040	\$13,259,758	\$13,771,159	\$2,651,706
Subtotal	\$119,083,184	\$99,952,209	\$160,781,662	\$97,050,153	\$97,261,670	\$(2,690,539)
Fund Balance	\$(2,354,442)	\$(1,496,130)	\$(29,512,672)	\$20,269,886	\$11,058,627	\$12,554,757
General Fund Contributions	\$12,294,046	\$16,108,573	\$16,975,868	\$27,902,795	\$22,478,166	\$6,369,593
Total Source of Funds	\$129,022,787	\$114,564,652	\$148,244,858	\$145,222,834	\$130,798,463	\$16,233,811

Summary of Recommendation

The Recommended Budget for the Resource Management Agency (RMA) contains \$130.8 million in expenditures, financed by \$97.3 million in program revenue, \$22.5 million in General Fund Contribution (GFC) and \$11.0 million in fund balance use. Expenditures increase by \$16.2 million due largely to increased capital project costs, negotiated wage increases, rising retirement and employee healthcare benefit costs, and workers compensation insurance contributions. Revenues decrease by \$2.7 million due to a decline in State Construction funds for the Jail Housing Addition and New Juvenile Hall as the projects near completion, a decrease in property tax revenue for the East Garrison Successor Agency related to its Recognized Obligation Payment Schedule (ROPS) and a decrease in Transient Occupancy Tax (TOT) allocation to the Road Fund, offset by an increase in Federal Aid and Traffic Impact Fees for

Road Construction projects, State Aid for the Homeless Shelter project, and Operating Transfers In from Building Depreciation for various capital projects. Use of fund balance is primarily due to increased capital projects utilizing the Road Funds Measure X and SB1 Fund Balance. The Recommended Budget increases GFC by \$6.4 million and includes five Park positions for Lake San Antonio operations and neutralizes the impact of the Countywide Cost Allocation Plan (COWCAP).

The Recommended Budget includes six augmentations, including four new positions fully funded with non-general fund revenues and two projects at the Jail. Three of the new positions, which include a Finance Manager I, Management Analyst I, and a Senior Account Clerk, will support the Road Fund and the fourth position, an Accounting Technician, will support the Community Services Areas (CSA) and Community Service Districts (CSD). The Jail projects

include a Sewer Lift Station for \$800,000 and water softener for \$120,000.

The Recommended Budget includes 283 positions, a net increase of six positions from FY 2019-20. During FY 2019-20, a Code Compliance Inspector II position was added with Cannabis funding and an Administrative Operations Manager was added for the Parks. The other four positions were added through augmentations funded with Road, CSA and CSD funds.

Budget Impacts

RMA submitted 44 augmentations totaling \$13.7 million that can generally be categorized into three groups; 1) Department Positions, 2) Department Programs, and 3) County Programs and Capital Projects, where RMA is the lead:

1) Department Positions. RMA submitted 21 augmentation requests for positions totaling \$1.9 million for positions that are needed to meet the expectations of RMA services/operations. Of those, four positions are included in the Recommended Budget that are fully funded with non-general fund revenues. The following augmentations, listed in order by RMA priorities, are not included in the Recommended Budget: one Senior Personnel Analyst to manage workload and reduce the vacancy rate (\$112,255); one Office Assistant II to manage the security badge system and parking citations previously assigned to the Human Resource Department and Treasurer-Tax Collector, respectively (\$78,731); one Associate Planner for the Fort Ord Reuse Authority (FORA) dissolution (\$149,942); one Associate Water Resource Hydrologist to manage the Floodplain Management System (FPM) and the National Flood Insurance Program's (NFIP) Community Rating System (CRS) previously administered by the Water Resource Agency (\$175,801); one Code Compliance Inspector II to manage caseload (\$130,084); one Associate Planner to manage caseload and reduce backlog (\$149,936); five Temporary Park Service Aides, Seasonal Park Service Aides, and one Parks Building and Grounds Worker II for transitioning Lake San Antonio to a regional park (\$771,134); one Management Analyst for additional work due to the FORA dissolution (\$152,911); and one Special Events Manager to increase special events and revenue (\$150,441). There were also two augmentations for Associate Planners to support the General Plan Update (GPI), submitted with 100% funding from increased GPI fees. However, due to the COVID-19 pandemic, revenues may not materialize as projected to support these positions, and as a result, the positions were not included.

2) Department Programs. RMA submitted six augmentations totaling \$2.6 million for programs assigned to the RMA without funding that were not included in the Recommended Budget. RMA prioritized these augmentation requests as follows: contract plan check and inspection services (\$500,000); consultant services for Floodplain Management Plan (\$150,000); on-call services for planning (\$200,000); 20% match funding for Proposition 68 Per Capita Grant that would provide \$2 million for County Park infrastructure updates (\$400,000); Lake San Antonio Operations (\$854,863); and 13 Boats to increase Lake San Antonio rental fleet and associated revenue (\$500,000).

3) County Programs and Capital Projects. RMA submitted 17 augmentations for County programs and capital improvement projects totaling \$9.2 million, where RMA is assigned lead over the program or project. Of these augmentations, two were included in the Recommended Budget related to the Jail Housing Addition, which include the sewer lift station for \$800,000 and the water softener for \$120,000. Six County program augmentations totaling \$401,500 were

not included in the budget, and consist of the following: Boronda County Sanitation Systems operations and maintenance (\$42,500); Integrated Regional Water Management Program Membership (IRWM) (\$5,000); additional security guard to improve employee safety and prevent property loss (\$184,000); consultant for Parking Citations, which were recently reassigned from the Treasurer-Tax Collector to RMA (\$60,000); support for the Resource Conservation Districts (RCD) fire fuel mitigation program (\$60,000); and a consultant to complete the Fort Ord Recreational Habitat Area (FORHA) Trail Master Plan (\$50,000). There are seven County Capital Improvement Project totaling \$7.5 million excluded from the budget and include: the Carmel Lagoon Sandbar Management and Flood Prevention for \$110,000, which could result in flooding the lagoon-adjacent properties and causing significant damage to infrastructure; options 1 and 2 for temporary parking at Church and Gabilan (\$1,405,569 & \$310,569); design for the permanent Parking Structure at Church and Gabilan (\$1,600,000); funding to complete the New Juvenile Hall project (\$3,478,043); Carmel Lagoon Ecosystem Protection Barrier/Scenic Road Protective Structure (EPB/SRPS) project for \$318,924, which could result in the U.S. Army Corps of Engineers (USACE) and/or National Marine Fisheries Service (NMFS) not authorizing issuance of permits to manage the sandbar, which could then cause flooding of homes in the northern boundary of the Lagoon; and Homeless Shelter for \$318,154, which could jeopardize the Homeless Emergency Aid Program (HEAP) funds (since the augmentation was submitted \$290,634 was been secured in State Homeless Housing, Assistance, and Prevention grant funding (HHAP) for the shelter, leaving a remaining gap of \$27,520).

Prior Year Accomplishments

Goal 1 County Facility Asset Management Program

In collaboration with the Transportation Agency of Monterey County (TAMC), the Resource Management Agency (Department) surveyed pavement conditions and prioritized road treatments using MTC's StreetSaver software, informing future project priorities.

The Department presented pavement condition assessment data from a multipronged asset management approach to the Board of Supervisors Capital Improvement Committee.

Goal 2 Improve Permit-Processing Efficiency

The Department implemented an electronic on-line development permit process for: 1) Construction permits and inspections; 2) Planning land-use entitlements; and 3) Over-the-counter design approval.

The Department also implemented blue beam for electronic building plan check capabilities.

Application enhancements to Accela software were implemented to track Cannabis-specific applications.

The Department utilized Host Compliance software to track vacation rentals (also known as short-term rentals).

The Department developed standard operating procedures to streamline various processes including: planning; permit center; parks special event agreements and refunds; and public information for construction projects.

Goal 3 Enhance Communications and Responsiveness

Project managers coordinated with the Department Public Information Officer (PIO) and County PIO regarding project information and potential impacts to the public.

The Departments Management Analyst team serves as the Department PIO to support messaging and information distribution on the website, road closure information page, social media, and press releases.

The Department established project information and status websites. The website was revised to provide expanded information about maintaining defensible space around rural properties that may be threatened by wildfire.

Staff beta-tested a Countywide electronic Contract Management System in collaboration with ITD and Contracts-Purchasing.

Goal 4 Improve Project Management

The Department increased utilization of Microsoft tools for project management and continued training project management staff to improve project control.

Staff attended sales presentations by project management software vendors to help support tool selection and utilization.

The Department conducts monthly project manager team meetings to ensure adequate scope, budget, and project staging and to identify and address issues promptly.

Goal 5 Replace Critical Equipment

The Department coordinated with ITD to replace aging computers and monitors.

Implementing a Fleet Asset Management Program, the Department began to replace aged heavy equipment with new equipment (e.g., backhoes, water trucks).

In collaboration with County departments, RMA developed the Capital Improvement Plan for FY 2020-21, a detailed outline of County capital improvement projects for the fiscal year.

Goal 6 Sustainable Funding and Programs

The Department delivered pavement projects funded by SB 1, Measure X, and Transient Occupancy Tax promised to the public (e.g., River Road, Gloria/Iverson/Johnson Canyon roads, etc.).

The State awarded the Department SB-2 Grant funding, in the amount of \$310,000, for planning work that forwards affordable housing.

The Department secured awards (pending) for \$2.8 million grant funds for the Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE) Project.

Special Districts executed an Exclusive Negotiating Agreement for the sale of County sanitation systems (not parks).

The Department presented the FY 2019-20 Special District Annual Report outlining a 7-year program to update fee schedules. Assessments for six (6) special districts were completed.

The Lake Enterprise Fund was limited to Lake Nacimiento; Basecamp is under contract to manage the Lake Nacimiento Resort.

Goal 7 Organizational Changes for Improved Efficiency and Effectiveness

Citygate Associates is investigating departmental operations, processes and organization.

A classification and compensation study of all road/traffic/bridge maintenance worker classifications is underway. A classification and compensation study to consolidate Parks Building and Grounds Workers and Rangers is also underway.

Budget Year Goals

Implement a County Facility and Asset Management Program.

Improve permit-processing efficiency by: 1) Updating all records in Accela to better communicate project status; 2) Refining on-line submittal process for building and planning permits; and 3) Improving the permit counter intake process and training for frontline staff.

Enhance communication and responsiveness with the decision-makers, clients, and public, using multiple strategies by: 1) Enhancing the Department website; 2) Increasing use of social media to deliver timely, up-to-date information; 3) Updating various pages of the Department website to improve information delivery; 4) Incorporating a Parks web-map on the website; 5) Adding Accela citizen access portal to the Monterey County Connect App; and 6) Implementing homegrown apps to track grants and agreements.

Improve Project Management by: 1) Ensuring adequate scope, budget, and project staging; 2) Identifying and addressing issues promptly; 3) Assigning a dedicated team to work on Long-Range Planning projects; and 4) Completing at least three (3) General Plan Implementation items.

Replace critical equipment including ten-wheel dump trucks.

Develop sustainable funding and programs by: 1) Assessing special districts; and 2) Adjusting fees for five (5) CSAs/CSDs.

Implement organizational changes for improved efficiency, effectiveness, and cost savings through completion of Citygate study.

Pending Issues

Since RMA was created in 2005, it has undergone multiple changes adding functions (departments) and reducing staffing levels. At the highest point, RMA had about 450 full time equivalents (FTE). The current staffing level for RMA is 283. RMA has realized significant efficiencies through restructuring but is still about 50 FTE short of what is needed to fulfill the expectations placed on RMA. For various reasons, RMA has run with an average 12% vacancy/attrition rate over the past five years, which magnifies the already challenging staffing conditions.

RMA is faced with about \$1.6 billion in deferred maintenance costs: Roads (\$700 million), Bridges (\$300 million), Road Appurtenances (\$500 million), Buildings (\$100 million) and Parks (\$15 million). The addition of Measure X and Senate Bill 1 (SB1) have provided much help for the Road Fund, but it is anticipated those funds will be significantly impacted as a result of COVID-19 since those funds rely on sales tax and gas sales.

Monterey County's Public Health Officers Shelter in Place Orders (Order) to slow the spread of the Novel Coronavirus (COVID-19) led to a significant decline in activities such as, construction, travel, and recreation. These activities generate tax (sales tax, transient occupancy tax) and permits (building, events) that affect General Fund and Road Fund revenues for RMA, and the County as a whole. RMA estimates General Fund and Road Fund revenues will decline as much as \$2.5 million and \$2.3 million, respectively, during the 4th quarter of FY 2019-20. The extent of the long-term economic impact is uncertain, and depends largely on when local, state and national Orders are lifted.

Prior to the COVID-19 pandemic:

Lake Nacimiento Resort and Operations Enterprise Fund was expected to end FY 2019-20 with a positive net position, which would allow for the replenishment of a portion of the restricted fund balances. This would have been the first year the Resort did not require a General Fund subsidy, which in the past ranged from \$1.5 million to \$3.0 million annually. However, the Lake was closed on April 1, 2020 due to COVID-19 and Easter is the start of the busy season that generates revenue for the park with Memorial Weekend being the busiest weekend. If the closure continues through June 30th, RMA estimates annual losses up to \$884,827 and no means to begin replenishing the restricted fund balance of \$854,324. Making the Fund whole would require a General Fund subsidy of \$1,739,151 in FY 2019-20.

The New Juvenile Hall project was issued a Notice to Proceed on April 24, 2017. The project was operationally divided into two phases where Phase I must be completed before Phase II begins. Phase 1 of the project is estimated to be completed by June 2020, which is behind schedule. Phase 2 is estimated to be completed one year following occupation of Phase 1. The project has expended all its contingency funding, while change orders continue to be submitted. Added project time has significantly increased soft costs for construction management, project management and architectural services. Project cost overrun for FY 2020-21 is currently estimated at \$4.5 million and no funding source has been identified.

The Fort Ord Reuse Authority (FORA), which serves as the regional coordination agency for the reuse and redevelopment of the former Fort Ord, will statutorily dissolve on June 30, 2020. The County agreed to accept over 2,980 acres of the former Fort Ord properties, the majority of which have been or will be ready to transfer by June 30, 2020. Upon its dissolution, several administrative and management responsibilities will be absorbed by RMA. Some or all of FORA's statutory tax increment (35% of tax revenue generated in former Fort Ord) will pass through to the County (38%), Successor Agencies (54%) and Other Taxing Entities (8%). The precise amount

of General Fund increase is not known at this time, as it will depend on any FORA debt that may remain post-dissolution and be deemed eligible for payment from FORA's tax increment.

Proposition 68 (Prop 68), the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018, was approved by voters in June 2018. Its purposes include creating parks, enhancing river parkways, and protecting coastal forests and wetlands. Funds are appropriated through the Legislature and granted to local governments on a per capita basis. The State has calculated Monterey County's per capita amount at \$2 million; however, the County must provide 20% match or \$400,000 to access these funds and no funding source has been identified. There are also additional opportunities to access funds through the competitive grant process.

Significant natural events that occurred in FY 2016-17, including the 2016 Soberanes Fire and 2017 Winter Storms damaged County roadways, lands, and infrastructure causing an estimated \$62.7 million in damages. Of 119 repair projects, 70 are eligible to receive FEMA, CalOES, or Federal Highway Administration (FHWA) funding to repair damaged infrastructure, providing up to 93 percent cost share. The Board has provided \$28.5 million (\$13.0 million cash match and \$15.5 million cash flow) for winter storm repair projects. Included in the cash flow allowance is \$11.8 million from Natividad Medical Centers (NMC) Capital Projects Fund, which was required to be repaid by April 2020. However, with the Road Fund receiving additional revenues as a result of Measure X and SB1, RMA was able to perform the winter storm projects without having to borrow funds from NMC. RMA has completed 39 projects at a cost of \$14.9 million and another 21 are underway with an estimated cost of \$18.5 million. FEMA and CalOES have provided time extensions on multiple projects in the past, but approval is not guaranteed. The Department is actively submitting time extensions for all eligible projects.

In February 2019, a storm system caused widespread damage and flooding in Monterey County. A total of 21 emergency response and repair projects were identified, with an estimated cost of \$4.3 million, in addition to the 2017 winter storm damage. Of the 21 projects, eight projects, totaling \$1.0 million in estimated repair costs, qualify for California Disaster Assistance Act (CDAA) funding and five projects, totaling \$335,000 in estimated repair costs, qualify for Federal Emergency Management Agency (FEMA) funding. Matching funds and cash flow for these projects have been provided by Road Fund revenues, such as, Highway Users Tax Account (HUTA), SB1 and TOT.

Policy Considerations

There are no Policy Considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Building Services (RMA011)	5,416,749	6,750,094	6,624,747	0	0	(6,750,094)	001	8170
Planning (RMA001)	4,285,651	4,169,107	4,333,179	0	0	(4,169,107)	001	8172
Architectural Services (RMA003)	485,205	0	0	0	0	0	001	8173
Facility Master Plan Projects (RMA014)	1,500	0	0	0	0	0	402	8174
Facility Master Plan Projects (RMA015)	59,498,479	15,794,032	34,256,884	15,057,473	7,626,214	(8,167,818)	404	8174
County Disposal Sites (RMA039)	181,218	206,979	376,695	364,714	364,714	157,735	001	8175
Facilities Maintenance (RMA006)	(694,395)	(1,216,846)	(176,168)	6,354,714	6,140,616	7,357,462	001	8176
Courier (RMA005)	1,486	0	0	0	0	0	001	8177
Mail (RMA005)	(13,261)	0	0	0	0	0	001	8178
Grounds (RMA006)	662,882	680,185	631,860	815,726	813,204	133,019	001	8181
Utilities (RMA098)	3,571,702	3,907,683	3,948,624	4,109,961	4,109,961	202,278	001	8182
Facilities Maintenance Projects (RMA004)	1,994,889	3,122,448	3,532,166	0	0	(3,122,448)	401	8184
Litter Control (RMA002)	470,567	578,989	362,309	584,000	582,826	3,837	001	8194
Road & Bridge Engineering (RMA012)	20,811,112	37,698,377	34,486,403	53,769,420	53,769,420	16,071,043	002	8195
Development Services (RMA010)	1,070,790	792,783	914,665	0	0	(792,783)	001	8196
County Sanitation District (RMA040)	1,270,717	899,471	1,346,248	1,447,503	1,197,503	298,032	151	8197
County Sanitation District (RMA045)	164,229	166,733	244,173	162,901	162,901	(3,832)	156	8197
County Sanitation District (RMA046)	98,079	86,655	267,811	453,096	453,096	366,441	157	8197
County Sanitation District (RMA091)	38,150	38,800	38,800	38,350	38,350	(450)	306	8197
County Sanitation District (RMA093)	35,250	34,650	34,650	0	0	(34,650)	310	8197
County Service Areas (RMA047)	14,935	28,808	13,337	116,791	116,791	87,983	051	8198
County Service Areas (RMA048)	19,723	56,790	119,687	80,349	80,349	23,559	052	8198
County Service Areas (RMA049)	0	192	0	1,000	1,000	808	053	8198
County Service Areas (RMA052)	127,143	174,832	200,292	270,745	270,745	95,913	056	8198
County Service Areas (RMA053)	4,690	9,413	50,392	10,199	10,199	786	057	8198
County Service Areas (RMA054)	816	1,087	1,024	1,200	1,200	113	058	8198
County Service Areas (RMA055)	4,788	6,188	6,625	6,985	6,985	797	059	8198
County Service Areas (RMA056)	6,794	16,176	13,716	16,245	16,245	69	060	8198
County Service Areas (RMA057)	908	3,087	2,955	8,087	8,087	5,000	061	8198
County Service Areas (RMA058)	51,498	67,653	61,942	37,914	37,914	(29,739)	062	8198

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Service Areas (RMA059)	2,058	3,552	3,420	8,611	8,611	5,059	063	8198
County Service Areas (RMA060)	1,381	12,203	3,248	26,200	26,200	13,997	064	8198
County Service Areas (RMA061)	567	1,523	1,508	15,000	15,000	13,477	065	8198
County Service Areas (RMA062)	58,149	11,341	18,154	16,894	16,894	5,553	066	8198
County Service Areas (RMA063)	1,114	7,534	7,186	9,000	9,000	1,466	067	8198
County Service Areas (RMA064)	1,114	2,180	1,155	5,980	5,980	3,800	068	8198
County Service Areas (RMA065)	7,231	10,453	10,238	25,220	25,220	14,767	069	8198
County Service Areas (RMA066)	7,304	3,873	2,186	6,373	6,373	2,500	070	8198
County Service Areas (RMA067)	713	1,715	1,624	1,715	1,715	0	071	8198
County Service Areas (RMA068)	16,839	18,385	18,294	77,857	77,857	59,472	072	8198
County Service Areas (RMA069)	3,139	18,739	12,717	44,207	44,207	25,468	073	8198
County Service Areas (RMA070)	23,186	37,470	31,695	133,355	133,355	95,885	074	8198
County Service Areas (RMA071)	36,252	28,405	60,480	46,897	46,897	18,492	075	8198
County Service Areas (RMA072)	23,218	48,763	88,943	58,392	58,392	9,629	076	8198
County Service Areas (RMA073)	38,281	484,812	119,879	556,681	556,681	71,869	077	8198
County Service Areas (RMA074)	7,499	14,362	43,917	82,363	82,363	68,001	078	8198
County Service Areas (RMA075)	845	3,331	32,931	44,170	44,170	40,839	079	8198
County Service Areas (RMA076)	919	8,139	7,633	29,170	29,170	21,031	080	8198
County Service Areas (RMA077)	505	1,139	1,055	7,500	7,500	6,361	081	8198
County Service Areas (RMA078)	2,763	3,203	52,623	44,170	44,170	40,967	082	8198
County Service Areas (RMA079)	287	3,384	2,947	4,000	4,000	616	083	8198
County Service Areas (RMA080)	512	1,139	1,055	1,500	1,500	361	084	8198
County Service Areas (RMA081)	2,007	2,785	2,701	19,212	19,212	16,427	085	8198
County Service Areas (RMA082)	530	3,639	3,433	22,500	22,500	18,861	086	8198
County Service Areas (RMA083)	20,469	16,914	12,365	15,951	15,951	(963)	087	8198
County Service Areas (RMA084)	6,991	38,466	25,849	26,885	26,885	(11,581)	088	8198
County Service Areas (RMA085)	396	1,825	1,705	12,500	12,500	10,675	089	8198

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Service Areas (RMA087)	1,806	2,075	1,955	20,000	20,000	17,925	091	8198
County Service Areas (RMA088)	164,742	147,662	165,569	187,399	187,399	39,737	093	8198
County Service Areas (RMA090)	15,930	15,240	15,239	15,506	15,506	266	312	8198
RMA Administration (RMA013)	4,035,307	5,922,058	5,660,235	5,027,274	4,235,136	(1,686,922)	001	8222
Roads & Bridges- Maintenance (RMA012)	12,470,106	16,883,612	16,428,486	15,843,923	15,325,324	(1,558,288)	002	8443
Environmental Services (RMA099)	1,103,351	1,638,265	1,335,995	0	0	(1,638,265)	001	8444
Capital Projects (RMA014)	1,322,214	1,008,655	3,702,688	6,555,781	6,555,781	5,547,126	402	8468
Special District Administration (RMA100)	(10,198)	0	0	0	(1,422)	(1,422)	001	8469
Park Operations (RMA006)	3,175,318	0	0	0	0	0	001	8475
Fish & Game Propagation (RMA101)	33,074	31,843	42,391	38,775	38,775	6,932	006	8476
Lake Operations (RMA102)	6,525,324	4,393,198	4,202,108	4,157,487	3,657,487	(735,711)	452	8477
Property Management (RMA103)	339,254	0	0	0	0	0	001	8481
Parks Operations (RMA104)	0	4,764,810	6,415,972	8,177,033	5,592,435	827,625	001	8510
E Garrison Public Financing Authority (RMA105)	0	55,000	11,943,107	71,015	71,015	16,015	180	8521
East Garrison Community Services District (RMA106)	0	1,240,620	2,537,151	2,224,846	2,224,846	984,226	181	8522
East Garrison Development Reimbursement (RMA107)	0	304,000	238,031	300,000	300,000	(4,000)	182	8523
East Garrison Project (RMA109)	0	3,293,974	3,293,974	2,116,000	2,116,000	(1,177,974)	406	8525
Building Services (RMA110)	0	0	0	7,334,497	6,973,931	6,973,931	001	8528
Planning (RMA110)	0	0	0	4,971,270	3,546,710	3,546,710	001	8529
Development Services (RMA110)	0	0	0	952,761	945,408	945,408	001	8530
Environmental Services (RMA110)	0	0	0	2,179,591	1,843,509	1,843,509	001	8531
Subtotal	129,022,787	114,564,652	148,244,858	145,222,834	130,798,463	16,233,811		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Building Services	\$5,416,749	\$6,750,094	\$6,624,747	—	—	\$(6,750,094)
Planning	\$4,285,651	\$4,169,107	\$4,333,179	—	—	\$(4,169,107)
Architectural Services	\$485,205	—	—	—	—	—
Facility Master Plan Projects	\$59,499,979	\$15,794,032	\$34,256,884	\$15,057,473	7,626,214	\$(8,167,818)
County Disposal Sites	\$181,218	\$206,979	\$376,695	\$364,714	364,714	\$157,735
Facilities Maintenance	\$(694,395)	\$(1,216,846)	\$(176,168)	\$6,354,714	6,140,616	\$7,357,462
Courier	\$1,486	—	—	—	—	—
Mail	\$(13,261)	—	—	—	—	—
Grounds	\$662,882	\$680,185	\$631,860	\$815,726	813,204	\$133,019
Utilities	\$3,571,702	\$3,907,683	\$3,948,624	\$4,109,961	4,109,961	\$202,278
Facilities Maintenance Projects	\$1,994,889	\$3,122,448	\$3,532,166	—	—	\$(3,122,448)
Litter Control	\$470,567	\$578,989	\$362,309	\$584,000	582,826	\$3,837
Road & Bridge Engineering	\$20,811,112	\$37,698,377	\$34,486,403	\$53,769,420	53,769,420	\$16,071,043
Development Services	\$1,070,790	\$792,783	\$914,665	—	—	\$(792,783)
County Sanitation District	\$1,606,426	\$1,226,309	\$1,931,682	\$2,101,850	1,851,850	\$625,541
County Service Areas	\$678,040	\$1,318,477	\$1,221,674	\$2,114,723	2,114,723	\$796,246
RMA Administration	\$4,035,307	\$5,922,058	\$5,660,235	\$5,027,274	4,235,136	\$(1,686,922)
Roads & Bridges- Maintenance	\$12,470,106	\$16,883,612	\$16,428,486	\$15,843,923	15,325,324	\$(1,558,288)
Environmental Services	\$1,103,351	\$1,638,265	\$1,335,995	—	—	\$(1,638,265)
Capital Projects	\$1,322,214	\$1,008,655	\$3,702,688	\$6,555,781	6,555,781	\$5,547,126
Special District Administration	\$(10,198)	—	—	—	(1,422)	\$(1,422)
Park Operations	\$3,175,318	—	—	—	—	—
Fish & Game Propagation	\$33,074	\$31,843	\$42,391	\$38,775	38,775	\$6,932
Lake Operations	\$6,525,324	\$4,393,198	\$4,202,108	\$4,157,487	3,657,487	\$(735,711)
Property Management	\$339,254	—	—	—	—	—
Parks Operations	—	\$4,764,810	\$6,415,972	\$8,177,033	5,592,435	\$827,625
E Garrison Public Financing Authority	—	\$55,000	\$11,943,107	\$71,015	71,015	\$16,015
East Garrison Community Services District	—	\$1,240,620	\$2,537,151	\$2,224,846	2,224,846	\$984,226
East Garrison Development Reimbursement	—	\$304,000	\$238,031	\$300,000	300,000	\$(4,000)
East Garrison Project	—	\$3,293,974	\$3,293,974	\$2,116,000	2,116,000	\$(1,177,974)
Building Services	—	—	—	\$7,334,497	6,973,931	\$6,973,931
Planning	—	—	—	\$4,971,270	3,546,710	\$3,546,710
Development Services	—	—	—	\$952,761	945,408	\$945,408
Environmental Services	—	—	—	\$2,179,591	1,843,509	\$1,843,509
Subtotal	\$129,022,787	\$114,564,652	\$148,244,858	\$145,222,834	130,798,463	\$16,233,811

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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	2.00	1.00	(1.00)
14A11	PROJECT MANAGER II	6.00	5.00	5.00	0.00
14A12	PROJECT MANAGER III	2.00	4.00	4.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14C30	MANAGEMENT ANALYST II	7.00	10.00	12.00	2.00
14C31	MANAGEMENT ANALYST III	4.00	4.00	4.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	2.00	2.00	1.00	(1.00)
14G02	MANAGEMENT ANALYST I	3.00	1.00	1.00	0.00
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	5.00	5.00	0.00
14K63	CHIEF OF FACILITIES	0.00	0.00	1.00	1.00
14K70	CHIEF OF PARKS	0.00	1.00	1.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	2.00	1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	0.00	0.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	0.00	0.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	0.00	0.00	0.00
16G24	GIS ANALYST II	1.00	0.00	0.00	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
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	2.00	2.00	3.00	1.00
30D21	BUILDING INSPECTOR II	6.00	6.00	6.00	0.00
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	1.00	0.00
30D25	CHIEF OF BUILDING SERVICES	1.00	1.00	1.00	0.00
30D31	CHIEF OF PUBLIC WORKS	2.00	2.00	1.00	(1.00)
34P26	CODE COMPLIANCE INSPECTOR II	4.00	5.00	6.00	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	8.00	10.00	2.00
41A20	CIVIL ENGINEER	3.00	4.00	4.00	0.00
41A22	SENIOR CIVIL ENGINEER	3.00	3.00	4.00	1.00
41A87	CHIEF OF SURVEYS	1.00	1.00	1.00	0.00
41B21	BUILDING PLANS EXAMINER	4.00	4.00	4.00	0.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	1.00	0.00	(1.00)
41C02	WATER RESOURCES HYDROLOGIST	2.00	3.00	3.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41F11	ASSOCIATE PLANNER	11.00	10.00	10.00	0.00
41F22	SENIOR PLANNER	4.00	4.00	4.00	0.00
41F23	SUPERVISING PLANNER	1.00	2.00	2.00	0.00
41F85	PARKS PLANNING MANAGER	1.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
43A22	ENGINEERING AIDE III	2.00	2.00	2.00	0.00
43A23	ENGINEERING TECHNICIAN	6.00	5.00	4.00	(1.00)
43B03	WATER RESOURCES TECHNICIAN	2.00	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	0.00	0.00	0.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	1.00	0.00
68A41	COUNTY PARK RANGER II	3.00	2.00	2.00	0.00
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
68E01	COUNTY PARK RANGER MANAGER	1.00	0.00	0.00	0.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	4.00	0.00	0.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00	3.00	3.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	8.00	9.00	9.00	0.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	2.00	3.00	3.00	0.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00	3.00	3.00	0.00
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	4.00	4.00	0.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74D85	MAINTENANCE MANAGER	2.00	2.00	2.00	0.00
74E11	BRIDGE MAINTENANCE WORKER	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	0.00	0.00	0.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00	0.00	0.00	0.00
80A31	SECRETARY	6.00	6.00	6.00	0.00
80A32	SENIOR SECRETARY	3.00	3.00	3.00	0.00
80A33	ADMINISTRATIVE SECRETARY	3.00	3.00	3.00	0.00
80E01	OFFICE ASSISTANT I	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	17.00	17.00	13.00	(4.00)
80E22	OFFICE ASSISTANT III	1.00	1.00	3.00	2.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00	1.00	1.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	0.00	1.00	0.00	(1.00)
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	7.00	2.00
80J30	ACCOUNTING TECHNICIAN	3.00	4.00	5.00	1.00
80O22	MAILROOM CLERK	1.50	0.00	0.00	0.00
80O23	SENIOR MAILROOM CLERK	1.00	0.00	0.00	0.00
Total		281.50	277.00	283.00	6.00

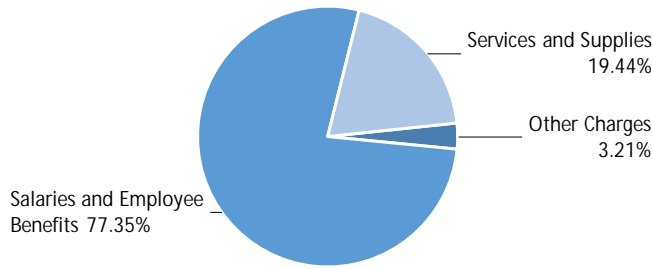
Augmentation Requests

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
3000	3000-8174-404-AUG38	Parking Citations- Consultant	Contribution to Other Funds	60,000	-		-
3000	3000-8176-001-AUG43	Security Guard	New Mandated Program/Service	184,000	-		-
3000	3000-8222-001-AUG06	Associate Planner (FORA)	Request New Position	149,942	1.00		-
3000	3000-8222-001-AUG14	Management Analyst II (FORA)	Request New Position	152,991	1.00		-
3000	3000-8222-001-AUG47	Senior Personnel Analyst	Request New Position	112,255	1.00		-
3000	3000-8469-001-AUG05	Accounting Technician	Request New Position	-	1.00	-	1.00
3000	3000-8510-001-AUG11	FORHA Plan	New Mandated Program/Service	50,000	-		-
3000	3000-8510-001-AUG17	Parks Services Aid	Request New Position	80,678	-		-
3000	3000-8510-001-AUG18	Parks Services Aid	Request New Position	80,678	-		-
3000	3000-8510-001-AUG19	Parks Services Aid	Request New Position	80,678	-		-
3000	3000-8510-001-AUG20	Parks Services Aid	Request New Position	80,678	-		-
3000	3000-8510-001-AUG21	Parks Services Aid	Request New Position	80,678	-		-
3000	3000-8510-001-AUG22	Parks Buildings and Grounds Worker II	Request New Position	89,210	1.00		-
3000	3000-8510-001-AUG24	Match Funding for Prop 68 Per Capita Grant 20%	Capital Improvements	400,000	-		-
3000	3000-8510-001-AUG27	Temps- Lake San Antonio Park Services Aide II (7 at 50%)	Request New Position	278,534	-		-
3000	3000-8510-001-AUG29	Special Events Manager/ RMA-Parks	Request New Position	150,441	1.00		-
3000	3000-8510-001-AUG36	LSA Operations	New Program/Service	854,863	-		-
3000	3000-8528-001-AUG09	Code Compliance Inspector II	Request New Position	130,084	1.00		-
3000	3000-8528-001-AUG35	Office Assistant II	Request New Position	78,731	1.00		-
3000	3000-8529-001-AUG01	Associate Planners (3)	Request New Position	149,936	1.00		-
3000	3000-8529-001-AUG02	Associate Planner	Request New Position	-	1.00		-
3000	3000-8529-001-AUG23	Contract Plan Check and Inspections Services	Status Quo Other	500,000	-		-
3000	3000-8529-001-AUG25	Fire Fuel Mitigation Program	New Program/Service	60,000	-		-

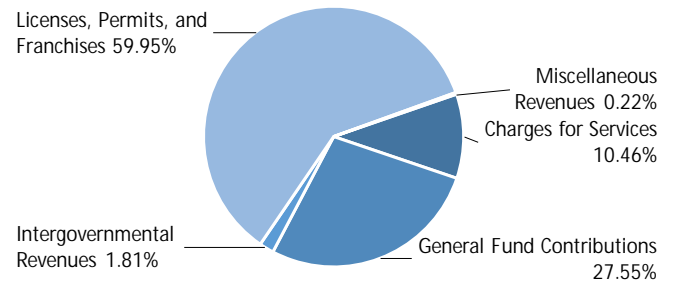
3000	3000-8529-001-AUG26	Salinas Valley Groundwater Basin (SVGB) Investigation	Contribution to Other Funds	156,743	-	-	-
3000	3000-8529-001-AUG45	Associate Planner	Request New Position	-	1.00	-	-
3000	3000-8529-001-AUG46	Planning On-Call Services	New Program/Service	200,000	-	-	-
3000	3000-8531-001-AUG03	Associate Water Resources Hydrologist	Request New Position	175,801	1.00	-	-
3000	3000-8531-001-AUG10	Consultant Services for Floodplain Management Plan	New Mandated Program/Service	150,000	-	-	-
3000	3000-8531-001-AUG37	Integrated Regional Water Management Program Membership IRWM	Contribution to Other Funds	5,000	-	-	-
3000	3000-8195-002-AUG04	Finance Manager I	Request New Position	-	1.00	-	1.00
3000	3000-8195-002-AUG15	Management Analyst II (ROAD)	Request New Position	-	1.00	-	1.00
3000	3000-8195-002-AUG28	Senior Account Clerk (Roads)	Request New Position	-	1.00	-	1.00
3000	3000-8443-002-AUG07	STATUS QUO-Other Carmel Lagoon Sandbar Mgmnt & Flood Prevent	Status Quo Other	110,000	-	-	-
3000	3000-8197-151-AUG12	CAPITAL IMPROVEMENTS	Capital Improvements	207,500	-	-	-
3000	3000-8197-151-AUG13	County Sanitation Systems Boronda CSD	Capital Improvements	42,500	-	-	-
3000	3000-8174-404-AUG08	Carmel Lagoon Scenic Road Protective Structure (SRPS) / Eco	Capital Improvements	318,924	-	-	-
3000	3000-8174-404-AUG12	Homeless Shelter	Capital Improvements	318,154	-	-	-
3000	3000-8174-404-AUG39	New Juvenile Hall Project	Contribution to Other Funds	3,478,043	-	-	-
3000	3000-8174-404-AUG40	Parking Structure Design (Church at Gabilan)	Capital Improvements	1,600,000	-	-	-
3000	3000-8174-404-AUG41	Temporary Parking Church at Gabilan	Capital Improvements	1,405,569	-	-	-
3000	3000-8174-404-AUG44	Temporary Parking Option 2 (Church at Gabilan)	Capital Improvements	310,569	-	-	-
3000	3000-8174-404-AUG50	Jail Sewer Lift Station	Capital Improvements	800,000	-	800,000	-
3000	3000-8174-404-AUG51	Jail Water Softener	Capital Improvements	120,000	-	120,000	-
3000	3000-8477-452-AUG16	Boats (13)	Contribution to Other Funds	500,000	-	-	-
Grand Total:				13,703,180	15.00	920,000	4.00

Land Use-Community Services

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$10,059,497	\$10,289,418	\$9,788,333	\$11,250,437	\$10,294,732	\$5,314
Services and Supplies	\$3,072,305	\$3,212,176	\$3,578,596	\$3,759,798	\$2,586,942	\$(625,234)
Other Charges	\$(1,255,261)	\$(151,345)	\$(200,169)	\$427,884	\$427,884	\$579,229
Capital Assets	—	—	\$41,826	—	—	—
Subtotal	\$11,876,540	\$13,350,249	\$13,208,586	\$15,438,119	\$13,309,558	\$(40,691)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$7,091,202	\$7,437,402	\$7,361,812	\$8,278,916	\$7,979,032	\$541,630
Intergovernmental Revenues	\$81,055	\$91,000	\$241,000	\$241,000	\$241,000	\$150,000
Charges for Services	\$2,267,179	\$1,606,036	\$1,349,743	\$1,392,616	\$1,392,616	\$(213,420)
Miscellaneous Revenues	\$29,422	\$23,835	\$23,835	\$29,734	\$29,734	\$5,899
Other Financing Sources	\$358,727	—	—	—	—	—
Subtotal	\$9,827,585	\$9,158,273	\$8,976,390	\$9,942,266	\$9,642,382	\$484,109
General Fund Contributions	\$2,048,955	\$4,191,976	\$4,232,196	\$5,495,853	\$3,667,176	\$(524,800)
Total Source of Funds	\$11,876,540	\$13,350,249	\$13,208,586	\$15,438,119	\$13,309,558	\$(40,691)

Description

The Land Use and Community Development Division is comprised of: Building Services, Environmental Services, Planning Services, and Development Services. This Division is lead for developing and implementing land use policies, development regulations, and development review in the unincorporated areas of the County. There

are three units that coordinate responsibilities for: permit processing, land use entitlements, construction permits, inspection services, code compliance, subdivisions, grading/drainage, National Pollutant Discharge Elimination Systems (NPDES) and Areas of Special Biological Significance (ASBS) storm water permit regulations, historic resources/Mills Act, airport land use, park planning/Quimby Act, environmental review (CEQA/NEPA), and special events.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Building Services (RMA011)	5,416,749	6,750,094	6,624,747	0	0	(6,750,094)	001	8170
Planning (RMA001)	4,285,651	4,169,107	4,333,179	0	0	(4,169,107)	001	8172
Development Services (RMA010)	1,070,790	792,783	914,665	0	0	(792,783)	001	8196
Environmental Services (RMA099)	1,103,351	1,638,265	1,335,995	0	0	(1,638,265)	001	8444

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Building Services (RMA110)	0	0	0	7,334,497	6,973,931	6,973,931	001	8528
Planning (RMA110)	0	0	0	4,971,270	3,546,710	3,546,710	001	8529
Development Services (RMA110)	0	0	0	952,761	945,408	945,408	001	8530
Environmental Services (RMA110)	0	0	0	2,179,591	1,843,509	1,843,509	001	8531
Subtotal	11,876,540	13,350,249	13,208,586	15,438,119	13,309,558	(40,691)		

Building Services

(Budget Unit 8170—Fund 001—Appropriation Unit RMA011)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$5,498,580	\$5,535,031	\$5,405,191	—	—	\$(5,535,031)
Services and Supplies	\$682,934	\$1,067,103	\$1,124,576	—	—	\$(1,067,103)
Other Charges	\$(764,765)	\$147,960	\$53,154	—	—	\$(147,960)
Capital Assets	—	—	\$41,826	—	—	—
Subtotal	\$5,416,749	\$6,750,094	\$6,624,747	—	—	\$(6,750,094)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$4,915,426	\$5,320,202	\$5,243,892	—	—	\$(5,320,202)
Charges for Services	\$455,262	\$551,596	\$522,428	—	—	\$(551,596)
Miscellaneous Revenues	\$29,369	\$23,659	\$23,659	—	—	\$(23,659)
Other Financing Sources	\$358,727	—	—	—	—	—
Subtotal	\$5,758,785	\$5,895,457	\$5,789,979	—	—	\$(5,895,457)
General Fund Contributions	\$(342,036)	\$854,637	\$834,768	—	—	\$(854,637)
Total Source of Funds	\$5,416,749	\$6,750,094	\$6,624,747	—	—	\$(6,750,094)

Unit Description

Beginning FY 2020-21, Building Services Unit 8170, Planning Unit 8172, Development Services Unit 8196 and Environmental Services

Unit 8444 were consolidated under one appropriation unit (RMA110). Building Services Unit 8170 is now reported under unit Building Services-8528.

Planning

(Budget Unit 8172—Fund 001—Appropriation Unit RMA001)

Use of Funds

Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,641,983	\$2,655,241	\$2,654,646	—	—	\$(2,655,241)
Services and Supplies	\$1,959,601	\$1,607,606	\$1,788,223	—	—	\$(1,607,606)
Other Charges	\$(315,933)	\$(93,740)	\$(109,690)	—	—	\$93,740
Subtotal	\$4,285,651	\$4,169,107	\$4,333,179	—	—	\$(4,169,107)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$1,457,207	\$1,345,848	\$1,353,031	—	—	\$(1,345,848)
Intergovernmental Revenues	\$81,055	\$91,000	\$241,000	—	—	\$(91,000)
Charges for Services	\$1,394,368	\$174,697	\$154,737	—	—	\$(174,697)
Miscellaneous Revenues	\$129	\$76	\$76	—	—	\$(76)
Subtotal	\$2,932,759	\$1,611,621	\$1,748,844	—	—	\$(1,611,621)
General Fund Contributions	\$1,352,891	\$2,557,486	\$2,584,335	—	—	\$(2,557,486)
Total Source of Funds	\$4,285,651	\$4,169,107	\$4,333,179	—	—	\$(4,169,107)

Unit Description

Beginning FY 2020-21, Building Services Unit 8170, Planning Unit 8172, Development Services Unit 8196 and Environmental Services

Unit 8444 were consolidated under one appropriation unit (RMA110). Planning Unit 8172 is now reported under Planning - Unit 8529.

Development Services

(Budget Unit 8196—Fund 001—Appropriation Unit RMA010)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,213,738	\$975,103	\$910,355	—	—	\$(975,103)
Services and Supplies	\$63,291	\$69,639	\$196,106	—	—	\$(69,639)
Other Charges	\$(206,240)	\$(251,959)	\$(191,796)	—	—	\$251,959
Subtotal	\$1,070,790	\$792,783	\$914,665	—	—	\$(792,783)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$150,297	\$142,212	\$135,682	—	—	\$(142,212)
Charges for Services	\$416,075	\$405,742	\$401,884	—	—	\$(405,742)
Miscellaneous Revenues	\$(76)	\$100	\$100	—	—	\$(100)
Subtotal	\$566,296	\$548,054	\$537,666	—	—	\$(548,054)
General Fund Contributions	\$504,494	\$244,729	\$376,999	—	—	\$(244,729)
Total Source of Funds	\$1,070,790	\$792,783	\$914,665	—	—	\$(792,783)

Unit Description

Beginning FY 2020-21, Building Services Unit 8170, Planning Unit 8172, Development Services Unit 8196 and Environmental Services

Unit 8444 were consolidated under one appropriation unit (RMA110). Development Services Unit 8196 is now reported under Building Services - Unit 8530.

Environmental Services

(Budget Unit 8444—Fund 001—Appropriation Unit RMA099)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$705,195	\$1,124,043	\$818,141	—	—	\$(1,124,043)
Services and Supplies	\$366,479	\$467,828	\$469,691	—	—	\$(467,828)
Other Charges	\$31,677	\$46,394	\$48,163	—	—	\$(46,394)
Subtotal	\$1,103,351	\$1,638,265	\$1,335,995	—	—	\$(1,638,265)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$568,272	\$629,140	\$629,207	—	—	\$(629,140)
Charges for Services	\$1,473	\$474,001	\$270,694	—	—	\$(474,001)
Subtotal	\$569,745	\$1,103,141	\$899,901	—	—	\$(1,103,141)
General Fund Contributions	\$533,606	\$535,124	\$436,094	—	—	\$(535,124)
Total Source of Funds	\$1,103,351	\$1,638,265	\$1,335,995	—	—	\$(1,638,265)

Unit Description

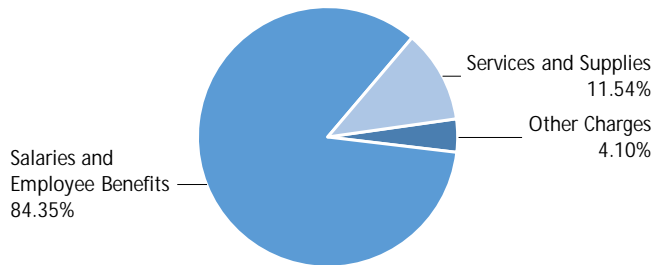
Beginning FY 2020-21, Building Services Unit 8170, Planning Unit 8172, Development Services Unit 8196 and Environmental Services

Unit 8444 were consolidated under one appropriation unit (RMA110). Environmental Services Unit 8444 is now reported under Environmental Services - Unit 8531.

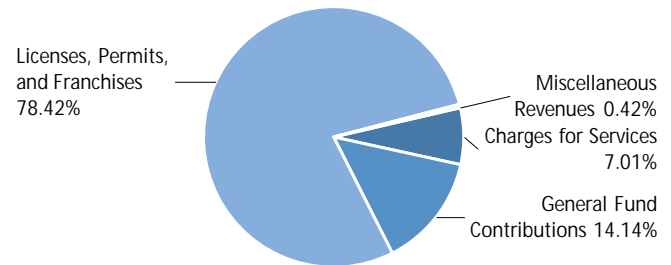
Building Services

(Budget Unit 8528—Fund 001—Appropriation Unit RMA110)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	\$6,212,873	\$5,882,789	\$5,882,789
Services and Supplies	—	—	—	\$835,584	\$805,102	\$805,102
Other Charges	—	—	—	\$286,040	\$286,040	\$286,040
Subtotal	—	—	—	\$7,334,497	\$6,973,931	\$6,973,931

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	—	—	—	\$5,468,989	\$5,468,989	\$5,468,989
Charges for Services	—	—	—	\$489,213	\$489,213	\$489,213
Miscellaneous Revenues	—	—	—	\$29,558	\$29,558	\$29,558
Subtotal	—	—	—	\$5,987,760	\$5,987,760	\$5,987,760
General Fund Contributions	—	—	—	\$1,346,737	\$986,171	\$986,171
Total Source of Funds	—	—	—	\$7,334,497	\$6,973,931	\$6,973,931

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 FY 2020-21 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	6.00

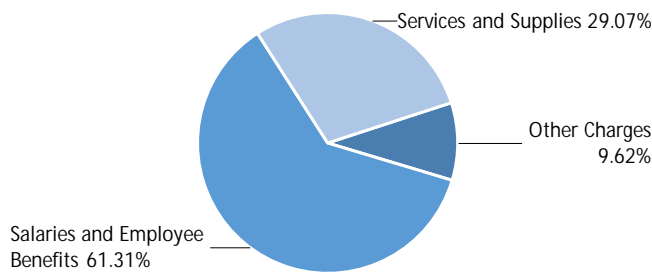
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00
41A22	SENIOR CIVIL ENGINEER	1.00
41B21	BUILDING PLANS EXAMINER	4.00
41F23	SUPERVISING PLANNER	1.00
43C10	PERMIT TECHNICIAN I	3.00
43C11	PERMIT TECHNICIAN II	5.00
43C12	PERMIT TECHNICIAN III	1.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E01	OFFICE ASSISTANT I	2.00
80E21	OFFICE ASSISTANT II	10.00
80E22	OFFICE ASSISTANT III	3.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
	Total	55.00

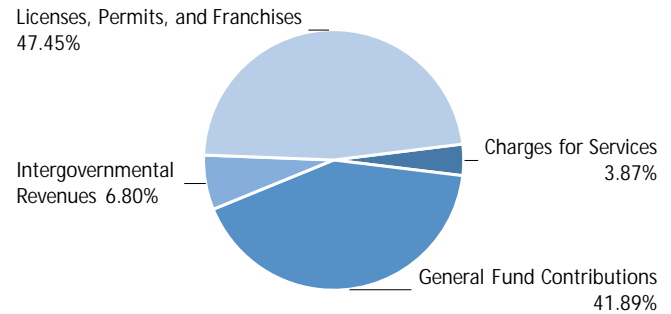
Planning

(Budget Unit 8529—Fund 001—Appropriation Unit RMA110)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	\$2,624,290	\$2,174,470	\$2,174,470
Services and Supplies	—	—	—	\$2,005,797	\$1,031,057	\$1,031,057
Other Charges	—	—	—	\$341,183	\$341,183	\$341,183
Subtotal	—	—	—	\$4,971,270	\$3,546,710	\$3,546,710

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	—	—	—	\$1,982,724	\$1,682,840	\$1,682,840
Intergovernmental Revenues	—	—	—	\$241,000	\$241,000	\$241,000
Charges for Services	—	—	—	\$137,261	\$137,261	\$137,261
Miscellaneous Revenues	—	—	—	\$76	\$76	\$76
Subtotal	—	—	—	\$2,361,061	\$2,061,177	\$2,061,177
General Fund Contributions	—	—	—	\$2,610,209	\$1,485,533	\$1,485,533
Total Source of Funds	—	—	—	\$4,971,270	\$3,546,710	\$3,546,710

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.

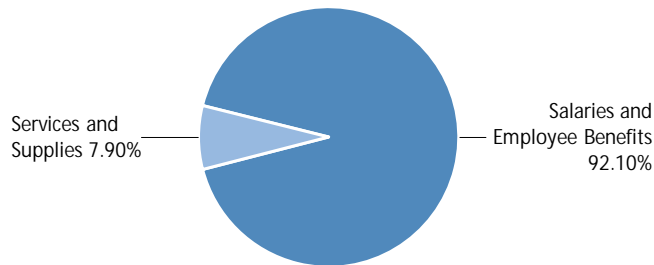
Recommended FY 2020-21 Positions

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	4.00
41F23	SUPERVISING PLANNER	1.00
	Total	19.00

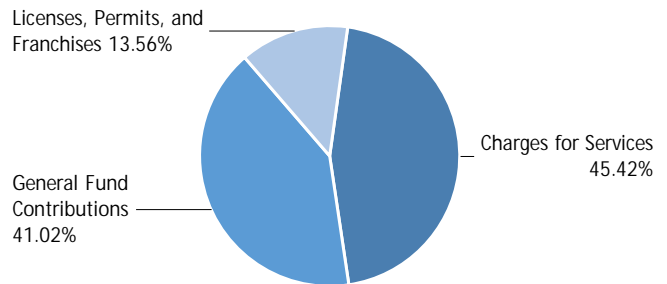
Development Services

(Budget Unit 8530—Fund 001—Appropriation Unit RMA110)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	\$1,086,983	\$1,086,983	\$1,086,983
Services and Supplies	—	—	—	\$100,528	\$93,175	\$93,175
Other Charges	—	—	—	\$(234,750)	\$(234,750)	\$(234,750)
Subtotal	—	—	—	\$952,761	\$945,408	\$945,408

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	—	—	—	\$128,226	\$128,226	\$128,226
Charges for Services	—	—	—	\$429,326	\$429,326	\$429,326
Miscellaneous Revenues	—	—	—	\$100	\$100	\$100
Subtotal	—	—	—	\$557,652	\$557,652	\$557,652
General Fund Contributions	—	—	—	\$395,109	\$387,756	\$387,756
Total Source of Funds	—	—	—	\$952,761	\$945,408	\$945,408

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.

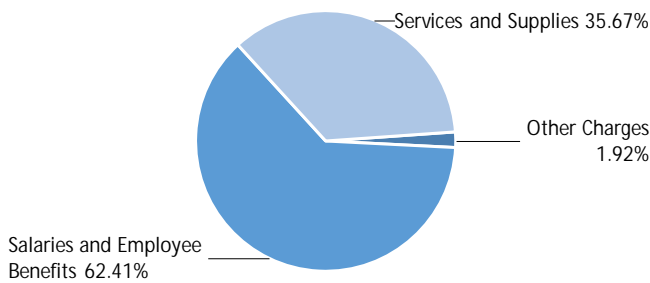
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
41A10	ASSISTANT ENGINEER	3.00
41A20	CIVIL ENGINEER	1.00
41A87	CHIEF OF SURVEYS	1.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	2.00
Total		8.00

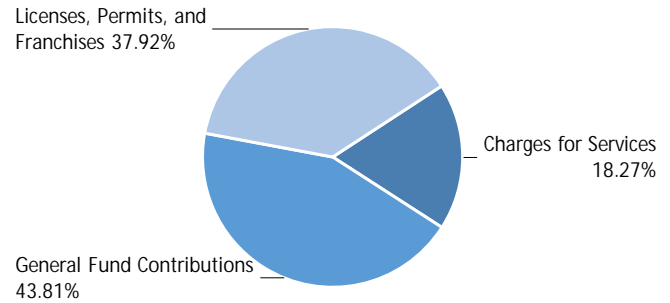
Environmental Services

(Budget Unit 8531—Fund 001—Appropriation Unit RMA110)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	\$1,326,291	\$1,150,490	\$1,150,490
Services and Supplies	—	—	—	\$817,889	\$657,608	\$657,608
Other Charges	—	—	—	\$35,411	\$35,411	\$35,411
Subtotal	—	—	—	\$2,179,591	\$1,843,509	\$1,843,509

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	—	—	—	\$698,977	\$698,977	\$698,977
Charges for Services	—	—	—	\$336,816	\$336,816	\$336,816
Subtotal	—	—	—	\$1,035,793	\$1,035,793	\$1,035,793
General Fund Contributions	—	—	—	\$1,143,798	\$807,716	\$807,716
Total Source of Funds	—	—	—	\$2,179,591	\$1,843,509	\$1,843,509

Unit Description

Environmental Services consolidates development review responsibilities for grading, erosion control, floodplain management, and storm water management. Staff conduct site inspections throughout the construction process to ensure code compliance. Environmental Services is also responsible for implementing activities associated with 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: Water Quality Monitoring Program, 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. When the Water Resources Agency land use functions were transferred to the RMA, beginning FY 2019-20,

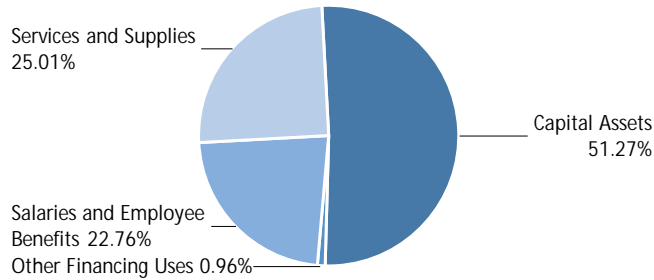
Environmental Services responsibilities were expanded to include administration of the National Flood Insurance Program (NFIP). The Unit was also tasked with providing technical support to RMA-Special Projects in their administration of the NFIP Community Rating System activities.

Recommended FY 2020-21 Positions

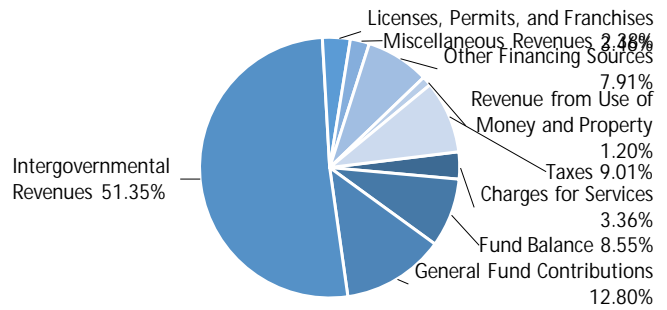
Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
41A20	CIVIL ENGINEER	1.00
41C02	WATER RESOURCES HYDROLOGIST	3.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00
43B03	WATER RESOURCES TECHNICIAN	2.00
Total		8.00

Public Works/Facilities

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$11,444,496	\$18,135,752	\$16,827,935	\$20,275,554	\$19,326,550	\$1,190,798
Services and Supplies	\$17,476,054	\$24,602,048	\$26,292,005	\$23,611,666	\$21,239,679	\$(3,362,369)
Other Charges	\$(4,042,104)	\$(8,654,505)	\$(7,781,400)	\$(2,688,057)	\$(2,688,057)	\$5,966,448
Capital Assets	\$8,841,826	\$25,305,832	\$22,810,322	\$43,530,079	\$43,530,079	\$18,224,247
Other Financing Uses	—	—	—	\$815,574	\$815,574	\$815,574
Subtotal	\$33,720,272	\$59,389,127	\$58,148,862	\$85,544,816	\$82,223,825	\$22,834,698

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$9,525,367	\$7,672,989	\$7,357,194	\$7,406,000	\$7,406,000	\$(266,989)
Licenses, Permits, and Franchises	\$(197,720)	\$1,000,000	\$299,185	\$2,843,793	\$2,843,793	\$1,843,793
Fines, Forfeitures, and Penalties	\$19,383	\$22,923	\$16,316	\$22,833	\$22,833	\$(90)
Revenue from Use of Money & Property	\$179,776	\$551,805	\$817,997	\$982,504	\$982,504	\$430,699
Intergovernmental Revenues	\$29,166,057	\$39,679,924	\$38,248,037	\$42,210,056	\$42,210,056	\$2,530,132
Charges for Services	\$1,197,889	\$2,810,880	\$2,743,740	\$2,758,711	\$2,758,711	\$(52,169)
Miscellaneous Revenues	\$312,566	\$2,697,630	\$1,338,768	\$1,956,598	\$1,956,598	\$(741,032)
Other Financing Sources	\$5,420,308	\$7,404,248	\$8,374,389	\$6,907,096	\$6,498,497	\$(905,751)
Subtotal	\$45,623,625	\$61,840,399	\$59,195,626	\$65,087,591	\$64,678,992	\$2,838,593
Fund Balance	\$(12,112,952)	\$(4,787,680)	\$(4,330,803)	\$7,027,142	\$6,917,142	\$11,704,822
General Fund Contributions	\$209,598	\$2,336,408	\$3,284,039	\$13,430,083	\$10,627,691	\$8,291,283
Total Source of Funds	\$33,720,272	\$59,389,127	\$58,148,862	\$85,544,816	\$82,223,825	\$22,834,698

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.

Public Works is responsible for designing, building and maintaining the County's roadway infrastructure that consists of 1,250 miles of

County Roads, 175 County maintained bridges and road appurtenances (signs, striping, traffic signals, etc.).

Facilities is responsible for designing, building and maintaining 2 million square feet of County-owned facilities. In addition, the County leases 437,000 square feet of building space.

Parks administers, maintains and operates 30,130 acres of Regional Park and Open Space lands, including: Royal Oaks, Manzanita, Jacks

Peak, Toro, and San Lorenzo. Monterey County leases lands from Monterey County Water Resources Agency for park operations at Lake San Antonio and Lake Nacimiento. Lake Nacimiento, physically located in San Luis Obispo County, is managed through a 3rd party contract with Basecamp. North County Youth Association

leases and manages a portion of Manzanita Park. Laguna Seca Raceway, including the shooting range, is maintained through the County Administrative Office. The parks system benefits the community by providing locations for a vast assortment of outdoor recreational activities.

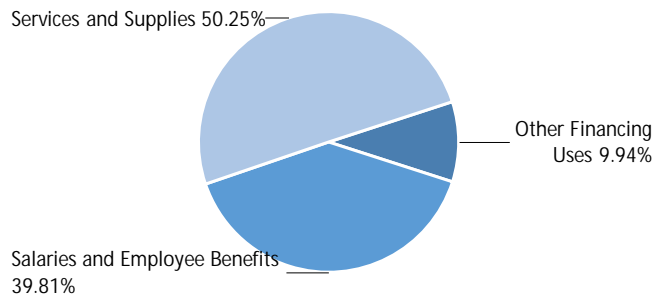
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Architectural Services (RMA003)	485,205	0	0	0	0	0	001	8173
Facilities Maintenance (RMA006)	(694,395)	(1,216,846)	(176,168)	6,354,714	6,140,616	7,357,462	001	8176
Grounds (RMA006)	662,882	680,185	631,860	815,726	813,204	133,019	001	8181
Litter Control (RMA002)	470,567	578,989	362,309	584,000	582,826	3,837	001	8194
Road & Bridge Engineering (RMA012)	20,811,112	37,698,377	34,486,403	53,769,420	53,769,420	16,071,043	002	8195
Roads & Bridges- Maintenance (RMA012)	12,470,106	16,883,612	16,428,486	15,843,923	15,325,324	(1,558,288)	002	8443
Park Operations (RMA006)	3,175,318	0	0	0	0	0	001	8475
Parks Operations (RMA104)	0	4,764,810	6,415,972	8,177,033	5,592,435	827,625	001	8510
Subtotal	37,380,795	59,389,127	58,148,862	85,544,816	82,223,825	22,834,698		

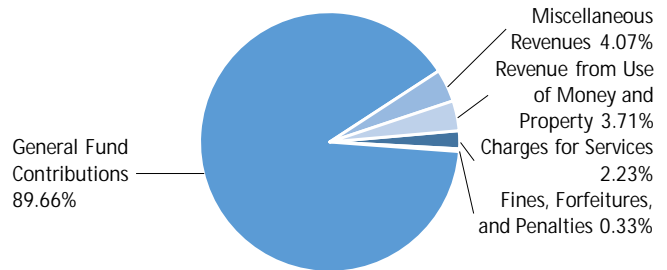
Facilities Maintenance

(Budget Unit 8176—Fund 001—Appropriation Unit RMA006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,150,437	\$3,269,425	\$3,303,090	\$3,292,505	\$3,265,076	\$(4,349)
Services and Supplies	\$2,647,304	\$4,297,085	\$4,906,282	\$4,307,537	\$4,120,868	\$(176,217)
Other Charges	\$(5,492,136)	\$(8,954,656)	\$(8,604,687)	\$(2,060,902)	\$(2,060,902)	\$6,893,754
Capital Assets	—	\$171,300	\$219,147	—	—	\$(171,300)
Other Financing Uses	—	—	—	\$815,574	\$815,574	\$815,574
Subtotal	\$(694,395)	\$(1,216,846)	\$(176,168)	\$6,354,714	\$6,140,616	\$7,357,462

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$19,383	\$20,320	\$13,713	\$20,230	\$20,230	\$(90)
Revenue from Use of Money & Property	—	\$333,573	\$352,830	\$227,587	\$227,587	\$(105,986)
Intergovernmental Revenues	\$3,224	—	—	—	—	—
Charges for Services	\$132,121	\$155,742	\$187,366	\$137,204	\$137,204	\$(18,538)
Miscellaneous Revenues	—	—	\$100	\$250,000	\$250,000	\$250,000
Other Financing Sources	—	\$508,565	\$1,213,716	—	—	\$(508,565)
Subtotal	\$154,728	\$1,018,200	\$1,767,725	\$635,021	\$635,021	\$(383,179)
General Fund Contributions	\$(849,123)	\$(2,235,046)	\$(1,943,893)	\$5,719,693	\$5,505,595	\$7,740,641
Total Source of Funds	\$(694,395)	\$(1,216,846)	\$(176,168)	\$6,354,714	\$6,140,616	\$7,357,462

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) became 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) was dissolved and maintenance projects that were previously under the fund were transferred to the Facilities Maintenance Unit.

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14A11	PROJECT MANAGER II	3.00
14A12	PROJECT MANAGER III	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	1.00
14C74	REAL PROPERTY SPECIALIST	1.00

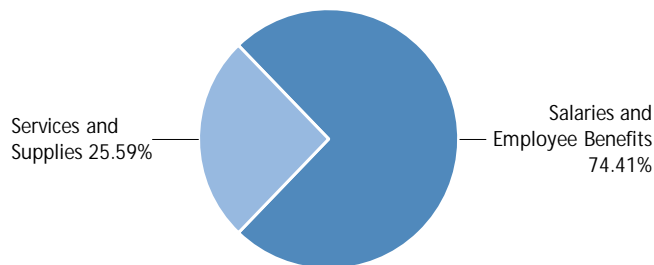
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14K63	CHIEF OF 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

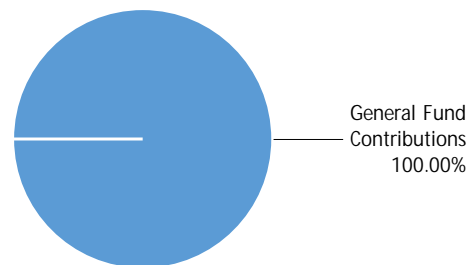
Grounds

(Budget Unit 8181—Fund 001—Appropriation Unit RMA006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$545,937	\$557,484	\$492,554	\$605,115	\$605,115	\$47,631
Services and Supplies	\$120,280	\$122,701	\$139,306	\$210,611	\$208,089	\$85,388
Other Charges	\$(3,335)	—	—	—	—	—
Subtotal	\$662,882	\$680,185	\$631,860	\$815,726	\$813,204	\$133,019

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$662,882	\$680,185	\$631,860	\$815,726	\$813,204	\$133,019
Total Source of Funds	\$662,882	\$680,185	\$631,860	\$815,726	\$813,204	\$133,019

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.

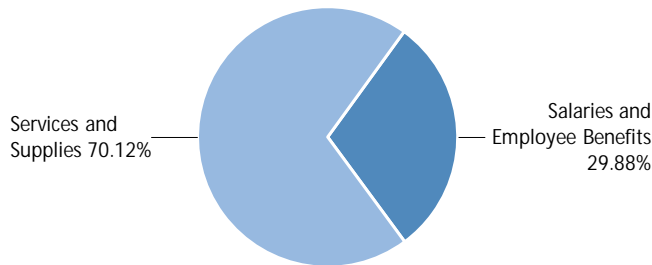
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
70C20	SENIOR GROUNDSKEEPER	1.00
70C21	GROUNDSKEEPER	4.00
70C80	GROUNDS SUPERVISOR	1.00
Total		6.00

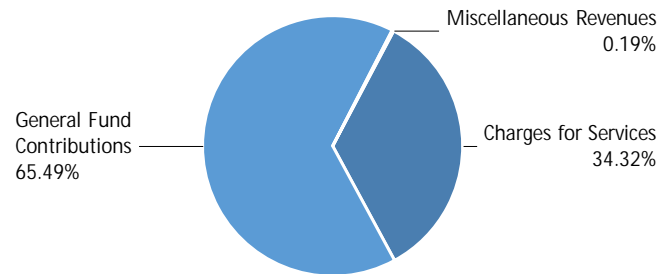
Litter Control

(Budget Unit 8194—Fund 001—Appropriation Unit RMA002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$188,291	\$183,317	\$180,721	\$191,044	\$191,044	\$7,727
Services and Supplies	\$336,910	\$446,852	\$253,233	\$449,433	\$448,259	\$1,407
Other Charges	\$(54,635)	\$(51,180)	\$(71,645)	\$(56,477)	\$(56,477)	\$(5,297)
Subtotal	\$470,567	\$578,989	\$362,309	\$584,000	\$582,826	\$3,837

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	—	\$200,000	—	\$200,000	\$200,000	—
Miscellaneous Revenues	\$772	\$563	\$1,237	\$1,124	\$1,124	\$561
Subtotal	\$772	\$200,563	\$1,237	\$201,124	\$201,124	\$561
General Fund Contributions	\$469,795	\$378,426	\$361,072	\$382,876	\$381,702	\$3,276
Total Source of Funds	\$470,567	\$578,989	\$362,309	\$584,000	\$582,826	\$3,837

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.

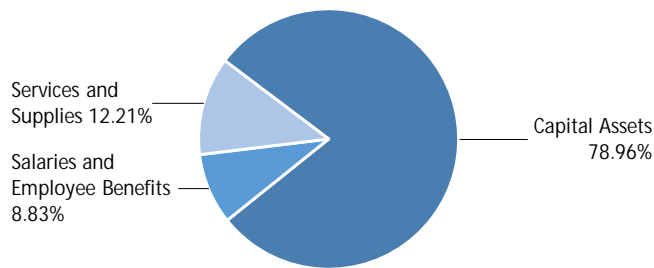
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
34X21	GUARD	2.00
	Total	2.00

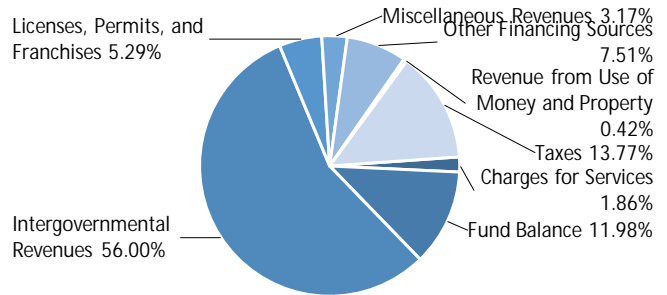
Road & Bridge Engineering

(Budget Unit 8195—Fund 002—Appropriation Unit RMA012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,591,271	\$4,253,913	\$3,666,334	\$4,868,541	\$4,868,541	\$614,628
Services and Supplies	\$8,105,994	\$7,928,384	\$8,224,849	\$6,732,866	\$6,732,866	\$(1,195,518)
Other Charges	\$1,201,126	\$541,548	\$642,969	\$(1,362,066)	\$(1,362,066)	\$(1,903,614)
Capital Assets	\$8,912,721	\$24,974,532	\$21,952,251	\$43,530,079	\$43,530,079	\$18,555,547
Subtotal	\$20,811,112	\$37,698,377	\$34,486,403	\$53,769,420	\$53,769,420	\$16,071,043

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$9,525,367	\$7,672,989	\$7,357,194	\$7,406,000	\$7,406,000	\$(266,989)
Licenses, Permits, and Franchises	\$(197,720)	\$1,000,000	\$299,185	\$2,843,793	\$2,843,793	\$1,843,793
Revenue from Use of Money & Property	\$215,140	\$224,405	\$224,405	\$224,405	\$224,405	—
Intergovernmental Revenues	\$17,892,349	\$27,553,357	\$26,032,077	\$30,111,091	\$30,111,091	\$2,557,734
Charges for Services	\$366,843	\$292,372	\$361,297	\$1,001,699	\$1,001,699	\$709,327
Miscellaneous Revenues	\$305,894	\$2,689,095	\$1,333,611	\$1,702,085	\$1,702,085	\$(987,010)
Other Financing Sources	\$4,573,386	\$3,164,549	\$3,237,254	\$4,040,580	\$4,040,580	\$876,031
Subtotal	\$32,681,259	\$42,596,767	\$38,845,023	\$47,329,653	\$47,329,653	\$4,732,886
Fund Balance	\$(11,870,147)	\$(4,898,390)	\$(4,358,620)	\$6,439,767	\$6,439,767	\$11,338,157
Total Source of Funds	\$20,811,112	\$37,698,377	\$34,486,403	\$53,769,420	\$53,769,420	\$16,071,043

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	1.00
14A11	PROJECT MANAGER II	2.00
14A12	PROJECT MANAGER III	3.00
14C30	MANAGEMENT ANALYST II	2.00
20B95	FINANCE MANAGER I	1.00
30D31	CHIEF OF PUBLIC WORKS	1.00
41A10	ASSISTANT ENGINEER	7.00

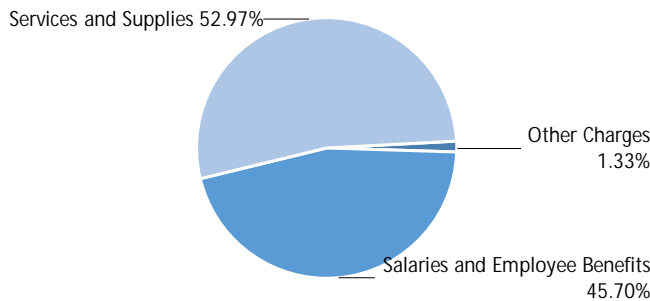
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
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
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		29.00

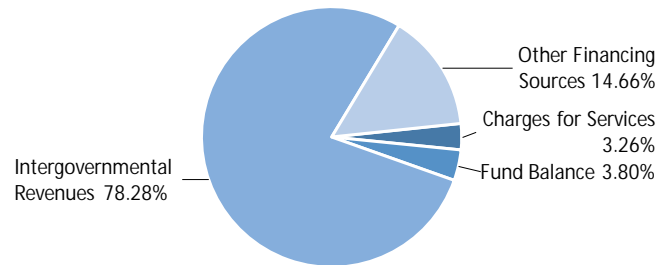
Roads & Bridges- Maintenance

(Budget Unit 8443—Fund 002—Appropriation Unit RMA012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$5,968,560	\$6,711,329	\$6,057,682	\$7,004,272	\$7,004,272	\$292,943
Services and Supplies	\$6,265,566	\$9,951,826	\$9,737,476	\$8,635,692	\$8,117,093	\$(1,834,733)
Other Charges	\$306,876	\$60,457	\$41,929	\$203,959	\$203,959	\$143,502
Capital Assets	\$(70,896)	\$160,000	\$591,399	—	—	\$(160,000)
Subtotal	\$12,470,106	\$16,883,612	\$16,428,486	\$15,843,923	\$15,325,324	\$(1,558,288)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$(35,365)	\$(22,222)	\$(22,222)	\$(22,222)	\$(22,222)	—
Intergovernmental Revenues	\$11,197,763	\$12,126,567	\$12,143,239	\$12,098,965	\$12,098,965	\$(27,602)
Charges for Services	\$697,691	\$931,780	\$546,777	\$504,264	\$504,264	\$(427,516)
Miscellaneous Revenues	\$5,900	\$5,643	\$1,491	\$1,060	\$1,060	\$(4,583)
Other Financing Sources	\$846,922	\$3,731,134	\$3,731,384	\$2,674,481	\$2,265,882	\$(1,465,252)
Subtotal	\$12,712,910	\$16,772,902	\$16,400,669	\$15,256,548	\$14,847,949	\$(1,924,953)
Fund Balance	\$(242,805)	\$110,710	\$27,817	\$587,375	\$477,375	\$366,665
Total Source of Funds	\$12,470,106	\$16,883,612	\$16,428,486	\$15,843,923	\$15,325,324	\$(1,558,288)

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 FY 2020-21 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

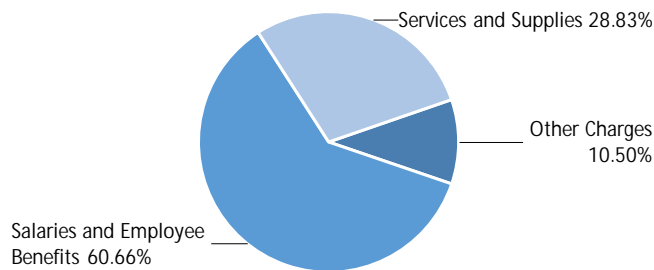
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
74D85	MAINTENANCE MANAGER	1.00
74E11	BRIDGE MAINTENANCE WORKER	4.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00
74E81	BRIDGE SUPERINTENDENT	1.00
74G21	TREE TRIMMER	2.00
74G22	SENIOR TREE TRIMMER	1.00
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

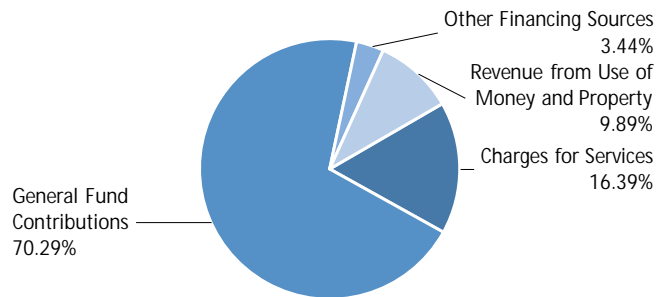
Parks Operations

(Budget Unit 8510—Fund 001—Appropriation Unit RMA104)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	\$3,160,284	\$3,127,554	\$4,314,077	\$3,392,502	\$232,218
Services and Supplies	—	\$1,855,200	\$3,030,859	\$3,275,527	\$1,612,504	\$(242,696)
Other Charges	—	\$(250,674)	\$210,034	\$587,429	\$587,429	\$838,103
Capital Assets	—	—	\$47,525	—	—	—
Subtotal	—	\$4,764,810	\$6,415,972	\$8,177,033	\$5,592,435	\$827,625

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	\$2,603	\$2,603	\$2,603	\$2,603	—
Revenue from Use of Money & Property	—	\$16,049	\$262,984	\$552,734	\$552,734	\$536,685
Intergovernmental Revenues	\$72,721	—	\$72,721	—	—	—
Charges for Services	\$1,234	\$1,230,986	\$1,648,300	\$915,544	\$915,544	\$(315,442)
Miscellaneous Revenues	—	\$2,329	\$2,329	\$2,329	\$2,329	—
Other Financing Sources	—	—	\$192,035	\$192,035	\$192,035	\$192,035
Subtotal	\$73,955	\$1,251,967	\$2,180,972	\$1,665,245	\$1,665,245	\$413,278
General Fund Contributions	\$(73,955)	\$3,512,843	\$4,235,000	\$6,511,788	\$3,927,190	\$414,347
Total Source of Funds	—	\$4,764,810	\$6,415,972	\$8,177,033	\$5,592,435	\$827,625

Unit Description

Monterey County Parks were 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 FY 2020-21 Positions

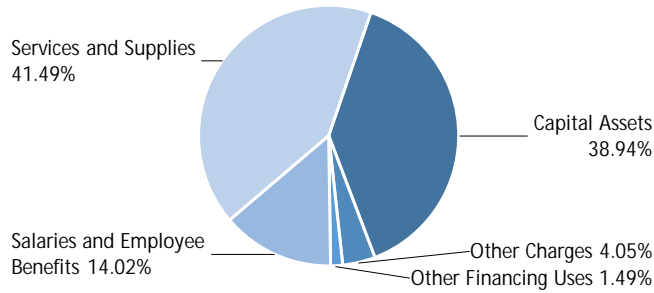
Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14K70	CHIEF OF PARKS	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	2.00
41F85	PARKS PLANNING MANAGER	1.00
65C10	PARKS MUSEUM ASSISTANT	1.00
68A41	COUNTY PARK RANGER II	2.00
68A42	COUNTY PARK RANGER III	2.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00

Recommended FY 2020-21 Positions

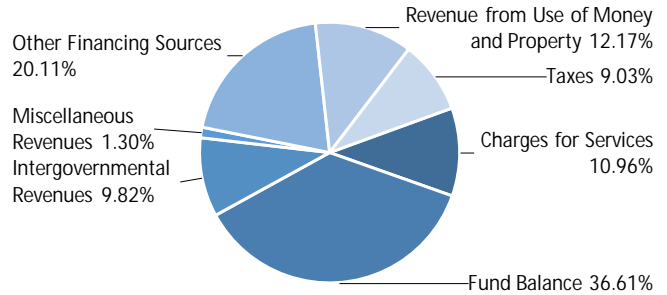
Classification Code	Classification Label	FTE
72B31	PARKS BUILDING & GROUNDS WORKER II	9.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	3.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
80A31	SECRETARY	1.00
	Total	28.00

Administration/General Services

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$5,017,006	\$4,618,879	\$4,339,867	\$5,462,596	\$4,945,477	\$326,598
Services and Supplies	\$20,224,956	\$14,423,848	\$13,442,018	\$14,960,322	\$14,632,530	\$208,682
Other Charges	\$(2,551,867)	\$4,840,296	\$4,710,877	\$1,376,137	\$1,427,488	\$(3,412,808)
Capital Assets	\$56,654,100	\$14,331,390	\$47,839,823	\$21,913,677	\$13,732,418	\$(598,972)
Other Financing Uses	\$93,778	\$3,610,863	\$6,554,825	\$527,167	\$527,167	\$(3,083,696)
Subtotal	\$79,437,973	\$41,825,276	\$76,887,410	\$44,239,899	\$35,265,080	\$(6,560,196)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$777,463	\$3,945,985	\$3,323,232	\$3,266,984	\$3,266,984	\$(679,001)
Licenses, Permits, and Franchises	—	\$200	\$200	\$200	\$200	—
Fines, Forfeitures, and Penalties	\$16,232	\$11,998	\$11,998	\$12,880	\$12,880	\$882
Revenue from Use of Money & Property	\$4,120,515	\$4,441,025	\$4,174,984	\$4,402,200	\$4,402,200	\$(38,825)
Intergovernmental Revenues	\$50,812,006	\$13,145,694	\$63,431,748	\$3,551,595	\$3,551,595	\$(9,594,099)
Charges for Services	\$2,011,578	\$3,160,430	\$3,428,852	\$3,962,585	\$3,962,585	\$802,155
Miscellaneous Revenues	\$118,222	\$533,000	\$12,281,981	\$471,190	\$471,190	\$(61,810)
Other Financing Sources	\$4,533,326	\$3,715,205	\$5,956,651	\$6,352,662	\$7,272,662	\$3,557,457
Subtotal	\$62,389,343	\$28,953,537	\$92,609,646	\$22,020,296	\$22,940,296	\$(6,013,241)
Fund Balance	\$9,758,511	\$3,291,550	\$(25,181,869)	\$13,242,744	\$4,141,485	\$849,935
General Fund Contributions	\$7,290,119	\$9,580,189	\$9,459,633	\$8,976,859	\$8,183,299	\$(1,396,890)
Total Source of Funds	\$79,437,973	\$41,825,276	\$76,887,410	\$44,239,899	\$35,265,080	\$(6,560,196)

Description

The Administration Services Division is responsible for functional activities that support the functions performed under RMA purview as well as providing other County departments. RMA Administration includes a team of secretarial staff that has been consolidated to find efficiencies with staffing reductions. This Division is divided into two units (Property Administration and Special Projects, and Fiscal Administration), and includes functions such as: County Disposal

Sites; Property Management; Special Districts Administration (County Sanitation Districts, County Service Areas). RMA utilizes centralized services with staff specifically assigned to RMA (HR, ITD, Safety). This Division also oversees projects, programs and administrative functions for: former Fort Ord; East Garrison project; Redevelopment Obligation Retirement Fund; Facility Master Plan; Capital Projects; Facilities Maintenance Projects; Fish and Game Propagation; Lake Operations, Carmel River/Lagoon; and Utilities.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Facility Master Plan Projects (RMA014)	1,500	0	0	0	0	0	402	8174
Facility Master Plan Projects (RMA015)	59,498,479	15,794,032	34,256,884	15,057,473	7,626,214	(8,167,818)	404	8174
County Disposal Sites (RMA039)	181,218	206,979	376,695	364,714	364,714	157,735	001	8175
Courier (RMA005)	1,486	0	0	0	0	0	001	8177
Mail (RMA005)	(13,261)	0	0	0	0	0	001	8178
Utilities (RMA098)	3,571,702	3,907,683	3,948,624	4,109,961	4,109,961	202,278	001	8182
Facilities Maintenance Projects (RMA004)	1,994,889	3,122,448	3,532,166	0	0	(3,122,448)	401	8184
County Sanitation District (RMA040)	1,270,717	899,471	1,346,248	1,447,503	1,197,503	298,032	151	8197
County Sanitation District (RMA045)	164,229	166,733	244,173	162,901	162,901	(3,832)	156	8197
County Sanitation District (RMA046)	98,079	86,655	267,811	453,096	453,096	366,441	157	8197
County Sanitation District (RMA091)	38,150	38,800	38,800	38,350	38,350	(450)	306	8197
County Sanitation District (RMA093)	35,250	34,650	34,650	0	0	(34,650)	310	8197
County Service Areas (RMA047)	14,935	28,808	13,337	116,791	116,791	87,983	051	8198
County Service Areas (RMA048)	19,723	56,790	119,687	80,349	80,349	23,559	052	8198
County Service Areas (RMA049)	0	192	0	1,000	1,000	808	053	8198
County Service Areas (RMA052)	127,143	174,832	200,292	270,745	270,745	95,913	056	8198
County Service Areas (RMA053)	4,690	9,413	50,392	10,199	10,199	786	057	8198
County Service Areas (RMA054)	816	1,087	1,024	1,200	1,200	113	058	8198
County Service Areas (RMA055)	4,788	6,188	6,625	6,985	6,985	797	059	8198
County Service Areas (RMA056)	6,794	16,176	13,716	16,245	16,245	69	060	8198
County Service Areas (RMA057)	908	3,087	2,955	8,087	8,087	5,000	061	8198
County Service Areas (RMA058)	51,498	67,653	61,942	37,914	37,914	(29,739)	062	8198
County Service Areas (RMA059)	2,058	3,552	3,420	8,611	8,611	5,059	063	8198
County Service Areas (RMA060)	1,381	12,203	3,248	26,200	26,200	13,997	064	8198
County Service Areas (RMA061)	567	1,523	1,508	15,000	15,000	13,477	065	8198
County Service Areas (RMA062)	58,149	11,341	18,154	16,894	16,894	5,553	066	8198
County Service Areas (RMA063)	1,114	7,534	7,186	9,000	9,000	1,466	067	8198
County Service Areas (RMA064)	1,114	2,180	1,155	5,980	5,980	3,800	068	8198

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Service Areas (RMA065)	7,231	10,453	10,238	25,220	25,220	14,767	069	8198
County Service Areas (RMA066)	7,304	3,873	2,186	6,373	6,373	2,500	070	8198
County Service Areas (RMA067)	713	1,715	1,624	1,715	1,715	0	071	8198
County Service Areas (RMA068)	16,839	18,385	18,294	77,857	77,857	59,472	072	8198
County Service Areas (RMA069)	3,139	18,739	12,717	44,207	44,207	25,468	073	8198
County Service Areas (RMA070)	23,186	37,470	31,695	133,355	133,355	95,885	074	8198
County Service Areas (RMA071)	36,252	28,405	60,480	46,897	46,897	18,492	075	8198
County Service Areas (RMA072)	23,218	48,763	88,943	58,392	58,392	9,629	076	8198
County Service Areas (RMA073)	38,281	484,812	119,879	556,681	556,681	71,869	077	8198
County Service Areas (RMA074)	7,499	14,362	43,917	82,363	82,363	68,001	078	8198
County Service Areas (RMA075)	845	3,331	32,931	44,170	44,170	40,839	079	8198
County Service Areas (RMA076)	919	8,139	7,633	29,170	29,170	21,031	080	8198
County Service Areas (RMA077)	505	1,139	1,055	7,500	7,500	6,361	081	8198
County Service Areas (RMA078)	2,763	3,203	52,623	44,170	44,170	40,967	082	8198
County Service Areas (RMA079)	287	3,384	2,947	4,000	4,000	616	083	8198
County Service Areas (RMA080)	512	1,139	1,055	1,500	1,500	361	084	8198
County Service Areas (RMA081)	2,007	2,785	2,701	19,212	19,212	16,427	085	8198
County Service Areas (RMA082)	530	3,639	3,433	22,500	22,500	18,861	086	8198
County Service Areas (RMA083)	20,469	16,914	12,365	15,951	15,951	(963)	087	8198
County Service Areas (RMA084)	6,991	38,466	25,849	26,885	26,885	(11,581)	088	8198
County Service Areas (RMA085)	396	1,825	1,705	12,500	12,500	10,675	089	8198
County Service Areas (RMA087)	1,806	2,075	1,955	20,000	20,000	17,925	091	8198
County Service Areas (RMA088)	164,742	147,662	165,569	187,399	187,399	39,737	093	8198
County Service Areas (RMA090)	15,930	15,240	15,239	15,506	15,506	266	312	8198
RMA Administration (RMA013)	4,035,307	5,922,058	5,660,235	5,027,274	4,235,136	(1,686,922)	001	8222
Capital Projects (RMA014)	1,322,214	1,008,655	3,702,688	6,555,781	6,555,781	5,547,126	402	8468
Special District Administration (RMA100)	(10,198)	0	0	0	(1,422)	(1,422)	001	8469
Fish & Game Propagation (RMA101)	33,074	31,843	42,391	38,775	38,775	6,932	006	8476

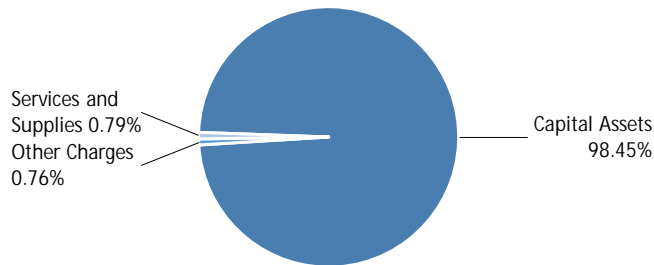
Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Lake Operations (RMA102)	6,525,324	4,393,198	4,202,108	4,157,487	3,657,487	(735,711)	452	8477
Property Management (RMA103)	339,254	0	0	0	0	0	001	8481
E Garrison Public Financing Authority (RMA105)	0	55,000	11,943,107	71,015	71,015	16,015	180	8521
East Garrison Community Services District (RMA106)	0	1,240,620	2,537,151	2,224,846	2,224,846	984,226	181	8522
East Garrison Development Reimbursement (RMA107)	0	304,000	238,031	300,000	300,000	(4,000)	182	8523
East Garrison Project (RMA109)	0	3,293,974	3,293,974	2,116,000	2,116,000	(1,177,974)	406	8525
Subtotal	79,765,452	41,825,276	76,887,410	44,239,899	35,265,080	(6,560,196)		

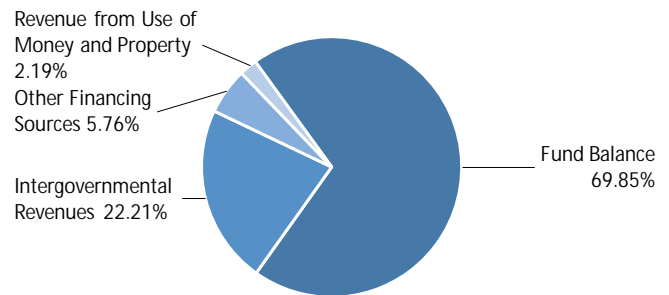
Facility Master Plan Projects

(Budget Unit 8174—Fund 404—Appropriation Unit RMA015)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$4,936,515	\$2,187,939	\$90,207	\$60,207	\$60,207	\$(2,127,732)
Other Charges	\$(3,986)	\$36,118	\$34,799	\$57,866	\$57,866	\$21,748
Capital Assets	\$54,545,572	\$13,569,975	\$34,131,878	\$14,939,400	\$7,508,141	\$(6,061,834)
Other Financing Uses	\$20,378	—	—	—	—	—
Subtotal	\$59,498,479	\$15,794,032	\$34,256,884	\$15,057,473	\$7,626,214	\$(8,167,818)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$(585,944)	\$79,825	\$19,717	\$349,464	\$349,464	\$269,639
Intergovernmental Revenues	\$50,710,282	\$13,142,522	\$63,428,126	\$3,548,100	\$3,548,100	\$(9,594,422)
Miscellaneous Revenues	\$117,607	—	\$247,414	—	—	—
Other Financing Sources	\$220,119	\$65,000	\$1,850,585	—	\$920,000	\$855,000
Subtotal	\$50,462,064	\$13,287,347	\$65,545,842	\$3,897,564	\$4,817,564	\$(8,469,783)
Fund Balance	\$8,500,015	\$2,506,685	\$(31,288,958)	\$11,159,909	\$2,808,650	\$301,965
General Fund Contributions	\$536,401	—	—	—	—	—
Total Source of Funds	\$59,498,479	\$15,794,032	\$34,256,884	\$15,057,473	\$7,626,214	\$(8,167,818)

Unit Description

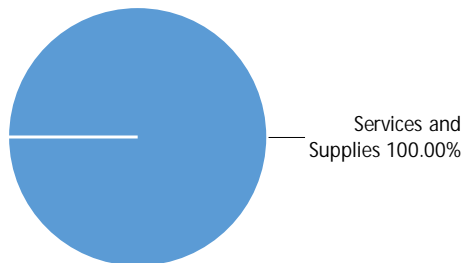
The Facilities Master Plan Implementation Projects Fund 404 was established to track the proceeds of and meet the reporting

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.

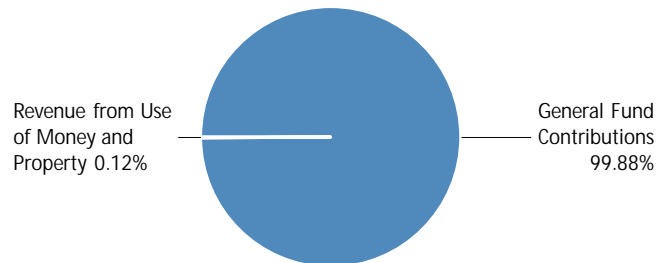
County Disposal Sites

(Budget Unit 8175—Fund 001—Appropriation Unit RMA039)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$181,169	\$206,930	\$376,695	\$364,714	\$364,714	\$157,784
Other Charges	\$49	\$49	—	—	—	\$(49)
Subtotal	\$181,218	\$206,979	\$376,695	\$364,714	\$364,714	\$157,735

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$425	\$425	\$425	\$425	—
Subtotal	—	\$425	\$425	\$425	\$425	—
General Fund Contributions	\$181,218	\$206,554	\$376,270	\$364,289	\$364,289	\$157,735
Total Source of Funds	\$181,218	\$206,979	\$376,695	\$364,714	\$364,714	\$157,735

Unit Description

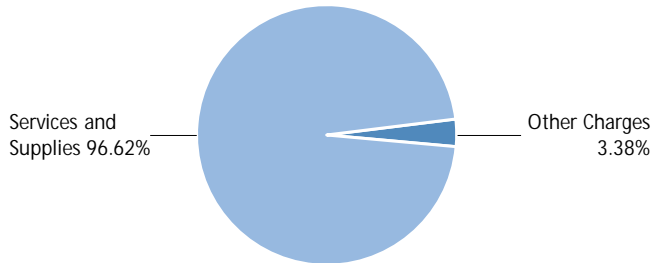
The County Disposal Site (CDS) Program provides for the administration and inspection of two transfer stations and 10 closed landfill disposal sites. Three of the landfills (Bradley, North Shore

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.

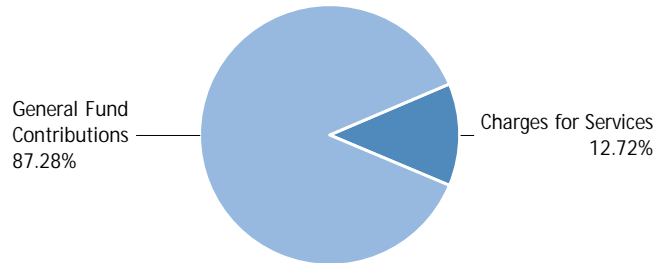
Utilities

(Budget Unit 8182—Fund 001—Appropriation Unit RMA098)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$3,588,016	\$3,787,580	\$3,829,937	\$3,970,944	\$3,970,944	\$183,364
Other Charges	\$(67,875)	\$120,103	\$118,687	\$139,017	\$139,017	\$18,914
Capital Assets	\$51,561	—	—	—	—	—
Subtotal	\$3,571,702	\$3,907,683	\$3,948,624	\$4,109,961	\$4,109,961	\$202,278

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$486,039	\$456,106	\$522,496	\$522,496	\$522,496	\$66,390
Miscellaneous Revenues	\$600	—	—	\$2,169	\$2,169	\$2,169
Subtotal	\$486,639	\$456,106	\$522,496	\$524,665	\$524,665	\$68,559
General Fund Contributions	\$3,085,062	\$3,451,577	\$3,426,128	\$3,585,296	\$3,585,296	\$133,719
Total Source of Funds	\$3,571,702	\$3,907,683	\$3,948,624	\$4,109,961	\$4,109,961	\$202,278

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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$2,348,799	—	—	—	—	—
Other Charges	\$(1,491,237)	—	—	—	—	—
Capital Assets	\$1,137,327	—	—	—	—	—
Other Financing Uses	—	\$3,122,448	\$3,532,166	—	—	\$(3,122,448)
Subtotal	\$1,994,889	\$3,122,448	\$3,532,166	—	—	\$(3,122,448)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$101,269	—	\$43,047	—	—	—
Intergovernmental Revenues	\$9,969	—	—	—	—	—
Charges for Services	\$125,870	—	\$1,275	—	—	—
Other Financing Sources	\$361,375	—	—	—	—	—
Subtotal	\$598,483	—	\$44,322	—	—	—
Fund Balance	\$1,396,406	\$3,122,448	\$3,487,844	—	—	\$(3,122,448)
Total Source of Funds	\$1,994,889	\$3,122,448	\$3,532,166	—	—	\$(3,122,448)

Unit Description

Beginning FY 2019-20, County facility maintenance and repairs projects and projects previously under this fund were transferred to

Unit 8176 - Facilities Administration, Fund 402 - Capital Projects, and Fund 404 - Facilities Master Plan Projects.

County Sanitation Districts

(Budget Unit 8197—All Funds)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$1,357,535	\$1,079,384	\$1,607,963	\$1,774,675	\$1,774,675	\$695,291
Other Charges	\$73,425	\$73,475	\$73,475	\$38,375	\$38,375	\$(73,475)
Capital Assets	\$102,065	—	\$176,794	\$250,000	—	—
Other Financing Uses	\$73,400	\$73,450	\$73,450	\$38,800	\$38,800	\$(108,100)
Subtotal	\$1,606,426	\$1,226,309	\$1,931,682	\$2,101,850	\$1,851,850	\$625,541

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$252,661	\$250,731	\$251,063	\$258,006	\$258,006	\$7,275
Licenses, Permits, and Franchises	—	\$200	\$200	\$200	\$200	—
Revenue from Use of Money & Property	\$28,176	\$900	\$9,030	\$900	\$900	—
Intergovernmental Revenues	\$1,098	\$750	\$1,200	\$1,236	\$1,236	\$486
Charges for Services	\$957,962	\$797,152	\$797,152	\$871,000	\$871,000	\$73,848
Miscellaneous Revenues	—	—	—	\$102,006	\$102,006	\$102,006
Other Financing Sources	\$240,752	\$108,450	\$108,450	\$183,250	\$183,250	\$74,800
Subtotal	\$1,480,649	\$1,158,183	\$1,167,095	\$1,416,598	\$1,416,598	\$258,415
General Fund Contributions	\$125,777	\$68,126	\$764,587	\$685,252	\$435,252	\$367,126
Total Source of Funds	\$1,606,426	\$1,226,309	\$1,931,682	\$2,101,850	\$1,851,850	\$625,541

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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$668,750	\$1,301,487	\$1,217,188	\$2,084,497	\$2,084,497	\$783,010
Other Charges	\$9,290	\$16,990	\$4,486	\$30,226	\$30,226	\$13,236
Subtotal	\$678,040	\$1,318,477	\$1,221,674	\$2,114,723	\$2,114,723	\$796,246

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$524,802	\$520,064	\$529,824	\$545,787	\$545,787	\$25,723
Revenue from Use of Money & Property	\$156,105	\$62,439	\$174,920	\$160,261	\$160,261	\$97,822
Intergovernmental Revenues	\$2,300	\$2,422	\$2,422	\$2,259	\$2,259	\$(163)
Charges for Services	\$440,408	\$506,872	\$515,929	\$564,754	\$564,754	\$57,882
Subtotal	\$1,123,614	\$1,091,797	\$1,223,095	\$1,273,061	\$1,273,061	\$181,264
General Fund Contributions	\$(445,575)	\$226,680	\$(1,421)	\$841,662	\$841,662	\$614,982
Total Source of Funds	\$678,040	\$1,318,477	\$1,221,674	\$2,114,723	\$2,114,723	\$796,246

Unit Description

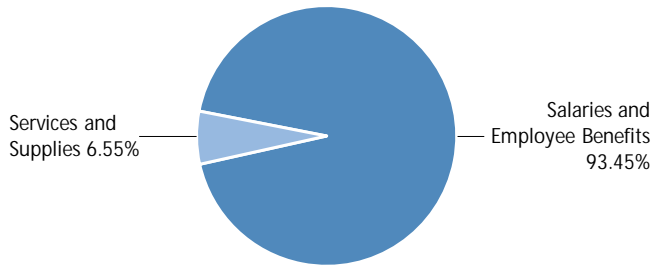
The County has 40 individual CSAs of which all but two are active. The CSAs provide a variety of urban services to unincorporated areas of the County. These services include park maintenance, operation of the CSAs. street lighting, street and sidewalk maintenance, storm

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 operations of the CSAs.

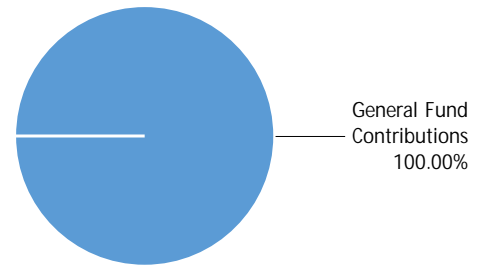
RMA Administration

(Budget Unit 8222—Fund 001—Appropriation Unit RMA013)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,671,499	\$4,315,515	\$4,038,472	\$4,862,568	\$4,345,449	\$29,934
Services and Supplies	\$328,718	\$398,872	\$393,589	\$631,006	\$304,636	\$(94,236)
Other Charges	\$(964,910)	\$1,207,671	\$1,228,174	\$(466,300)	\$(414,949)	\$(1,622,620)
Subtotal	\$4,035,307	\$5,922,058	\$5,660,235	\$5,027,274	\$4,235,136	\$(1,686,922)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$1,284	—	\$3,000	—	—	—
Miscellaneous Revenues	\$15	—	—	—	—	—
Subtotal	\$1,299	—	\$3,000	—	—	—
General Fund Contributions	\$4,034,008	\$5,922,058	\$5,657,235	\$5,027,274	\$4,235,136	\$(1,686,922)
Total Source of Funds	\$4,035,307	\$5,922,058	\$5,660,235	\$5,027,274	\$4,235,136	\$(1,686,922)

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 FY 2020-21 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

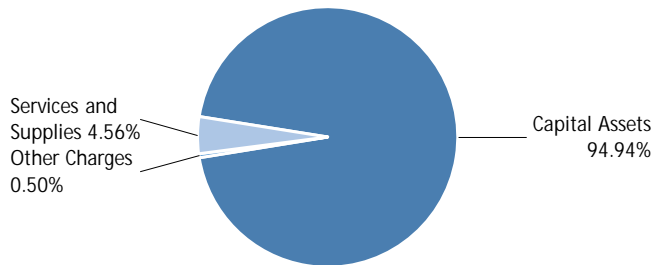
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14K51	RMA SERVICES MANAGER	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	2.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
20B95	FINANCE MANAGER I	2.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J21	ACCOUNT CLERK	1.00
80J22	SENIOR ACCOUNT CLERK	6.00
80J30	ACCOUNTING TECHNICIAN	3.00
Total		34.00

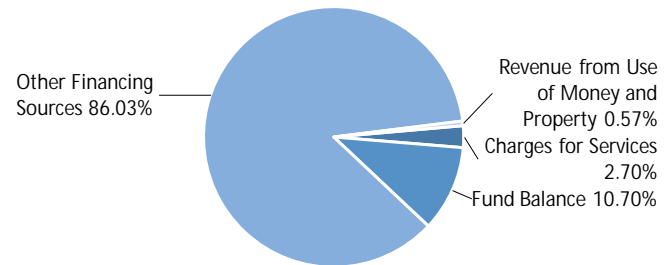
Capital Projects

(Budget Unit 8468—Fund 402—Appropriation Unit RMA014)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$504,639	\$225,000	\$216,332	\$298,874	\$298,874	\$73,874
Other Charges	—	\$22,240	\$22,229	\$32,630	\$32,630	\$10,390
Capital Assets	\$817,575	\$761,415	\$1,785,584	\$6,224,277	\$6,224,277	\$5,462,862
Other Financing Uses	—	—	\$1,678,543	—	—	—
Subtotal	\$1,322,214	\$1,008,655	\$3,702,688	\$6,555,781	\$6,555,781	\$5,547,126

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$75,364	\$20,257	\$81,032	\$37,683	\$37,683	\$17,426
Charges for Services	—	—	—	\$176,985	\$176,985	\$176,985
Other Financing Sources	\$208,291	\$2,820,015	\$3,466,508	\$5,639,706	\$5,639,706	\$2,819,691
Subtotal	\$283,655	\$2,840,272	\$3,547,540	\$5,854,374	\$5,854,374	\$3,014,102
Fund Balance	\$1,038,559	\$(1,831,617)	\$155,148	\$701,407	\$701,407	\$2,533,024
Total Source of Funds	\$1,322,214	\$1,008,655	\$3,702,688	\$6,555,781	\$6,555,781	\$5,547,126

Unit Description

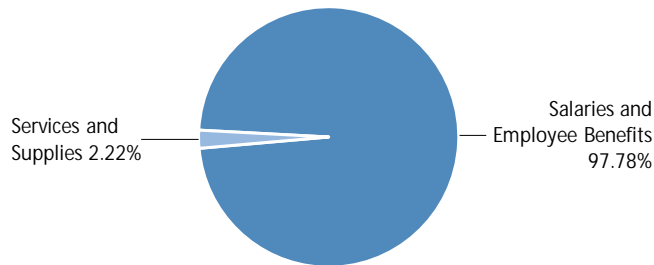
Fund 402 was established to track funding for the capital projects that are financed with County General Funds, and other department funds

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



Source of Funds

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Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$251,806	\$296,476	\$291,887	\$600,028	\$600,028	\$303,552
Services and Supplies	\$15,285	\$22,200	\$28,224	\$15,075	\$13,653	\$(8,547)
Other Charges	\$(277,289)	\$(318,676)	\$(320,111)	\$(615,103)	\$(615,103)	\$(296,427)
Subtotal	\$(10,198)	—	—	—	\$(1,422)	\$(1,422)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$(10,198)	—	—	—	\$(1,422)	\$(1,422)
Total Source of Funds	\$(10,198)	—	—	—	\$(1,422)	\$(1,422)

Unit Description

Special Districts Administration is responsible for the management and oversight of the County's services districts, sanitation districts and closed landfills.

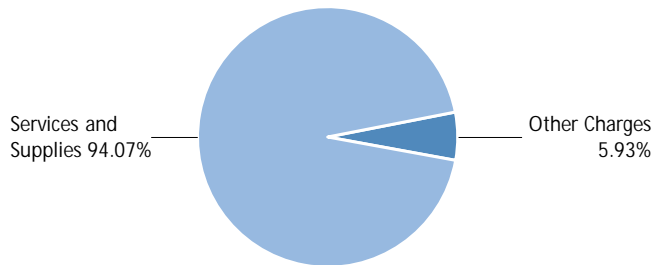
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14A10	PROJECT MANAGER I	1.00
14C31	MANAGEMENT ANALYST III	1.00
41A20	CIVIL ENGINEER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		4.00

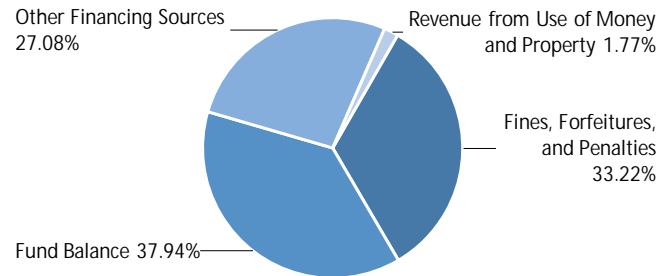
Fish & Game Propagation

(Budget Unit 8476—Fund 006—Appropriation Unit RMA101)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$32,622	\$31,175	\$41,723	\$36,475	\$36,475	\$5,300
Other Charges	\$452	\$668	\$668	\$2,300	\$2,300	\$1,632
Subtotal	\$33,074	\$31,843	\$42,391	\$38,775	\$38,775	\$6,932

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$15,411	\$11,709	\$11,709	\$12,880	\$12,880	\$1,171
Revenue from Use of Money & Property	\$967	\$623	\$623	\$685	\$685	\$62
Other Financing Sources	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	—
Subtotal	\$26,878	\$22,832	\$22,832	\$24,065	\$24,065	\$1,233
Fund Balance	\$6,196	\$9,011	\$19,559	\$14,710	\$14,710	\$5,699
Total Source of Funds	\$33,074	\$31,843	\$42,391	\$38,775	\$38,775	\$6,932

Unit Description

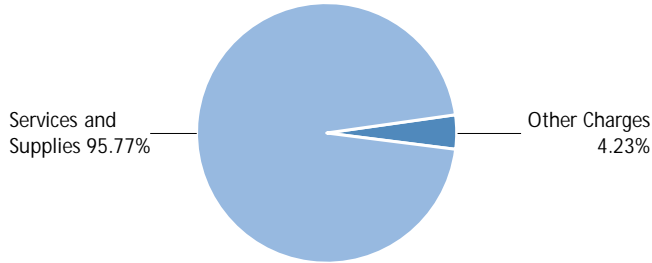
The Monterey County Fish and Game Advisory Commission supports the preservation and enhancement of the County's fish and wildlife resources, including funding local youth and outdoor education through Grant Awards. The Commission is under the authority of the Monterey County Board of Supervisors and 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.

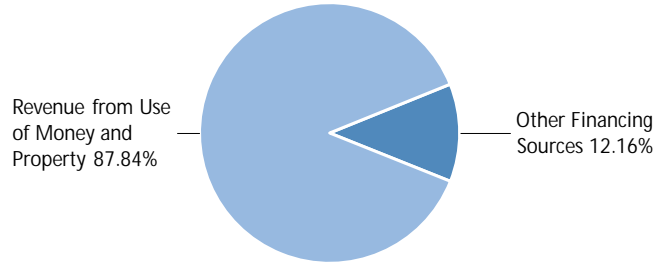
Lake Operations

(Budget Unit 8477—Fund 452—Appropriation Unit RMA102)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$93,701	\$6,888	\$9,508	—	—	\$(6,888)
Services and Supplies	\$6,261,407	\$3,929,135	\$3,793,613	\$3,502,861	\$3,502,861	\$(426,274)
Other Charges	\$170,216	\$457,175	\$323,987	\$154,626	\$154,626	\$(302,549)
Capital Assets	—	—	\$75,000	\$500,000	—	—
Subtotal	\$6,525,324	\$4,393,198	\$4,202,108	\$4,157,487	\$3,657,487	\$(735,711)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$821	\$289	\$289	—	—	\$(289)
Revenue from Use of Money & Property	\$4,344,580	\$4,209,794	\$3,705,260	\$3,749,470	\$3,749,470	\$(460,324)
Intergovernmental Revenues	\$88,357	—	—	—	—	—
Charges for Services	\$15	—	—	—	—	—
Other Financing Sources	\$2,954,389	\$711,240	\$520,608	\$519,206	\$519,206	\$(192,034)
Subtotal	\$7,388,163	\$4,921,323	\$4,226,157	\$4,268,676	\$4,268,676	\$(652,647)
Fund Balance	\$(862,838)	\$(528,125)	\$(24,049)	\$(111,189)	\$(611,189)	\$(83,064)
Total Source of Funds	\$6,525,324	\$4,393,198	\$4,202,108	\$4,157,487	\$3,657,487	\$(735,711)

Unit Description

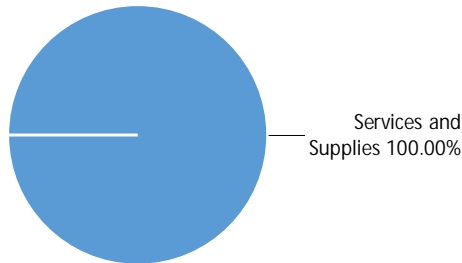
The Lakes Unit encompasses all aspects of support to the resort operations at Lake Nacimiento. The lake park facilities offer a spectrum of recreational opportunities for visitors including camping, day-use, fishing, furnished lodging, boat launch ramps, boating and water sport rentals, full-service 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 operate under the General Fund as a regional park, focusing on low impact activities such as camping, boating, fishing, hiking and horseback riding.

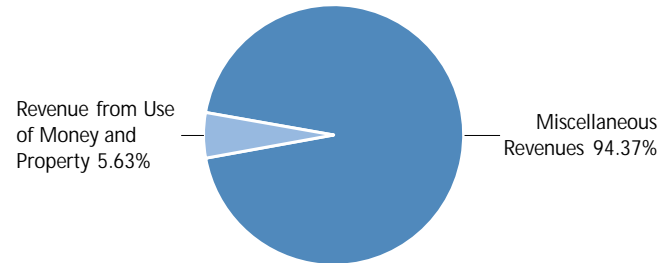
E Garrison Public Financing Authority

(Budget Unit 8521—Fund 180—Appropriation Unit RMA105)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$55,000	\$272,540	\$71,015	\$71,015	\$16,015
Capital Assets	—	—	\$11,670,567	—	—	—
Subtotal	—	\$55,000	\$11,943,107	\$71,015	\$71,015	\$16,015

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$4,000	\$15,248	\$4,000	\$4,000	—
Miscellaneous Revenues	—	\$55,000	\$11,730,567	\$67,015	\$67,015	\$12,015
Subtotal	—	\$59,000	\$11,745,815	\$71,015	\$71,015	\$12,015
Fund Balance	—	\$(4,000)	\$197,292	—	—	\$4,000
Total Source of Funds	—	\$55,000	\$11,943,107	\$71,015	\$71,015	\$16,015

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

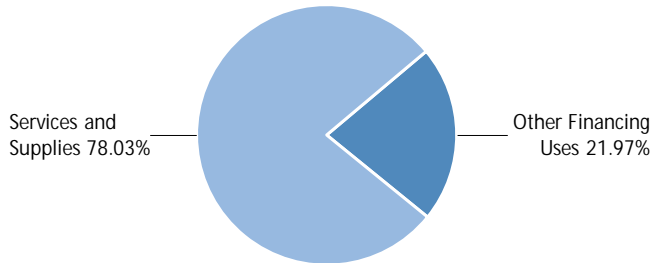
million) either through the issuance of bonds or through a pay-as-you-go method. Revenues include special taxes collected, interest earned on unused funds, and penalties from delinquent special facilities taxes.

Specific activities to be funded in this unit include: payment of administrative expenses, as defined in the rate and method of apportionment for the fiscal year and construction or acquisition of authorized facilities.

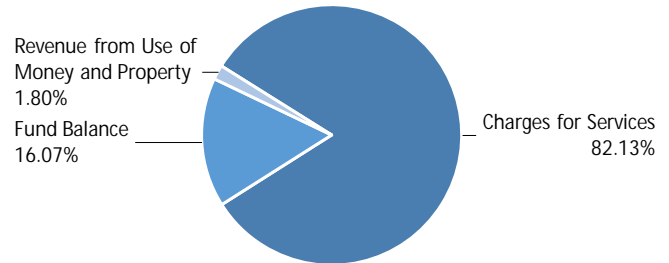
East Garrison Community Services District

(Budget Unit 8522—Fund 181—Appropriation Unit RMA106)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$825,146	\$1,265,976	\$1,734,979	\$1,734,979	\$909,833
Other Charges	—	\$509	\$509	\$1,500	\$1,500	\$991
Other Financing Uses	—	\$414,965	\$1,270,666	\$488,367	\$488,367	\$73,402
Subtotal	—	\$1,240,620	\$2,537,151	\$2,224,846	\$2,224,846	\$984,226

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$40,000	\$66,343	\$40,000	\$40,000	—
Charges for Services	—	\$1,400,300	\$1,589,000	\$1,827,350	\$1,827,350	\$427,050
Subtotal	—	\$1,440,300	\$1,655,343	\$1,867,350	\$1,867,350	\$427,050
Fund Balance	—	\$(199,680)	\$881,808	\$357,496	\$357,496	\$557,176
Total Source of Funds	—	\$1,240,620	\$2,537,151	\$2,224,846	\$2,224,846	\$984,226

Unit Description

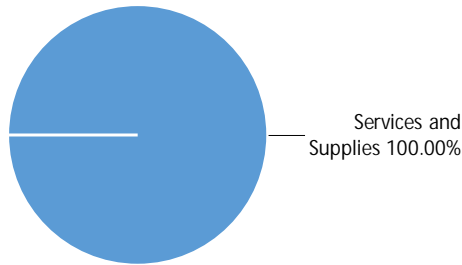
This unit includes activities related to the collection and disbursement of funds for designated services provided in the East Garrison project.

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).

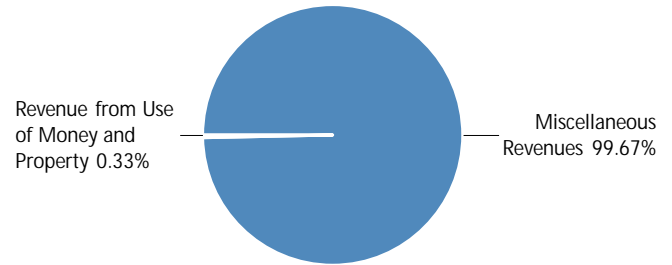
East Garrison Development Reimbursement

(Budget Unit 8523—Fund 182—Appropriation Unit RMA107)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$304,000	\$238,031	\$300,000	\$300,000	\$(4,000)
Subtotal	—	\$304,000	\$238,031	\$300,000	\$300,000	\$(4,000)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	—	\$100	\$2,170	\$1,000	\$1,000	\$900
Miscellaneous Revenues	—	\$478,000	\$304,000	\$300,000	\$300,000	\$(178,000)
Subtotal	—	\$478,100	\$306,170	\$301,000	\$301,000	\$(177,100)
Fund Balance	—	\$(174,100)	\$(68,139)	\$(1,000)	\$(1,000)	\$173,100
Total Source of Funds	—	\$304,000	\$238,031	\$300,000	\$300,000	\$(4,000)

Unit Description

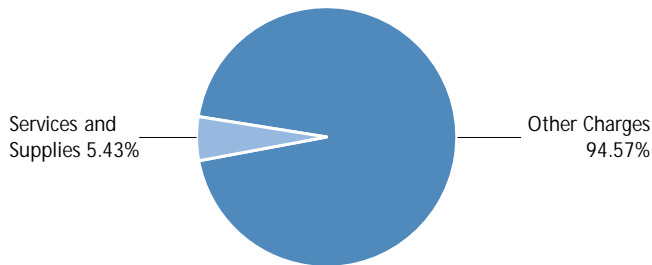
The East Garrison Development Reimbursement Unit was created in FY 2013-14 for monitoring and accurately allocating County Administration costs, including County Counsel, Economic

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.

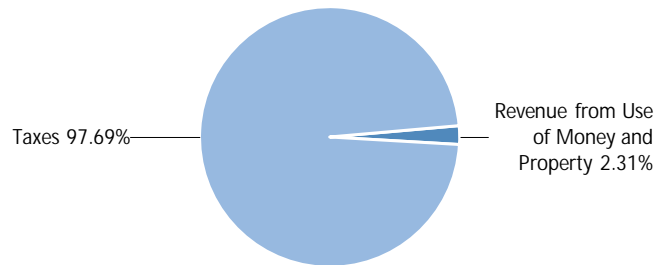
East Garrison Project

(Budget Unit 8525—Fund 406—Appropriation Unit RMA109)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	—	\$70,000	\$70,000	\$115,000	\$115,000	\$45,000
Other Charges	—	\$3,223,974	\$3,223,974	\$2,001,000	\$2,001,000	\$(1,222,974)
Subtotal	—	\$3,293,974	\$3,293,974	\$2,116,000	\$2,116,000	\$(1,177,974)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	—	\$3,175,190	\$2,542,345	\$2,463,191	\$2,463,191	\$(711,999)
Revenue from Use of Money & Property	—	\$22,662	\$57,169	\$58,312	\$58,312	\$35,650
Subtotal	—	\$3,197,852	\$2,599,514	\$2,521,503	\$2,521,503	\$(676,349)
Fund Balance	—	\$96,122	\$694,460	\$(405,503)	\$(405,503)	\$(501,625)
Total Source of Funds	—	\$3,293,974	\$3,293,974	\$2,116,000	\$2,116,000	\$(1,177,974)

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.

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 eight operational bureaus/divisions. The Administration Bureau provides infrastructure and support services. The Animal Services Division provides sheltering services and rabies control and prevention in the unincorporated areas. 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.

The 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.

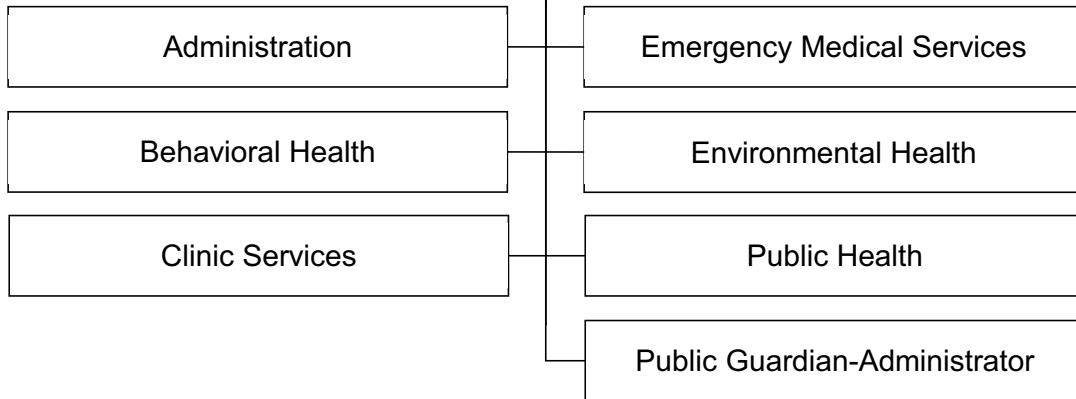
PUBLIC SAFETY

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.

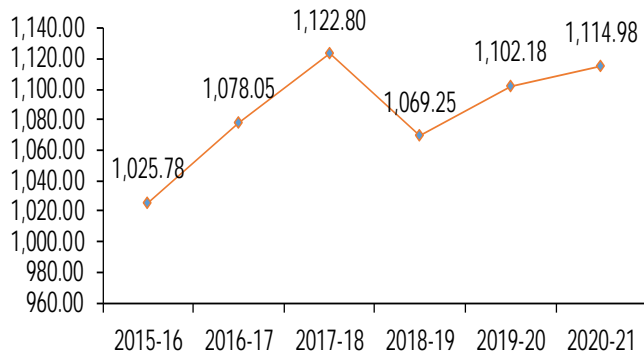


Operating Budget: \$310,681,594
Positions (FTEs): 1114.98

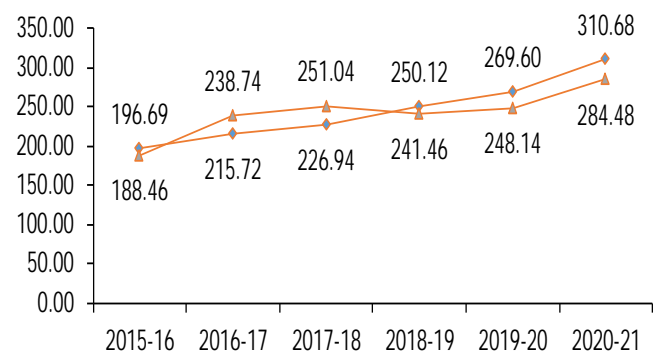
Elsa Mendoza Jimenez
Director



Staffing Trends



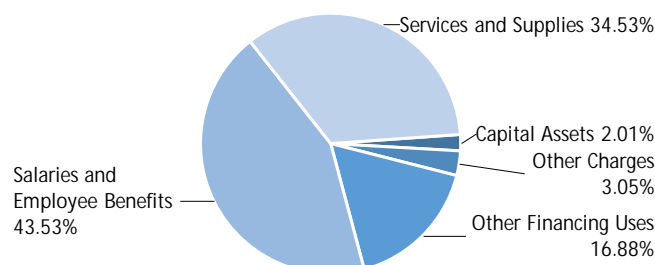
Expenditure/Revenue History (in millions)



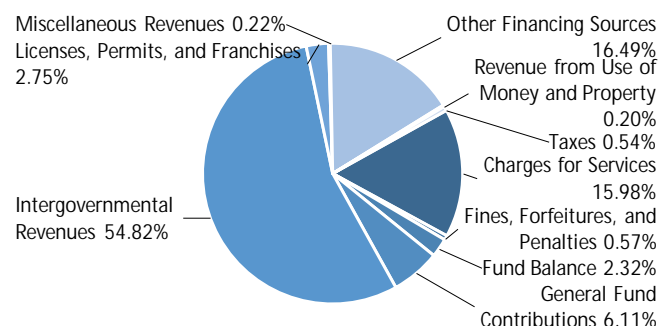
The Health Department protects the health of our entire community by offering primary, specialty, and mental health care, health education, enforcing laws and regulations to protect health and our environment, and by collaborating with partners to improve health equity.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Inspections of high risk food facilities. Target > 115	102	87	44
Decreased re-hospitalization of behavioral health clients within 30 days of discharge. Target > 17%	15%	12%	13%
Youth ages 3-17 with clinic-measured body mass calculations in the prior 6 months. Target > 95%	75%	75%	55%
Children ages 2-5 enrolled in WIC who are at-risk for overweight. Target < 17%	20%	21%	21%
WIC-enrolled mothers providing any breastfeeding at 6 months. Target > 43%	46%	43%	43%
Public Guardian onsite visits with clients at least once per quarter. Target = 100%	79%	75%	N/A

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$105,859,269	\$129,446,364	\$111,296,749	\$135,976,064	\$135,254,807	\$5,808,443
Services and Supplies	\$93,310,752	\$104,649,913	\$100,127,826	\$118,299,413	\$107,272,889	\$2,622,976
Other Charges	\$8,513,920	\$4,821,726	\$3,979,427	\$9,474,342	\$9,474,342	\$4,652,616
Capital Assets	\$310,032	\$3,277,000	\$3,599,358	\$6,252,000	\$6,252,000	\$2,975,000
Other Financing Uses	\$42,124,063	\$53,278,193	\$50,594,838	\$52,495,056	\$52,427,556	\$(850,637)
Subtotal	\$250,118,036	\$295,473,196	\$269,598,198	\$322,496,875	\$310,681,594	\$15,208,398

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$1,683,867	\$1,663,000	\$1,680,000	\$1,680,000	\$1,680,000	\$17,000
Licenses, Permits, and Franchises	\$7,272,418	\$8,446,866	\$7,364,375	\$8,528,447	\$8,528,447	\$81,581
Fines, Forfeitures, and Penalties	\$1,115,281	\$944,101	\$1,284,345	\$1,764,556	\$1,764,556	\$820,455
Revenue from Use of Money & Property	\$717,911	\$410,226	\$647,548	\$632,046	\$632,046	\$221,820
Intergovernmental Revenues	\$141,885,967	\$159,498,504	\$146,438,146	\$170,326,780	\$170,326,780	\$10,828,276
Charges for Services	\$45,579,071	\$51,194,508	\$45,209,835	\$49,663,228	\$49,636,828	\$(1,557,680)
Miscellaneous Revenues	\$714,629	\$470,009	\$315,596	\$689,063	\$689,063	\$219,054
Other Financing Sources	\$42,491,228	\$46,815,904	\$45,205,043	\$51,289,046	\$51,221,546	\$4,405,642
Subtotal	\$241,460,371	\$269,443,118	\$248,144,888	\$284,573,166	\$284,479,266	\$15,036,148
Fund Balance	\$(1,994,745)	\$11,867,298	\$10,859,242	\$7,208,340	\$7,140,840	\$(4,726,458)
General Fund Contributions	\$10,652,409	\$14,162,780	\$10,594,068	\$30,715,369	\$19,061,488	\$4,898,708
Total Source of Funds	\$250,118,036	\$295,473,196	\$269,598,198	\$322,496,875	\$310,681,594	\$15,208,398

Summary of Recommendation

The Recommended Budget for the Health Department includes appropriations of \$310,681,594 financed by revenues of \$284,479,266, departmental fund balance of \$7,140,840 and general fund contribution (GFC) of \$19,061,488 which includes departmental restricted fund use of \$4,535,477 (\$3,910,280 Clinic Services and \$625,197 Environmental Services). Appropriation and revenue levels are respectively \$15,208,398 and \$15,036,148 higher than the Fiscal Year (FY) 2019-20 Adopted Budget. Increases in appropriations are

primarily due to increases in negotiated salaries (\$2.2 million), pension plans (\$2.6 million), Countywide Cost Plan (COWCAP) cost (\$4.3 million), Behavioral Health capital improvement projects (\$3.0 million), and program growth (\$2.6 million) with corresponding increases in program revenues.

The Recommended Budget includes four augmentations adding four new positions in Health Administration (Project Manager I, Management Analyst II, Office Assistant II and Senior Personnel Analyst) funded by Department revenue.

Budget Impacts

The FY 2020-21 Recommended Budget does not include augmentations for: four new Clinic Services Bureau positions (\$264,530); continuing the Medical Legal Partnership (\$135,000); three new support and operations positions in the Public Guardian Bureau (\$281,078); two new support positions in Animal Services (\$163,368); Animal Services partnership with the BIG FIX Monterey County and SNIP bus mobile clinic organization (\$122,400); First Five services for School Readiness Assessment, Trauma-informed (ACES) , and Friendly Business Certification (FFB) (\$400,000); and to provide a sustainable funding source for First Five (\$10,000,000).

Prior Year Accomplishments

Conducted 100% of annual inspections for current permitted high-risk food facilities.

Collected 100,000 pounds of recyclables/solid waste from beaches, agricultural lands, and open spaces.

Exceeded goal of 65% of behavioral health clients being seen by a clinician within 10 days by delivering a performance of 91%.

Achieved goal of less than 15% of mental health clients being re-hospitalized within 30 days by delivering a performance of 14%.

Improved equitable behavioral health access to services for new and existing Medi-Cal beneficiaries in the Coast, North, and South regions. Goals were 14%, 1%, and 20%, and actuals were 20%, 9%, and 20% respectively. In the Valley and other regions, the goals were 50% and 5%, and actuals were 48% and 3%, respectively.

43% of Women, Infant and Children (WIC) enrolled mothers provided breastfeeding at 6 months.

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.

Clinic Services (CS) was awarded a New Access Point (NAP) grant by the Health Resources and Services Administration (HRSA) in September 2019, resulting in Health Department primary care clinics receiving Federally Qualified Health Center (FQHC) designation and the Natividad Immunology Division Outpatient (NIDO) clinic transitioning from Natividad to CS as a new FQHC site.

Clinic Services began working to expand and improve telehealth, which was initiated and integrated during the COVID19 pandemic.

Served 47,781 patients in primary care clinics and rendered 196,074 patient visits.

Expanded the Medical Legal Partnership to seven (7) days per month by adding an attorney at Laurel Family Practice offering free legal services to patients dealing with domestic violence, housing conditions, special education services, applying for State Disability Insurances, and correcting workers' compensation.

Participated in the Prescribe Safe Initiative, tapering patients off opioids.

Improved diabetic controls by 3.5%, as measured by lower Hemoglobin A1-C lab results.

98% of surveyed patients indicated that their doctors explain things in a way that is easy to understand.

Added tools for returning animals to their homes and finding new homes by partnering with Finding Rover Online Facial Recognition program and AdoptMe App.

Spay/neuter clinic more than doubled the monthly number of animals that were spayed or neutered to an average of 50 per month with existing part-time staff.

Participated, with the City of Salinas shelter partner, in the UC Davis Koret Shelter Medicine Program, Capacity 4 Care Online Bootcamp to improve practices and procedures regarding cats.

Budget Year 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 mental health clients are re-hospitalized within 30 days.

Sustain 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%.

Improve service penetration to the Latino Community by 2%

Develop and execute workforce strategies to reduce Behavioral Health's vacancy rate to below 15% and sustain Master-level personnel.

Aid more than 70% of Primary Care Services diabetic patients to have Hemoglobin A1c levels of less than 9.

Help more than 75% 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's safety needs are addressed within five days of court appointment.

Encourage more than 37% of WIC infant beneficiaries to receive breastfeeding at 12 months.

Work with WIC beneficiaries ages 2 to 5 years to strive for less than 20% 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

The Clinic Services Bureau had an average of 42,600 Managed Care Medi-Cal Plan enrollees assigned per month in FY 2019-20. Since July 2019, Clinic Services has had a 14% provider turnover rate, a total of six (6) providers. Provider recruitment and retention is a concern for the healthcare industry. A loss of providers present challenges in providing patient care, maintaining quality of care, reducing staff burnout, and maintaining financial sustainability. Shortage of primary care providers in the region results in high demand of primary care providers, which creates competitive markets. Retaining and recruiting providers will remain a challenge in FY 2020-21. Review of provider compensations and alternative venues will be necessary to retain current providers and recruit new providers needed for patient care. Clinic Services is participating in the National Health Service Corp (NHSC) Loan Repayment Program to attract providers.

Service demands by patients with behavioral health issues have been increasing since patients with mild-to-moderate behavioral health issues were referred to primary care providers. Clinic Services has applied for Behavioral Health Integration grants to address patients with depression during and post pregnancy. The grant would aid in the continued collaboration between Clinic Services and Behavioral Health in improving depression screenings of pregnant women,

offering perinatal depression screening, and developing and sustaining a behavioral health team in Clinic Services.

The Department of Health Care Services (DHCS) submitted a State Plan Amendment to the Center for Medicare and Medicaid Services. It included a few proposals pertinent to FQHC, such as, adding marriage and family therapists (MFT) as a new FQHC billable provider, reducing minimum productivity standards used in the rate setting process, and an alternative payment method (APM) pilot program to reform payment and service delivery modules. The APM would replace the traditional Fee for Service, per visit payment model where payment is contingent on a face to face visit with a medical provider. If a pilot program is available, Clinic Services will consider participating, to seek reimbursement of patient engagement activities and other case management services, which are not currently reimbursable but primary care providers are held accountable to improve patient health outcomes.

Fiscal Impacts from the COVID-19 pandemic are unquantifiable; however, it is anticipated that Federal Financial Participation (FFP), Realignment, and Mental Health Services Act (MHSA) revenue will decrease. The Department will monitor all funding streams and will adjust as needs are identified.

The Affordable Care Act (ACA) continues to be 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. The State released its CalAIM proposal originally planned to take effect January 1, 2021. With the COVID-19 pandemic, the State is reviewing its options with Centers for Medicare and Medicaid Services (CMS) so there isn't a lapse in services and programs included in the Medi-Cal 2020 Waiver.

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 County received a non-competitive

award in the amount of \$3,938,610 and applied for four competitive awards in the amount of \$8,791,670.

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 to be offset from Vehicle License Fee revenue over four fiscal years. The first offset occurred in FY 2019.

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 2020-21, 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.

Implementation of Salinas Valley Basin Groundwater Sustainability Agency (SBVGSA) Groundwater Sustainability Plan will require a review and update to Environmental Health's role in the permitting of drinking, agricultural well construction, destruction and monitoring.

Animal Services is continuing to work with the City of Salinas on consolidation of Animal Services. Impacts to Animal Services budget related to this consolidation would be brought to the Board for consideration and approval.

The Public Guardian's Bureau continues to see an increase of referrals. Referrals can come from many resources including hospitals, courts, jails, adult protective services, etc. The challenge is the ability to keep up with such demands while trying to effectively

provide quality service to Monterey County's most vulnerable adult population.

Policy Considerations

The Environmental Health Bureau has established the implementation of SB 1383, Short Lived Climate Pollutants (Organics Recycling) rules and regulations which will require the Bureau to develop Board approved resources and coordinative efforts among other key agencies and entities.

Ordinance 5302 and 5303 that placed temporary restrictions on the drilling of new wells in a specific area of saltwater intruded land will expire in May 2020. Before that expiration date occurs, the Bureau must coordinate with the Water Resources Agency to communicate to the Board the next steps regarding applicable regulatory standards.

AB 626 established a new type of retail food facility called the Micro Enterprise Home Kitchen Operation (MEHKO) where retail food activities can now be permitted to operate out of a personal home kitchen. The Board will have the option for the County to opt in or opt out of this program. Opting in will require more resources to ensure proper implementation of health requirements.

As the current Unified Franchise Agreement for commercial and residential solid waste hauling services nears the end of its term at the end of June 2020, the Bureau has initiated measures to ensure continuous service, however, the Board will have a narrow window of time to review and approval.

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 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Clinic Services Administration (HEA007)	5,139,017	7,758,356	6,482,736	11,540,594	11,486,965	3,728,609	001	8096
Alisal Health Center (HEA007)	10,732,366	10,121,554	8,804,877	9,685,161	9,551,241	(570,313)	001	8097
Clinic Services NIDO clinic (HEA007)	0	1,364,705	951,425	1,642,175	1,642,175	277,470	001	8098
Laurel Family Practice (HEA007)	8,054,330	8,863,794	7,661,420	8,539,454	8,381,842	(481,952)	001	8099
Laurel Internal Medicine (HEA007)	3,455,283	4,417,795	3,743,498	4,584,768	4,570,808	153,013	001	8100
Laurel Pediatrics (HEA007)	6,050,105	7,401,600	5,902,748	7,525,791	7,382,122	(19,478)	001	8101
Marina Health Center (HEA007)	2,325,548	1,830,540	1,656,051	2,440,051	2,434,510	603,970	001	8103
Public Health (HEA007)	8,075	0	0	0	0	0	001	8104
Seaside Family Health Center (HEA007)	10,199,097	11,336,659	9,717,590	10,980,404	10,946,488	(390,171)	001	8105
Ambulance Service (HEA010)	1,756,472	2,030,717	1,875,072	2,120,265	2,120,265	89,548	092	8108
EMS Operating (HEA006)	333,013	762,898	511,143	664,630	659,581	(103,317)	001	8109

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Uncompensated Care (HEA009)	487,792	631,000	630,000	630,000	630,000	(1,000)	016	8111
Consumer Health Protection Services (HEA005)	2,008,134	3,568,208	3,069,669	4,065,263	4,054,610	486,402	001	8112
Recycling and Resource Recovery Services (HEA005)	669,683	1,153,133	915,769	1,218,566	1,216,921	63,788	001	8113
Environmental Health Review Services (HEA005)	586,242	984,697	876,755	1,117,844	1,095,678	110,981	001	8115
Hazardous Materials & Solid Waste Management (HEA005)	1,695,230	3,994,731	2,906,928	3,900,304	3,891,641	(103,090)	001	8116
Environmental Health Fiscal and Administration (HEA005)	2,404,235	353,746	728,657	(684)	(7,425)	(361,171)	001	8117
Public Guardian/Administrator/Conservator (HEA008)	1,905,200	2,124,706	1,962,669	2,595,322	2,282,781	158,075	001	8118
Children's Medical Services (HEA004)	4,396,953	5,545,622	4,545,673	4,922,612	4,895,006	(650,616)	001	8121
Community Health Regional Teams (HEA003)	492,343	1,743,348	1,001,824	1,882,975	1,882,975	139,627	001	8123
Public Health (HEA003)	17,040,492	18,242,998	16,487,373	29,391,834	18,919,645	676,647	001	8124
Drinking Water Protection (HEA005)	1,084,074	1,682,236	1,236,740	1,717,318	1,712,022	29,786	001	8272
Behavioral Health (HEA012)	117,588,731	131,983,616	126,578,677	141,453,482	141,453,482	9,469,866	023	8410
Behavioral Health (HEA015)	15,043,847	15,463,597	15,463,597	17,000,000	17,000,000	1,536,403	022	8410
Behavioral Health (HEA016)	11,900,000	11,300,000	9,676,251	10,630,949	10,630,949	(669,051)	025	8410
Health Realignment (HEA013)	10,968,297	15,454,280	18,458,907	10,130,502	10,063,002	(5,391,278)	025	8424
Health Dept. Administration (HEA014)	1,897,784	2,109,831	2,073,279	3,227,302	3,196,732	1,086,901	001	8438
Animal Services (HEA001)	1,991,694	2,784,233	2,646,538	3,377,348	3,085,379	301,146	001	8442
Bienestar Salinas (HEA007)	237,449	331,991	144,669	141,555	140,425	(191,566)	001	8446
Marina Integrative Clinic (HEA007)	19,702	118,546	78,727	152,338	152,338	33,792	001	8447
Laurel Vista (HEA007)	1,191,120	2,057,889	1,651,998	2,006,441	2,005,037	(52,852)	001	8448
Clinic Services Quality Improvement (HEA007)	747,954	1,034,960	758,509	1,072,675	1,068,870	33,910	001	8449
Customer Service Center (HEA007)	1,021,710	1,284,361	1,010,864	1,345,466	1,341,359	56,998	001	8450
Whole Person Care (HEA017)	6,686,063	15,636,849	9,387,565	20,794,170	20,794,170	5,157,321	023	8473
Subtotal	250,118,036	295,473,196	269,598,198	322,496,875	310,681,594	15,208,398		

Health

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Clinic Services Administration	\$5,139,017	\$7,758,356	\$6,482,736	\$11,540,594	11,486,965	\$3,728,609
Alisal Health Center	\$10,732,366	\$10,121,554	\$8,804,877	\$9,685,161	9,551,241	\$(570,313)
Clinic Services NIDO clinic	—	\$1,364,705	\$951,425	\$1,642,175	1,642,175	\$277,470
Laurel Family Practice	\$8,054,330	\$8,863,794	\$7,661,420	\$8,539,454	8,381,842	\$(481,952)
Laurel Internal Medicine	\$3,455,283	\$4,417,795	\$3,743,498	\$4,584,768	4,570,808	\$153,013
Laurel Pediatrics	\$6,050,105	\$7,401,600	\$5,902,748	\$7,525,791	7,382,122	\$(19,478)
Marina Health Center	\$2,325,548	\$1,830,540	\$1,656,051	\$2,440,051	2,434,510	\$603,970
Public Health	\$8,075	—	—	—	—	—
Seaside Family Health Center	\$10,199,097	\$11,336,659	\$9,717,590	\$10,980,404	10,946,488	\$(390,171)
Ambulance Service	\$1,756,472	\$2,030,717	\$1,875,072	\$2,120,265	2,120,265	\$89,548
EMS Operating	\$333,013	\$762,898	\$511,143	\$664,630	659,581	\$(103,317)
Uncompensated Care	\$487,792	\$631,000	\$630,000	\$630,000	630,000	\$(1,000)
Consumer Health Protection Services	\$2,008,134	\$3,568,208	\$3,069,669	\$4,065,263	4,054,610	\$486,402
Recycling and Resource Recovery Services	\$669,683	\$1,153,133	\$915,769	\$1,218,566	1,216,921	\$63,788
Environmental Health Review Services	\$586,242	\$984,697	\$876,755	\$1,117,844	1,095,678	\$110,981
Hazardous Materials & Solid Waste Management	\$1,695,230	\$3,994,731	\$2,906,928	\$3,900,304	3,891,641	\$(103,090)
Environmental Health Fiscal and Administration	\$2,404,235	\$353,746	\$728,657	\$(684)	(7,425)	\$(361,171)
Public Guardian/Administrator/Conservator	\$1,905,200	\$2,124,706	\$1,962,669	\$2,595,322	2,282,781	\$158,075
Children's Medical Services	\$4,396,953	\$5,545,622	\$4,545,673	\$4,922,612	4,895,006	\$(650,616)
Community Health Regional Teams	\$492,343	\$1,743,348	\$1,001,824	\$1,882,975	1,882,975	\$139,627
Public Health	\$17,040,492	\$18,242,998	\$16,487,373	\$29,391,834	18,919,645	\$676,647
Drinking Water Protection	\$1,084,074	\$1,682,236	\$1,236,740	\$1,717,318	1,712,022	\$29,786
Behavioral Health	\$144,532,578	\$158,747,213	\$151,718,525	\$169,084,431	169,084,431	\$10,337,218
Health Realignment	\$10,968,297	\$15,454,280	\$18,458,907	\$10,130,502	10,063,002	\$(5,391,278)
Health Dept. Administration	\$1,897,784	\$2,109,831	\$2,073,279	\$3,227,302	3,196,732	\$1,086,901
Animal Services	\$1,991,694	\$2,784,233	\$2,646,538	\$3,377,348	3,085,379	\$301,146
Bienestar Salinas	\$237,449	\$331,991	\$144,669	\$141,555	140,425	\$(191,566)
Marina Integrative Clinic	\$19,702	\$118,546	\$78,727	\$152,338	152,338	\$33,792
Laurel Vista	\$1,191,120	\$2,057,889	\$1,651,998	\$2,006,441	2,005,037	\$(52,852)
Clinic Services Quality Improvement	\$747,954	\$1,034,960	\$758,509	\$1,072,675	1,068,870	\$33,910
Customer Service Center	\$1,021,710	\$1,284,361	\$1,010,864	\$1,345,466	1,341,359	\$56,998
Whole Person Care	\$6,686,063	\$15,636,849	\$9,387,565	\$20,794,170	20,794,170	\$5,157,321
Subtotal	\$250,118,036	\$295,473,196	\$269,598,198	\$322,496,875	310,681,594	\$15,208,398

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12E04	BUREAU CHIEF	6.00	6.00	6.00	0.00
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	4.00	4.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	2.00	1.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	9.50	12.50	13.50	1.00
14C31	MANAGEMENT ANALYST III	12.00	13.00	13.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	3.00	3.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	1.00	1.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	6.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN- CONFIDENTIAL	4.00	4.00	5.00	1.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	1.00	1.00	0.00
14H66	OUTPATIENT SERVICES DIRECTOR	1.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00	2.00	1.00	(1.00)
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	13.00	14.00	15.00	1.00
14K44	ASSISTANT BUREAU CHIEF	1.00	3.00	3.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00	1.00	1.00	0.00
14N06	OPERATIONS MANAGER	3.00	2.00	2.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	4.00	4.00	4.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	2.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	2.00	2.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	3.00	3.00	2.00	(1.00)
20B11	ACCOUNTANT II	7.00	7.00	7.00	0.00
20B12	ACCOUNTANT III	4.00	4.00	6.00	2.00
20B93	FINANCE MANAGER II	2.00	2.00	3.00	1.00
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	3.00	3.00	3.00	0.00
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	19.00	24.00	24.00	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	12.00	16.00	16.00	0.00
30J81	RECYCLING/RESOURCE RECOVERY SPECIALIST	2.00	2.00	2.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	9.00	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	2.00	2.00	0.00

Health

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
34H24	DEPUTY PUBLIC ADMINISTRATOR/ GUARDIAN/CONSERVATOR I	0.00	2.00	2.00	0.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/ GUARDIAN/CONSERVATOR II	5.00	4.00	4.00	0.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	9.00	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	1.00	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	3.00	1.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
50E21	LABORATORY HELPER	1.00	0.00	0.00	0.00
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	2.90	3.40	3.40	0.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	3.65	3.65	3.65	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	1.80	0.80	0.80	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	26.00	24.00	24.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	10.00	10.00	10.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	10.00	9.00	10.00	1.00
50K18	HEALTH PROGRAM COORDINATOR	5.00	6.00	6.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	5.00	5.00	7.00	2.00
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	2.50	3.00	3.00	0.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	3.00	3.00	3.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.50	1.00	1.00	0.00
50M80	VETERINARIAN	0.50	1.00	1.00	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	4.00	4.00	5.00	1.00
50T01	MEDICAL RECORD TECHNICIAN I	0.00	1.00	1.00	0.00
50U16	BEHAVIORAL HEALTH AIDE	21.05	21.03	20.03	(1.00)
50U42	MEDICAL ASSISTANT	172.00	167.00	165.00	(2.00)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
52A21	CLINIC NURSE	1.00	1.00	1.00	0.00
52A22	SENIOR CLINIC NURSE	13.00	13.00	9.00	(4.00)
52A94	PSYCHIATRIC NURSE PRACTITIONER	0.00	0.00	3.00	3.00
52A97	CLINIC NURSE PRACTITIONER	12.00	11.00	9.00	(2.00)
52A98	HOSPITAL NURSE PRACTITIONER	5.00	4.00	0.00	(4.00)
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	7.00	7.00	10.00	3.00
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	1.00	1.00	1.00	0.00
52E22	PUBLIC HEALTH NURSE II	18.75	21.75	22.75	1.00
52E23	PUBLIC HEALTH NURSE III	5.00	3.00	3.00	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.75	5.75	6.75	1.00
54B04	GENERAL INTERNIST	2.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	52.15	47.80	44.60	(3.20)
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	HEALTH OFFICER	11.50	0.00	0.00	0.00
54C03	CLINIC PHYSICIAN ASSISTANT	0.00	11.00	9.00	(2.00)
54C05	PSYCHIATRIC PHYSICIAN ASSISTANT	0.00	0.00	2.00	2.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	197.30	213.00	213.00	0.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	28.00	31.00	31.00	0.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	18.00	22.00	22.00	0.00
60C22	SOCIAL WORKER III	37.40	41.00	41.00	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	4.00	2.00	(2.00)
60P22	COMMUNITY SERVICE AIDE III	4.00	5.00	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	2.00	3.00	1.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.00	(0.50)
70B03	ANIMAL CARE TECHNICIAN II	5.00	4.50	6.00	1.50
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	1.00	1.00	0.00
80A31	SECRETARY	2.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	4.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00	1.00	1.00	0.00
80E01	OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	6.00	7.00	8.00	1.00
80E22	OFFICE ASSISTANT III	16.00	18.00	18.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	5.00	4.00	(1.00)
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	6.00	6.00	6.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	2.00	2.00	2.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	8.00	7.00	7.00	0.00

Health

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
80L02	PATIENT SERVICES REPRESENTATIVE II	61.00	59.00	69.00	10.00
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	18.00	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	1,069.25	1,102.18	1,114.98	12.80

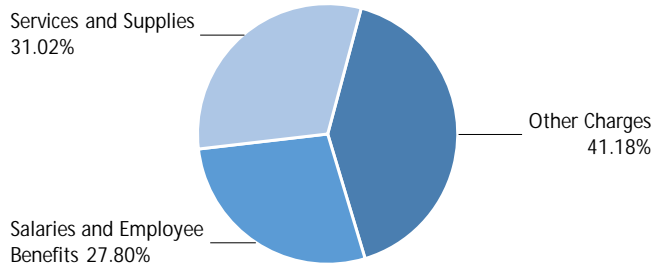
Augmentation Requests

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Request ed FTE	Rec. Amount	Rec. FTE
4000	4000-8097-001-AUG1	CS PSRs Alisal Health Center	Request New Position	-	4.00	-	-
4000	4000-8099-001-AUG1	CS Medical Legal Partnership	New Program/Service w/ General Fund Funding	67,500	-	-	-
4000	4000-8118-001-AUG1	NEW-OAIII	Request New Position	86,300	1.00	-	-
4000	4000-8118-001-AUG2	NEW- Acct Tech.	Request New Position	100,056	1.00	-	-
4000	4000-8118-001-AUG3	NEW - Deputy I	Request New Position	94,722	1.00	-	-
4000	4000-8124-001-AUG1	School Readiness Assessment	New Program/Service w/ General Fund Funding	200,000	-	-	-
4000	4000-8124-001-AUG2	Trauma-informed (ACES)	New Program/Service w/ General Fund Funding	150,000	-	-	-
4000	4000-8124-001-AUG3	Friendly Business Certification (FFB)	New Program/Service w/ General Fund Funding	50,000	-	-	-
4000	4000-8124-001-AUG4	Sustainable Funding Source for First 5	New Program/Service w/ General Fund Funding	10,000,000	-	-	-
4000	4000-8438-001-AUG1	New Position Senior Personnel Analyst	Request New Position	-	1.00	-	1.00
4000	4000-8438-001-AUG2	New Position Project Manager I	Request New Position	-	1.00	-	1.00
4000	4000-8438-001-AUG3	New Position Management Analyst II	Request New Position	-	1.00	-	1.00
4000	4000-8438-001-AUG4	New Position Office Assistant II	Request New Position	-	1.00	-	1.00
4000	4000-8442-001-AUG1	NEW - OAII	Request New Position	81,684	1.00	-	-
4000	4000-8442-001-AUG2	New - Mobile Clinic	New Program/Service w/ General Fund Funding	122,400	-	-	-
4000	4000-8442-001-AUG3	NEW - OAII	Request New Position	81,684	1.00	-	-
4000	4000-8424-025-AUG4	HR Medical Legal Partnership	New Program/Service w/ Outside Funding	67,500	-	-	-
		Grand Total:		11,101,846	13.00	-	4.00

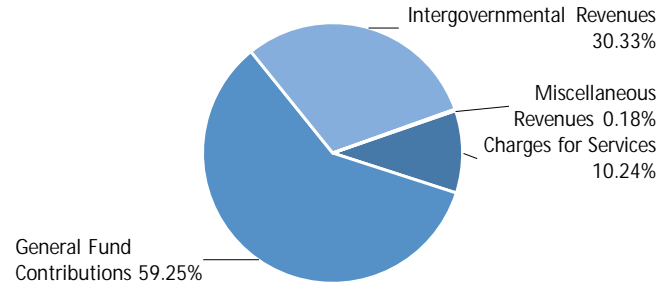
Clinic Services Administration

(Budget Unit 8096—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,314,886	\$2,718,164	\$2,210,494	\$3,233,258	\$3,193,258	\$475,094
Services and Supplies	\$2,200,309	\$3,127,474	\$2,385,422	\$3,577,393	\$3,563,764	\$436,290
Other Charges	\$623,822	\$1,912,718	\$1,886,820	\$4,729,943	\$4,729,943	\$2,817,225
Subtotal	\$5,139,017	\$7,758,356	\$6,482,736	\$11,540,594	\$11,486,965	\$3,728,609

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$966,055	\$2,157,188	\$2,388,553	\$3,484,291	\$3,484,291	\$1,327,103
Charges for Services	\$1,276,250	\$1,176,000	\$1,260,361	\$1,176,000	\$1,176,000	—
Miscellaneous Revenues	\$26,017	—	—	\$21,000	\$21,000	\$21,000
Subtotal	\$2,268,322	\$3,333,188	\$3,648,914	\$4,681,291	\$4,681,291	\$1,348,103
General Fund Contributions	\$2,870,696	\$4,425,168	\$2,833,822	\$6,859,303	\$6,805,674	\$2,380,506
Total Source of Funds	\$5,139,017	\$7,758,356	\$6,482,736	\$11,540,594	\$11,486,965	\$3,728,609

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 status. Clinic Services Administration also performs all medical payor and patient billing 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 FY 2020-21 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
20B11	ACCOUNTANT II	1.00

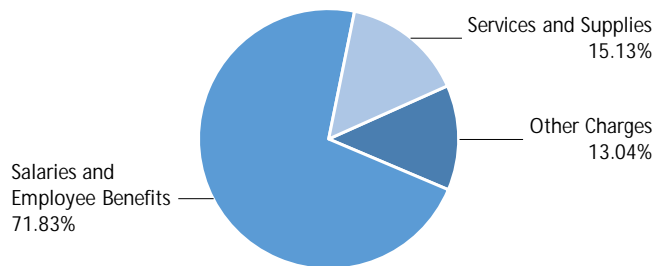
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
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

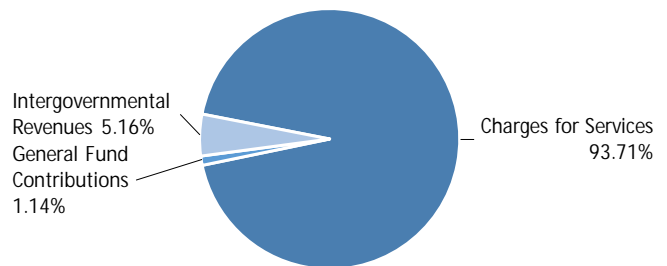
Alisal Health Center

(Budget Unit 8097—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$5,993,098	\$6,947,295	\$5,871,502	\$6,963,487	\$6,860,778	\$(86,517)
Services and Supplies	\$1,421,143	\$1,780,810	\$1,407,855	\$1,475,910	\$1,444,699	\$(336,111)
Other Charges	\$3,318,125	\$1,393,449	\$1,525,520	\$1,245,764	\$1,245,764	\$(147,685)
Subtotal	\$10,732,366	\$10,121,554	\$8,804,877	\$9,685,161	\$9,551,241	\$(570,313)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$595,427	\$619,405	\$604,676	\$492,650	\$492,650	\$(126,755)
Charges for Services	\$8,300,941	\$9,836,832	\$8,418,400	\$8,950,013	\$8,950,013	\$(886,819)
Subtotal	\$8,896,368	\$10,456,237	\$9,023,076	\$9,442,663	\$9,442,663	\$(1,013,574)
General Fund Contributions	\$1,835,997	\$(334,683)	\$(218,199)	\$242,498	\$108,578	\$443,261
Total Source of Funds	\$10,732,366	\$10,121,554	\$8,804,877	\$9,685,161	\$9,551,241	\$(570,313)

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 FY 2020-21 Positions

Classification n Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	30.00

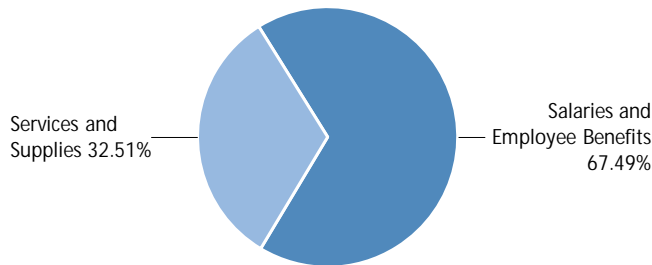
Recommended FY 2020-21 Positions

Classification n Code	Classification Label	FTE
52A21	CLINIC NURSE	1.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	CLINIC NURSE PRACTITIONER	1.00
54B12	CONTRACT PHYSICIAN	4.00
54B90	CLINIC PHYSICIAN II	4.00
54C03	CLINIC 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	5.00
Total		54.00

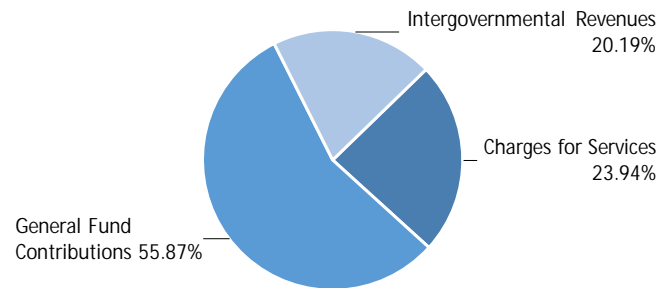
Clinic Services NIDO clinic

(Budget Unit 8098—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	—	\$746,919	\$413,069	\$1,108,338	\$1,108,338	\$361,419
Services and Supplies	—	\$617,786	\$538,356	\$533,837	\$533,837	\$(83,949)
Subtotal	—	\$1,364,705	\$951,425	\$1,642,175	\$1,642,175	\$277,470

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	—	\$317,399	\$132,243	\$331,609	\$331,609	\$14,210
Charges for Services	—	\$1,732,788	\$322,560	\$393,121	\$393,121	\$(1,339,667)
Subtotal	—	\$2,050,187	\$454,803	\$724,730	\$724,730	\$(1,325,457)
General Fund Contributions	—	\$(685,482)	\$496,622	\$917,445	\$917,445	\$1,602,927
Total Source of Funds	—	\$1,364,705	\$951,425	\$1,642,175	\$1,642,175	\$277,470

Unit Description

In September 2019, Clinic Services (CS) Bureau was awarded a New Access Point (NAP) grant. As a result of the NAP grant, the Health Departments primary care clinics received Federally Qualified Health Center (FQHC) designation and the Natividad Immunology Division Outpatient (NIDO) Clinic transitioned from Natividad Medical Center to CS as a new FQHC site.

The NIDO clinic provides comprehensive primary care services to all residents, specializing in serving adults with compromised immune system and other infectious diseases, such as HIV/AIDS, tuberculosis, sexually transmitted infections, and more. In addition to medical services, the clinic provides free HIV testing and counseling,

laboratory, case management, health education, treatment adherence education, mental health counseling, outreach, and referral services.

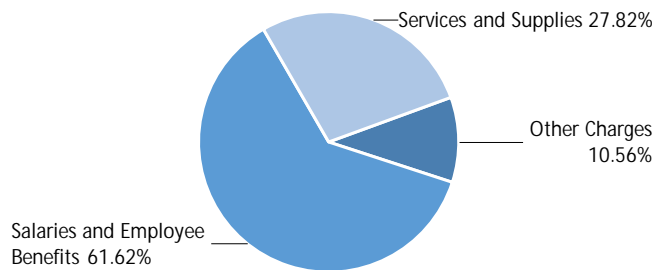
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
50K19	HEALTH EDUCATION ASSISTANT	2.00
50U42	MEDICAL ASSISTANT	3.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	1.00
54C03	CLINIC PHYSICIAN ASSISTANT	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	2.00
Total		11.00

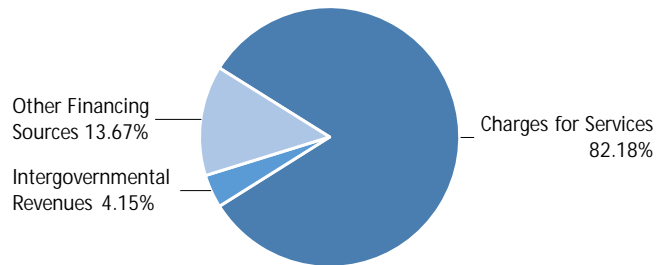
Laurel Family Practice

(Budget Unit 8099—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,397,164	\$5,510,096	\$4,551,309	\$5,164,933	\$5,164,933	\$(345,163)
Services and Supplies	\$2,138,469	\$2,587,208	\$2,244,198	\$2,489,039	\$2,331,427	\$(255,781)
Other Charges	\$1,518,697	\$766,490	\$865,913	\$885,482	\$885,482	\$118,992
Subtotal	\$8,054,330	\$8,863,794	\$7,661,420	\$8,539,454	\$8,381,842	\$(481,952)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$488,085	\$162,500	\$473,305	\$394,585	\$394,585	\$232,085
Charges for Services	\$8,142,892	\$7,676,653	\$8,332,177	\$7,815,991	\$7,815,991	\$139,338
Other Financing Sources	\$500,000	\$1,300,000	\$500,000	\$1,367,500	\$1,300,000	—
Subtotal	\$9,130,978	\$9,139,153	\$9,305,482	\$9,578,076	\$9,510,576	\$371,423
General Fund Contributions	\$(1,076,647)	\$(275,359)	\$(1,644,062)	\$(1,038,622)	\$(1,128,734)	\$(853,375)
Total Source of Funds	\$8,054,330	\$8,863,794	\$7,661,420	\$8,539,454	\$8,381,842	\$(481,952)

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50U42	MEDICAL ASSISTANT	29.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	1.00

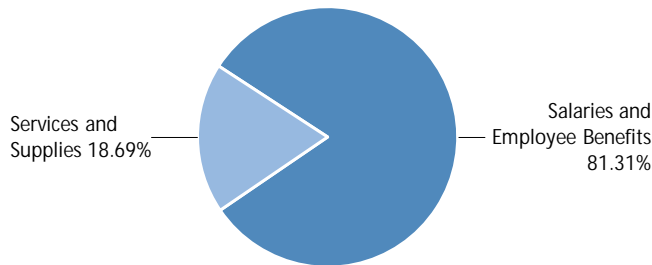
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
54C03	CLINIC 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	10.00
	Total	49.00

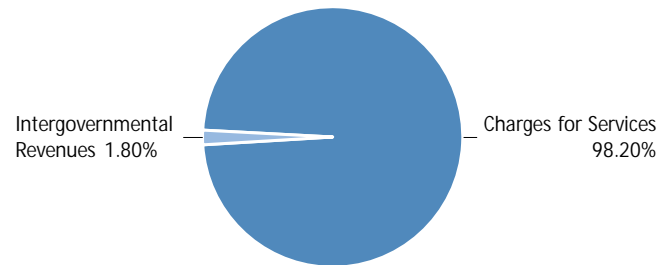
Laurel Internal Medicine

(Budget Unit 8100—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$2,615,301	\$3,541,147	\$2,992,183	\$3,716,612	\$3,716,612	\$175,465
Services and Supplies	\$839,069	\$876,648	\$751,315	\$868,156	\$854,196	\$(22,452)
Other Charges	\$913	—	—	—	—	—
Subtotal	\$3,455,283	\$4,417,795	\$3,743,498	\$4,584,768	\$4,570,808	\$153,013

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$97,110	\$330,953	\$97,240	\$105,694	\$105,694	\$(225,259)
Charges for Services	\$3,831,085	\$4,584,784	\$3,746,020	\$5,768,357	\$5,768,357	\$1,183,573
Subtotal	\$3,928,195	\$4,915,737	\$3,843,260	\$5,874,051	\$5,874,051	\$958,314
General Fund Contributions	\$(472,912)	\$(497,942)	\$(99,762)	\$(1,289,283)	\$(1,303,243)	\$(805,301)
Total Source of Funds	\$3,455,283	\$4,417,795	\$3,743,498	\$4,584,768	\$4,570,808	\$153,013

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 services, obstetric and gynecological care, behavioral health, internal medicine and comprehensive perinatal and postpartum education.

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	15.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	CLINIC NURSE PRACTITIONER	2.00

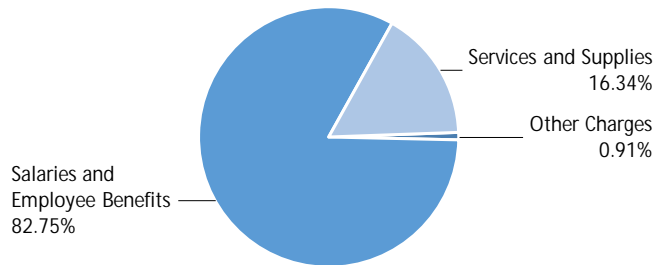
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
54B04	GENERAL INTERNIST	1.00
54B12	CONTRACT PHYSICIAN	2.00
54C05	PSYCHIATRIC PHYSICIAN ASSISTANT	1.00
60C22	SOCIAL WORKER III	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	5.00
	Total	30.00

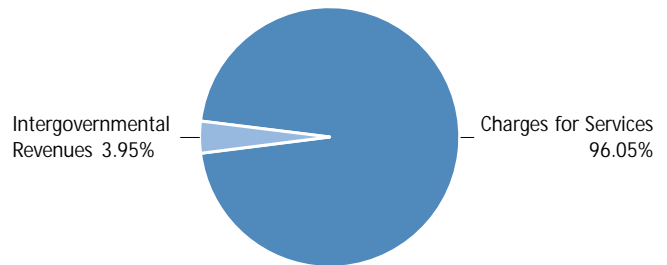
Laurel Pediatrics

(Budget Unit 8101—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$4,737,568	\$6,034,344	\$4,678,156	\$6,230,490	\$6,108,783	\$74,439
Services and Supplies	\$947,659	\$1,345,752	\$1,201,370	\$1,227,874	\$1,205,912	\$(139,840)
Other Charges	\$364,878	\$21,504	\$23,222	\$67,427	\$67,427	\$45,923
Subtotal	\$6,050,105	\$7,401,600	\$5,902,748	\$7,525,791	\$7,382,122	\$(19,478)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$304,229	\$269,717	\$275,734	\$316,915	\$316,915	\$47,198
Charges for Services	\$7,042,757	\$7,757,757	\$6,753,943	\$7,702,635	\$7,702,635	\$(55,122)
Subtotal	\$7,346,986	\$8,027,474	\$7,029,677	\$8,019,550	\$8,019,550	\$(7,924)
General Fund Contributions	\$(1,296,882)	\$(625,874)	\$(1,126,929)	\$(493,759)	\$(637,428)	\$(11,554)
Total Source of Funds	\$6,050,105	\$7,401,600	\$5,902,748	\$7,525,791	\$7,382,122	\$(19,478)

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50U42	MEDICAL ASSISTANT	23.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	CLINIC NURSE PRACTITIONER	2.00

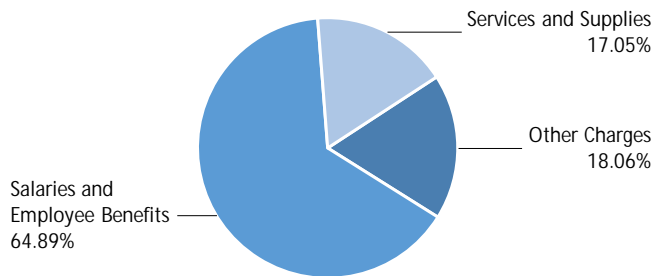
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
54B12	CONTRACT PHYSICIAN	8.00
54C03	CLINIC 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	8.00
Total		49.00

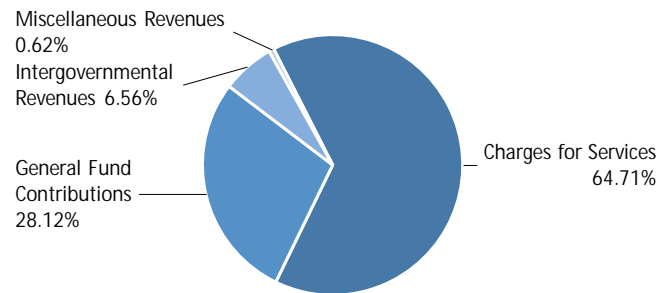
Marina Health Center

(Budget Unit 8103—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,070,953	\$1,214,646	\$1,107,549	\$1,579,655	\$1,579,655	\$365,009
Services and Supplies	\$310,817	\$475,587	\$379,040	\$420,628	\$415,087	\$(60,500)
Other Charges	\$943,779	\$140,307	\$169,462	\$439,768	\$439,768	\$299,461
Subtotal	\$2,325,548	\$1,830,540	\$1,656,051	\$2,440,051	\$2,434,510	\$603,970

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$109,697	\$133,468	\$109,696	\$159,696	\$159,696	\$26,228
Charges for Services	\$1,592,317	\$1,685,772	\$1,234,580	\$1,575,339	\$1,575,339	\$(110,433)
Miscellaneous Revenues	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	—
Subtotal	\$1,717,014	\$1,834,240	\$1,359,276	\$1,750,035	\$1,750,035	\$(84,205)
General Fund Contributions	\$608,534	\$(3,700)	\$296,775	\$690,016	\$684,475	\$688,175
Total Source of Funds	\$2,325,548	\$1,830,540	\$1,656,051	\$2,440,051	\$2,434,510	\$603,970

Unit Description

The Marina Health Center is small clinic offering primary care and preventive services in the Marina area.

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
50U42	MEDICAL ASSISTANT	7.00

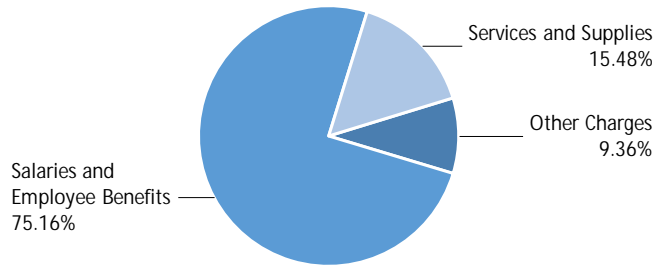
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
54B12	CONTRACT PHYSICIAN	1.00
54C03	CLINIC PHYSICIAN ASSISTANT	1.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
Total		11.00

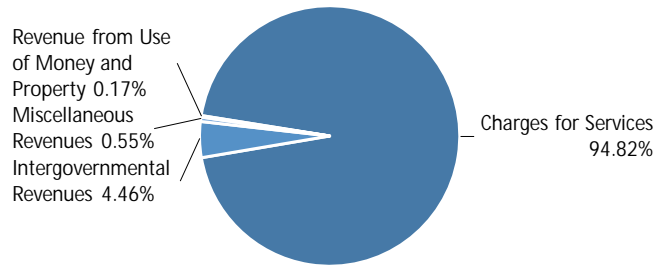
Seaside Family Health Center

(Budget Unit 8105—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$6,367,664	\$8,198,179	\$6,793,611	\$8,226,857	\$8,226,857	\$28,678
Services and Supplies	\$1,776,884	\$2,125,263	\$1,829,793	\$1,728,668	\$1,694,752	\$(430,511)
Other Charges	\$2,054,549	\$1,013,217	\$1,094,186	\$1,024,879	\$1,024,879	\$11,662
Subtotal	\$10,199,097	\$11,336,659	\$9,717,590	\$10,980,404	\$10,946,488	\$(390,171)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$15,036	\$18,648	\$16,916	\$18,648	\$18,648	—
Intergovernmental Revenues	\$634,356	\$551,524	\$599,656	\$488,356	\$488,356	\$(63,168)
Charges for Services	\$8,961,525	\$10,161,994	\$9,731,988	\$10,373,839	\$10,373,839	\$211,845
Miscellaneous Revenues	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	—
Subtotal	\$9,670,917	\$10,792,166	\$10,408,560	\$10,940,843	\$10,940,843	\$148,677
General Fund Contributions	\$528,180	\$544,493	\$(690,970)	\$39,561	\$5,645	\$(538,848)
Total Source of Funds	\$10,199,097	\$11,336,659	\$9,717,590	\$10,980,404	\$10,946,488	\$(390,171)

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	33.00

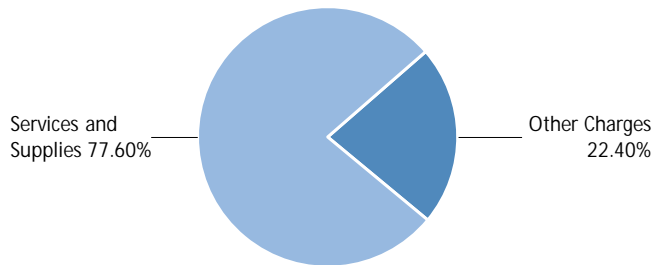
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
52A22	SENIOR CLINIC NURSE	2.00
52A97	CLINIC NURSE PRACTITIONER	3.00
54B04	GENERAL INTERNIST	1.00
54B12	CONTRACT PHYSICIAN	7.00
54B90	CLINIC PHYSICIAN II	1.00
54C03	CLINIC 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		63.00

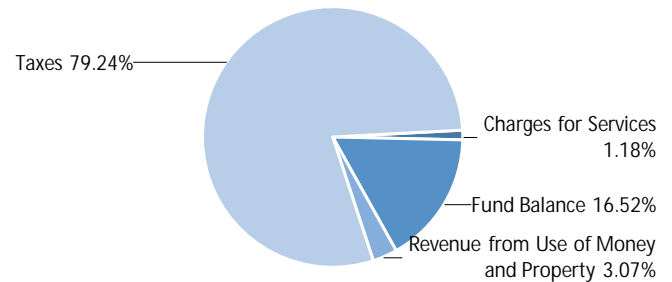
Ambulance Service

(Budget Unit 8108—Fund 092—Appropriation Unit HEA010)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$1,283,545	\$1,555,717	\$1,400,072	\$1,645,265	\$1,645,265	\$89,548
Other Charges	\$472,928	\$475,000	\$475,000	\$475,000	\$475,000	—
Subtotal	\$1,756,472	\$2,030,717	\$1,875,072	\$2,120,265	\$2,120,265	\$89,548

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$1,683,867	\$1,663,000	\$1,680,000	\$1,680,000	\$1,680,000	\$17,000
Revenue from Use of Money & Property	\$78,256	\$52,000	\$65,000	\$65,000	\$65,000	\$13,000
Charges for Services	\$25,575	\$22,000	\$25,000	\$25,000	\$25,000	\$3,000
Subtotal	\$1,787,697	\$1,737,000	\$1,770,000	\$1,770,000	\$1,770,000	\$33,000
Fund Balance	\$(31,225)	\$293,717	\$105,072	\$350,265	\$350,265	\$56,548
Total Source of Funds	\$1,756,472	\$2,030,717	\$1,875,072	\$2,120,265	\$2,120,265	\$89,548

Unit Description

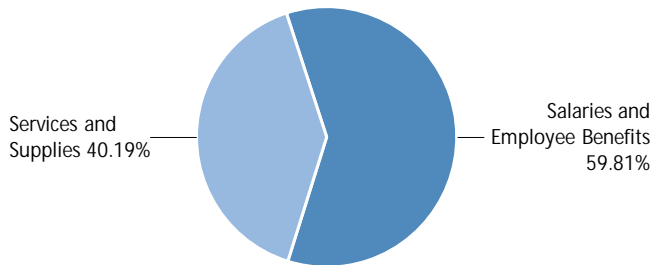
The Monterey County Emergency Medical Services (EMS) system provides paramedic, ambulance and related services.

Originally County Service Area 74 (CSA-74) was formed to provide funding for paramedic, ambulance, and related services. On March 7, 2000, Monterey County voters approved Measure A, replacing the former CSA 74 benefit assessment with an equivalent special tax, in compliance with Proposition 218. The special tax is collected and administered by the Emergency Medical Services (EMS) Agency.

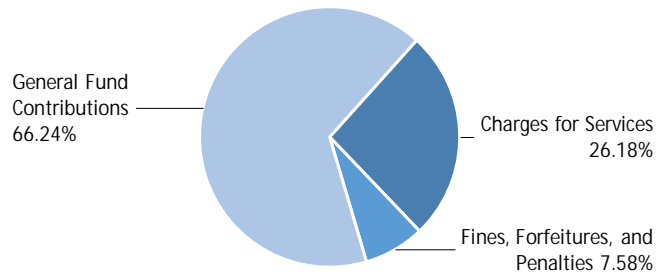
EMS Operating

(Budget Unit 8109—Fund 001—Appropriation Unit HEA006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,131,351	\$1,380,438	\$896,416	\$1,215,265	\$1,215,265	\$(165,173)
Services and Supplies	\$648,384	\$761,106	\$794,794	\$821,595	\$816,546	\$55,440
Other Charges	\$(1,504,941)	\$(1,378,646)	\$(1,234,425)	\$(1,372,230)	\$(1,372,230)	\$6,416
Capital Assets	\$58,219	—	\$54,358	—	—	—
Subtotal	\$333,013	\$762,898	\$511,143	\$664,630	\$659,581	\$(103,317)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$101,130	\$50,000	\$14,190	\$50,000	\$50,000	—
Charges for Services	\$154,086	\$358,658	\$154,087	\$172,658	\$172,658	\$(186,000)
Miscellaneous Revenues	\$105,420	—	—	—	—	—
Subtotal	\$360,636	\$408,658	\$168,277	\$222,658	\$222,658	\$(186,000)
General Fund Contributions	\$(27,623)	\$354,240	\$342,866	\$441,972	\$436,923	\$82,683
Total Source of Funds	\$333,013	\$762,898	\$511,143	\$664,630	\$659,581	\$(103,317)

Unit Description

The Emergency Medical Services (EMS) Agency is designated by the Monterey County Board of Supervisors, pursuant to California Health and Safety Code, Section 1797.200, as the Local EMS Agency. The local EMS Agency is responsible to plan, implement, and evaluate the Emergency Medical Services System, consisting of organized patterns of readiness and response services based on public and private agreements and operational procedures. The Local EMS Agency is also responsible to implement advanced life support systems, and to establish policies and procedures approved by the Medical Director of the Local EMS Agency to assure medical control of the EMS system. In addition, EMS Agency staff administer funds received through the

CSA-74 Special Tax (Fund 092) and the Uncompensated Care Fund (Fund 016).

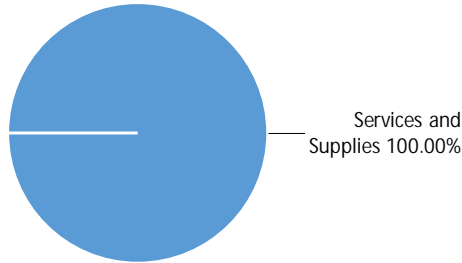
Recommended FY 2020-21 Positions

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

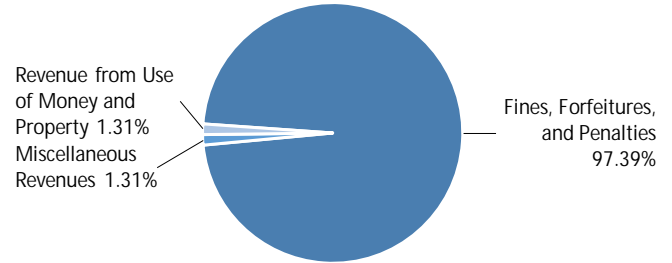
Uncompensated Care

(Budget Unit 8111—Fund 016—Appropriation Unit HEA009)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$487,792	\$631,000	\$630,000	\$630,000	\$630,000	\$(1,000)
Subtotal	\$487,792	\$631,000	\$630,000	\$630,000	\$630,000	\$(1,000)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$827,746	\$745,000	\$745,000	\$745,000	\$745,000	—
Revenue from Use of Money & Property	\$32,432	\$15,000	\$10,000	\$10,000	\$10,000	\$(5,000)
Miscellaneous Revenues	\$17,232	\$14,000	\$10,000	\$10,000	\$10,000	\$(4,000)
Subtotal	\$877,409	\$774,000	\$765,000	\$765,000	\$765,000	\$(9,000)
Fund Balance	\$(389,617)	\$(143,000)	\$(135,000)	\$(135,000)	\$(135,000)	\$8,000
Total Source of Funds	\$487,792	\$631,000	\$630,000	\$630,000	\$630,000	\$(1,000)

Unit Description

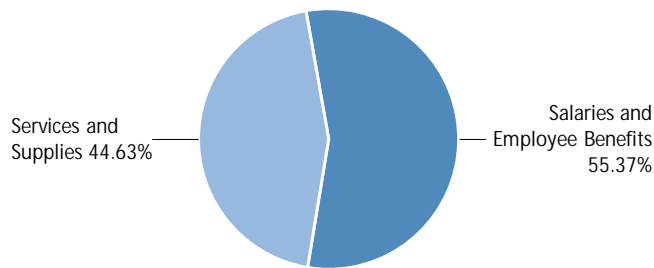
Uncompensated Care Fund 016 was established in 1989 to provide for collection and distribution of fine proceeds authorized by the California State Legislature through Senate Bill (SB) 612 and SB 1773. These laws allow counties to levy an assessment of \$4.00 per \$10.00 of fines for specified traffic 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.

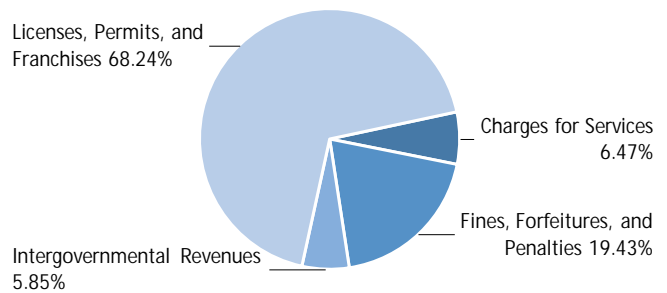
Consumer Health Protection Services

(Budget Unit 8112—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,895,109	\$2,544,518	\$2,190,769	\$2,245,015	\$2,245,015	\$(299,503)
Services and Supplies	\$171,386	\$1,104,690	\$853,900	\$1,820,248	\$1,809,595	\$704,905
Other Charges	\$(58,361)	\$(81,000)	—	—	—	\$81,000
Capital Assets	—	—	\$25,000	—	—	—
Subtotal	\$2,008,134	\$3,568,208	\$3,069,669	\$4,065,263	\$4,054,610	\$486,402

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$2,691,599	\$2,948,324	\$2,798,440	\$2,809,232	\$2,809,232	\$(139,092)
Fines, Forfeitures, and Penalties	—	—	\$303,539	\$800,000	\$800,000	\$800,000
Intergovernmental Revenues	\$37,232	\$208,000	\$17,768	\$240,917	\$240,917	\$32,917
Charges for Services	\$417,557	\$50,000	\$383,858	\$266,337	\$266,337	\$216,337
Miscellaneous Revenues	—	\$19,200	—	—	—	\$(19,200)
Other Financing Sources	\$1,557	—	—	—	—	—
Subtotal	\$3,147,945	\$3,225,524	\$3,503,605	\$4,116,486	\$4,116,486	\$890,962
General Fund Contributions	\$(1,139,811)	\$342,684	\$(433,936)	\$(51,223)	\$(61,876)	\$(404,560)
Total Source of Funds	\$2,008,134	\$3,568,208	\$3,069,669	\$4,065,263	\$4,054,610	\$486,402

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, Summer Lunch Inspection Program, detention facilities and other general health protection activities.

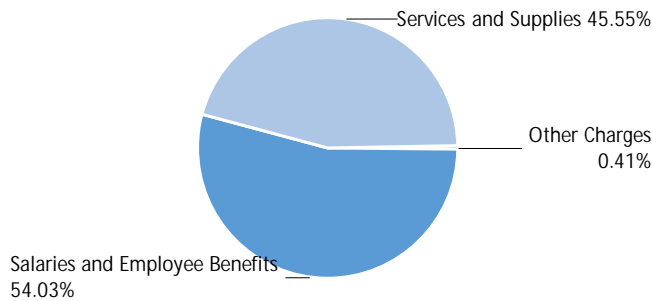
Recommended FY 2020-21 Positions

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

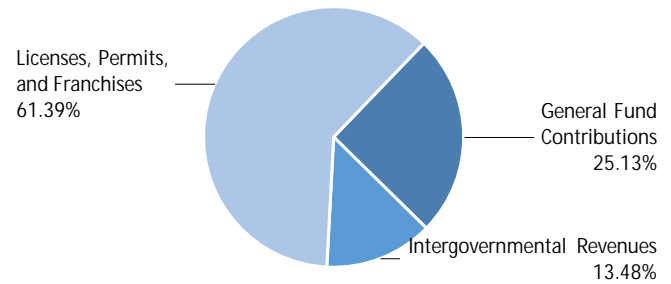
Recycling and Resource Recovery Services

(Budget Unit 8113—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$440,941	\$665,889	\$502,725	\$657,554	\$657,554	\$(8,335)
Services and Supplies	\$223,741	\$482,244	\$408,044	\$556,012	\$554,367	\$72,123
Other Charges	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	—
Subtotal	\$669,683	\$1,153,133	\$915,769	\$1,218,566	\$1,216,921	\$63,788

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$655,401	\$731,605	\$769,625	\$747,079	\$747,079	\$15,474
Intergovernmental Revenues	\$176,451	\$164,000	—	\$164,000	\$164,000	—
Charges for Services	—	\$2	—	\$3	\$3	\$1
Miscellaneous Revenues	—	\$5	—	\$5	\$5	—
Subtotal	\$831,852	\$895,612	\$769,625	\$911,087	\$911,087	\$15,475
General Fund Contributions	\$(162,169)	\$257,521	\$146,144	\$307,479	\$305,834	\$48,313
Total Source of Funds	\$669,683	\$1,153,133	\$915,769	\$1,218,566	\$1,216,921	\$63,788

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 promotes countywide cleanup events, which supports the Solid Waste Management Service's (SWMS) Illegal Dumping and Litter Abatement Program. The Unit also serves as administrator for the Unified Franchise Agreement for solid waste collection and several

grants that fund program activities such as waste oil collection and waste tire inspections.

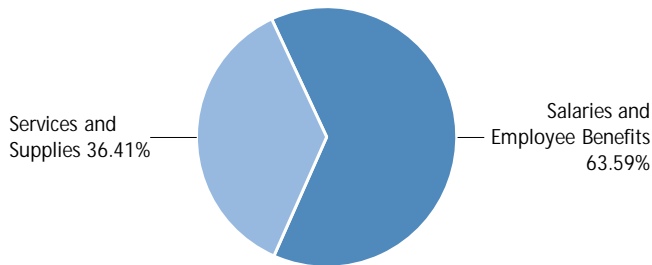
Recommended FY 2020-21 Positions

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

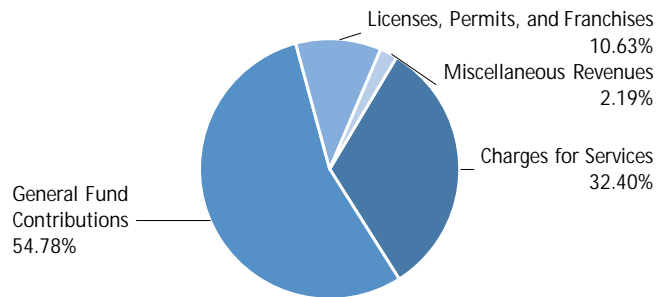
Environmental Health Review Services

(Budget Unit 8115—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$543,136	\$680,615	\$626,574	\$696,728	\$696,728	\$16,113
Services and Supplies	\$43,106	\$304,082	\$250,181	\$421,116	\$398,950	\$94,868
Subtotal	\$586,242	\$984,697	\$876,755	\$1,117,844	\$1,095,678	\$110,981

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$143,251	\$276,631	\$82,717	\$116,505	\$116,505	\$(160,126)
Intergovernmental Revenues	—	\$1	—	\$1	\$1	—
Charges for Services	\$360,436	\$455,700	\$332,889	\$355,002	\$355,002	\$(100,698)
Miscellaneous Revenues	—	\$3	\$785	\$24,001	\$24,001	\$23,998
Other Financing Sources	—	\$1	—	\$1	\$1	—
Subtotal	\$503,687	\$732,336	\$416,391	\$495,510	\$495,510	\$(236,826)
General Fund Contributions	\$82,555	\$252,361	\$460,364	\$622,334	\$600,168	\$347,807
Total Source of Funds	\$586,242	\$984,697	\$876,755	\$1,117,844	\$1,095,678	\$110,981

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 regulatory agency. Additionally, this program reviews, inspects, and approves onsite wastewater treatment system and monitors water

quality of discharges from sewage treatment and wastewater reclamation facilities.

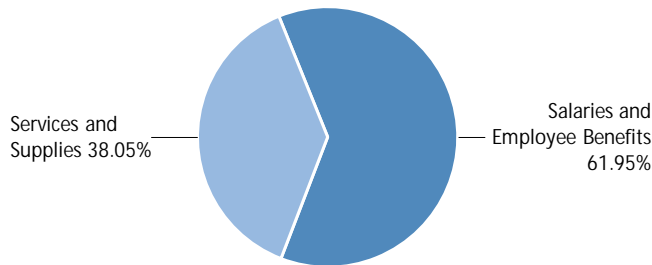
Recommended FY 2020-21 Positions

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

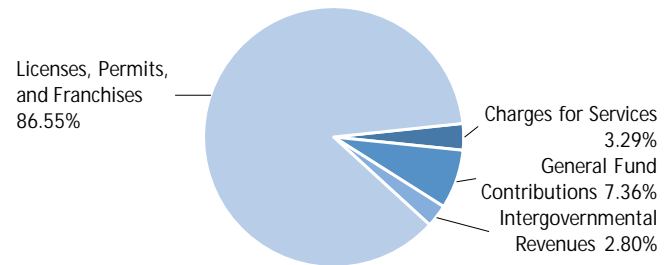
Hazardous Materials & Solid Waste Management

(Budget Unit 8116—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,432,549	\$2,625,859	\$1,812,851	\$2,410,945	\$2,410,945	\$(214,914)
Services and Supplies	\$195,966	\$1,368,872	\$994,077	\$1,489,359	\$1,480,696	\$111,824
Other Charges	\$(15,354)	—	—	—	—	—
Capital Assets	\$82,069	—	\$100,000	—	—	—
Subtotal	\$1,695,230	\$3,994,731	\$2,906,928	\$3,900,304	\$3,891,641	\$(103,090)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$2,356,455	\$2,591,372	\$2,360,132	\$3,368,206	\$3,368,206	\$776,834
Fines, Forfeitures, and Penalties	\$33,644	\$1	\$5,800	—	—	\$(1)
Intergovernmental Revenues	\$75,061	\$109,000	\$284,232	\$109,000	\$109,000	—
Charges for Services	\$27,947	\$400,001	\$2,519	\$127,977	\$127,977	\$(272,024)
Miscellaneous Revenues	—	\$2	—	\$2	\$2	—
Subtotal	\$2,493,107	\$3,100,376	\$2,652,683	\$3,605,185	\$3,605,185	\$504,809
General Fund Contributions	\$(797,877)	\$894,355	\$254,245	\$295,119	\$286,456	\$(607,899)
Total Source of Funds	\$1,695,230	\$3,994,731	\$2,906,928	\$3,900,304	\$3,891,641	\$(103,090)

Unit Description

This Unit provides services in three areas: Hazardous Materials Management Services (HMMS), Solid Waste Management Services (SWMS) and Cannabis Management Services (CMS).

Hazardous Materials Management Services (HMMS) is designated as the local Certified Unified Program Agency (CUPA) in Monterey County and is responsible for inspecting facilities in the County to verify proper storage, handling and disposal of hazardous materials and hazardous wastes. 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.

Solid Waste Management Services (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.

CMS is a part of the countywide Cannabis Program responsible for the regulatory oversight of all cannabis activities within the unincorporated areas of the County. CMS is responsible for permitting and inspecting cannabis businesses including grow operations, manufacturers, retail distribution and laboratory testing facilities. Inspections include but are not limited to hazardous materials, water quality, food ingredient handling and storage, and waste management. In addition, CMS responds to issues related to illegal cannabis activities such as illegal grow sites and cannabis products from unapproved sources. CMS participates in the Cannabis Ad Hoc Committee seeking to promote public health messaging

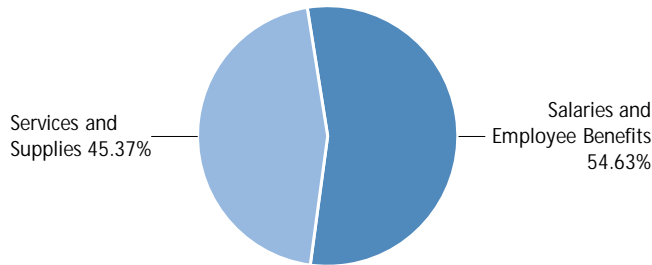
specifically the negative health effects caused by the abuse of cannabis by youth, adults and expectant mothers.

Recommended FY 2020-21 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

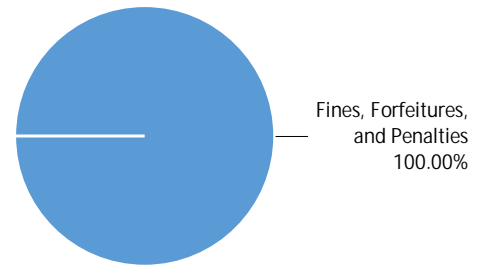
Environmental Health Fiscal and Administration

(Budget Unit 8117—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,035,360	\$1,071,554	\$995,998	\$1,359,460	\$1,359,460	\$287,906
Services and Supplies	\$805,689	\$398,184	\$843,799	\$1,135,849	\$1,129,108	\$730,924
Other Charges	\$563,186	\$(1,115,992)	\$(1,111,140)	\$(2,495,993)	\$(2,495,993)	\$(1,380,001)
Subtotal	\$2,404,235	\$353,746	\$728,657	\$(684)	\$(7,425)	\$(361,171)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$74,970	\$330,284	—	—	—	\$(330,284)
Fines, Forfeitures, and Penalties	\$38,307	\$29,840	\$106,556	\$57,796	\$57,796	\$27,956
Charges for Services	\$(4,518)	—	\$6,919	—	—	—
Miscellaneous Revenues	\$47,928	—	\$17,873	—	—	—
Other Financing Sources	—	—	\$(3,099)	—	—	—
Subtotal	\$156,687	\$360,124	\$128,249	\$57,796	\$57,796	\$(302,328)
General Fund Contributions	\$2,247,548	\$(6,378)	\$600,408	\$(58,480)	\$(65,221)	\$(58,843)
Total Source of Funds	\$2,404,235	\$353,746	\$728,657	\$(684)	\$(7,425)	\$(361,171)

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, environmental health review, hazardous materials management, solid waste management, cannabis management and drinking water protection services. Services include strategic planning, budget preparation and oversight, billing and collection, preparation of department reports, procurement and accounts payable, contract and grant management, information management systems support, legislative review, departmental human

resources, fleet vehicle management, and implementation of workplace safety standards.

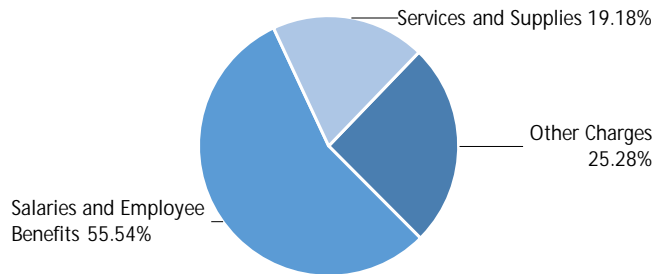
Recommended FY 2020-21 Positions

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
20B11	ACCOUNTANT II	1.00
20B95	FINANCE MANAGER I	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
Total		9.00

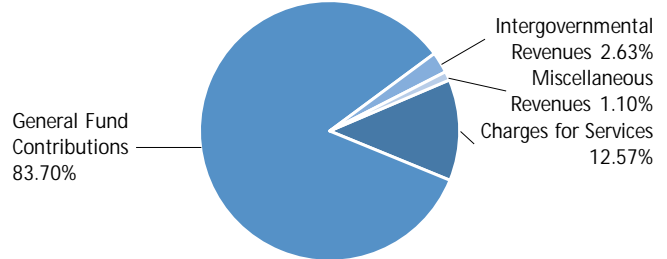
Public Guardian/Administrator/Conservator

(Budget Unit 8118—Fund 001—Appropriation Unit HEA008)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,016,763	\$1,214,047	\$1,098,263	\$1,567,190	\$1,267,811	\$53,764
Services and Supplies	\$479,318	\$440,383	\$413,876	\$450,966	\$437,804	\$(2,579)
Other Charges	\$409,119	\$445,276	\$450,530	\$577,166	\$577,166	\$131,890
Capital Assets	—	\$25,000	—	—	—	\$(25,000)
Subtotal	\$1,905,200	\$2,124,706	\$1,962,669	\$2,595,322	\$2,282,781	\$158,075

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$72,640	\$66,000	\$66,000	\$60,000	\$60,000	\$(6,000)
Charges for Services	\$336,809	\$310,374	\$243,741	\$313,375	\$286,975	\$(23,399)
Miscellaneous Revenues	\$26,863	\$24,000	\$24,000	\$25,200	\$25,200	\$1,200
Subtotal	\$436,312	\$400,374	\$333,741	\$398,575	\$372,175	\$(28,199)
General Fund Contributions	\$1,468,888	\$1,724,332	\$1,628,928	\$2,196,747	\$1,910,606	\$186,274
Total Source of Funds	\$1,905,200	\$2,124,706	\$1,962,669	\$2,595,322	\$2,282,781	\$158,075

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
14N06	OPERATIONS MANAGER	1.00
20B12	ACCOUNTANT III	1.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR I	2.00

Recommended FY 2020-21 Positions

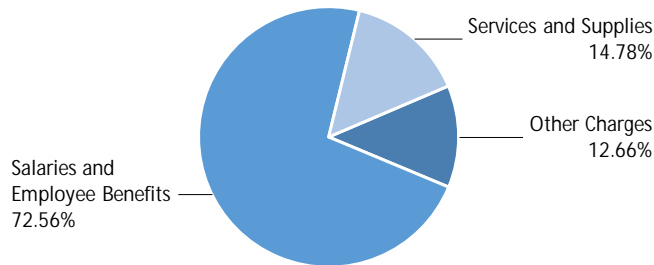
Classification Code	Classification Label	FTE
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR II	4.00
80E21	OFFICE ASSISTANT II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	11.00

Health

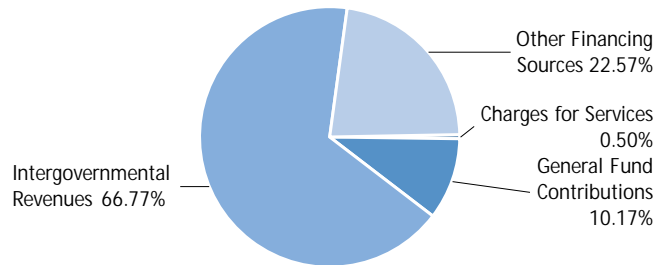
Children's Medical Services

(Budget Unit 8121—Fund 001—Appropriation Unit HEA004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$3,420,761	\$3,963,048	\$3,258,117	\$3,551,579	\$3,551,579	\$(411,469)
Services and Supplies	\$818,872	\$966,258	\$704,681	\$751,242	\$723,636	\$(242,622)
Other Charges	\$157,320	\$616,316	\$582,875	\$619,791	\$619,791	\$3,475
Subtotal	\$4,396,953	\$5,545,622	\$4,545,673	\$4,922,612	\$4,895,006	\$(650,616)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$3,465,162	\$3,620,586	\$3,312,723	\$3,268,349	\$3,268,349	\$(352,237)
Charges for Services	\$54,731	\$65,710	\$1,724	\$24,357	\$24,357	\$(41,353)
Other Financing Sources	\$1,218,318	\$1,441,730	\$813,630	\$1,104,608	\$1,104,608	\$(337,122)
Subtotal	\$4,738,211	\$5,128,026	\$4,128,077	\$4,397,314	\$4,397,314	\$(730,712)
General Fund Contributions	\$(341,258)	\$417,596	\$417,596	\$525,298	\$497,692	\$80,096
Total Source of Funds	\$4,396,953	\$5,545,622	\$4,545,673	\$4,922,612	\$4,895,006	\$(650,616)

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 FY 2020-21 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
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00

Recommended FY 2020-21 Positions

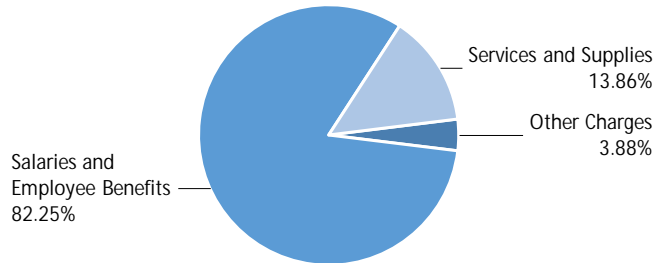
Classification Code	Classification Label	FTE
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
52E22	PUBLIC HEALTH NURSE II	5.75
52E23	PUBLIC HEALTH NURSE III	1.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	1.75
54B12	CONTRACT PHYSICIAN	0.45
60P22	COMMUNITY SERVICE AIDE III	3.00
80E22	OFFICE ASSISTANT III	2.00
	Total	27.80

Health

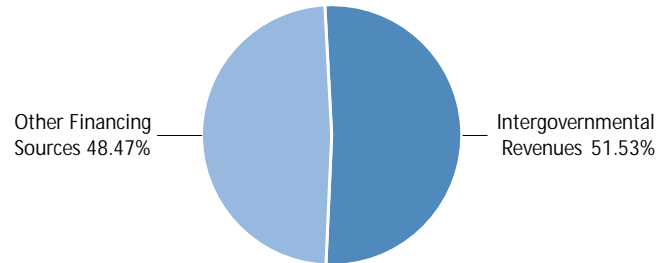
Community Health Regional Teams

(Budget Unit 8123—Fund 001—Appropriation Unit HEA003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$285,415	\$1,191,898	\$626,322	\$1,548,759	\$1,548,759	\$356,861
Services and Supplies	\$170,059	\$499,013	\$324,333	\$261,065	\$261,065	\$(237,948)
Other Charges	\$36,868	\$52,437	\$51,169	\$73,151	\$73,151	\$20,714
Subtotal	\$492,343	\$1,743,348	\$1,001,824	\$1,882,975	\$1,882,975	\$139,627

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$(6)	—	—	—	—	—
Intergovernmental Revenues	—	\$962,517	\$550	\$970,387	\$970,387	\$7,870
Other Financing Sources	\$500	\$905,739	\$1,126,182	\$912,588	\$912,588	\$6,849
Subtotal	\$494	\$1,868,256	\$1,126,732	\$1,882,975	\$1,882,975	\$14,719
General Fund Contributions	\$491,848	\$(124,908)	\$(124,908)	—	—	\$124,908
Total Source of Funds	\$492,343	\$1,743,348	\$1,001,824	\$1,882,975	\$1,882,975	\$139,627

Unit Description

Community Health Regionals Teams are comprised 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.

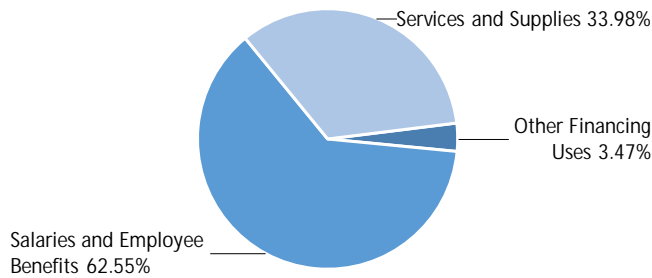
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
50L22	PUBLIC HEALTH NUTRITIONIST II	3.00
52E22	PUBLIC HEALTH NURSE II	5.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	2.00
Total		10.00

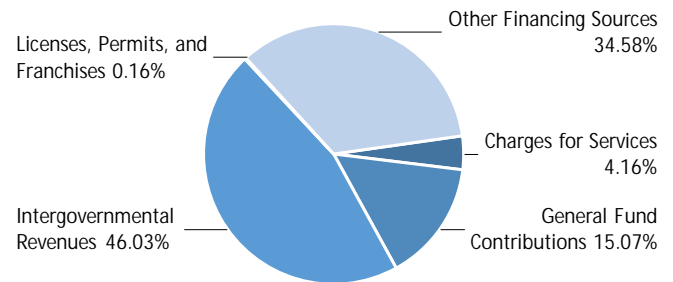
Public Health

(Budget Unit 8124—Fund 001—Appropriation Unit HEA003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$11,846,932	\$13,536,526	\$11,482,661	\$12,711,546	\$12,711,546	\$(824,980)
Services and Supplies	\$5,981,964	\$6,546,009	\$5,876,772	\$17,377,292	\$6,905,103	\$359,094
Other Charges	\$(1,663,327)	\$(2,475,287)	\$(1,521,529)	\$(1,401,651)	\$(1,401,651)	\$1,073,636
Capital Assets	\$114,908	—	\$170,000	—	—	—
Other Financing Uses	\$760,015	\$635,750	\$479,469	\$704,647	\$704,647	\$68,897
Subtotal	\$17,040,492	\$18,242,998	\$16,487,373	\$29,391,834	\$18,919,645	\$676,647

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$23,725	\$30,272	\$28,173	\$29,977	\$29,977	\$(295)
Fines, Forfeitures, and Penalties	\$16,475	\$9,260	\$9,260	\$11,760	\$11,760	\$2,500
Intergovernmental Revenues	\$8,627,940	\$10,240,890	\$7,446,631	\$8,703,181	\$8,703,181	\$(1,537,709)
Charges for Services	\$905,117	\$860,544	\$811,784	\$786,462	\$786,462	\$(74,082)
Miscellaneous Revenues	\$53	—	—	—	—	—
Other Financing Sources	\$4,722,599	\$4,638,497	\$5,727,990	\$6,537,925	\$6,537,925	\$1,899,428
Subtotal	\$14,295,908	\$15,779,463	\$14,023,838	\$16,069,305	\$16,069,305	\$289,842
General Fund Contributions	\$2,744,584	\$2,463,535	\$2,463,535	\$13,322,529	\$2,850,340	\$386,805
Total Source of Funds	\$17,040,492	\$18,242,998	\$16,487,373	\$29,391,834	\$18,919,645	\$676,647

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 FY 2020-21 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	3.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00

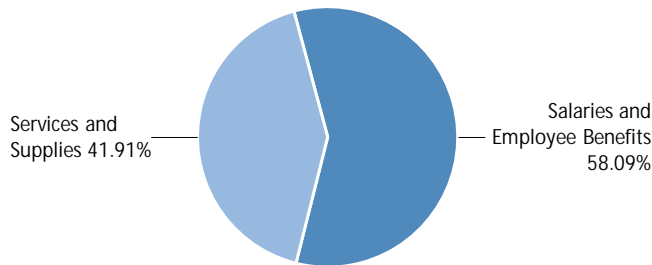
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
50C81	PUBLIC HEALTH CHEMIST	1.00
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	2.00
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	2.00
60P22	COMMUNITY SERVICE AIDE III	2.00
60P23	COMMUNITY SERVICE AIDE IV	3.00
80E22	OFFICE ASSISTANT III	7.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		114.15

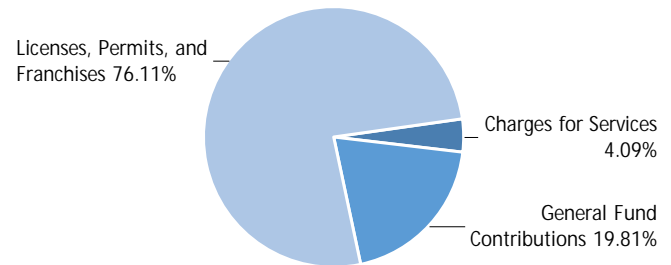
Drinking Water Protection

(Budget Unit 8272—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$906,019	\$932,411	\$884,285	\$994,443	\$994,443	\$62,032
Services and Supplies	\$178,055	\$749,825	\$352,455	\$722,875	\$717,579	\$(32,246)
Subtotal	\$1,084,074	\$1,682,236	\$1,236,740	\$1,717,318	\$1,712,022	\$29,786

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$1,211,507	\$1,365,378	\$1,169,088	\$1,302,948	\$1,302,948	\$(62,430)
Intergovernmental Revenues	—	\$1	—	\$1	\$1	—
Charges for Services	\$77,904	\$75,000	\$17,933	\$70,001	\$70,001	\$(4,999)
Miscellaneous Revenues	—	\$2	—	\$2	\$2	—
Subtotal	\$1,289,411	\$1,440,381	\$1,187,021	\$1,372,952	\$1,372,952	\$(67,429)
General Fund Contributions	\$(205,337)	\$241,855	\$49,719	\$344,366	\$339,070	\$97,215
Total Source of Funds	\$1,084,074	\$1,682,236	\$1,236,740	\$1,717,318	\$1,712,022	\$29,786

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. DWPS permits all water well construction, repair and destruction activities in the County; operates a cross-connection control program and a water reuse program; and permits and inspects desalination treatment facilities. Additionally, DWPS issues all hazardous materials monitoring well construction, destruction and soil boring permits and inspections. DWPS is the Local Primacy

Agency (LPA) for the State Water Resource Control Board for the regulation of small public water systems.

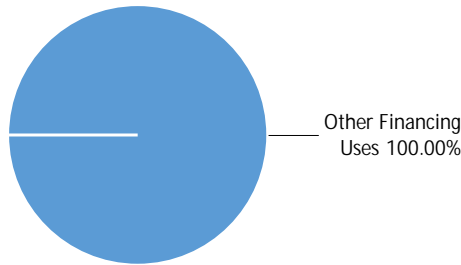
Recommended FY 2020-21 Positions

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

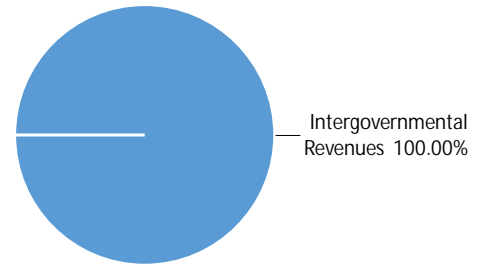
Behavioral Health

(Budget Unit 8410—Fund 022—Appropriation Unit HEA015)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$15,043,847	\$15,463,597	\$15,463,597	\$17,000,000	\$17,000,000	\$1,536,403
Subtotal	\$15,043,847	\$15,463,597	\$15,463,597	\$17,000,000	\$17,000,000	\$1,536,403

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$17,103,310	\$14,000,000	\$15,560,000	\$17,000,000	\$17,000,000	\$3,000,000
Subtotal	\$17,103,310	\$14,000,000	\$15,560,000	\$17,000,000	\$17,000,000	\$3,000,000
Fund Balance	\$(2,059,463)	\$1,463,597	\$(96,403)	—	—	\$(1,463,597)
Total Source of Funds	\$15,043,847	\$15,463,597	\$15,463,597	\$17,000,000	\$17,000,000	\$1,536,403

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 \$17,000,000 represents the estimated revenue available to fund eligible expenditures during the budget year.

Recommended FY 2020-21 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	1.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	15.00
14K44	ASSISTANT BUREAU CHIEF	1.00
20B10	ACCOUNTANT I	1.00

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	4.00
20B93	FINANCE MANAGER II	1.00
20B95	FINANCE MANAGER I	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	4.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
50F20	OCCUPATIONAL THERAPIST	1.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	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	17.00

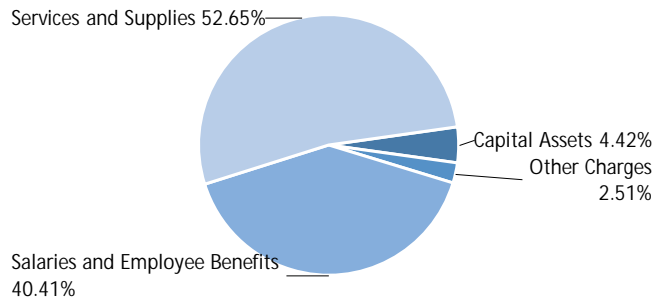
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
52A94	PSYCHIATRIC NURSE PRACTITIONER	3.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	5.00
54B12	CONTRACT PHYSICIAN	18.00
54C05	PSYCHIATRIC 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	470.53

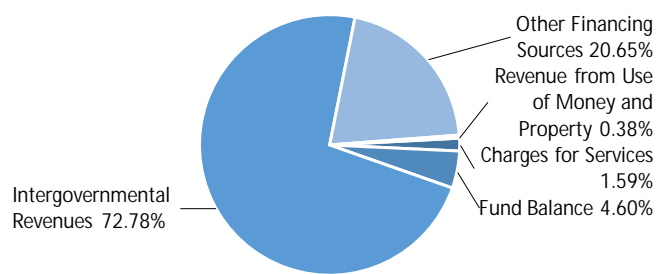
Behavioral Health

(Budget Unit 8410—Fund 023—Appropriation Unit HEA012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$44,689,664	\$52,009,937	\$47,250,360	\$57,168,416	\$57,168,416	\$5,158,479
Services and Supplies	\$70,081,895	\$73,404,394	\$73,051,790	\$74,480,425	\$74,480,425	\$1,076,031
Other Charges	\$2,762,337	\$3,317,285	\$3,026,527	\$3,552,641	\$3,552,641	\$235,356
Capital Assets	\$54,836	\$3,252,000	\$3,250,000	\$6,252,000	\$6,252,000	\$3,000,000
Subtotal	\$117,588,731	\$131,983,616	\$126,578,677	\$141,453,482	\$141,453,482	\$9,469,866

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	\$97,637	\$110,000	\$100,000	\$100,000	\$100,000	\$(10,000)
Revenue from Use of Money & Property	\$592,187	\$324,578	\$555,632	\$538,398	\$538,398	\$213,820
Intergovernmental Revenues	\$85,090,197	\$98,102,763	\$93,700,076	\$102,881,588	\$102,881,588	\$4,778,825
Charges for Services	\$2,249,565	\$1,800,000	\$2,222,500	\$2,250,000	\$2,250,000	\$450,000
Miscellaneous Revenues	\$326,672	—	\$145,938	—	—	—
Other Financing Sources	\$28,303,126	\$28,646,275	\$26,926,451	\$29,183,399	\$29,183,399	\$537,124
Subtotal	\$116,659,384	\$128,983,616	\$123,650,597	\$134,953,385	\$134,953,385	\$5,969,769
Fund Balance	\$929,347	\$3,000,000	\$2,928,080	\$6,500,097	\$6,500,097	\$3,500,097
Total Source of Funds	\$117,588,731	\$131,983,616	\$126,578,677	\$141,453,482	\$141,453,482	\$9,469,866

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

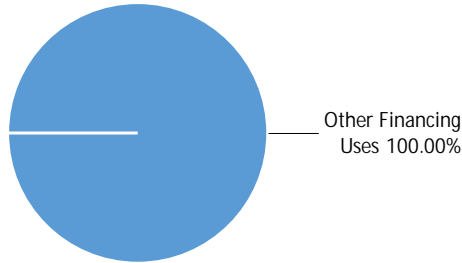
AB 100 realignment and the restructuring of the State Departments of Mental Health and Alcohol and Drugs resulted in a significant transition of Behavioral Health Services from the State to counties.

Behavioral Health Administration provides administrative support to both Mental Health and Substance Use Disorder 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.

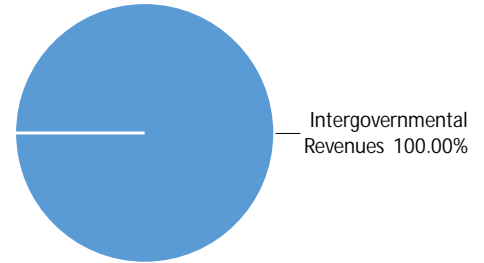
Behavioral Health

(Budget Unit 8410—Fund 025—Appropriation Unit HEA016)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$11,900,000	\$11,300,000	\$9,676,251	\$10,630,949	\$10,630,949	\$(669,051)
Subtotal	\$11,900,000	\$11,300,000	\$9,676,251	\$10,630,949	\$10,630,949	\$(669,051)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$10,630,949	\$10,300,000	\$9,676,251	\$10,630,949	\$10,630,949	\$330,949
Subtotal	\$10,630,949	\$10,300,000	\$9,676,251	\$10,630,949	\$10,630,949	\$330,949
Fund Balance	\$1,269,051	\$1,000,000	—	—	—	\$(1,000,000)
Total Source of Funds	\$11,900,000	\$11,300,000	\$9,676,251	\$10,630,949	\$10,630,949	\$(669,051)

Unit Description

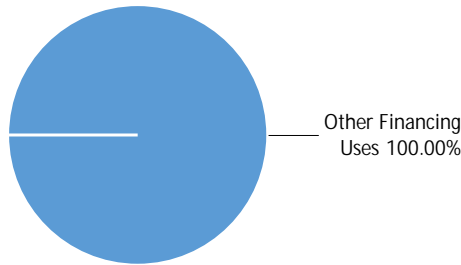
The Health & Welfare Realignment Fund, Fund 025, was established in FY 2012-13 to comply with new 1991 Realignment accounting and funding methodologies adopted by the State. Fund 025 serves as the repository and appropriation unit for all realignment funds. Effective

March 2015, the recognition and tracking of 1991 realignment receipts for Mental Health was transferred to Fund 025. The Recommended Budget of \$10,630,949 represents the estimated revenue available to fund eligible expenditures during the budget year.

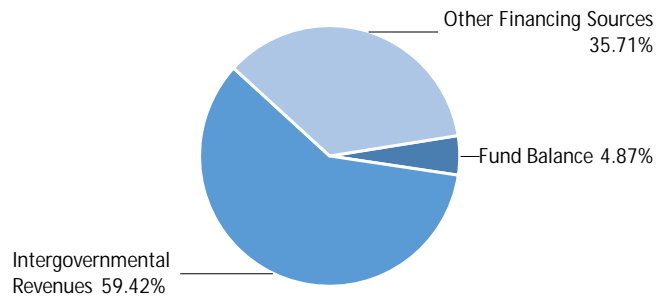
Health Realignment

(Budget Unit 8424—Fund 025—Appropriation Unit HEA013)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$10,968,297	\$15,454,280	\$18,458,907	\$10,130,502	\$10,063,002	\$(5,391,278)
Subtotal	\$10,968,297	\$15,454,280	\$18,458,907	\$10,130,502	\$10,063,002	\$(5,391,278)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$5,679,369	\$5,833,326	\$5,321,978	\$6,019,554	\$6,019,554	\$186,228
Other Financing Sources	\$5,079,436	\$3,367,970	\$5,079,436	\$3,617,970	\$3,617,970	\$250,000
Subtotal	\$10,758,805	\$9,201,296	\$10,401,414	\$9,637,524	\$9,637,524	\$436,228
Fund Balance	\$209,492	\$6,252,984	\$8,057,493	\$492,978	\$425,478	\$(5,827,506)
Total Source of Funds	\$10,968,297	\$15,454,280	\$18,458,907	\$10,130,502	\$10,063,002	\$(5,391,278)

Unit Description

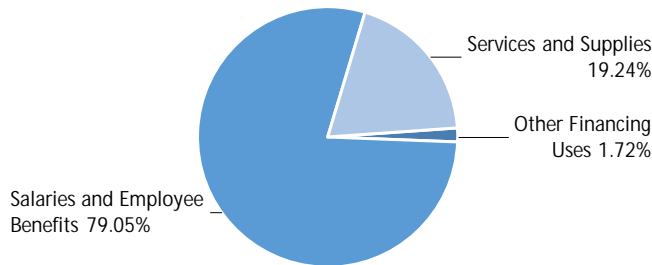
The Health & Welfare Realignment Fund 025 was established in FY 2012-13 to comply with new 1991 realignment accounting and funding methodologies adopted by the State. Fund 025 will serve as the repository and appropriation unit for realignment funds.

Total expenditures of \$10,063,002 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, and \$5,808,948 for Public Health programs and services.

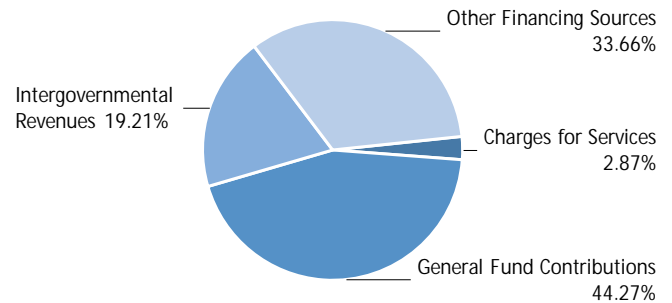
Health Dept. Administration

(Budget Unit 8438—Fund 001—Appropriation Unit HEA014)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$6,098,402	\$7,042,502	\$6,512,699	\$7,642,441	\$7,642,441	\$599,939
Services and Supplies	\$874,959	\$1,005,501	\$1,191,714	\$1,890,351	\$1,859,781	\$854,280
Other Charges	\$(5,351,658)	\$(5,938,172)	\$(5,889,371)	\$(6,471,668)	\$(6,471,668)	\$(533,496)
Other Financing Uses	\$276,081	—	\$258,237	\$166,178	\$166,178	\$166,178
Subtotal	\$1,897,784	\$2,109,831	\$2,073,279	\$3,227,302	\$3,196,732	\$1,086,901

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$651,453	\$782,377	\$103,817	\$614,008	\$614,008	\$(168,369)
Charges for Services	\$106,102	\$131,275	\$96,427	\$91,606	\$91,606	\$(39,669)
Miscellaneous Revenues	\$1,377	—	—	—	—	—
Other Financing Sources	\$1,077,781	\$746,000	\$1,347,856	\$1,075,967	\$1,075,967	\$329,967
Subtotal	\$1,836,714	\$1,659,652	\$1,548,100	\$1,781,581	\$1,781,581	\$121,929
General Fund Contributions	\$61,070	\$450,179	\$525,179	\$1,445,721	\$1,415,151	\$964,972
Total Source of Funds	\$1,897,784	\$2,109,831	\$2,073,279	\$3,227,302	\$3,196,732	\$1,086,901

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
11A09	DIRECTOR HEALTH SERVICES	1.00
12E04	BUREAU CHIEF	1.00
14A10	PROJECT MANAGER I	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14B66	DEPARTMENTAL HR MANAGER	1.00
14C30	MANAGEMENT ANALYST II	4.50
14C31	MANAGEMENT ANALYST III	4.00

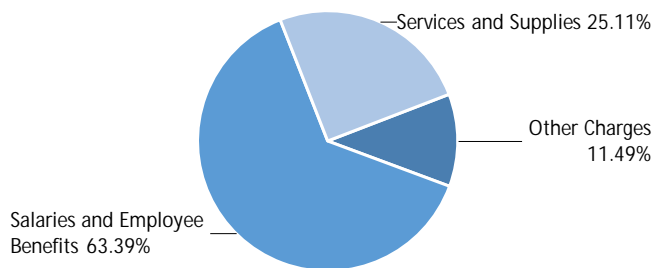
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14C48	PUBLIC HEALTH PROGRAM MANAGER II	1.00
14H03	PERSONNEL TECHNICIAN- CONFIDENTIAL	5.00
14N06	OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16C88	BUSINESS TECHNOLOGY ANLYST III	2.00
16C93	BUSINESS TECHNOLOGY ANLYST IV	2.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B11	ACCOUNTANT II	1.00
20B94	FINANCE MANAGER III	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	CLINIC NURSE PRACTIONER	1.00
72A23	BUILDING MAINTENANCE WORKER	1.00
80A99	ADMINISTRATIVE SECRETARY- CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
80U21	TELEPHONE OPERATOR	1.00
	Total	53.50

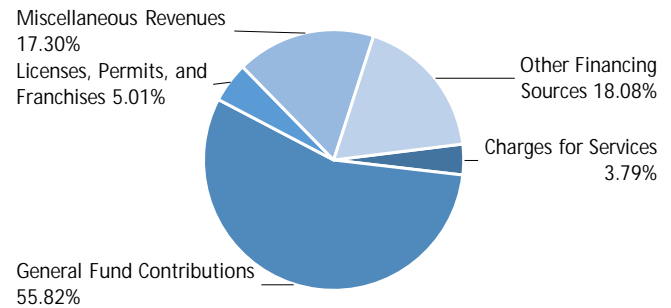
Animal Services

(Budget Unit 8442—Fund 001—Appropriation Unit HEA001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,194,743	\$1,704,909	\$1,696,776	\$2,113,349	\$1,955,887	\$250,978
Services and Supplies	\$548,677	\$826,889	\$701,340	\$909,366	\$774,859	\$(52,030)
Other Charges	\$248,274	\$252,435	\$248,422	\$354,633	\$354,633	\$102,198
Subtotal	\$1,991,694	\$2,784,233	\$2,646,538	\$3,377,348	\$3,085,379	\$301,146

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Licenses, Permits, and Franchises	\$135,514	\$173,000	\$156,200	\$154,500	\$154,500	\$(18,500)
Fines, Forfeitures, and Penalties	\$342	—	—	—	—	—
Charges for Services	\$179,042	\$152,395	\$260,964	\$117,000	\$117,000	\$(35,395)
Miscellaneous Revenues	\$88,068	\$337,797	\$42,000	\$533,853	\$533,853	\$196,056
Other Financing Sources	—	\$557,409	\$557,409	\$557,698	\$557,698	\$289
Subtotal	\$402,967	\$1,220,601	\$1,016,573	\$1,363,051	\$1,363,051	\$142,450
General Fund Contributions	\$1,588,728	\$1,563,632	\$1,629,965	\$2,014,297	\$1,722,328	\$158,696
Total Source of Funds	\$1,991,694	\$2,784,233	\$2,646,538	\$3,377,348	\$3,085,379	\$301,146

Unit Description

Animal Services provides health protection to the residents of Monterey County through rabies and stray animal control. Animal Services also provides public education, volunteer opportunities, field response for dangerous animals and nuisance complaints, pet licensing, spay and neuter services and shelter for approximately 2,500-3,000 animals annually, which largely consist of animals coming in as stray and roaming animals.

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14H24	ED. AND VOLUNTEER COORDINATOR	1.00
34C01	ANIMAL CONTROL OFFICER	3.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00
34C11	ANIMAL SERVICES SUPERVISOR	2.00
50M21	REGISTERED VET. TECHNICIAN	1.00

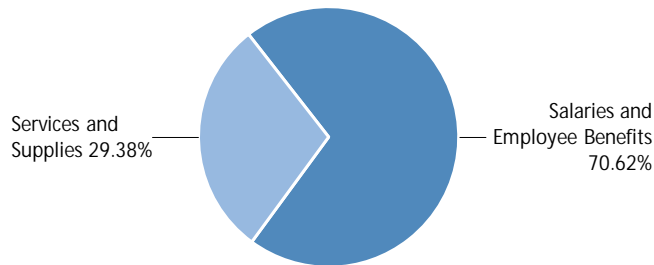
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
50M80	VETERINARIAN	1.00
70B03	ANIMAL CARE TECHNICIAN II	6.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00
80E21	OFFICE ASSISTANT II	2.00
80E22	OFFICE ASSISTANT III	1.00
Total		19.00

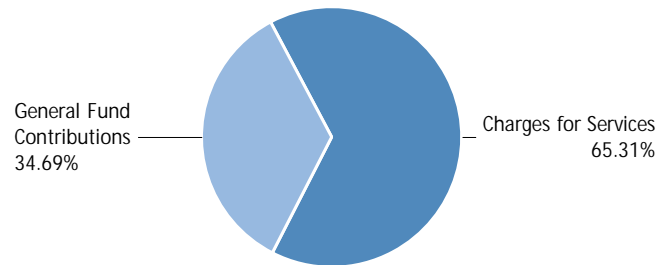
Bienestar Salinas

(Budget Unit 8446—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$222,932	\$300,416	\$121,886	\$99,175	\$99,175	\$(201,241)
Services and Supplies	\$14,517	\$31,575	\$22,783	\$42,380	\$41,250	\$9,675
Subtotal	\$237,449	\$331,991	\$144,669	\$141,555	\$140,425	\$(191,566)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$8,500	—	—	—	—	—
Charges for Services	\$97,418	\$214,139	\$26,462	\$91,709	\$91,709	\$(122,430)
Subtotal	\$105,918	\$214,139	\$26,462	\$91,709	\$91,709	\$(122,430)
General Fund Contributions	\$131,532	\$117,852	\$118,207	\$49,846	\$48,716	\$(69,136)
Total Source of Funds	\$237,449	\$331,991	\$144,669	\$141,555	\$140,425	\$(191,566)

Unit Description

Bienestar Clinic offers primary care services in Salinas to serious mentally ill patients in partnership with the Behavioral Health Bureau.

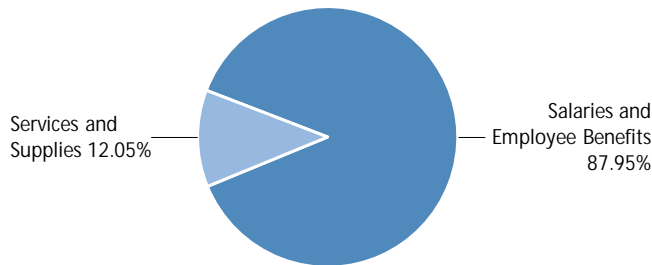
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
50U42	MEDICAL ASSISTANT	1.00
54C03	CLINIC PHYSICIAN ASSISTANT	1.00
Total		2.00

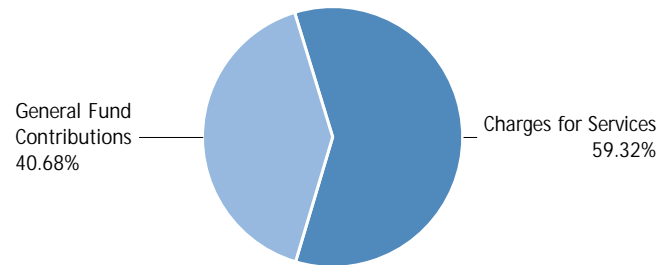
Marina Integrative Clinic

(Budget Unit 8447—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,243	\$84,829	\$52,537	\$133,988	\$133,988	\$49,159
Services and Supplies	\$18,459	\$33,717	\$26,190	\$18,350	\$18,350	\$(15,367)
Subtotal	\$19,702	\$118,546	\$78,727	\$152,338	\$152,338	\$33,792

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Charges for Services	\$29,995	\$30,911	\$54,668	\$90,370	\$90,370	\$59,459
Subtotal	\$29,995	\$30,911	\$54,668	\$90,370	\$90,370	\$59,459
General Fund Contributions	\$(10,293)	\$87,635	\$24,059	\$61,968	\$61,968	\$(25,667)
Total Source of Funds	\$19,702	\$118,546	\$78,727	\$152,338	\$152,338	\$33,792

Unit Description

Marina Integrated Care Clinic offers primary care services to serious mentally ill patients in partnership with the Behavioral Health Bureau.

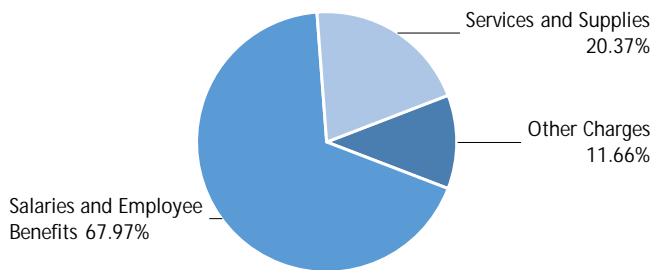
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
	Total	1.00

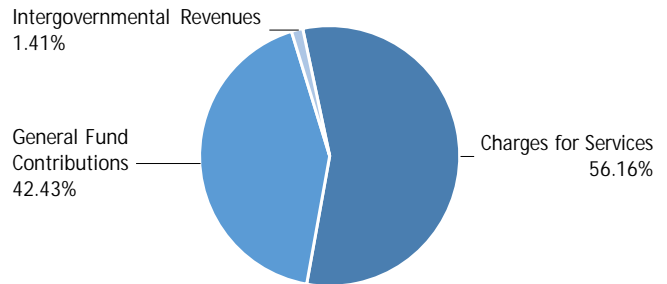
Laurel Vista

(Budget Unit 8448—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$657,171	\$1,417,759	\$1,039,736	\$1,362,843	\$1,362,843	\$(54,916)
Services and Supplies	\$416,423	\$453,024	\$410,204	\$409,749	\$408,345	\$(44,679)
Other Charges	\$117,526	\$187,106	\$202,058	\$233,849	\$233,849	\$46,743
Subtotal	\$1,191,120	\$2,057,889	\$1,651,998	\$2,006,441	\$2,005,037	\$(52,852)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$28,270	\$142,323	\$8,640	\$28,269	\$28,269	\$(114,054)
Charges for Services	\$1,413,535	\$1,655,219	\$768,331	\$1,126,076	\$1,126,076	\$(529,143)
Subtotal	\$1,441,805	\$1,797,542	\$776,971	\$1,154,345	\$1,154,345	\$(643,197)
General Fund Contributions	\$(250,685)	\$260,347	\$875,027	\$852,096	\$850,692	\$590,345
Total Source of Funds	\$1,191,120	\$2,057,889	\$1,651,998	\$2,006,441	\$2,005,037	\$(52,852)

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.

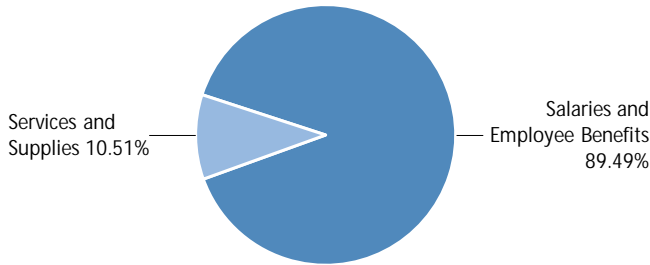
Recommended FY 2020-21 Positions

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	CLINIC PHYSICIAN ASSISTANT	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
Total		12.00

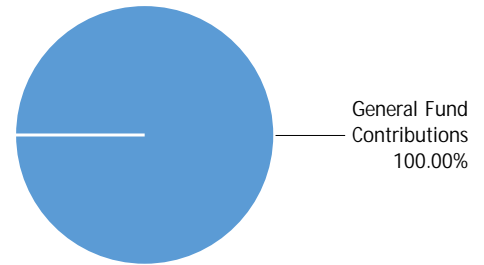
Clinic Services Quality Improvement

(Budget Unit 8449—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$527,883	\$911,010	\$644,078	\$956,499	\$956,499	\$45,489
Services and Supplies	\$220,071	\$123,950	\$114,431	\$116,176	\$112,371	\$(11,579)
Subtotal	\$747,954	\$1,034,960	\$758,509	\$1,072,675	\$1,068,870	\$33,910

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$747,954	\$1,034,960	\$758,509	\$1,072,675	\$1,068,870	\$33,910
Total Source of Funds	\$747,954	\$1,034,960	\$758,509	\$1,072,675	\$1,068,870	\$33,910

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.

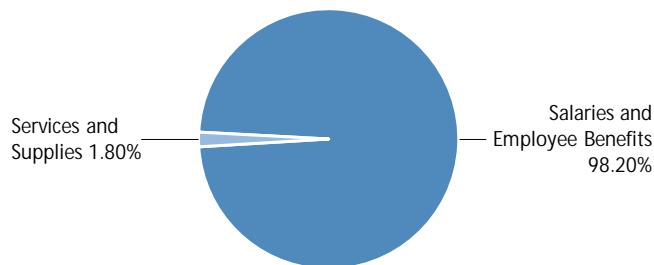
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50U42	MEDICAL ASSISTANT	1.00
52A22	SENIOR CLINIC NURSE	1.00
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00
Total		5.00

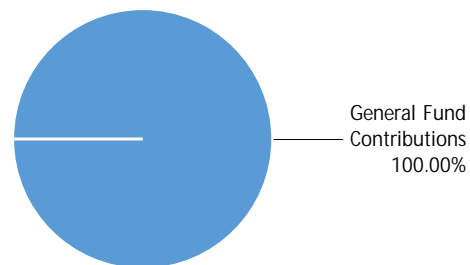
Customer Service Center

(Budget Unit 8450—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,008,189	\$1,257,409	\$985,823	\$1,317,239	\$1,317,239	\$59,830
Services and Supplies	\$13,521	\$26,952	\$25,041	\$28,227	\$24,120	\$(2,832)
Subtotal	\$1,021,710	\$1,284,361	\$1,010,864	\$1,345,466	\$1,341,359	\$56,998

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$1,021,710	\$1,284,361	\$1,010,864	\$1,345,466	\$1,341,359	\$56,998
Total Source of Funds	\$1,021,710	\$1,284,361	\$1,010,864	\$1,345,466	\$1,341,359	\$56,998

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.

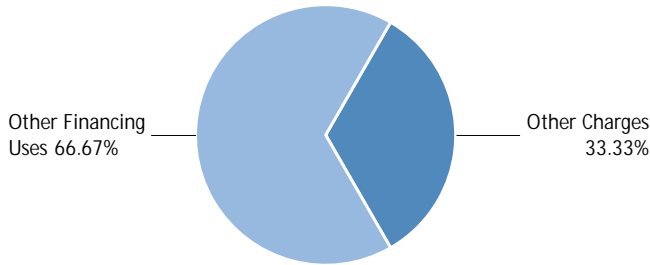
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	13.00
Total		14.00

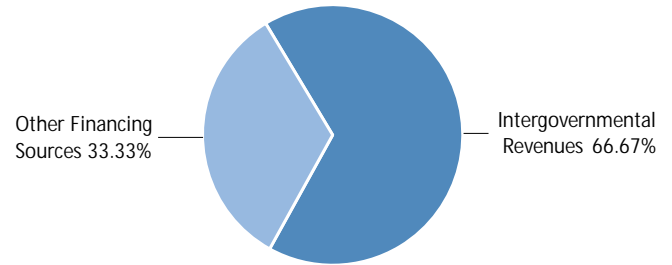
Whole Person Care

(Budget Unit 8473—Fund 023—Appropriation Unit HEA017)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Charges	\$3,510,241	\$5,212,283	\$3,129,188	\$6,931,390	\$6,931,390	\$1,719,107
Other Financing Uses	\$3,175,823	\$10,424,566	\$6,258,377	\$13,862,780	\$13,862,780	\$3,438,214
Subtotal	\$6,686,063	\$15,636,849	\$9,387,565	\$20,794,170	\$20,794,170	\$5,157,321

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$7,020,482	\$10,424,566	\$6,258,377	\$13,862,780	\$13,862,780	\$3,438,214
Other Financing Sources	\$1,587,911	\$5,212,283	\$3,129,188	\$6,931,390	\$6,931,390	\$1,719,107
Subtotal	\$8,608,393	\$15,636,849	\$9,387,565	\$20,794,170	\$20,794,170	\$5,157,321
Fund Balance	\$(1,922,330)	—	—	—	—	—
Total Source of Funds	\$6,686,063	\$15,636,849	\$9,387,565	\$20,794,170	\$20,794,170	\$5,157,321

Unit Description

The Unit provides enhanced care coordination services to vulnerable high-cost service utilizers experiencing homelessness and a mental

health or substance abuse disorder. Services are provided in coordination with Public Health, Behavioral Health, Social Services, Natividad Medical Center, and community-based organizations.



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Social Services

Departmental Overview:

The Department of Social Services (DSS) promotes the social and economic self-reliance of individuals and families in Monterey County through employment services, temporary financial assistance, social support services, protective services to children, dependent adults and seniors, and partnerships with the community to develop and support personal responsibility and self-sufficiency.

Programs and Functions:

COMMUNITY BENEFITS (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.

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.

The 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.



FOOD ASSISTANCE



ELDER CARE



SAFETY NET SERVICES



HEALTH INSURANCE



WELFARE TO WORK



CHILD WELFARE

Operating Budget: \$281,014,581
Positions (FTEs): 877.00

Lori Medina
Director

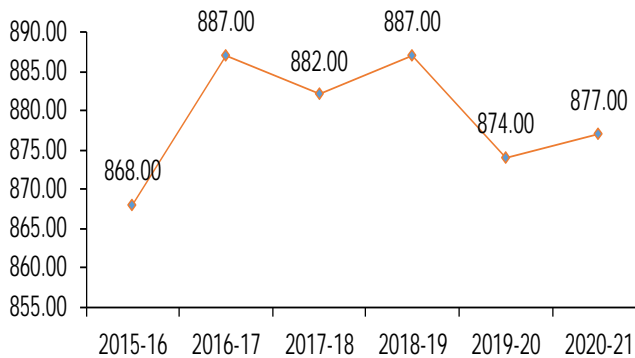
Social Services Operations &
Administration

Other Community Programs

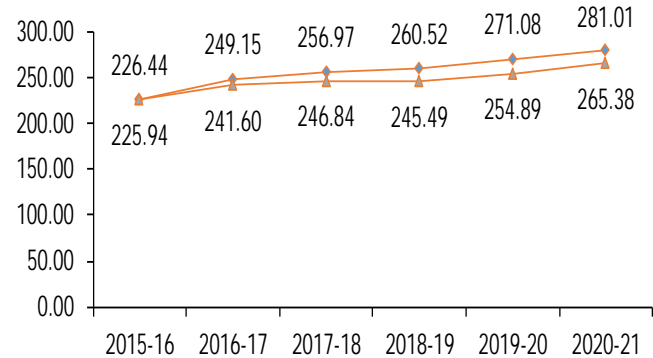
Entitlement Programs

Military & Veterans Affairs Office

Staffing Trends



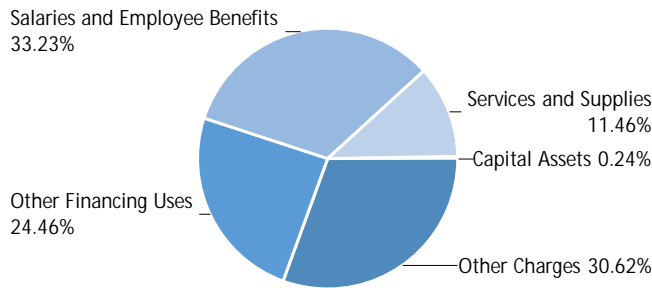
Expenditure/Revenue History (in millions)



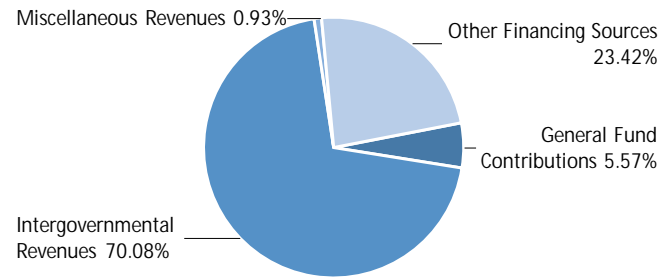
The following effectiveness measures demonstrate the Department's efforts and performance in improving the social and economic security of county residents and assisting veterans and their families.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Total county residents aided.	234,977	237,061	223,881
Percent of Community Benefits applications processed timely. Target = 100%	94.5%	95.5%	95.6%
Rate of work participation for all CalWORKs (not including WINS). Target = 50%	63.1%	61.3%	61.1%
Average monthly number of IHSS recipients.	4,441	4,999	5,102
Number of adult protective services referrals	1,573	1,867	1,044
Number of child maltreatment allegations referred.	4,503	4,877	5,037
Children in care per 1,000 children in population.	3.1	2.7	N/A
Percent of children with no recurrence of maltreatment within 6 months. Target = 100%	93.2%	91.4%	93.5%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$82,235,407	\$88,930,037	\$84,318,514	\$93,371,864	\$93,371,864	\$4,441,827
Services and Supplies	\$31,371,735	\$34,042,543	\$34,404,154	\$35,759,172	\$32,211,749	\$(1,830,794)
Other Charges	\$77,121,676	\$90,112,504	\$83,952,225	\$86,363,827	\$86,033,440	\$(4,079,064)
Capital Assets	\$23,394	\$665,000	\$750,000	\$665,000	\$665,000	—
Other Financing Uses	\$69,764,490	\$71,558,293	\$67,656,844	\$68,871,278	\$68,732,528	\$(2,825,765)
Subtotal	\$260,516,702	\$285,308,377	\$271,081,737	\$285,031,141	\$281,014,581	\$(4,293,796)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$2,909	\$250	\$1,674	\$250	\$250	—
Intergovernmental Revenues	\$170,861,715	\$198,779,117	\$188,897,146	\$197,804,504	\$196,805,199	\$(1,973,918)
Charges for Services	\$112,300	\$154,000	\$178,240	\$196,050	\$196,050	\$42,050
Miscellaneous Revenues	\$2,733,204	\$1,975,331	\$2,111,936	\$2,609,612	\$2,609,612	\$634,281
Other Financing Sources	\$71,782,999	\$69,186,595	\$63,698,912	\$66,042,572	\$65,765,072	\$(3,421,523)
Subtotal	\$245,493,127	\$270,095,293	\$254,887,908	\$266,652,988	\$265,376,183	\$(4,719,110)
Fund Balance	\$(428,322)	—	\$953,199	—	—	—
General Fund Contributions	\$15,451,897	\$15,213,084	\$15,240,630	\$18,378,153	\$15,638,398	\$425,314
Total Source of Funds	\$260,516,702	\$285,308,377	\$271,081,737	\$285,031,141	\$281,014,581	\$(4,293,796)

Summary of Recommendation

The Recommended Budget for the Department of Social Services (DSS) totals \$281.0 million in appropriations, financed by \$265.4 million in program revenue, \$14.9 million in General Fund Contributions (GFC), and \$643,533 in general fund assignment use (\$613,533 for Military & Veterans Services and \$30,000 for Community Programs). This represents decreased appropriations of \$4.3 million, decreased estimated revenues of \$4.7 million, and a decrease of General Fund Contributions of \$218,219 (net of assignment use) from the FY 2019-20 Adopted Budget. Significant increased costs include negotiated wages for salaries and affected benefits, Worker's Compensation, a statutory 4% increase to the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE), and increased Foster Care and Adoption Assistance aid payments. These increases are partially offset by decreased obligations in CalWORKs

aid payments due to a decreased caseload, decrease in realignment funds for CalWORKs aid payments, and the decrease in IHSS due to an error in FY 2019-20 appropriation of state expenditures and revenues.

The Recommended Budget includes the elimination of some contracts for homeless services, additional funds for the county share of CalWORKs aid payments, reduced administrative costs for temporary help and contracts. The Recommended Budget includes an additional social worker position for the In-Home Supportive Services (IHSS) program, as well as increased IHSS costs for wages and health benefits. In summary, the Recommended Budget includes 877 full-time positions, representing an increase of 3 positions from the FY 2019-20 Adopted Budget resulting from positions added during the fiscal year and the recommended position augmentation discussed above.

Budget Impacts

The Department requested augmentations totaling \$1.6 million in the FY 2020-21 Recommended Budget that remain unfunded. Six of these augmentations in the amount of \$1.1 million are for homeless programs, of which five are existing homeless programs that will result in elimination of: 1) six months of support (\$306,604) for the regional homeless services Continuum of Care operator that administers the policies adopted by the Lead me Home Leadership Council, Homeless Management Information System and Coordinate Entry System; 2) two augmentations for the Chinatown Drop-In Center (\$416,250) which will lose an additional \$277,500 in leveraged funding for the Whole Person Care Program; 3) the Safe Parking Program (\$139,630) will result in homeless individuals at risk of citations and towing; and 4) funding for three community service providers (\$97,500) which may result in the reduction of homeless support services that go beyond emergency shelter needs; and 5) new funding for the homeless shelter in Seaside (\$100,000).

Other augmentation requests are the CalWORKs county share of cost (\$330,387) necessary to meet the required match for aid payments, funding (\$66,000) to re-purpose an existing position for Adult Protective Services needed due to a 29% increase in referrals for abuse/neglect investigations; and new funding (\$109,110) for a home match program which would pilot a program to connect homeowners with people seeking affordable housing solutions.

Prior Year Accomplishments

The Area Agency on Aging hosted two "Lives Well Lived" events in both King City and Monterey. These events were well-attended, and several older adults were selected and honored during these events. Due to the COVID-19 pandemic, the Elder Justice Summit scheduled for June 2020 was cancelled.

In-Home Supportive Services (IHSS) Public Authority (PA) was present at various outreach events in the county, including job fairs, the "Lives Well Lived" events in Fall 2019 and caregiver events. IHSS PA held its 3rd annual Caregiver Recognition event to honor Public Authority caregivers in November 2019.

The CalFresh Employment and Training (CFET) program expanded to include new services such as educational and employment testing and tutoring services, outreach and collaboration with local Community Colleges and training facilities, and outreach and education to CalFresh recipients about support services available through CFET.

The CalWORKs Home Visiting Program (HVP) was implemented in collaboration with First 5 Monterey County to help parents learn how to identify and help their young children achieve critical developmental milestones using the Parents as Teachers (PAT) model. HVP services were expanded to serve pregnant mothers, first-time parents, parents with multiple children, and families where only the children received CalWORKs.

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%.

Community Benefits continues to adjust staffing and monitor call volume to provide a reasonable call answer timeframe based on overall staffing and workload.

Community Benefits continued the expansion of the CalFresh benefits to Supplemental Security Income (SSI) customers. 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.

Resource Family Approval (RFA) implementation efforts have continued to fully incorporate Child and Family Teams (CFT) in conjunction with established partners for best practices, to improve capacity, and to address barriers and necessary gaps.

Family and Children's Services (FCS) partnered with Children's Behavioral Health to develop a Request for Proposal in a best practice redesign of the wraparound program, emphasizing permanency, safety, and well-being for permanent caregivers.

The Military & Veteran's Affairs Office (MVAO) implemented in-person and virtual strategies to address the underserved veteran population at the Veterans Transition Center, community colleges, Presidio of Monterey/DLI, Fort Hunter Liggett and in King City. Partnerships have been established with social workers at the Community Hospital of the Monterey Peninsula, Salinas Valley Memorial Hospital and Natividad Hospital to address veterans' benefits needs while admitted as an inpatient. MVAO has its first full year of veteran satisfaction survey results with over 300 responses showing a 90% Very Satisfied rating in FY 2019-20.

Partnered with other county departments and community stakeholders on long-term solutions to address homelessness. Received support for a year-round homeless shelter in a temporary location while collaborating on the construct of the new permanent regional emergency homeless shelter for Monterey County.

Community Action Partnership (CAP) conducted a community-wide needs assessment that identified causes and conditions for poverty and evaluated community services that empower low-income individuals and families to reach self-sufficiency. A Request for Proposal (RFP) based upon the services identified in the need assessment was completed and new contracts were issued on January 1, 2020.

Budget Year Goals

The Area Aging on Aging and Central Coast Center for Independent Living will partner on the Aging and Disability Resource Connection (ADRC) program to expand and link community partners by providing services to older adults and individuals with disabilities.

The Area Agency on Aging will develop and implement a Dignity at Home Fall Prevention Program built on three components: Fall Prevention classes, Home Inspections and Home Modification.

Increase participation by IHSS providers and consumers in electronic and telephone timesheet systems, with a goal of 100% participation by 12/31/20.

Expand the number of CalFresh customers who co-enroll in the CalFresh Employment and Training program.

Expand the number of CalWORKs customers who enroll in the Home Visiting Program.

Community Benefits will continue to sustain high levels of customer responsiveness and accuracy 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 Customer Service Center (CSC) by adjusting staffing as needed to answer all calls within seven minutes.

To improve the Child and Family Teams (CFT) process so all families will experience full disclosure and participation in decision-making from the beginning all the way through closure, including CFT participation prior to any court hearing or filing protective custody.

Develop and implement a robust targeted campaign for the recruitment and retention of resource families whose skill set matches the needs of the child(ren) and youth.

Increase access to veteran services by providing phone and video support to veterans who are housebound or who prefer virtual services.

Obtain letters of support for future development of a Veterans Memorial Building and Hall in Monterey County.

Continue partnering on the construction of the new county permanent regional emergency homeless shelter and seek support/collaboration with community partners for the operations of the new shelter.

Continue to partner with other county departments and community stakeholders to develop and implement long-term solutions to address homelessness.

Collaborate with community and county partners to complete the biennial Homeless Point-in-Time Census.

Pending Issues

The Department is expecting decreased revenues in both the 1991 Social Services Realignment and 2011 Protective Services Realignment due to the economic recession resulting from the COVID-19 pandemic. Realignment is funded through sales tax and Vehicle License Fees which the State sends to counties per legislation. Because of the unprecedented speed and magnitude that the COVID-19 pandemic has had on the economy, estimating an accurate budget impact is hard to project. These funds are used to leverage Federal/State programs for the County share of costs in In-Home Supportive Services, Out of Home Care, and Social Services administrative and program costs. The Department will monitor and develop reduction strategies internally as needed to work towards mitigating the shortfall.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
CalWORKS/TANF (SOC001)	25,845,257	28,885,927	27,052,958	28,324,439	27,994,052	(891,875)	001	8252
General Assistance (SOC002)	1,175,352	1,275,577	1,275,577	1,219,757	1,219,757	(55,820)	001	8253
IHSS Wages/Benefits (SOC001)	17,171,605	25,264,833	18,604,055	19,534,855	19,534,855	(5,729,978)	001	8254
Out of Home Care (SOC001)	27,632,926	28,420,737	31,540,268	31,715,591	31,715,591	3,294,854	001	8255
Community Action Partnership (SOC007)	449,099	534,256	534,256	579,853	579,853	45,597	008	8257
Community Programs (SOC004)	2,610,583	2,684,653	2,801,482	2,707,019	1,369,535	(1,315,118)	001	8258
IHSS Public Authority (SOC008)	737,311	811,339	745,691	956,233	956,233	144,894	005	8259
Military & Veterans Services (SOC003)	1,503,978	2,219,455	2,573,921	2,101,597	2,097,304	(122,151)	001	8260
Social Services (SOC005)	109,871,981	121,605,202	116,198,268	126,281,054	124,048,223	2,443,021	001	8262
Area Agency on Aging (SOC010)	2,464,306	2,578,700	2,457,699	3,189,890	3,078,325	499,625	001	8268
Social Services Realignment (SOC012)	46,745,863	49,237,503	46,353,220	47,295,980	47,295,980	(1,941,523)	025	8425
Protective Services (SOC011)	22,020,034	21,545,949	20,664,714	21,077,860	21,077,860	(468,089)	022	8464
Office for Employment Training (SOC013)	2,288,407	244,246	279,628	47,013	47,013	(197,233)	001	8498
Subtotal	260,516,702	285,308,377	271,081,737	285,031,141	281,014,581	(4,293,796)		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
CalWORKS/TANF	\$25,845,257	\$28,885,927	\$27,052,958	\$28,324,439	27,994,052	\$(891,875)
General Assistance	\$1,175,352	\$1,275,577	\$1,275,577	\$1,219,757	1,219,757	\$(55,820)
IHSS Wages/Benefits	\$17,171,605	\$25,264,833	\$18,604,055	\$19,534,855	19,534,855	\$(5,729,978)
Out of Home Care	\$27,632,926	\$28,420,737	\$31,540,268	\$31,715,591	31,715,591	\$3,294,854
Community Action Partnership	\$449,099	\$534,256	\$534,256	\$579,853	579,853	\$45,597
Community Programs	\$2,610,583	\$2,684,653	\$2,801,482	\$2,707,019	1,369,535	\$(1,315,118)
IHSS Public Authority	\$737,311	\$811,339	\$745,691	\$956,233	956,233	\$144,894
Military & Veterans Services	\$1,503,978	\$2,219,455	\$2,573,921	\$2,101,597	2,097,304	\$(122,151)
Social Services	\$109,871,981	\$121,605,202	\$116,198,268	\$126,281,054	124,048,223	\$2,443,021
Area Agency on Aging	\$2,464,306	\$2,578,700	\$2,457,699	\$3,189,890	3,078,325	\$499,625
Social Services Realignment	\$46,745,863	\$49,237,503	\$46,353,220	\$47,295,980	47,295,980	\$(1,941,523)
Protective Services	\$22,020,034	\$21,545,949	\$20,664,714	\$21,077,860	21,077,860	\$(468,089)
Office for Employment Training	\$2,288,407	\$244,246	\$279,628	\$47,013	47,013	\$(197,233)
Subtotal	\$260,516,702	\$285,308,377	\$271,081,737	\$285,031,141	281,014,581	\$(4,293,796)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
11A12	DIRECTOR OF SOCIAL SERVICES	1.00	1.00	1.00	0.00
12C13	ASSISTANT DIRECTOR SOCIAL SERVICES	0.00	0.00	1.00	1.00
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	18.00	17.00	(1.00)
14C31	MANAGEMENT ANALYST III	14.00	14.00	15.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	9.00	8.00	8.00	0.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	3.00	0.00
14H70	STAFF TRAINER II	12.00	12.00	12.00	0.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	3.00	5.00	2.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	4.00	4.00	4.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
25E21	ELIGIBILITY SPECIALIST II	164.00	164.00	164.00	0.00
25E22	ELIGIBILITY SPECIALIST III	107.00	107.00	107.00	0.00
25E80	ELIGIBILITY SUPERVISOR	38.00	38.00	38.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	3.00	3.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00	6.00	6.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
52E22	PUBLIC HEALTH NURSE II	2.00	3.00	3.00	0.00
60C22	SOCIAL WORKER III	31.00	31.00	32.00	1.00
60C24	SOCIAL WORKER V	86.00	86.00	86.00	0.00
60C80	SOCIAL WORK SUPERVISOR I	0.00	8.00	8.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	25.00	17.00	17.00	0.00
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	65.00	65.00	66.00	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	9.00	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	2.00	0.00	0.00	0.00
60H11	EMPLOYMENT & TRAINING WORKER II	2.00	2.00	2.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00	35.00	35.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00	7.00	7.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	5.00	5.00	4.00	(1.00)
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	1.00	2.00	2.00	0.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00	1.00	1.00	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00	4.00	4.00	0.00
60X01	COMMUNITY AFFILIATION MANAGER	1.00	1.00	1.00	0.00
70A21	CUSTODIAN	1.00	1.00	1.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	2.00	2.00	2.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A31	SECRETARY	11.00	12.00	13.00	1.00
80A32	SENIOR SECRETARY	5.00	6.00	6.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	87.00	86.00	86.00	0.00
80E22	OFFICE ASSISTANT III	36.00	36.00	36.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	17.00	16.00	14.00	(2.00)
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	887.00	874.00	877.00	3.00

Social Services

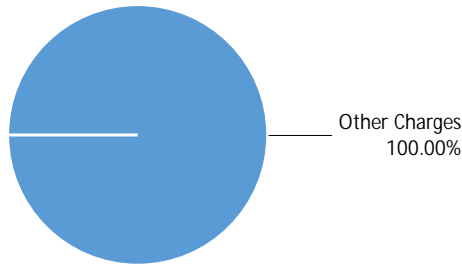
Augmentation Requests

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
5010	5010-8252-001-AUG4	CalWORKs County Share/GFC	Status Quo Other	330,387	-	-	-
5010	5010-8254-001-AUG2	IHSS WAGES-County Share	Status Quo Other	292,767	-	292,767	-
5010	5010-8254-001-AUG3	IHSS Health Benefit Increase	Status Quo Other	129,431	-	129,431	-
5010	5010-8258-001-AUG10	Seaside Shelter	New Program/Service	100,000	-	-	-
5010	5010-8258-001-AUG11	Safe Parking - Orphan Productions	Status Quo Other	139,630	-	-	-
5010	5010-8258-001-AUG12	China Town Drop-In Center (Jan-Jun 2021)	Status Quo Other	277,500	-	-	-
5010	5010-8258-001-AUG6	Coalition of Homeless (Jan-Jun 2021)	Status Quo Other	306,604	-	-	-
5010	5010-8258-001-AUG8	Community Action Homeless Services	Status Quo Other	97,500	-	-	-
5010	5010-8258-001-AUG9	WPC - Franciscan Workers (Jul-Dec 2020)	Status Quo Other	138,750	-	-	-
5010	5010-8262-001-AUG1	IHSS Social Worker III	Request New Position	0	1.00	-	1.00
5010	5010-8262-001-AUG5	Adult Protective Svcs Staffing	Status Quo Other	66,000	-	-	-
5010	5010-8268-001-AUG13	Covia Home Match	New Program/Service	109,110	-	-	-
Grand Total:				1,987,679	1.00	422,198	1.00

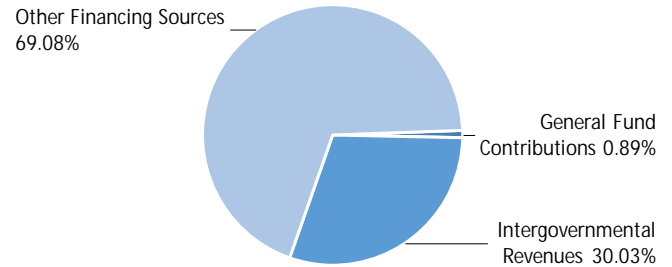
CalWORKS/TANF

(Budget Unit 8252—Fund 001—Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Charges	\$25,845,257	\$28,885,927	\$27,052,958	\$28,324,439	\$27,994,052	\$(891,875)
Subtotal	\$25,845,257	\$28,885,927	\$27,052,958	\$28,324,439	\$27,994,052	\$(891,875)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$6,436,279	\$3,673,405	\$7,196,909	\$8,406,313	\$8,406,313	\$4,732,908
Other Financing Sources	\$18,896,234	\$24,963,088	\$19,338,305	\$19,338,305	\$19,338,305	\$(5,624,783)
Subtotal	\$25,332,513	\$28,636,493	\$26,535,214	\$27,744,618	\$27,744,618	\$(891,875)
General Fund Contributions	\$512,744	\$249,434	\$517,744	\$579,821	\$249,434	—
Total Source of Funds	\$25,845,257	\$28,885,927	\$27,052,958	\$28,324,439	\$27,994,052	\$(891,875)

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.

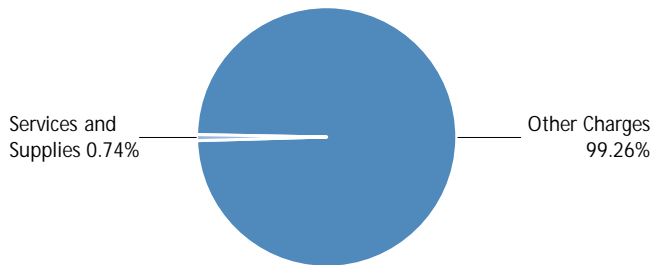
CalWORKs Welfare-to-Work Employment Services Program provides supportive services to address the underlying social, educational, economic, health, mental health, and housing barriers to

employment to assist families move toward self-sufficiency. Supportive services also include; childcare, transportation, books, clothing, job search and interviewing techniques, tutoring and counseling. 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.

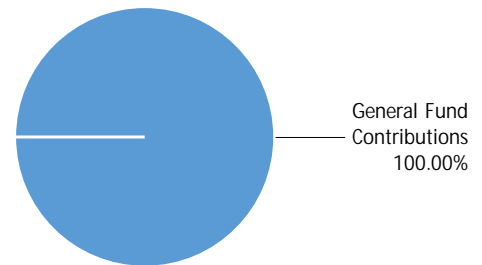
General Assistance

(Budget Unit 8253—Fund 001—Appropriation Unit SOC002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$590	\$590	—	—	—	\$(590)
Services and Supplies	\$7,258	\$10,000	\$9,000	\$9,000	\$9,000	\$(1,000)
Other Charges	\$1,167,504	\$1,264,987	\$1,266,577	\$1,210,757	\$1,210,757	\$(54,230)
Subtotal	\$1,175,352	\$1,275,577	\$1,275,577	\$1,219,757	\$1,219,757	\$(55,820)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$1,175,352	\$1,275,577	\$1,275,577	\$1,219,757	\$1,219,757	\$(55,820)
Total Source of Funds	\$1,175,352	\$1,275,577	\$1,275,577	\$1,219,757	\$1,219,757	\$(55,820)

Unit Description

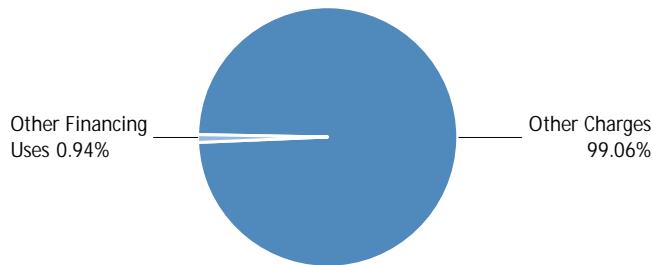
General Assistance is a County-funded program that provides cash and "in-kind" assistance to indigent adults who are not eligible for other public assistance programs. There are two parts to this aid program: 1) Regular General Assistance payments for indigent adults who are able to work; and 2) Interim 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.

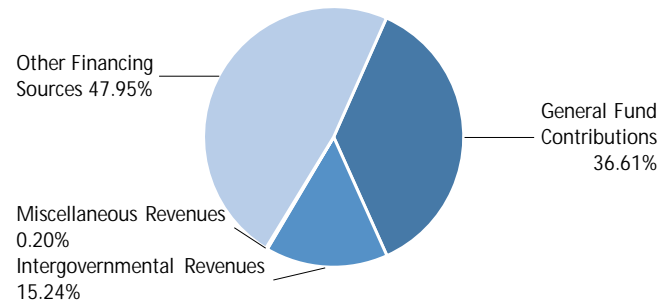
IHSS Wages/Benefits

(Budget Unit 8254—Fund 001—Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Charges	\$16,990,678	\$25,086,362	\$18,552,127	\$19,350,663	\$19,350,663	\$(5,735,699)
Other Financing Uses	\$180,927	\$178,471	\$51,928	\$184,192	\$184,192	\$5,721
Subtotal	\$17,171,605	\$25,264,833	\$18,604,055	\$19,534,855	\$19,534,855	\$(5,729,978)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$1,770,782	\$8,488,136	\$2,737,966	\$2,976,916	\$2,976,916	\$(5,511,220)
Miscellaneous Revenues	—	—	—	\$39,602	\$39,602	\$39,602
Other Financing Sources	\$9,537,430	\$10,047,965	\$9,137,357	\$9,367,408	\$9,367,408	\$(680,557)
Subtotal	\$11,308,212	\$18,536,101	\$11,875,323	\$12,383,926	\$12,383,926	\$(6,152,175)
General Fund Contributions	\$5,863,393	\$6,728,732	\$6,728,732	\$7,150,929	\$7,150,929	\$422,197
Total Source of Funds	\$17,171,605	\$25,264,833	\$18,604,055	\$19,534,855	\$19,534,855	\$(5,729,978)

Unit Description

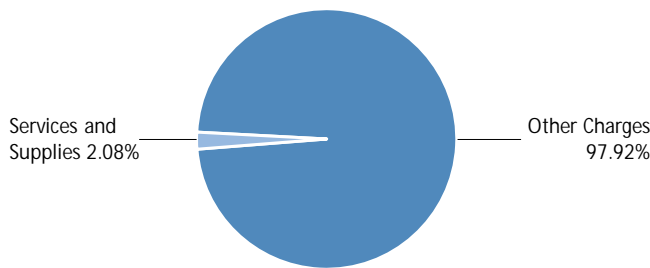
In-Home Supportive Services (IHSS) provides for the cost of home care services to support the independence of aged, blind, and disabled persons and to help them live safely in their own homes and community. Services range from personal care, meal preparation, and housekeeping. Individuals can receive IHSS if they are eligible for

SSI/SSP and/or Medi-Cal and live independently. The appropriations are for the IHSS Maintenance of Effort (MOE), the total cost of health benefits, and an operating transfer from IHSS Public Authority county share of costs. 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.

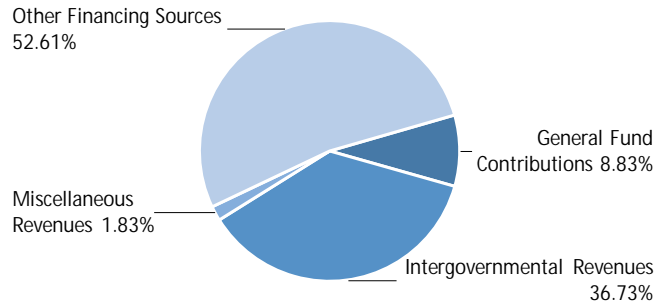
Out of Home Care

(Budget Unit 8255—Fund 001—Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$387,297	\$515,436	\$520,336	\$661,036	\$661,036	\$145,600
Other Charges	\$27,245,629	\$27,905,301	\$31,019,932	\$31,054,555	\$31,054,555	\$3,149,254
Subtotal	\$27,632,926	\$28,420,737	\$31,540,268	\$31,715,591	\$31,715,591	\$3,294,854

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$9,521,399	\$10,285,347	\$11,976,720	\$11,648,434	\$11,648,434	\$1,363,087
Miscellaneous Revenues	\$961,400	\$579,052	\$579,051	\$580,000	\$580,000	\$948
Other Financing Sources	\$14,875,380	\$15,257,455	\$16,685,614	\$16,685,614	\$16,685,614	\$1,428,159
Subtotal	\$25,358,179	\$26,121,854	\$29,241,385	\$28,914,048	\$28,914,048	\$2,792,194
General Fund Contributions	\$2,274,748	\$2,298,883	\$2,298,883	\$2,801,543	\$2,801,543	\$502,660
Total Source of Funds	\$27,632,926	\$28,420,737	\$31,540,268	\$31,715,591	\$31,715,591	\$3,294,854

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.

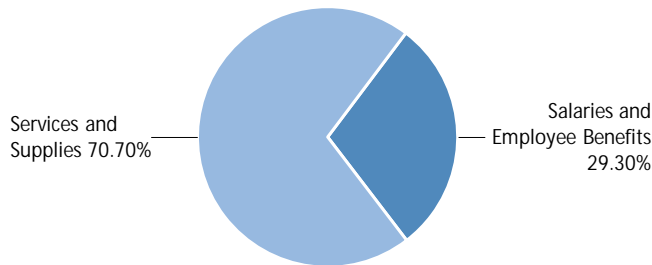
6) The Transitional Housing Placement Program (THPP) helps participants ages 16 through 20 to transition to adulthood successfully by providing a safe environment for youth to thrive and reach their potential. Within THPP, participating youth practice the skills learned in the Independent Living Program (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.

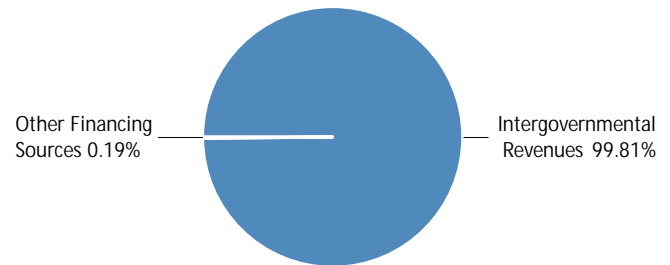
Community Action Partnership

(Budget Unit 8257—Fund 008—Appropriation Unit SOC007)

Use of Funds



Source of Funds



Social Services

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$151,835	\$167,185	\$138,232	\$175,751	\$175,751	\$8,566
Services and Supplies	\$395,061	\$401,741	\$430,729	\$423,988	\$423,988	\$22,247
Other Charges	\$(97,797)	\$(34,670)	\$(34,705)	\$(19,886)	\$(19,886)	\$14,784
Subtotal	\$449,099	\$534,256	\$534,256	\$579,853	\$579,853	\$45,597

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$858	\$250	\$2,286	\$250	\$250	—
Intergovernmental Revenues	\$528,978	\$533,273	\$531,237	\$578,500	\$578,500	\$45,227
Other Financing Sources	\$415	\$733	\$733	\$1,103	\$1,103	\$370
Subtotal	\$530,251	\$534,256	\$534,256	\$579,853	\$579,853	\$45,597
Fund Balance	\$(81,152)	—	—	—	—	—
General Fund Contributions	\$0	—	—	—	—	—
Total Source of Funds	\$449,099	\$534,256	\$534,256	\$579,853	\$579,853	\$45,597

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.

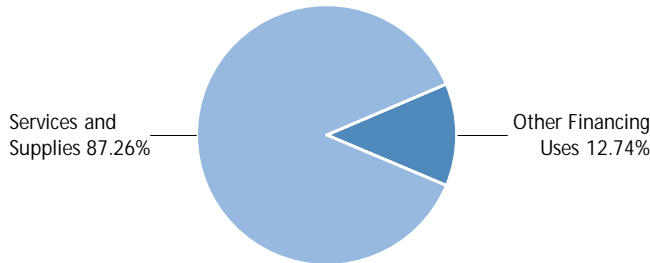
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
60X01	COMMUNITY AFFILIATION MANAGER	1.00
Total		1.00

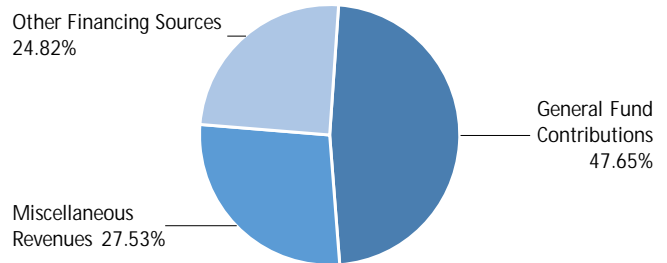
Community Programs

(Budget Unit 8258—Fund 001—Appropriation Unit SOC004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Services and Supplies	\$2,057,056	\$2,088,283	\$2,214,500	\$2,393,773	\$1,195,039	\$(893,244)
Other Financing Uses	\$553,528	\$596,370	\$586,982	\$313,246	\$174,496	\$(421,874)
Subtotal	\$2,610,583	\$2,684,653	\$2,801,482	\$2,707,019	\$1,369,535	\$(1,315,118)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Miscellaneous Revenues	\$349,713	\$171,279	\$306,884	\$377,055	\$377,055	\$205,776
Other Financing Sources	\$1,103,631	\$1,186,984	\$1,168,208	\$617,462	\$339,962	\$(847,022)
Subtotal	\$1,453,343	\$1,358,263	\$1,475,092	\$994,517	\$717,017	\$(641,246)
General Fund Contributions	\$1,157,240	\$1,326,390	\$1,326,390	\$1,712,502	\$652,518	\$(673,872)
Total Source of Funds	\$2,610,583	\$2,684,653	\$2,801,482	\$2,707,019	\$1,369,535	\$(1,315,118)

Unit Description

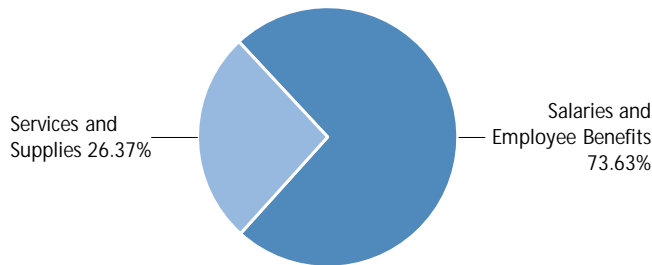
This unit primarily consists of facility costs for shelters and contracts with private non-profit community-based organizations for the provision of shelter, case management and counseling services for victims of domestic violence and homeless individuals and families.

This unit also funds an operating transfer from Community Action Partnership and IHSS Public Authority for the county share of cost for General Liability-non recoverable. The expenditures provided in this budget are financed by Whole Person Care, Homeless Emergency Assistance Program, Domestic Violence revenues, and County General Fund Contributions.

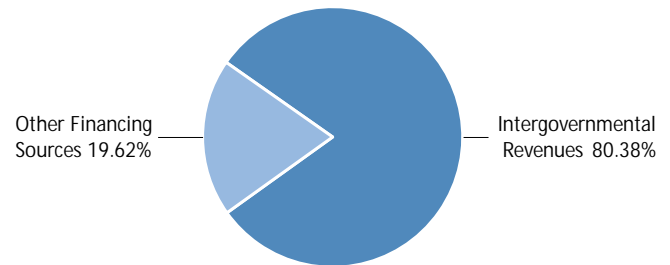
IHSS Public Authority

(Budget Unit 8259—Fund 005—Appropriation Unit SOC008)

Use of Funds



Source of Funds



Social Services

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$671,559	\$791,243	\$708,097	\$830,012	\$830,012	\$38,769
Services and Supplies	\$186,055	\$258,256	\$252,785	\$297,294	\$297,294	\$39,038
Other Charges	\$(120,302)	\$(238,160)	\$(215,191)	\$(171,073)	\$(171,073)	\$67,087
Subtotal	\$737,311	\$811,339	\$745,691	\$956,233	\$956,233	\$144,894

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$(607)	—	\$(612)	—	—	—
Intergovernmental Revenues	\$314,764	\$630,723	\$692,230	\$768,629	\$768,629	\$137,906
Miscellaneous Revenues	\$398	—	—	—	—	—
Other Financing Sources	\$182,224	\$180,616	\$54,073	\$187,604	\$187,604	\$6,988
Subtotal	\$496,780	\$811,339	\$745,691	\$956,233	\$956,233	\$144,894
Fund Balance	\$241,778	—	—	—	—	—
General Fund Contributions	\$(1,247)	—	—	—	—	—
Total Source of Funds	\$737,311	\$811,339	\$745,691	\$956,233	\$956,233	\$144,894

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.

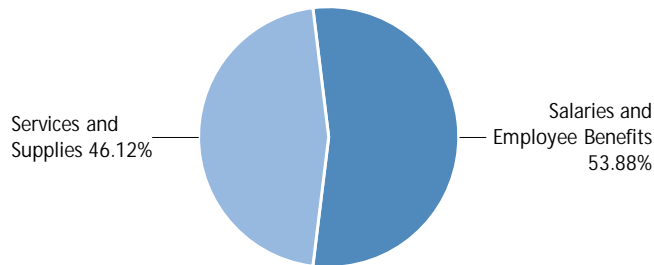
Recommended FY 2020-21 Positions

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

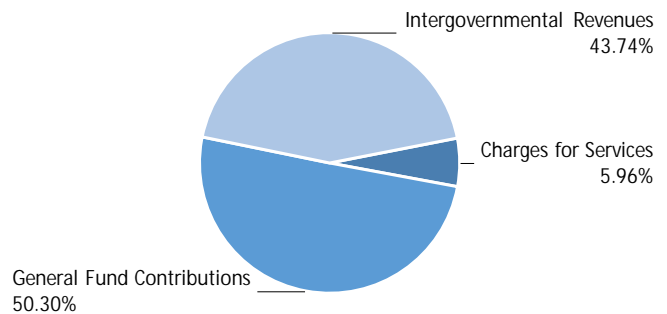
Military & Veterans Services

(Budget Unit 8260—Fund 001—Appropriation Unit SOC003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$833,196	\$1,081,474	\$1,094,232	\$1,140,337	\$1,140,337	\$58,863
Services and Supplies	\$524,744	\$995,076	\$1,338,912	\$980,281	\$975,988	\$(19,088)
Other Charges	\$122,644	\$142,905	\$140,777	\$(19,021)	\$(19,021)	\$(161,926)
Capital Assets	\$23,394	—	—	—	—	—
Subtotal	\$1,503,978	\$2,219,455	\$2,573,921	\$2,101,597	\$2,097,304	\$(122,151)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$2,125,291	\$1,573,493	\$1,927,959	\$917,347	\$917,347	\$(656,146)
Charges for Services	\$86,000	\$88,000	\$88,000	\$125,000	\$125,000	\$37,000
Subtotal	\$2,211,291	\$1,661,493	\$2,015,959	\$1,042,347	\$1,042,347	\$(619,146)
General Fund Contributions	\$(707,313)	\$557,962	\$557,962	\$1,059,250	\$1,054,957	\$496,995
Total Source of Funds	\$1,503,978	\$2,219,455	\$2,573,921	\$2,101,597	\$2,097,304	\$(122,151)

Unit Description

The Military and Veterans' Affairs Office (MVAO) provides assistance and advocacy for veterans and their families including but not limited to:

- 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 (Homeless Veterans Reintegration Program & Supportive Services Veterans Families), home loans, job counseling/placement services, substance abuse recovery programs, and VA vocational rehabilitation.

5) Processing applications and approval for "Veteran" designation on California driver's license, disabled veterans license plates, and "Honoring Our Veterans" personalized plates.

6) Support to the Monterey County Veterans' Treatment Court and partnership with Behavioral Health Department to provide services to justice-involved veterans and veterans with mental health disabilities.

7) Verification of benefit payments for Medi-Cal and Cal-WORKs programs and cost avoidance support through enrollment in VA health care.

8) Representation of all veterans and their families on the Military & Veterans Affairs Advisory Commission (MVAAC), United Veterans Council (UVC), Veterans Issues Advisory Committee (VIAC), CA.

Central Coast Veterans Cemetery Advisory Committee, EDDs Veterans Job Club, Monterey County Veterans Collaborative, and various additional veterans' groups and organizations.

9) Monthly outreach to the Department of Defense / Department of Labor - Transition Assistance Program (TAPs), Presidio of Monterey/ Defense Language Institute, Naval Post-Graduate School, Fort Hunter Liggett, Veterans Transition Center, Monterey Peninsula College, Hartnell College, Cal-State University Monterey Bay, and the King City Library.

10) Quarterly outreach partnership with California Department of Veterans Affairs (CalVet) Transition Assistance Program (Cal-TAP) hosted at Presidio of Monterey and Community College - Hartnell.

11) Biennial Homeless Veterans Stand Down - serves homeless veterans over a 3-day period with services from food and clothing to legal and health care.

MVAO services are available in three offices in Monterey County: Salinas, Marina VA Clinic, and the Monterey Courthouse (Headquarters). MVAO is contracted to provide all veteran services to San Benito County as well.

Recommended FY 2020-21 Positions

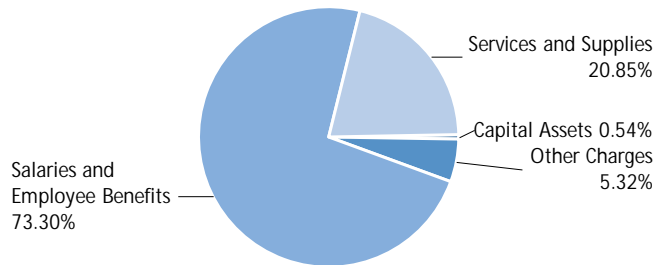
Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	2.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00
80E21	OFFICE ASSISTANT II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		10.00

Social Services

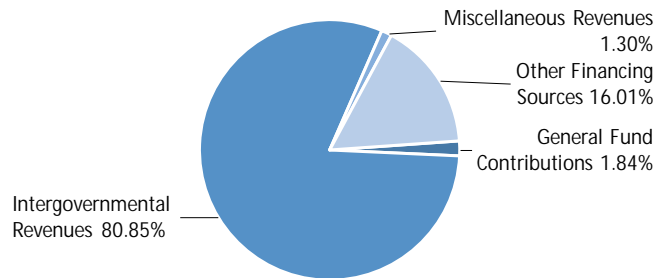
Social Services

(Budget Unit 8262—Fund 001—Appropriation Unit SOC005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$78,360,087	\$86,479,908	\$81,933,080	\$90,928,434	\$90,928,434	\$4,448,526
Services and Supplies	\$25,360,880	\$27,406,155	\$27,431,458	\$28,092,868	\$25,860,037	\$(1,546,118)
Other Charges	\$6,151,014	\$7,054,139	\$6,083,730	\$6,594,752	\$6,594,752	\$(459,387)
Capital Assets	—	\$665,000	\$750,000	\$665,000	\$665,000	—
Subtotal	\$109,871,981	\$121,605,202	\$116,198,268	\$126,281,054	\$124,048,223	\$2,443,021

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$81,326,365	\$100,405,302	\$95,208,259	\$101,231,369	\$100,232,064	\$(173,238)
Charges for Services	\$26,300	\$66,000	\$90,240	\$71,050	\$71,050	\$5,050
Miscellaneous Revenues	\$1,419,614	\$1,225,000	\$1,226,001	\$1,612,955	\$1,612,955	\$387,955
Other Financing Sources	\$22,427,439	\$17,549,754	\$17,314,622	\$19,845,076	\$19,845,076	\$2,295,322
Subtotal	\$105,199,718	\$119,246,056	\$113,839,122	\$122,760,450	\$121,761,145	\$2,515,089
General Fund Contributions	\$4,672,263	\$2,359,146	\$2,359,146	\$3,520,604	\$2,287,078	\$(72,068)
Total Source of Funds	\$109,871,981	\$121,605,202	\$116,198,268	\$126,281,054	\$124,048,223	\$2,443,021

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 FY 2020-21 Positions

Classification Code	Classification Label	FTE
11A12	DIRECTOR OF SOCIAL SERVICES	1.00
12C13	ASSISTANT DIRECTOR SOCIAL SERVICES	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00
14C30	MANAGEMENT ANALYST II	16.00
14C31	MANAGEMENT ANALYST III	13.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14H70	STAFF TRAINER II	12.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	5.00
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

Recommended FY 2020-21 Positions

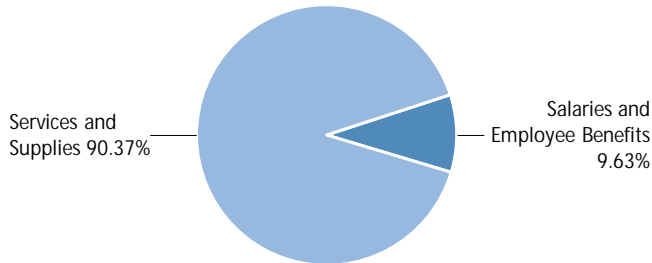
Classification Code	Classification Label	FTE
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	2.00
25E21	ELIGIBILITY SPECIALIST II	164.00
25E22	ELIGIBILITY SPECIALIST III	107.00
25E80	ELIGIBILITY SUPERVISOR	38.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00
52E22	PUBLIC HEALTH NURSE II	3.00
60C22	SOCIAL WORKER III	31.00
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	65.00
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	4.00
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	13.00
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	11.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	3.00
Total		857.00

Social Services

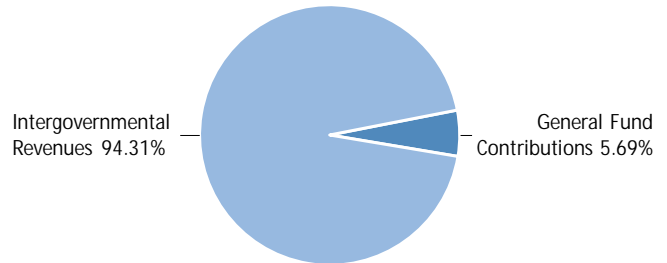
Area Agency on Aging

(Budget Unit 8268—Fund 001—Appropriation Unit SOC010)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$368,296	\$283,931	\$284,167	\$297,330	\$297,330	\$13,399
Services and Supplies	\$2,195,103	\$2,324,958	\$2,170,931	\$2,900,932	\$2,789,367	\$464,409
Other Charges	\$(99,093)	\$(30,189)	\$2,601	\$(8,372)	\$(8,372)	\$21,817
Subtotal	\$2,464,306	\$2,578,700	\$2,457,699	\$3,189,890	\$3,078,325	\$499,625

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$2,554,158	\$2,405,986	\$2,284,985	\$2,903,156	\$2,903,156	\$497,170
Subtotal	\$2,554,158	\$2,405,986	\$2,284,985	\$2,903,156	\$2,903,156	\$497,170
General Fund Contributions	\$(89,852)	\$172,714	\$172,714	\$286,734	\$175,169	\$2,455
Total Source of Funds	\$2,464,306	\$2,578,700	\$2,457,699	\$3,189,890	\$3,078,325	\$499,625

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 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 an Information, Referral and Assistance program.

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.

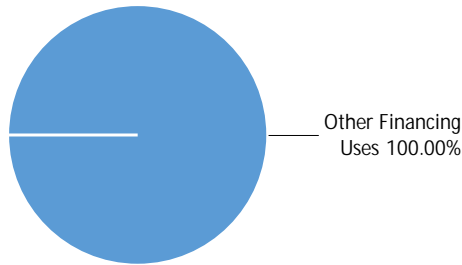
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
Total		2.00

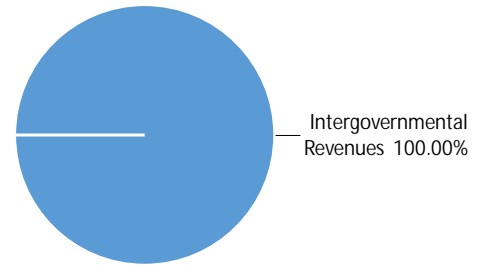
Social Services Realignment

(Budget Unit 8425—Fund 025—Appropriation Unit SOC012)

Use of Funds



Source of Funds



Social Services

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$46,745,863	\$49,237,503	\$46,353,220	\$47,295,980	\$47,295,980	\$(1,941,523)
Subtotal	\$46,745,863	\$49,237,503	\$46,353,220	\$47,295,980	\$47,295,980	\$(1,941,523)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$46,926,319	\$49,237,503	\$46,353,220	\$47,295,980	\$47,295,980	\$(1,941,523)
Other Financing Sources	\$3,071,146	—	—	—	—	—
Subtotal	\$49,997,466	\$49,237,503	\$46,353,220	\$47,295,980	\$47,295,980	\$(1,941,523)
Fund Balance	\$(3,251,603)	—	—	—	—	—
Total Source of Funds	\$46,745,863	\$49,237,503	\$46,353,220	\$47,295,980	\$47,295,980	\$(1,941,523)

Unit Description

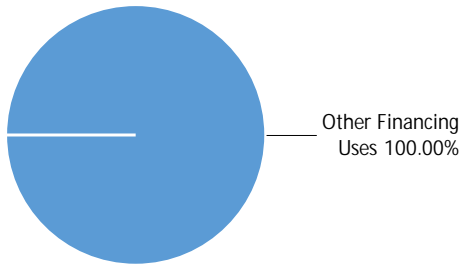
The 1991 Realignment (Realignment) legislation refers to a fiscal arrangement between the State and counties which dedicates portions of Sales Tax and Vehicle License Fee (VLF) revenues to County health, mental health and social services programs. The Realignment was designed to promote greater County 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.

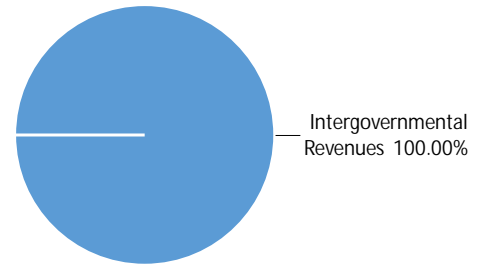
Protective Services

(Budget Unit 8464—Fund 022—Appropriation Unit SOC011)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$22,020,034	\$21,545,949	\$20,664,714	\$21,077,860	\$21,077,860	\$(468,089)
Subtotal	\$22,020,034	\$21,545,949	\$20,664,714	\$21,077,860	\$21,077,860	\$(468,089)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$20,563,787	\$21,545,949	\$19,711,515	\$21,077,860	\$21,077,860	\$(468,089)
Subtotal	\$20,563,787	\$21,545,949	\$19,711,515	\$21,077,860	\$21,077,860	\$(468,089)
Fund Balance	\$1,456,247	—	\$953,199	—	—	—
Total Source of Funds	\$22,020,034	\$21,545,949	\$20,664,714	\$21,077,860	\$21,077,860	\$(468,089)

Unit Description

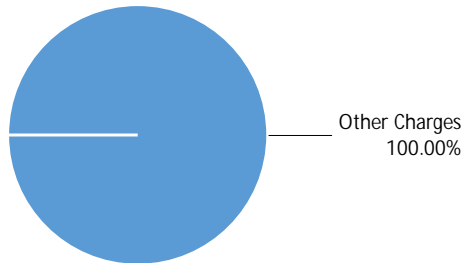
Realignment legislation adopted in 2011 and reaffirmed by Proposition 30, requires counties to be responsible for payments of the non-federal portion of Adult Protective Services (APS), Adoption Assistance Program (AAP), Foster Care (FC), and many Child Welfare Services Programs. To fund these new local 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.

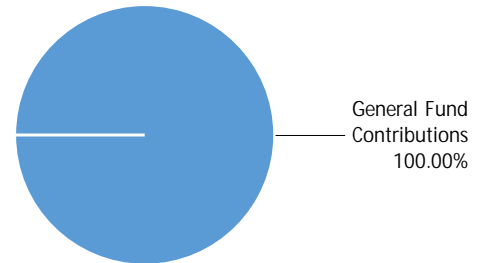
Office for Employment Training

(Budget Unit 8498—Fund 001—Appropriation Unit SOC013)

Use of Funds



Source of Funds



Social Services

Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$1,849,846	\$125,706	\$160,706	—	—	\$(125,706)
Services and Supplies	\$258,281	\$42,638	\$35,503	—	—	\$(42,638)
Other Charges	\$(83,858)	\$75,902	\$83,419	\$47,013	\$47,013	\$(28,889)
Other Financing Uses	\$264,139	—	—	—	—	—
Subtotal	\$2,288,407	\$244,246	\$279,628	\$47,013	\$47,013	\$(197,233)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$2,658	—	—	—	—	—
Intergovernmental Revenues	—	—	\$276,146	—	—	—
Miscellaneous Revenues	\$2,079	—	—	—	—	—
Other Financing Sources	\$1,689,100	—	—	—	—	—
Subtotal	\$1,693,837	—	\$276,146	—	—	—
General Fund Contributions	\$594,571	\$244,246	\$3,482	\$47,013	\$47,013	\$(197,233)
Total Source of Funds	\$2,288,407	\$244,246	\$279,628	\$47,013	\$47,013	\$(197,233)

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 were discontinued on June 30, 2019. Only obligatory expenditures for the Countywide Cost Allocation Plan (COWCAP) remain.



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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:

Community Libraries and Services Access Points:

The Library Department services the public through a network of 17 branches covering Aromas, Big Sur, Bradley (planned), Buena Vista (Las Palmas), Carmel Valley, Castroville, Gonzales, Greenfield, King City, Marina, Pajaro, Parkfield, Prunedale, San Ardo, San Lucas, Seaside, and Soledad. The Library Department also provides library services through 3 bookmobiles, Library by Mail, and online through eMCFL.org.

Print, Digital and Unique Collections:

Monterey County Free Libraries provides public access to a collection of materials for all ages in English, and Spanish that can be browsed and borrowed, including books, movies, audiobooks, magazines, newspapers, reference materials, and local history resources. Other materials, not owned by the Library Department and additional languages are available through internet library loan. A strong online collection includes a digital archive, downloadable e books, e-audiobooks, digital magazines and newspapers, access to online classes, homework help, veterans resources, language learning programs, job development programs, literacy and citizenship. Monterey County Free Libraries lends telescopes, Wi-fi hotspots, "Play and Learn" kits, Book Club to Go bags, and offers one free pass a year to Monterey Bay Aquarium to eligible County residents.

Program and Learning Activities:

Monterey County Free Libraries 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 and Technology Engineering Mathematics (STEM).

Staff Assistance:

Dedicated staff members are available to assist the public in English and Spanish to get a library card, check out library materials, help find information, answer questions, recommend reading materials, support students with homework, assist people using library technology, and to promote literacy, information resources and community services. Staff serve as branch managers, community liaisons, and connect each community to the services offered by the entire Monterey County Free Libraries system.

The 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.

**LIBRARIES
ARE FOR
EVERYONE**



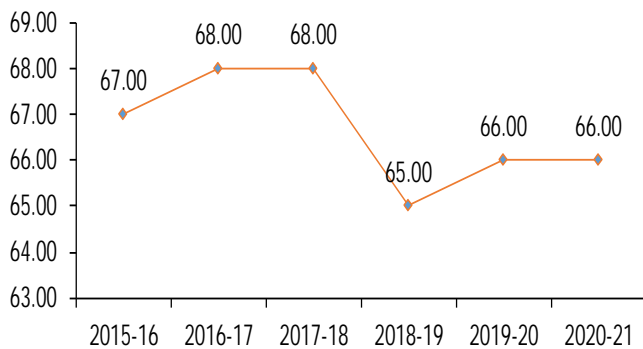
eMCFL.org

Operating Budget: \$10,164,700
Positions (FTEs): 66.00

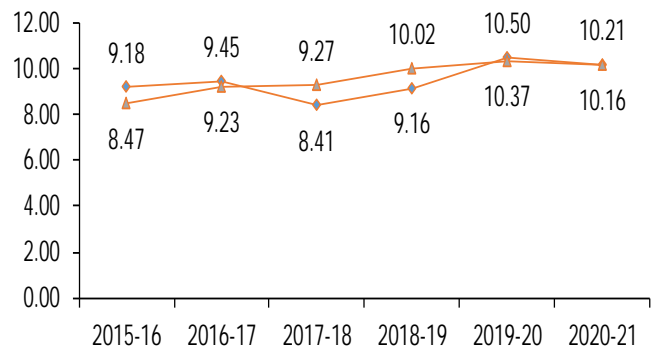
Hillary Theyer
County Librarian

Library

Staffing Trends



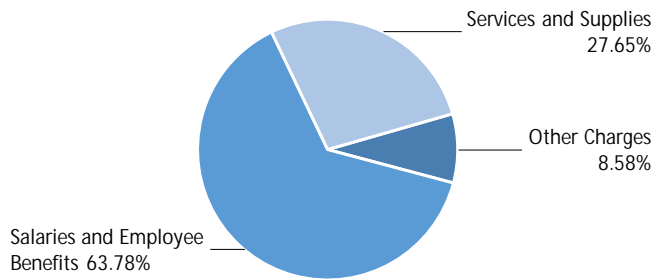
Expenditure/Revenue History (in millions)



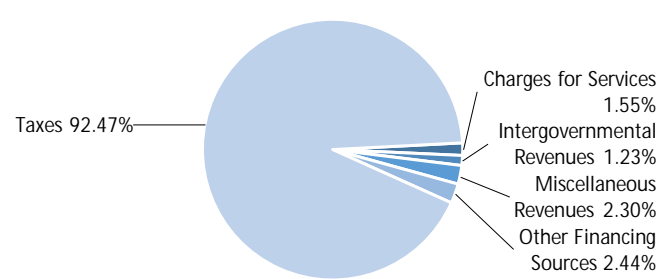
The Library envisions the County as a community where everyone has the opportunity to achieve their potential and pursue happiness. Our mission is to bring ideas, inspiration, information and enjoyment to our community through various delivery methods such as 17 branches, a website, 3 bookmobiles, and library-by-mail.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Number of visits. Target = 770,000	717,435	684,329	360,825
Number of Completed Technology Sessions. Target = 150,000	138,450	224,051	110,000
Number of Borrowed Items. Target = 500,000	490,845	496,215	296,000
Hours of Volunteer Service. Target = 4,000	5,014	3,640	1,700
Number of Children Served in the Homework Center. Target = 10,000	12,446	12,861	6,430

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$5,403,428	\$6,396,428	\$6,145,513	\$6,482,670	\$6,482,670	\$86,242
Services and Supplies	\$2,735,483	\$4,019,441	\$3,335,363	\$2,810,085	\$2,810,085	\$(1,209,356)
Other Charges	\$1,020,611	\$843,778	\$822,522	\$871,945	\$871,945	\$28,167
Capital Assets	—	—	\$200,000	—	—	—
Subtotal	\$9,159,522	\$11,259,647	\$10,503,398	\$10,164,700	\$10,164,700	\$(1,094,947)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Taxes	\$8,769,583	\$9,120,835	\$9,150,293	\$9,431,787	\$9,431,787	\$310,952
Revenue from Use of Money & Property	\$29,740	\$1,038	\$1,038	\$7,524	\$7,524	\$6,486
Intergovernmental Revenues	\$207,416	\$384,799	\$126,329	\$125,974	\$125,974	\$(258,825)
Charges for Services	\$133,557	\$158,247	\$158,247	\$158,247	\$158,247	—
Miscellaneous Revenues	\$381,625	\$455,000	\$455,000	\$235,000	\$235,000	\$(220,000)
Other Financing Sources	\$499,786	\$853,772	\$475,624	\$249,320	\$249,320	\$(604,452)
Subtotal	\$10,021,707	\$10,973,691	\$10,366,531	\$10,207,852	\$10,207,852	\$(765,839)
Fund Balance	\$(862,185)	\$285,956	\$136,867	\$(43,152)	\$(43,152)	\$(329,108)
Total Source of Funds	\$9,159,522	\$11,259,647	\$10,503,398	\$10,164,700	\$10,164,700	\$(1,094,947)

Summary of Recommendation

The Fiscal Year (FY) 2020-21 Recommended Budget includes \$10,164,700 in expenditures financed by \$10,207,852 in revenues, resulting in increased fund balance of \$43,152. Both expenditures and revenues are lower than the FY 2019-20 adopted budget.

Expenses decreased by \$1,094,940 while revenues decreased by \$765,839. The decrease in expenditures is due primarily to salary savings of \$404,702, a decision to freeze four (4) positions allocated in the Budget for Librarian III, half an allocation for Librarian II and two Library Assistant positions. The decrease also represents Capital Improvement Project - the Bradley Library which is currently postponed for the next fiscal year 2021.

It is also noted that the salary expenditures reflect the salary increases that occurred during fiscal year 2019-2020.

Most of the Library's revenues are derived from property taxes which account for \$9.4 million of the total estimated \$10.2 million in revenues. Revenues also include the mandated \$235,539 general fund contribution (GFC) for the County Librarian's (Library Director)salary; continuous contributions to programs funding by the Foundation for Monterey County Free Libraries (FMCFL), and State grants.

Estimated property tax revenues reflect a decrease of \$765,839 from FY 2019/20. This figure is based on actual revenues received last fiscal year and aligns with County wide projections. The tax revenue projection could be impacted by the effects COVID-19 on property taxpayers. Once that impact is known, the Library may need to bring a budget adjustment forward for the Board's consideration.

Budget Impacts

The Recommended Budget does not include any augmentation to supplement the existing proposed book budget. This will reduce the number of new books and database resources. With the onset of COVID-19, the Library Department will reexamine purchasing balance between physical and online materials, as we develop plans for resuming lending of books and operations in the physical branches.

A vacant DISS position was reallocated to a DISC position, though hiring was frozen in March with the COVID 19 onset. In addition, hiring was in process for many vacant Library Assistants, and each position will have to be reexamined after operations in the branches can resume. While some can be held, the vacancies included critical positions to keep branches staffed and at their current operating hours. While salary savings from frozen positions were already anticipated to assist in budget balancing, the new directions and impacts to come will mean we will look at each vacancy anew.

Prior Year Accomplishments

Monterey County Free Libraries completed a new Strategic Plan and was in the process of preparing it for presentation when the COVID-19 impacts hit. Staff is working with the new goals and outcomes in the Strategic Plan, prioritizing a staffing assessment, streamlining services, and focusing on good stewardship of finances and partnerships.

The Library Department continues to apply for and get multiple grants to support essential programs. This includes Lunch at the Library, California Library Literacy Services, and a variety of smaller grants that move projects forward. In addition, work with the Foundation for Monterey County Free Libraries continues and that group funds Homework Centers, Summer Reading Program, Literacy and technology initiatives. The Monterey County Free Libraries also continues to leverage federal E-rate funds to continue upgrade of facilities, and recent projects include new cabling in some branches, an increase in connectivity for Big Sur, and adding the new Parkfield Library.

Budget Year Goals

During FY 2020-21, priority Operational Goals will include assessing staffing at all locations and for all functions, developing more efficient processes and automation that will allow staff time to be fully utilized, and working with the Foundation for Monterey County Free Libraries on stabilizing funding for core services. In addition, enhancing the engagement and involvement of all library staff in strategic planning, and deepening the skills and talents within library

staff will be a priority, with operational goals of maximizing training and professional development.

For Facilities and capital projects:

Department operation goals for facilities and capital projects include completing the Parkfield Library project, completing the receipt of a new Reading Safari Bookmobile (funded by the Foundation for Monterey County Free Libraries), and seeking funding for a new North County Bookmobile.

A grant is in process for 80% of the cost of a new North County Bookmobile, as this is 1990 vehicle is on its last legs and costing more than double in repair than other vehicles, while providing only irregular service due to breakdowns.

The project to develop an e-commerce solution was on hold, though significant progress was made toward a solution. The Library Director has explored a shared integrated library system with the neighboring public libraries, and while that project is on hold due to COVID-19 response, it is not the recommendation of the Library Director to pursue that project at this time.

Initial work conducted so far is showing that the cost savings would only be achieved after an initial cost savings would only be achieved after initial cost outlay, and a less robust system would preclude using it for efficiencies and benefits that can better serve the County. In addition, the amount of standardization required across all public libraries in the County would not benefit serving some of the needs in our local communities well. A project for 2020 will be to prepare and conduct an RFP for an integrated library system.

Pending Issues

MCFL continues to support efforts to build a new Bradley Library, Gonzales Library and expand the Greenfield Library. Growing communities also expect library services, and lack of reliable Bookmobiles and staffing to expand branches continue to hinder expansion of services.

MCFL continues to seek funding for current outreach and delivery vehicles. Both bookmobiles that service a wide range of rural areas need to be replaced.

MCFL will continue to seek and advocate for funds to improve the library collection budget to restore it to the 2007 level of \$700,000.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Library (LIB001)	9,159,522	11,259,647	10,503,398	10,164,700	10,164,700	(1,094,947)	003	8141
Subtotal	9,159,522	11,259,647	10,503,398	10,164,700	10,164,700	(1,094,947)		

Budget Units

		Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Library		\$9,159,522	\$11,259,647	\$10,503,398	\$10,164,700	10,164,700	\$(1,094,947)
	Subtotal	\$9,159,522	\$11,259,647	\$10,503,398	\$10,164,700	10,164,700	\$(1,094,947)

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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	0.00	(1.00)
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
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	9.00	7.00	7.00	0.00
80C21	LIBRARY ASSISTANT II	22.00	24.00	24.00	0.00
80C22	LIBRARY ASSISTANT III	10.00	11.00	11.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Total	65.00	66.00	66.00	0.00

Library



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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, Viticulture, Weed Science, Vegetable Crops, Berry Crops, Ornamental Horticulture, 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 15 4-H clubs serving young people ages five through 19. The programs are delivered to youth via trained adult volunteers, and 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.

MASTER GARDENER PROGRAM: The mission of the Master Gardener program is to extend research based knowledge and information on home horticulture, pest management and sustainable practices to the residents. In Monterey County 146 volunteers donate over 4,000 hours per year assisting home gardeners, building community and school gardens, hosting community education demonstrations, and maintaining 2 teaching and demonstration gardens.

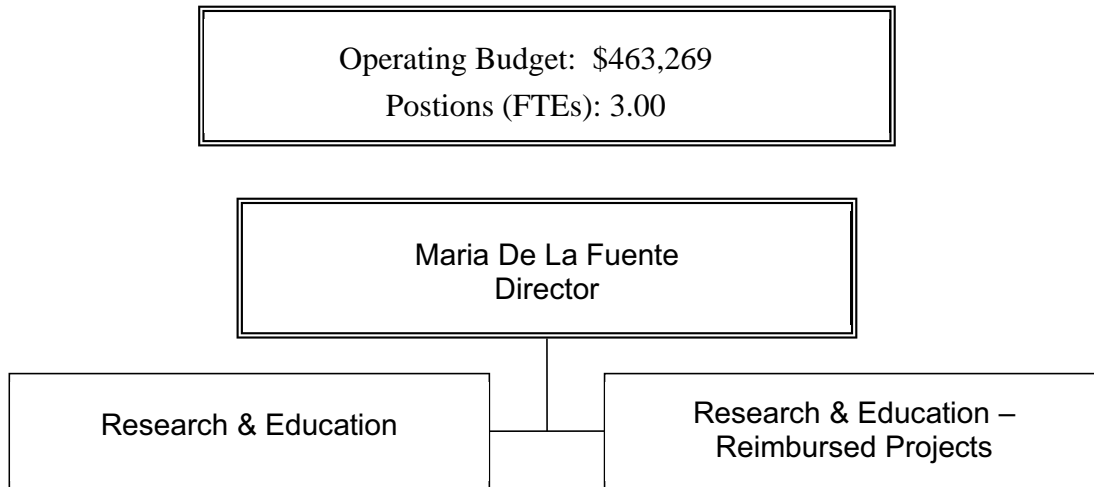
NATURAL RESOURCES PROGRAM: Two cross-county advisors add to in-County expertise, and UC campus specialists bring additional knowledge to bear on specific County issues as they arise. They work to solve local issues such as pine pitch canker, Monterey pine tree health, Sudden Oak Death (SOD), rangeland management, water quality, soil conservation, land use and animal agriculture production.

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

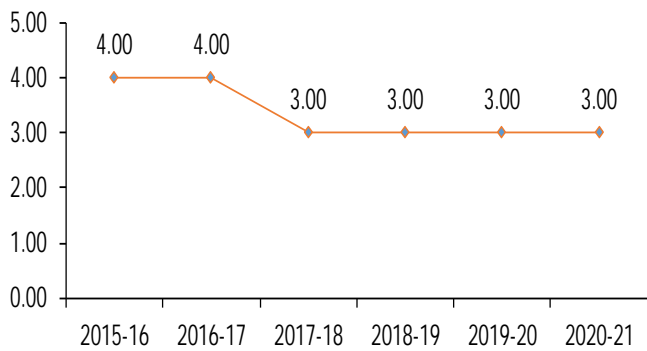
ECONOMIC DEVELOPMENT Active engagement in appropriate economic development and promotion of economic viability of the agricultural industry.

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.

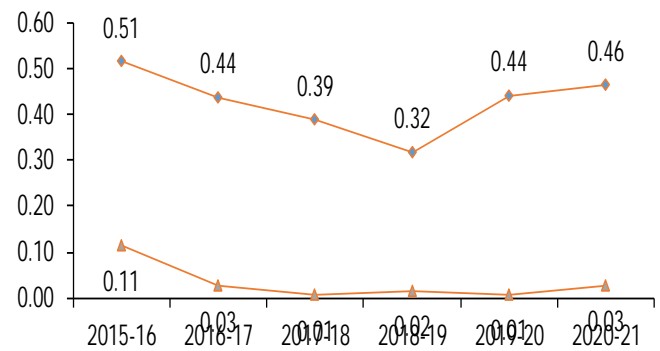




Staffing Trends



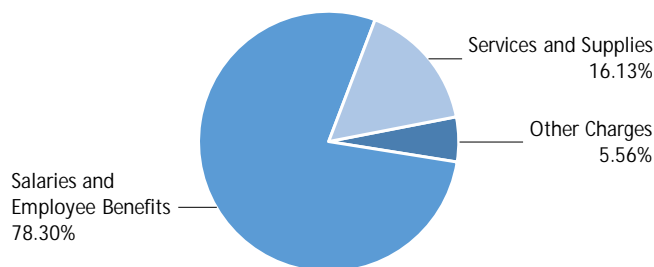
Expenditure/Revenue History (in millions)



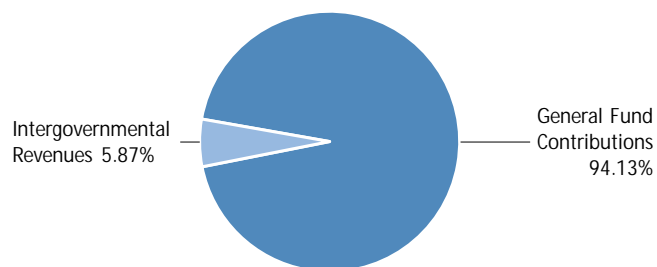
Cooperative Extension utilizes these measures to assist in developing budgets, quantify agricultural research education, and youth development outreach.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Annual Contract and Grant Money Generated by Farm Advisors for Monterey County Agricultural Research.	\$3.6 million	\$3.6 million	\$3.5 million
Annual Number of Workshops, Seminars, Talks, and Conferences Presented at. This includes collaborative efforts with other research institutions and privation industry.	91	89	71
Increase in ration of Latino youth in 4H programs supported by direct outreach of art, STEM, after school, leadership and traditional club programs.	37%	39%	10%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$242,734	\$342,396	\$320,635	\$362,745	\$362,745	\$20,349
Services and Supplies	\$63,855	\$83,761	\$87,449	\$243,505	\$74,744	\$(9,017)
Other Charges	\$10,700	\$36,958	\$34,631	\$25,780	\$25,780	\$(11,178)
Subtotal	\$317,288	\$463,115	\$442,715	\$632,030	\$463,269	\$154

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$16,471	\$27,645	\$7,325	\$27,193	\$27,193	\$(452)
Subtotal	\$16,471	\$27,645	\$7,325	\$27,193	\$27,193	\$(452)
General Fund Contributions	\$300,817	\$435,470	\$435,390	\$604,837	\$436,076	\$606
Total Source of Funds	\$317,288	\$463,115	\$442,715	\$632,030	\$463,269	\$154

Summary of Recommendation

The Recommended Budget for the UC Cooperative Extension is \$463,269, financed by \$27,193 in program revenue and \$436,076 in general fund contributions (GFC). Recommended appropriations increased by \$154 due to increases in salaries, benefits and general liability insurance.

Revenues reflect a decrease of \$452. The decrease is a result of continued restrictions by the University of California (UC) on grant funds used to reimburse County costs. General liability non recoverable costs cannot be reimbursed as revenue from the UC.

The Recommended Budget includes \$6,186 in augmentation to maintain a full time Secretary position.

Budget Impacts

The Recommended Budget does not include two proposed augmentations totaling \$166,901 for a Community Education Specialist 2 supporting the Master Gardener program, and funding for Community Education Specialists for the 4-H program.

Prior Year Accomplishments

GENERAL: The Department managed up to \$4,221,436 in research funds and 58 specific research grant projects, provided volunteer services worth approximately \$3,227,652 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 AND EXTENSION PROGRAM: The Department applied research under both commercial (in-field) and laboratory conditions addressing pest issues in vegetables crops grown in Monterey County. The Department extended science-based information on pest management tactics to all growers, stakeholders and community members in the County through sample identifications, blog postings and open-to-the-public seminars. The Department goal of the program is to provide information and support on how to implement and improve an Integrated Pest Management (IPM) program in vegetable crops, such as in lettuce, broccoli, or cauliflower. The Department researched areas for this program including, biology and life history of the most economically relevant pests, area-wide monitoring of the fluctuation of pest population densities, insecticide product stewardship, and biological controls.

PLANT PATHOLOGY RESEARCH AND EXTENSION 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 to 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 AND EXTENSION 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 AND EXTENSION PROGRAM: The Department evaluated management tools for powdery mildew and Botrytis bunch rot control in coastal vineyards. 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.

Budget Year Goals

Promote the economic sustainability of the County's economic base from the agricultural industry by conducting research to solve current pest problems. Provide free diagnostic services that lead to the discovery of new diseases 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 AND EXTENSION PROGRAM: Continue research on arthropods, including insects, to understand the development of the pest and how much plant injury can be generated by their feeding. Monitor fluctuations in pest populations using different traps. Continue testing the performance and application timing in the field of several insecticide active ingredients, both organic and conventional, to control pests in vegetables. Expand studies on biological controls in vegetables, such as using the flower alyssum to attract beneficial insects or the release of laboratory-reared beneficials to control pests.

IRRIGATION AND WATER QUALITY RESEARCH AND EXTENSION 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 program will continue to expand CropManage to additional commodities produced in Monterey County.

VEGETABLE AND WEED SCIENCE RESEARCH AND EXTENSION 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 AND EXTENSION PROGRAM: 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. Continue to evaluate the use of tall vines at planting to accelerate vine development and increase the production potential of newly established vineyards.

MASTER GARDENER PROGRAM: The Master Gardener program will continue to extend home horticulture, pest management and sustainable practices to residents. Modifications to support social distancing will continue during shelter in place. This includes a hotline service number for questions and online training sessions. The program will continue to expand and will be training 40 new volunteers.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Cooperative Extension (EXT001)	299,576	435,470	435,390	604,837	435,968	498	001	8021
Cooperative Ext - Reimbursed Projects (EXT001)	17,713	27,645	7,325	27,193	27,301	(344)	001	8022
Subtotal	317,288	463,115	442,715	632,030	463,269	154		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Cooperative Extension	\$299,576	\$435,470	\$435,390	\$604,837	435,968	\$498
Cooperative Ext - Reimbursed Projects	\$17,713	\$27,645	\$7,325	\$27,193	27,301	\$(344)
Subtotal	\$317,288	\$463,115	\$442,715	\$632,030	463,269	\$154

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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

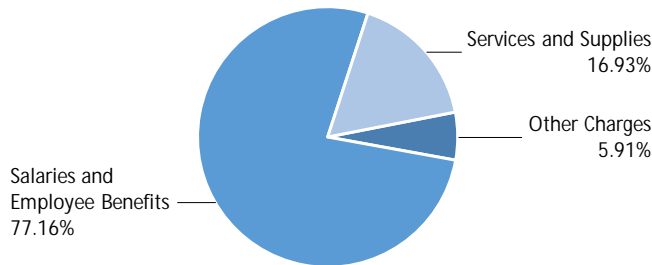
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
6210	6210-8021-001-AUG1	Status Quo Secretary	Status Quo Filled Position	6,186	0.07	6,186.00	0.07
6210	6210-8021-001-AUG2	Master Gardener Coordinator	Contribution to Other Funds	81,076	0.00		-
6210	6210-8021-001-AUG3	4H Comm Edu Specialist	Contribution to Other Funds	85,825	-		-
Grand Total:				173,087	0.07	6,186.00	0.07

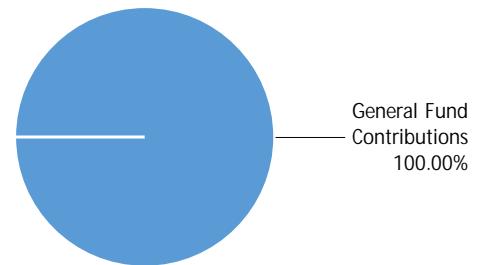
Cooperative Extension

(Budget Unit 8021—Fund 001—Appropriation Unit EXT001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$225,819	\$315,976	\$314,535	\$336,396	\$336,396	\$20,420
Services and Supplies	\$63,057	\$82,536	\$86,224	\$242,661	\$73,792	\$(8,744)
Other Charges	\$10,700	\$36,958	\$34,631	\$25,780	\$25,780	\$(11,178)
Subtotal	\$299,576	\$435,470	\$435,390	\$604,837	\$435,968	\$498

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
General Fund Contributions	\$299,576	\$435,470	\$435,390	\$604,837	\$435,968	\$498
Total Source of Funds	\$299,576	\$435,470	\$435,390	\$604,837	\$435,968	\$498

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.

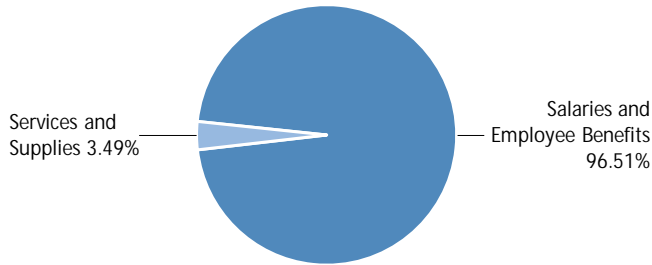
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80A31	SECRETARY	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		3.00

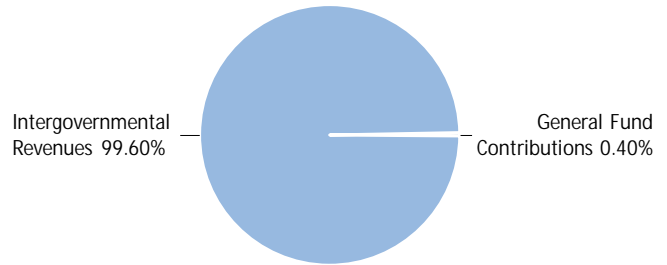
Cooperative Ext -Reimbursed Projects

(Budget Unit 8022—Fund 001—Appropriation Unit EXT001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$16,915	\$26,420	\$6,100	\$26,349	\$26,349	\$(71)
Services and Supplies	\$798	\$1,225	\$1,225	\$844	\$952	\$(273)
Subtotal	\$17,713	\$27,645	\$7,325	\$27,193	\$27,301	\$(344)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Intergovernmental Revenues	\$16,471	\$27,645	\$7,325	\$27,193	\$27,193	\$(452)
Subtotal	\$16,471	\$27,645	\$7,325	\$27,193	\$27,193	\$(452)
General Fund Contributions	\$1,241	—	—	—	\$108	\$108
Total Source of Funds	\$17,713	\$27,645	\$7,325	\$27,193	\$27,301	\$(344)

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.

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 134 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.

The 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.

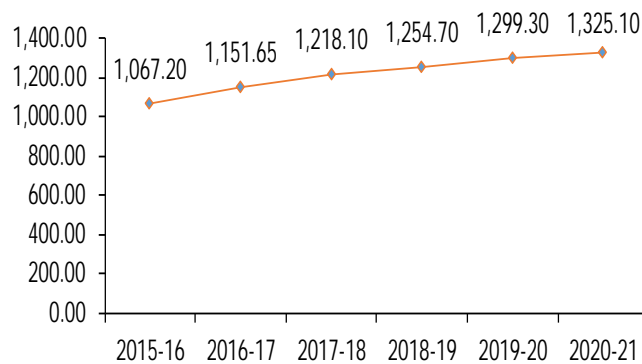


Operating Budget: \$371,305,741
Positions (FTEs): 1325.10

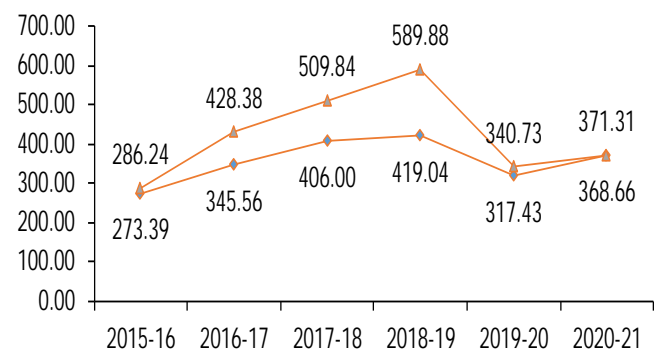
Gary Gray, M.D.
Chief Executive Officer

Natividad Medical Center

Staffing Trends



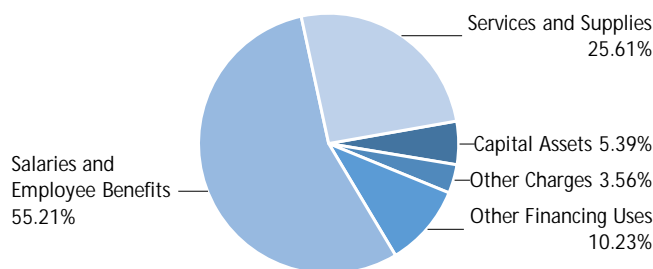
Expenditure/Revenue History (in millions)



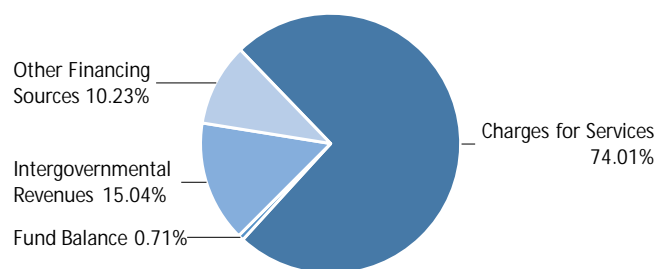
The monitoring of hospital key performance measures help drive performance improvement in the areas of growth of targeted patient service lines, patient experience, and financial performance.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Operating Margin, Target = Budgeted Net Income	\$37.2M	\$25.2M	\$17.4M annualized
Average Daily Census. Target = Budgeted Average Daily Census.	111.8	112.3	106.4
CMS Hospital Acquired Conditions (HAC) reduction Program Total Score, Target = National Benchmark Score.	2.96	0.75	0.37
Rate of Hospital Patient Satisfaction - Nurse Communications. Target = CA Benchmark Score.	74.0	74.0	N/A
Rate of Hospital Patient Satisfaction - Doctor Communications. Target = CA Benchmark Score.	78.0	76.0	N/A
Overall staff turnover rate. Target = <10%.	7.8%	8.5%	8.1%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$193,670,259	\$193,029,733	\$196,998,659	\$204,993,234	\$204,993,234	\$11,963,501
Services and Supplies	\$105,708,641	\$103,057,029	\$95,083,796	\$95,102,883	\$95,102,883	\$(7,954,146)
Other Charges	\$42,393,394	\$12,036,937	\$11,343,475	\$13,209,624	\$13,209,624	\$1,172,687
Capital Assets	\$10,673,328	\$12,877,865	\$7,000,000	\$20,000,000	\$20,000,000	\$7,122,135
Other Financing Uses	\$66,595,514	\$41,248,871	\$7,000,000	\$38,000,000	\$38,000,000	\$(3,248,871)
Subtotal	\$419,041,137	\$362,250,435	\$317,425,930	\$371,305,741	\$371,305,741	\$9,055,306

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$6,863,321	—	—	—	—	—
Intergovernmental Revenues	\$126,236,273	\$59,597,000	\$60,366,700	\$55,837,000	\$55,837,000	\$(3,760,000)
Charges for Services	\$386,842,918	\$267,776,893	\$273,366,693	\$274,818,299	\$274,818,299	\$7,041,406
Miscellaneous Revenues	\$3,828,739	—	—	—	—	—
Other Financing Sources	\$66,109,559	\$39,600,000	\$7,000,000	\$38,000,000	\$38,000,000	\$(1,600,000)
Subtotal	\$589,880,809	\$366,973,893	\$340,733,393	\$368,655,299	\$368,655,299	\$1,681,406
Fund Balance	\$(170,839,671)	\$(4,723,458)	\$(23,307,463)	\$2,650,442	\$2,650,442	\$7,373,900
Total Source of Funds	\$419,041,137	\$362,250,435	\$317,425,930	\$371,305,741	\$371,305,741	\$9,055,306

Summary of Recommendation

The Recommended Budget for the Natividad Medical Center (NMC) totals \$371,305,741 in expenditures, financed by \$368,655,299 in revenue and a \$2,650,442 estimated decrease in fund balance.

Personnel costs and medical operating costs are the largest cost drivers in the budget. Personnel costs are budgeted at \$204,993,234, an increase of \$11,963,501 from the FY 2019-20 Adopted Budget. The increase includes an additional 22.6 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 \$95,102,883, a decrease of \$7,954,146 over the FY 2019-20 Adopted Budget. The decrease is largely made up of an anticipated decrease in temp help and professional services usage.

The \$6,018,594 decrease in revenue over the FY 2019-20 Adopted Budget is largely attributed to a decrease in capital operating transfers and government funding. Revenues from patient and other services are budgeted at \$274,818,299, an increase of 7,041,406 from the FY 2019-20 Adopted Budget. The increase in patient revenues are from a higher average daily census and an improved payor mix providing a more favorable collection rate.

Prior Year Accomplishments

Successfully met the required 51 metrics for the Public Hospital Redesign and Incentives (PRIME) program

Natividad's Language Access Services provided over 70,000 interpretations in Spanish and other languages

Implemented remote pacemaker monitoring for patients as part of patient care enhancement from the Cardiology program

Received three-year verification from the American College of Surgeons recognizing Natividad for meeting the highest standards

Develop provider recruitment and service line strategy

Received full accreditation by the Accreditation Council for Graduate Medical Education

Expand access to care and promote referrals for specialty care and surgical services

Budget Year Goals

Develop a comprehensive Patient Experience program

Optimize access, experience, and patient flow

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted	Fund Code	Budget Unit Code
Natividad Medical Center (NMC001)	415,065,402	331,301,564	310,425,930	351,305,741	351,305,741	20,004,177	451	8142
Natividad Medical Center (NMC002)	3,975,735	30,948,871	7,000,000	20,000,000	20,000,000	(10,948,871)	404	8142
Subtotal	419,041,137	362,250,435	317,425,930	371,305,741	371,305,741	9,055,306		

Budget Units

	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Natividad Medical Center	\$419,041,137	\$362,250,435	\$317,425,930	\$371,305,741	371,305,741	\$9,055,306
Subtotal	\$419,041,137	\$362,250,435	\$317,425,930	\$371,305,741	371,305,741	\$9,055,306

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	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	2.00	2.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	2.00	2.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	5.00	6.00	7.00	1.00
14C31	MANAGEMENT ANALYST III	7.00	7.00	5.00	(2.00)
14C36	HOSPITAL DECISION SUPPORT ANALYST	0.00	0.00	2.00	2.00
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	0.00	0.00	0.00
14E20	BUYER II	4.00	5.00	5.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	4.00	3.00	3.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	6.00	6.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	0.00	1.00	1.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	0.00	1.00	1.00	0.00
14H65	MEDICAL STAFF COORDINATOR	1.00	1.00	1.00	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.00	1.00	1.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	1.50	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 ASSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00	2.00	1.00	(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	1.00	1.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	3.00	3.00	2.00	(1.00)
16C60	HOSPITAL SOFTWARE ANALYST I	0.00	1.00	1.00	0.00
16C61	HOSPITAL SOFTWARE ANALYST II	4.00	5.00	5.00	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	6.00	10.00	4.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	2.00	3.00	3.00	0.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	2.00	2.00	1.00	(1.00)
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.00	4.00	2.00	(2.00)
43G01	INFORMATION TECHNOLOGY MANAGER	3.00	3.00	3.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	1.00	2.00	2.00	0.00
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	12.20	12.20	12.20	0.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	2.00	2.00	2.00	0.00
50D11	MEDICAL LABORATORY TECHNICIAN	1.00	1.60	1.60	0.00
50D12	CLINICAL LABORATORY ASSISTANT	17.90	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	2.00	2.00	2.00	0.00
50F20	OCCUPATIONAL THERAPIST	9.60	10.60	11.20	0.60
50G11	PHYSICAL THERAPIST	11.00	12.00	12.80	0.80

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
50G41	SPEECH PATHOLOGIST	5.00	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	19.30	19.30	0.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	1.00	1.00	0.00
50P24	SUPERVISING CARDIOPULMONARY TECHNICIAN	1.00	1.00	1.00	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNOLOGIST	26.30	25.30	26.30	1.00
50R22	SENIOR RADIOLOGIC TECHNOLOGIST	4.00	5.00	5.00	0.00
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	6.00	7.00	7.00	0.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T33	HEALTH INFORMATION MANAGEMENT DATA INTEGRITY EXAMINER	0.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	4.00	4.00	4.00	0.00
50U18	PHARMACY TECHNICIAN	10.80	10.80	11.40	0.60
50U20	NURSING ASSISTANT	86.60	90.80	90.80	0.00
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	11.60	11.60	0.00
50U28	SENIOR PHARMACY TECHNICIAN	2.00	2.00	2.00	0.00
50U29	ENDOSCOPY TECHNICIAN	0.00	1.90	1.90	0.00
50U30	DIETITIAN AIDE	3.00	3.00	4.00	1.00
50U42	MEDICAL ASSISTANT	0.00	2.00	2.00	0.00
50U43	CENTRAL STERILE TECHNICIAN	5.80	5.80	5.80	0.00
50U44	SENIOR CENTRAL STERILE TECHNICIAN	1.00	1.00	1.00	0.00
50U51	TELEMETRY TECHNICIAN	4.70	4.70	4.70	0.00
50Y21	DIETITIAN	5.80	5.80	5.40	(0.40)
50Y31	SUPERVISING DIETITIAN	1.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	7.80	11.30	12.30	1.00
52A16	SUPERVISING NURSE I	14.50	13.50	14.60	1.10
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	321.15	322.45	328.85	6.40
52A20	STAFF NURSE III	29.80	34.20	35.20	1.00
52A21	CLINIC NURSE	4.00	4.00	3.00	(1.00)
52A22	SENIOR CLINIC NURSE	6.60	6.60	7.60	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	13.00	15.00	15.00	0.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	2.00	1.00
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	2.00	2.00	2.00	0.00

Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.00	1.00	1.00	0.00
52A88	NURSING SERVICES DIVISION MANAGER	4.00	4.00	5.00	1.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	6.30	6.30	0.00
52A92	NURSING SERVICES UNIT MANAGER	1.00	1.00	1.00	0.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00	1.00	1.00	0.00
52A97	CLINIC NURSE PRACTITIONER	3.40	3.40	2.40	(1.00)
52A98	HOSPITAL NURSE PRACTITIONER	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	44.00	47.00	49.00	2.00
54B15	NEUROSURGEON	1.00	1.00	1.00	0.00
54B16	TRAUMA SURGEON	3.00	3.00	3.00	0.00
54B17	VASCULAR SURGEON	0.00	1.00	1.00	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	1.00	0.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	1.00	0.00	(1.00)
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C03	CLINIC PHYSICIAN ASSISTANT	0.80	1.00	3.00	2.00
60B01	PSYCHIATRIC SOCIAL WORKER I	0.50	0.50	0.00	(0.50)
60C24	SOCIAL WORKER V	6.00	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	GROUNDKEEPER	1.00	1.00	1.00	0.00
70F21	COURIER	1.00	1.00	1.00	0.00
70F23	STOREKEEPER	9.00	9.00	12.00	3.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	17.00	19.00	18.00	(1.00)
70K23	COOK	3.50	3.50	4.50	1.00
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	6.00	6.00	6.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	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	4.00	2.00	2.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	0.00	1.00	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	9.80	9.30	9.30	0.00
80E22	OFFICE ASSISTANT III	17.30	17.30	16.30	(1.00)
80E80	PRINCIPAL OFFICE ASSISTANT	12.25	14.25	14.25	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00

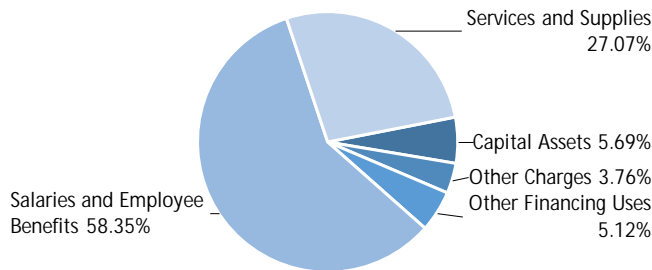
Adopted FY 2019-20 to Recommended FY 2020-21 Positions

Classification Code	Classification Label	Adopted Budget 2018-2019	Adopted Budget 2019-2020	Recommended Budget 2020-2021	Change
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	24.50	19.90	19.90	0.00
80K23	HOSPITAL MEDICAL INTERPRETER	4.50	5.50	8.00	2.50
80K25	CLINIC OPERATIONS SUPERVISOR	1.00	1.00	0.00	(1.00)
80L02	PATIENT SERVICES REPRESENTATIVE II	43.00	51.00	54.70	3.70
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	31.30	31.30	30.30	(1.00)
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	2.00	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	1,254.70	1,299.30	1,325.10	25.80

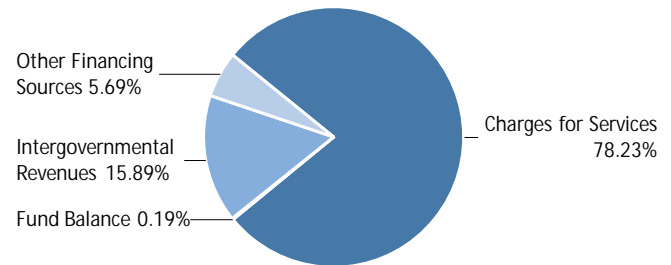
Natividad Medical Center

(Budget Unit 8142—Fund 451—Appropriation Unit NMC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Salaries and Employee Benefits	\$193,670,259	\$193,029,733	\$196,998,659	\$204,993,234	\$204,993,234	\$11,963,501
Services and Supplies	\$105,708,641	\$103,057,029	\$95,083,796	\$95,102,883	\$95,102,883	\$(7,954,146)
Other Charges	\$42,393,394	\$12,036,937	\$11,343,475	\$13,209,624	\$13,209,624	\$1,172,687
Capital Assets	\$10,673,328	\$12,877,865	\$7,000,000	\$20,000,000	\$20,000,000	\$7,122,135
Other Financing Uses	\$62,619,779	\$10,300,000	—	\$18,000,000	\$18,000,000	\$7,700,000
Subtotal	\$415,065,402	\$331,301,564	\$310,425,930	\$351,305,741	\$351,305,741	\$20,004,177

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Revenue from Use of Money & Property	\$6,863,321	—	—	—	—	—
Intergovernmental Revenues	\$126,236,273	\$59,597,000	\$60,366,700	\$55,837,000	\$55,837,000	\$(3,760,000)
Charges for Services	\$386,842,918	\$267,776,893	\$273,366,693	\$274,818,299	\$274,818,299	\$7,041,406
Miscellaneous Revenues	\$3,828,739	—	—	—	—	—
Other Financing Sources	\$66,109,559	\$29,300,000	\$7,000,000	\$20,000,000	\$20,000,000	\$(9,300,000)
Subtotal	\$589,880,809	\$356,673,893	\$340,733,393	\$350,655,299	\$350,655,299	\$(6,018,594)
Fund Balance	\$(174,815,406)	\$(25,372,329)	\$(30,307,463)	\$650,442	\$650,442	\$26,022,771
General Fund Contributions	\$(0)	—	—	—	—	—
Total Source of Funds	\$415,065,402	\$331,301,564	\$310,425,930	\$351,305,741	\$351,305,741	\$20,004,177

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.

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
11A25	HOSPITAL CHIEF EXECUTIVE OFFICER	1.00
12C28	HOSPITAL CHIEF NURSING OFFICER	1.00
12C29	HOSPITAL ASSISTANT ADMINISTRATOR	4.00
14A10	PROJECT MANAGER I	1.00
14A12	PROJECT MANAGER III	1.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.00
14A80	HOSPITAL DECISION SUPPORT MANAGER	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14B66	DEPARTMENTAL HR MANAGER	1.00
14C30	MANAGEMENT ANALYST II	7.00
14C31	MANAGEMENT ANALYST III	5.00
14C36	HOSPITAL DECISION SUPPORT ANALYST	2.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	2.00
14C60	HOSPITAL CHIEF FINANCIAL OFFICER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.00
14E20	BUYER II	5.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00
14G02	MANAGEMENT ANALYST I	3.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	6.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	1.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	1.00
14H65	MEDICAL STAFF COORDINATOR	1.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	1.50
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.00
14K35	NMC HUMAN RESOURCES ADMINISTRATOR	1.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.00
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	1.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
14M32	HOSPITAL RISK ASSESSEMENT & COMPLIANCE OFFICER	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
14N30	HOSPITAL PATIENT ADMITTING MANAGER	1.00
14N31	HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	1.00
14P10	DIRECTOR OF MEDICAL CENTER PHYSICIAN SERVICES	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	2.00
16C60	Hospital Software Analyst I	1.00
16C61	Hospital Software Analyst II	5.00
16C62	Hospital Software Analyst III	10.00
16E50	Hospital Security & Database Administrator	3.00
20B12	ACCOUNTANT III	2.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.00
20B92	HOSPITAL CONTROLLER	1.00
20B94	FINANCE MANAGER III	1.00
20B95	FINANCE MANAGER I	1.00
41K01	Hospital Network & Systems Engineer	2.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.00
43G04	IT PROJECT MANAGEMENT ANALYST III	2.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.80
43M40	Hospital Information Systems Support Technician	4.00
50A21	PHARMACIST I	12.20
50A23	PHARMACY DIRECTOR	1.00
50A25	CLINICAL PHARMACY COORDINATOR	2.00
50D11	MEDICAL LABORATORY TECHNICIAN	1.60
50D12	CLINICAL LABORATORY ASSISTANT	17.90
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00
50D21	CLINICAL LABORATORY SCIENTIST	15.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	9.00
50D23	SUPERVISING CLINICAL LABORATORY SCIENTIST	1.00
50D80	CLINICAL LABORATORY MANAGER	1.00
50F10	SUPERVISING THERAPIST	2.00
50F20	OCCUPATIONAL THERAPIST	11.20
50G11	PHYSICAL THERAPIST	12.80
50G41	SPEECH PATHOLOGIST	5.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00
50K19	HEALTH EDUCATION ASSISTANT	4.00
50P21	CARDIOPULMONARY TECHNICIAN II	19.30

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00
50P24	SUPERVISING CARDIOPULMONARY TECHNICIAN	1.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00
50R21	RADIOLOGIC TECHNOLOGIST	26.30
50R22	SENIOR RADIOLOGIC TECHNOLOGIST	5.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	2.00
50R31	SONOGRAPHER	8.60
50R32	SENIOR SONOGRAPHER	1.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	7.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00
50T33	HEALTH INFORMATION MANAGEMENT DATA INTEGRITY EXAMINER	1.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00
50U17	PHYSICAL THERAPIST ASSISTANT	4.00
50U18	PHARMACY TECHNICIAN	11.40
50U20	NURSING ASSISTANT	90.80
50U22	HEALTH CARE TECHNICIAN	4.70
50U23	OBSTETRICAL TECHNICIAN	6.30
50U25	ORTHOPEDIC TECHNICIAN	1.00
50U26	SENIOR OBSTETRICAL TECHNICIAN	0.90
50U27	SURGICAL TECHNICIAN	11.60
50U28	SENIOR PHARMACY TECHNICIAN	2.00
50U29	ENDOSCOPY TECHNICIAN	1.90
50U30	DIETITIAN AIDE	4.00
50U42	MEDICAL ASSISTANT	2.00
50U43	CENTRAL STERILE TECHNICIAN	5.80
50U44	SENIOR CENTRAL STERILE TECHNICIAN	1.00
50U51	TELEMETRY TECHNICIAN	4.70
50Y21	DIETITIAN	5.40
50Y31	SUPERVISING DIETITIAN	1.00
52A02	LICENSED VOCATIONAL NURSE	12.30
52A16	SUPERVISING NURSE I	14.60
52A17	SUPERVISING NURSE II	1.90
52A19	STAFF NURSE II	328.85
52A20	STAFF NURSE III	35.20
52A21	CLINIC NURSE	3.00
52A22	SENIOR CLINIC NURSE	7.60
52A31	INFECTION CONTROL NURSE	1.00
52A33	CASE MANAGEMENT NURSE	15.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	2.00

Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
52A40	HOSPITAL NURSE AUDITOR	2.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	7.90
52A60	CLINICAL NURSE SPECIALIST	4.00
52A83	SUPERVISING CLINIC NURSE	2.00
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.00
52A88	NURSING SERVICES DIVISION MANAGER	5.00
52A89	ADMIN NURSE/HOUSE SUPV	6.30
52A92	NURSING SERVICES UNIT MANAGER	1.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00
52A97	CLINIC NURSE PRACTITIONER	2.40
52A98	HOSPITAL NURSE PRACTITIONER	11.00
54A03	RESIDENT PHYSICIAN III	33.00
54B10	CHIEF OB/GYN SURGEON	1.00
54B12	CONTRACT PHYSICIAN	49.00
54B15	NEUROSURGEON	1.00
54B16	TRAUMA SURGEON	3.00
54B17	VASCULAR SURGEON	1.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00
54B82	CHIEF OF SURGERY	1.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00
54C03	CLINIC PHYSICIAN ASSISTANT	3.00
60C24	SOCIAL WORKER V	6.00
60C81	SOCIAL WORK SUPERVISOR II	1.00
65A22	MEDICAL LIBRARIAN	1.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	57.80
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	3.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.00
70C21	GROUNDKEEPER	1.00
70F21	COURIER	1.00
70F23	STOREKEEPER	12.00
70F81	SUPERVISING STOREKEEPER	1.00
70K21	FOOD SERVICE WORKER II	18.00
70K23	COOK	4.50
70K25	SENIOR COOK	2.00
70K80	HEAD COOK	2.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00
70M02	PATIENT TRANSPORTER	6.00
72A23	BUILDING MAINTENANCE WORKER	1.00
72A24	MAINTENANCE PAINTER	2.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.00
72A87	PHYSICAL PLANT MANAGER	1.00
72C19	HOSPITAL MAINTENANCE MECHANIC	9.00
80A32	SENIOR SECRETARY	5.00

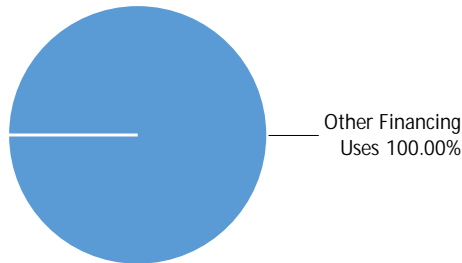
Recommended FY 2020-21 Positions

Classification Code	Classification Label	FTE
80A33	ADMINISTRATIVE SECRETARY	2.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00
80E21	OFFICE ASSISTANT II	9.30
80E22	OFFICE ASSISTANT III	16.30
80E80	PRINCIPAL OFFICE ASSISTANT	14.25
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00
80G21	DATA ENTRY OPERATOR II	1.00
80J19	CASHIER	1.50
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J22	SENIOR ACCOUNT CLERK	4.00
80J30	ACCOUNTING TECHNICIAN	2.00
80K21	MEDICAL UNIT CLERK	19.90
80K23	HOSPITAL MEDICAL INTERPRETER	8.00
80L02	PATIENT SERVICES REPRESENTATIVE II	54.70
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	30.30
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00
80M05	PATIENT ACCOUNT MANAGER	2.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.80
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.00
Total		1,325.1

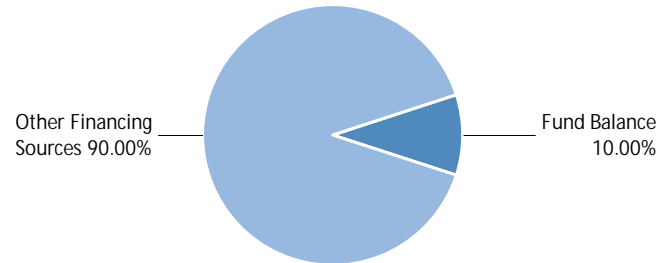
Natividad Medical Center

(Budget Unit 8142—Fund 404—Appropriation Unit NMC002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Uses	\$3,975,735	\$30,948,871	\$7,000,000	\$20,000,000	\$20,000,000	\$(10,948,871)
Subtotal	\$3,975,735	\$30,948,871	\$7,000,000	\$20,000,000	\$20,000,000	\$(10,948,871)

Source of Funds

Revenues	Prior Year 2018-2019	Adopted Budget 2019-2020	CY Estimate 2019-2020	Requested Budget 2020-2021	Recommended Budget 2020-2021	Recommended Change from Adopted
Other Financing Sources	—	\$10,300,000	—	\$18,000,000	\$18,000,000	\$7,700,000
Subtotal	—	\$10,300,000	—	\$18,000,000	\$18,000,000	\$7,700,000
Fund Balance	\$3,975,735	\$20,648,871	\$7,000,000	\$2,000,000	\$2,000,000	\$(18,648,871)
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	\$3,975,735	\$30,948,871	\$7,000,000	\$20,000,000	\$20,000,000	\$(10,948,871)

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.



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Contributions/Obligations, Liabilities and Other

Introduction

This section of the Recommended Budget describes the various contributions, obligations, liabilities, legislation and policies that result in either General Fund liabilities, expenditures or a reduction in General Fund resources. This section is 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 \$34.0 million in Fiscal Year (FY) 2020-21. 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 of over \$1.0 billion 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 how changes in policy affect funding allocations 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	FY 2020-21
LAFCO	294,175	313,487	332,016	348,617
Economic Dev. & Tourism Promotion	1,875,396	1,987,454	2,122,000	1,216,250
Tobacco Settlement	3,506,261	4,257,928	3,679,414	4,179,121
Trial Court - MOE	7,183,910	7,183,910	7,183,910	7,183,910
Trial Court - CFP	777,049	777,049	777,049	777,049
Debt Service	18,539,628	15,777,999	15,998,500	15,447,957
Proposition 172 (Fire Districts)	2,860,749	2,976,816	3,144,425	3,144,425
Proposition 172 (User Agencies)	1,566,675	1,630,239	1,722,029	1,722,029
Total Contributions/ Obligations	36,603,843	34,904,882	34,959,343	34,019,358
Liabilities	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
CalPERS (Unfunded Liability)				
Miscellaneous	297,552,456	414,724,400	407,956,701	478,258,008
Safety	173,183,175	211,185,168	219,605,180	246,605,358
CalPERS Total	470,735,631	625,909,568	627,561,881	724,863,366
Other Post Employment Benefits	41,587,000	41,587,000	39,925,000	39,925,000
General Liability (Fund 475)*	4,612,000	5,803,000	5,643,000	17,861,000
Workers' Compensation (Fund 476)*	1,666,000	1,901,000	1,303,000	4,037,000
Vacation Accruals	26,287,398	29,784,416	30,149,857	31,652,873
Certificates of Participation (COPs)	162,466,287	156,582,087	126,065,481	121,092,369
Capital Leases/Notes/ COPs/Loans	61,238,946	74,773,511	71,048,764	65,671,632
Natividad Medical Center (COPs & Leases)	51,835,000	48,445,000	43,652,750	40,101,375
Total Liabilities	820,428,262	984,785,582	945,349,733	1,045,204,615
Other	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
Williamson Act Contracts	1,170,811	1,210,363	1,258,778	1,309,129
Library	230,921	235,539	235,539	249,320
Road Fund	5,480,243	5,319,831	6,239,884	4,940,363
Pajaro/Sunny Mesa CSD	25,000	25,000	25,000	25,000
Total Other	6,906,975	6,790,733	7,759,201	6,523,812

Shaded areas are estimated

**Actuarial info provided is based on a two years' prior basis.

*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 2020-21 projected total (net) revenues of \$1,196,943 on which LAFCO's operational cost is based. The County's share is estimated at \$348,617. This amount is \$16,601 higher than the FY 2019-20 amount.

Table 2

Local Agency Formation Commission (LAFCO)			
	FY 2018-19	FY 2019-20	FY 2020-21
Operational Costs	1,014,460	1,080,420	1,196,943
County Share	313,487	332,016	348,617
% County Share	30.90%	30.73%	29.13%

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, currently 10.5%, 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



In FY 2016-17, TOT revenues were impacted by the Soberanes wildfire. The following fiscal year, TOT saw an improvement of 17%, largely due to improvement of tourism in the Big Sur area since the fires. FY 2018-19 saw an increase of nearly 15%, due to the continued recovery from wildfire and storm related damage, and one-time events such as the 2019 Golf US Open, and one-time collections from non-compliant Short-Term Rental operators. The estimate for FY 2019-20 is \$24,948,914, or \$3,658,967 lower than the previous fiscal year, due to the exclusion of one-time collections. The estimate for FY 2020-21 is \$17,960,635 or a decrease of \$6,988,279 (28.0%) from the initial estimate for FY 2020-21 reported in the Three-Year Forecast. Since the development of the Three-Year Forecast, the County of Monterey and the rest of the State have been impacted by the worldwide pandemic resulting from COVID-19. TOT will be impacted due to the statewide Shelter-In-Place Order and non-existent leisure travel that were required as part of the plan to slow the spread of COVID-19. Impacts are yet to be quantified, but substantial reductions are anticipated. TOT will be monitored throughout the year and additional budget modifications may be required as more information becomes available. At this point, due to anticipated loss of revenue through the first and second quarters, a reduction was warranted to begin aligning expenditures to the lower revenue.

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 the prior audited fiscal year. 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. Despite growth in actual TOT, contributions in FY 2017-18 were capped at \$1,775,396 due to budget constraints. In FY 2018-19, the amounts were based on formulas, however, 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. The FY 2019-20 Adopted Budget included a capped amount rather than the formula contribution; however, the capped amount was still an increase of \$134,546 or 7% over the prior year. The Recommended Budget for FY 2020-21 includes a contribution to \$1,216,250, a reduction of \$905,750 over the current year, based on anticipated substantial reductions in TOT as mentioned above.

Table 3

County TOT Contributions				
	FY 2017-18*	FY 2018-19	FY 2019-20*	FY 2020-21*
MCCVB	1,192,875	1,263,969	1,400,000	750,000
Arts Council	393,649	421,331	420,000	247,500
Film Commission	188,872	202,154	202,000	118,750
Total DSA	1,775,396	1,887,454	2,022,000	1,116,250
Business Council	100,000	100,000	100,000	100,000
Total TOT Contrib.	1,875,396	1,987,454	2,122,000	1,216,250
Contributions as % of TOT	7.51%	6.95%	8.51%	6.77%

*Contributions capped amount rather than formula.
Shaded amounts represent estimates, as actual TOT collections are not available.

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 2020-21 is \$750,000, a reduction of \$650,000 over the previous fiscal year. In the current year, a portion of the allocation to MCCVB was directed toward Big Sur tourism and marketing campaigns for non-peninsula areas, such as South County, Moss Landing, Salinas, etc. to drive tourism to other areas of the County that are not typical tourist attractions. 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 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
City of Monterey	999,167	899,667	989,405	989,405
Carmel-by-the-Sea	176,857	176,857	189,347	205,491
Pacific Grove	113,571	113,571	117,742	126,881
City of Seaside	86,424	86,424	88,121	106,772
City of Salinas	78,037	78,034	93,375	97,317
City of Marina	63,718	63,718	98,889	92,185
Sand City*	2,000	2,000	2,000	2,000
Del Rey Oaks*	1,000	1,000	1,000	1,000
Total DSA	1,520,774	1,421,271	1,579,879	1,621,051

*Sand City and Del Rey Oaks do not have TOT

Arts Council of Monterey

The County's contribution to the Arts Council for FY 2020-21 is \$247,500, or a \$172,500 reduction from the prior 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 2020-21 is \$118,750, a reduction of \$83,250. 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 contribution for FY 2020-21 is \$100,000. 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 (C²) 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.

Table 5

Tobacco Settlement Funds				
	FY 2017-18	FY 2018-19	FY 2019-20*	FY 2020-21*
Tobacco Settlement	3,506,261	4,257,928	3,679,414	4,179,121

*Budget

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 Facility Payments (CFP)				
Facility	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
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. The funding for user agencies is based on a formula set at 5.0% of the County's total Proposition 172 revenues for the most recent audited fiscal year (e.g. FY 2019-20 allocations were 5% of FY 2017-18 audited actuals). Based on favorable revenues, the contribution to user agencies has grown \$497,150 since FY 2012-13. The contribution for FY 2020-21 is a flat amount from the FY 2019-20 contribution, or \$1,722,029. The contribution deviates from the formula as the County anticipates significant reductions in Public Safety Sales Tax revenue due to COVID-19. The impact to the County is yet to be quantified, but the formula would have provided an increased contribution to user agencies based on FY 2018-19 revenue at a time when County departments are negatively impacted with reduced allocations based on current year estimated receipts. Table 8 shows the Proposition 172 negotiated offset provided user agencies beginning in FY 2006-07.

Table 8

Proposition 172 911 Dispatch User Agencies	
Fiscal Year	Off-Set Contr.
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
2020-21	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. 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."

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 5.6% or \$167,609 in FY 2019-20, reaching a total of \$3,144,425. The contribution included in the Recommended Budget for FY 2020-21 is a flat amount from the FY 2019-20 contribution, or \$3,144,425. Like the contribution for user agencies, the contribution to the Association deviates from the formula and instead holds the contribution flat, due to anticipated reductions in Public Safety Sales Tax revenue as a result of COVID-19. The Association has agreed to the contribution amount for FY 2020-21.

The various fire agencies allocate the Proposition 172 revenues amongst themselves via their own allocation formula. Table 9 lists the estimated allocation for FY 2020-21.

Table 9

Proposition 172 FY 2020-21 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 2019-20 and FY 2020-21 revenues at the time of this publication are estimates. The estimated Proposition 172 revenues for FY 2020-21 were developed before the pandemic was declared. It is too soon to determine an estimated impact to Proposition 172 revenues, nonetheless, the estimates are included in Table 10.

Table 10

Proposition 172 Allocation by Entity			
Entity	FY 2018-19	FY 2019-20	FY 2020-21
Fire District	\$2,976,816	\$3,144,425	\$3,144,425
User Agencies of 911 Dispa	1,630,239	1,722,029	1,722,029
County Public Safety*	31,491,011	30,989,695	31,606,718
Total	\$36,098,066	\$35,856,149	\$36,473,172

*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 2018-19	FY 2019-20	FY 2020-21
Sheriff - Enforcement	\$7,163,067	\$7,074,338	\$7,225,979
Sheriff - Corrections	10,843,217	10,708,897	10,938,456
Probation	3,124,144	3,091,550	3,147,255
Probation - Juvenile Inst.	2,847,796	2,818,068	2,868,874
District Attorney	5,498,121	5,419,034	5,554,198
Emergency Comm.	2,014,666	1,877,808	1,871,956
Total	\$31,491,011	\$30,989,695	\$31,606,718

*Shaded figures represent estimates

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, 2019, CalPERS has 1,294,254 active and inactive (no longer work for a CalPERS employer with service credit on account) members and 712,115 retirees, beneficiaries and survivors receiving a monthly allowance for a total membership of 2,006,369. The CalPERS investment portfolio market value totaled \$372.6 billion as of June 30, 2019 and realized a net investment return of 6.7% over the same fiscal year.¹

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. Before 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

¹Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2018, <https://www.calpers.ca.gov/docs/forms-publications/cafr-2018.pdf>

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%. The 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. These figures are provided in the annual CalPERS actuarial report published each year in October.

Table 12

Miscellaneous Plan				
Required Contributions				
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	\$25,052,375	\$27,696,431	\$30,976,164	\$33,221,859
Unfunded Liability Contribution	18,736,437	23,664,230	29,028,455	33,543,803
Total Employer Contribution	43,788,812	51,360,661	60,004,619	66,765,662
Annual Lump Sum Prepayment Option*	18,071,025	22,837,091	28,030,140	32,428,018
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	7.78%	7.97%	8.54%	9.22%
Unfunded Rate	5.82%	6.81%	8.00%	9.31%
Total Employer Rate**	13.60%	14.78%	16.54%	18.52%
Employee Contributions				
Employee Contributions	21,685,450	23,256,386	24,173,597	23,953,912
Employee Rate	6.74%	6.69%	6.66%	6.65%

*Beginning FY 2017-18, only the unfunded liability may be prepaid

**Beginning FY 2017-18, only the normal cost is billed as a % of payroll.

Unfunded contribution was converted to % for comparison.

Safety Plan				
Required Contributions				
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	\$9,367,521	\$9,707,401	\$10,627,819	\$11,495,296
Unfunded Liability Contribution	10,100,447	12,152,096	14,542,643	16,448,011
Total Employer Contribution	19,467,968	21,859,497	25,170,462	27,943,307
Annual Lump Sum Prepayment Option*	9,741,736	11,727,342	14,042,508	15,900,892
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	16.96%	17.61%	19.30%	20.05%
Unfunded Rate	18.29%	22.05%	26.41%	28.68%
Total Employer Rate	35.24%	39.66%	45.71%	48.73%
Employee Contributions				
Employee Contributions	5,033,681	5,048,267	5,081,003	5,413,025
Employee Rate	9.11%	9.16%	9.23%	9.44%

*Beginning FY 2017-18, only the unfunded liability may be prepaid

**Beginning FY 2017-18, only the normal cost is billed as a % of payroll.

Unfunded contribution was converted to % for comparison.

For FY 2020-21, the total County contribution for Miscellaneous Plan will increase by \$6,761,043, an 11.3% increase over the prior fiscal year. The County contribution for Safety Plan over the same fiscal year increases by \$2,772,845 or 11.0%.

These fluctuations in contribution rates for the County are representative of 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 change to the discount rate or assumption of return 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 subject to a formula based on 2% at age 62 (versus the prior 2% at 55 formula discussed above). For new public safety members, the formula changes from 3% at age 50, to 2.7% at age 57. There are some provisions in PEPRA that also affect existing employees, i.e. limit on post-retirement employment, felony convictions, and breaks in service and reciprocity. A complete actuarial cost analysis of PEPRA prepared by CalPERS can be found at the following link: <http://www.calpers.ca.gov/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 an MVA Basis and not an AVA Basis.

² CalPERS Circular Letter No. 200-019-13, April 26, 2013

Table 13 reflects the MVA Basis and shows that the County's unfunded liability for the Miscellaneous Plan increased by \$70,301,307 from June 30, 2017 to June 30, 2018. The Safety Plan unfunded liability increased by \$27,000,278 over the same period. The total unfunded liability for both plans totals \$724,863,366 based on the June 30, 2018 report.

The amounts provided in Table 13 are based on the previous two years' data, the latest available.

Table 13

Miscellaneous Plan - Funded Status				
Measure	6/30/2015	6/30/2016	6/30/2017	6/30/2018
Present Value of Projected Benefits	1,872,414,135	2,021,809,210	2,190,417,833	2,388,027,673
Entry Age Normal Accrued Liability	1,540,328,790	1,656,141,324	1,778,548,785	1,952,093,531
Market Value of Assets	1,242,776,334	1,241,416,924	1,370,592,084	1,473,835,523
Unfunded Liability	297,552,456	414,724,400	407,956,701	478,258,008
Funded Ratio	80.7%	75.0%	77.1%	75.5%
Safety Plan - Funded Status				
Funded Status	6/30/2015	6/30/2016	6/30/2017	6/30/2018
Present Value of Projected Benefits	682,661,065	720,445,890	776,195,559	845,621,723
Entry Age Normal Accrued Liability	567,901,386	602,799,343	648,537,626	706,148,009
Market Value of Assets	394,718,211	391,614,175	428,932,446	459,542,651
Unfunded Liability	173,183,175	211,185,168	219,605,180	246,605,358
Funded Ratio	69.5%	65.0%	66.1%	65.1%

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, 2019 was \$4,621,000 with investment earnings realized for the same period of \$2,149,133. The ending balance for the CERBT trust as of June 30, 2019 is \$40,778,339, an increase of \$6,741,011 over the previous period. Table 14 reports the CERBT Annual Statements for the past four years.

Table 14

California Employers' Retiree Benefit Trust (CERBT)				
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Beginning Balance	19,785,573	22,595,891	27,590,173	34,037,328
Contribution	2,604,000	2,620,000	4,246,000	4,621,000
Investment Earnings	222,643	2,394,553	2,226,039	2,149,133
Admin. Expenses	(9,430)	(11,710)	(14,374)	(16,822)
Investment Expenses	(6,895)	(8,561)	(10,510)	(12,300)
Ending Balance	22,595,891	27,590,173	34,037,328	40,778,339

Table 15

OPEB Obligations and Asset Valuation				
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Total OPEB Liab.	61,420,000	61,420,000	67,531,000	67,531,000
Plan Fiduciary Net Position	19,833,000	19,833,000	27,606,000	27,606,000
(NOL)	41,587,000	41,587,000	39,925,000	39,925,000

Table 15 reflects actuarial valuations, the most recent from June 30, 2018, 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. The valuations are prepared every two years, and the June 30, 2019 valuation was not available at the time of this publication.

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 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 most 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 their employees for injury or disability. This liability includes employees' dependents in the case of an employee's death in the course of their employment, irrespective of the fault of any employee.

Since 1973, the County has been self-insured for Workers' Compensation liabilities. The County utilizes a third-party claims administrator Intercare Holdings to assist with claims management, reporting, and data management. Most recently the agreement was reauthorized on October 31, 2018.

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 2019 review estimates the cost of claims and expenses for claims incurred during the FY 2019-20 and FY 2020-21 program years to be \$15,882,000 and \$16,777,000, 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 2019-20 and FY 2020-21 costs translate to rates of \$3.75 and \$3.89 per \$100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be \$80,779,000 and \$82,285,000 as of June 30, 2019 and June 30, 2020, respectively. As of June 30, 2019, the estimated program assets of \$84,242,000 render the program funded below the 70% confidence levels, projecting a deficit of \$4,037,000 at June 30, 2020 to get to the 70% confidence level.

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 70% confidence level by June 30, 2025. Under this plan, the County funds the value of each prospective year's claims costs plus an additional contribution of the amortized portion of the projected deficit. In accordance with this plan, the County's FY 2020-21 contribution is \$23,748,000 made up of \$18,270,000 for claims and loss adjustment expenses, \$4,630,000 for non-claims related expenses, and \$848,000 towards the June 30, 2020 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 9, 2019 review estimated the cost of claims and expenses for claims during the FY 2019-20 and FY 2020-21 program years to be \$7,524,000 and \$7,851,000, 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 2019-20 and FY 2020-21 claims translate to rates of \$1.78 and \$1.82 per \$100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be \$24,193,000 and \$22,966,000 as of June 30, 2019 and June 30, 2020, respectively. As of June 30, 2019, the estimated program assets total \$9,538,000, indicating the program is funded below the expected 70% confidence level. The projected deficit is \$17,861,000 at June 30, 2020 based on the 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, 2023. Under this plan, the County funds the value of each prospective year's claims costs plus an additional contribution of the amortized portion of the projected deficit as of June 30, 2020. Based on this recommendation, the County's FY 2020-21 contribution is \$19,764,000 made up of \$9,019,000 for claims and loss adjustment expenses, \$4,645,000 for non-claims related expenses, and \$6,100,000 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. The balance on the notes payable from the Lakes Resort is \$4,507,463 as of June 30, 2019 and matures in 2023.

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, 2019 is \$31,652,873, a \$1,503,016 increase from the prior year. In FY 2010-11, a reserve to meet vacation accrual/compensated absences payouts was created. In FY 2018-19, the reserve remained unchanged from the prior fiscal year at \$8,038,138.

Table 16

Compensated Absences				
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Unfunded Liability	35,375,496	37,822,554	38,187,995	39,691,011
Reserve	9,088,098	8,038,138	8,038,138	8,038,138
Total Compensated Absences Accrual	26,287,398	29,784,416	30,149,857	31,652,873

Debt

In July 2017, the Board of Supervisors revised the County's Debt Management 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). Rules contained in the Debt Management 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.

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.

Table 17

County Long-term Debt Obligations				
Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
COPs	156,725,000	151,465,000	121,597,250	117,298,625
COP NGEN	5,741,287	5,117,087	4,468,231	3,793,744
Capital Leases / Notes	61,238,946	74,773,511	71,048,764	65,671,632
NMC COP's / Leases	51,835,000	48,445,000	43,652,750	40,101,375
Liabilities	275,540,233	279,800,598	240,766,995	226,865,376

Certificates of Participation originally issued for the construction of the current Natividad Medical Center (NMC) campus were refunded in December 2019 due to favorable interest rate conditions, lowering the debt service for the COPs.

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 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. The refunding of the 2007 COPs and issuance of the 2017 COPs resulted in over \$2 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.

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 were budgeted and scheduled under the Monterey County Facilities Utilization Project, which provided 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.

Table 18 reflects the historical and future repayment schedule for the County's COPs, NMC COPs, and the County financing of the Next Generation Radio Project (NGEN).

Table 18

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
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
2019 NMC Refunding COPs *	October	\$886,634	\$802,984	\$725,125
	Principal	\$3,370,000	\$3,540,000	\$3,230,000
	April	\$802,984	\$715,084	\$644,375
Total		\$5,059,618	\$5,058,068	\$4,599,500
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	\$15,447,957

* NMC 2009 and 2010 COPs were refunded, the new debt service reflected in FY 20-21 column under 2019 NMC Refunding

**NGEN obligation changes annually based on Emergency Communication's calculation as to each MOU participant's obligation.

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 landowners 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 19 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 2019-20 and FY 2020-21 are estimated using the Assessor's county-wide projected property tax growth rates of 4% each year. The estimated tax loss for FY 2020-21 is \$1,309,129. Each year, the County gets new applications under the Williamson Act. The number of contracts is estimated to increase by about nine contracts each year based on historical information.

Table 19

Williamson Act Contracts				
Estimated County Tax Loss				
Description	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Total Contracts	646	654	663	672
Base Value	2,476,247,197	2,590,616,315	2,694,240,968	2,802,010,606
WA - Assessed Value	2,210,589,370	2,316,994,634	2,409,674,419	2,506,061,396
WA - Net Value Loss	1,012,227,364	864,545,171	899,126,978	935,092,057
Net Tax Loss	8,362,934	8,645,452	8,991,270	9,350,921
County Portion of Tax Loss	1,170,811	1,210,363	1,258,778	1,309,129

Shaded areas are estimates

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). As a result, the contribution increased to \$230,921 in FY 2017-18, a \$51,299 increase over the prior year. To continue compliance, the FY 2020-21 General Fund contribution to the Library Fund is budgeted at \$249,320. Table 20 provides a five-year history of contributions.

Table 20

Contribution to Library					
	FY 206-17	FY 207-18	FY 2018-19	FY 2019-20	FY 2020-21
GFC	179,622	230,921	235,539	235,539	249,320

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. Effective with the FY 2019-20 adopted budget, the Board of Supervisors continued the contribution to the Road Fund based on the established formula, however, only the Maintenance of Effort amount of \$5,342,962 was transferred to the Road Fund, with the remaining amount of \$896,922 set aside for priority projects.

The 25% contribution to the Road Fund in FY 2020-21 would be based on the FY 2018-19 actual TOT (\$28,607,881), for a contribution of \$7,151,970 or an increase of \$912,086 over the prior year. However, because of the significant reduction anticipated in TOT, the Recommended Budget includes the MOE of \$4,940,363 based on the contribution made in FY 2016-17. The contribution for FY 2020-21 will be based on the budgeted amount of TOT, rather than the current formula based on prior year actuals. Based on the budgeted TOT, the contribution would be lower than the MOE, thus the Recommended Budget includes the MOE amount, as required by Measure X. Depending on FY 2020-21 actuals, a reconciliation will be prepared in future years to account for the reduction in TOT. Table 21 provides five-years of past and future TOT contributions to the Road Fund.

Table 21

TOT Contributions to Road Fund		
FY	% of TOT	Amount
2016-17	23%	\$ 4,940,363
2017-18	24%	\$ 5,480,243
2018-19	25%	\$ 5,319,831
2019-20	25%	\$ 6,239,884
2020-21	25%	\$ 4,940,363

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 22 provides the amount of realignment dollars the County received for the fiscal periods utilized to determine the redirected amounts.

Table 22

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 three-year plan was implemented and includes utilizing \$3.2 million in health realignment fund balance for 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.

Capital Budget Summary

Capital Improvement Program (CIP) Five-Year Plan FY 2020-21 through 2024-25

The Capital Improvement Program (CIP) Five-Year Plan is a compilation of major capital projects submitted by County departments. It is intended to provide a “rolling forward” plan to implement the County’s capital projects funded in the upcoming fiscal year and planning ahead for the subsequent four 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.

County’s current and future capital needs far exceed available financing resources. Capital needs for County infrastructure (roads/bridges, county building, and parks) totals nearly \$2 billion. As such, 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. Capital projects are administered by RMA, NMC, or ITD. 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. The total capital budget for projects requested County-wide, which include funded, partially funded or unfunded, in FY 2020-21 is \$219.8 million. Projects and costs identified in years two through five of the programs 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 and represents a single point in time. 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, 2020.

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 FY 2020-21 includes appropriations for approved Capital projects that are in progress and planned to continue into the next fiscal year.

FY 2020-21 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.

RMA is lead in administering capital projects with an estimated value of \$407 million through FY 2024-25. These infrastructure projects are intended to provide safety improvements to the traveling public and adequate facilities for Monterey County government functions. The current CIP projects list includes 76 fully funded and 14 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 69 projects with an unfunded need in FY 2020-21 of \$80.3 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: Capital Projects Overview

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 was dissolved in FY 2019-20 and projects previously under this fund were transferred to Unit 8176 – Facilities Maintenance, 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 2020-21 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 Maintenance. The Fund 402 Recommended Budget for FY 2020-21 includes the following projects with an appropriation total of \$6,555,781.

Project Title	Project Budget FY2020-21
Ag Commissioner Facilities Maintenance - South County	232,989
Ag Commissioner Facilities Maintenance- Salinas Office	227,750
Bradley Library	201,000
Building Management System at 168 W. Alisal	150,750
CIP Administration	226,125
Jail Identification System - SCAAP	201,000
King City Courthouse Roof Repairs	371,216
1200 Aguajito - Refurbish Restrooms	368,519
1200 Aguajito - Replace Chiller System	405,010
1410 Natividad Road Replace Boiler #2	137,967
1410 Natividad Road Re-Roof	1,949,818
1414 Natividad Road PSB Roof Replacement	1,577,009
855 E Laurel Bldg H HVAC System	259,190
Unscheduled Capital Projects	247,438
Fund 402 Total:	6,555,781

Ag Commissioner Facility Development – South County:

Develop Agricultural Commissioner (AC) facilities at an existing Public Works yard located at 41801 East Elm Avenue, Greenfield to meet AC's South County operational needs. The new facilities will maximize energy efficiency for approximately 5,000 square feet of facilities, including offices, conference room, and storage. The Agricultural Commissioner had to relocate staff to the Salinas office and run operations from the main office and it shifted the focus to developing an office in Greenfield. The annual operations and maintenance impact to the county is being evaluated.

Total FY 2020-21 Budget: \$232,987

Est. Project Completion Date: 6/30/2023

Total Project Budget: \$4,100,000

O&M Impacts: TBD

Ag Commissioner Facility Development – Salinas Office:

The project is to repair the Agricultural Center Conference Room and modify the existing building footprint of the Agricultural Commissioner's office (AC). The Agricultural Center Conference Room is used by the AC, the University of California Cooperative Extension (UCCE), other County departments, and community groups. The AC needs to add and/or modify workstations/offices within the existing building to accommodate operational needs. Each building is located at 1428 Abbott Street, Salinas, CA. The FY 2020-21 budget includes design and environmental studies.

Total FY 2020-21 Budget: \$227,750

Est. Project Completion Date: 6/30/2023

Total Project Budget: \$1,849,018

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 prefabricated structure on or adjacent to the school.

Total FY 2020-21 Budget: \$201,000

Est. Project Completion Date: 6/30/2021

Total Project Budget: \$300,000

O&M Impacts: TBD

Building Management System - 168 W. Alisal:

This project will upgrade the HVAC Building Management System at 168 W. Alisal. The current version will be phased out and no longer be supported in 2020. It will also be incompatible with new County security requirements. The County Administration Building at 168 W. Alisal houses multiple county departments with direct public services and includes the Board of Supervisors chambers.

Total FY 2020-2021 Budget: \$150,750

Est. Project Completion Date: 6/30/2021

Total Project Budget: \$150,750

O&M Impacts: TBD

CIP Administration:

This project funds investigative reviews and analysis of potential projects and special requests initiated by the County Administrative Office or Board of Supervisors as well as funding the extensive update, project and cost validation, publication, and presentation of the County's Capital Improvement Program (CIP) Five-Year Plan. It is anticipated that a draft Five-Year Plan for FY 2020-21 through FY 2024-25 will be presented to the CIC, BC, and the Board by June 30, 2020.

Total FY 2020-21 Budget: \$226,126

Est. Project Completion Date: Annual Recurring

Total Project Budget: N/A

O&M Impacts: NONE

Jail Identification System - SCAAP:

Replace existing arm bands with an Identification Validation System, which verifies the inmate's identity at release to document the appearance of an inmate which often changes during an extended stay. The additional check reduces liability of releasing the wrong inmate due to inmates swapping arm

bands. Adding the release photo to the criminal record also increases the likelihood of finding a face match if the individual is arrested again. An identification validation system reduces County liability and increases community safety.

Total FY 2020-2021 Budget: \$201,000
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$201,000
O&M Impacts: TBD

King City Courthouse - Roof Repairs:

Replace 12,500 square feet of roof. The roof consists of the original built up, gravel ballasted roofing at the flat portion and cement tile at the pitched portion. There are several areas that have been patched and repaired over the years. There are roof areas that appear to be in a slump and showing signs of ponding of the roof membrane and underlayment. The flat roof needs replacement given the extensive leaks and overall age. The building is a single-story structure. It is located at 250 Franciscan Way, King City, CA. The building is currently occupied by the Sheriff's Department, and the District Attorney's Office, which provides public services.

Total FY 2020-2021 Budget: \$371,216
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$371,216
O&M Impacts: TBD

1200 Aguajito –Refurbish Restrooms:

Refurbish restrooms at Monterey Courthouse located at 1200 Aguajito Road, Monterey. This building provides services for Civil, Domestic Violence/Harassment (Restraining Orders), Family Law, Family Support and Probate Court Departments. Existing surfaces, fixtures and internal plumbing components are failing, causing water intrusion to the building.

Total FY 2020-2021 Budget: \$368,519
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$368,519
O&M Impacts: TBD

1200 Aguajito – Replace Chiller System:

Replace chiller system at Monterey Courthouse located at 1200 Aguajito Road, Monterey. This building provides services for Civil, Domestic Violence/Harassment (Restraining Orders), Family Law, Family Support and Probate Court Departments. Existing equipment is beyond its useful life. Equipment is obsolete and not repairable and may fail at any time. All possible interim repairs have been made.

Total FY 2020-2021 Budget: \$405,010
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$405,010
O&M Impacts: TBD

1410 Natividad Road – Replace Boiler #2:

Replace Domestic Hot Water Boiler #2 which is leaking and needs replacement. Back in 2018, the County replaced boilers #1 & #3. Boiler #2 is a backup to those boilers. Boilers #1 & #3 provide the domestic hot water to the building, but if one of the two fails, the remaining boiler will not have the capacity to provide domestic hot water to the inmates in the Jail.

Total FY 2020-2021 Budget: \$137,967

Est. Project Completion Date: 6/30/2021
Total Project Budget: \$137,967
O&M Impacts: TBD

1410 Natividad Road – Re-Roof:

Remove and replace roof. Roof was constructed in 1968 and 1970 and is in poor condition. The roof leaks every year and requires regular patching. Replacement would preserve a County asset. Project promotes health and safety of building occupants.

Total FY 2020-2021 Budget: \$1,949,818
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$1,949,818
O&M Impacts: TBD

1414 Natividad Road – PSB Roof Replacement:

Remove and replace existing roof on Sheriff's Public Safety Building. The roof consists of the original negative pressure built up roofing, which is generally in poor condition. Several areas have been patched and repaired over the years. The building is a two-story structure with approximately 85,130 square feet built in 1997. The building houses both the Sheriff's administrative offices and County Coroner.

Total FY 2020-2021 Budget: \$1,577,009
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$1,577,009
O&M Impacts: TBD

855 E. Laurel Building - H HVAC System Replacement/Upgrade:

Building H houses the Silver Star Program and provides space for collaborative agencies. The approximately 7,320 square feet facility was built in 1982. The HVAC system includes two ceiling-hung furnaces, one air conditioning system, and ceiling exhaust fans in the restrooms. One of the two furnaces was installed in FY 2010-11 and the other is original with the building. The AC unit and the exhaust fans serving the restrooms are no longer operational and require replacement. Additionally, the electrical distribution is original to the facility and beyond usable lifetime.

Total FY 2020-2021 Budget: \$259,190
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$259,190
O&M Impacts: TBD

Unscheduled Capital Projects:

Funds will be accumulated to finance future projects, approved by the Board through the CIP Five Year Plan.

Total FY 2020-2021 Budget: \$247,438
Est. Project Completion Date: TBD
Total Project Budget: Unknown
O&M Impacts: TBD

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 Maintenance. The FY 2020-21 Recommended Budget for Fund 404 is \$6,706,214. Recommended appropriations are not sufficient to provide the funding necessary for work expected to be conducted on projects through the fiscal year. FY 2020-21 recommended Facilities Master Plan Implementation Projects include the following:

Project Title	Project Budget FY 2020-21
New Juvenile Hall	2,960,053
Carmel River Floodplain Restoration (CRFREE)	1,058,028
Facilities Utilization Plan	60,667
Jail Housing Addition - Lift Station	806,117
Jail Housing Addition - Water Softener System	120,917
855 E Laurel Homeless Shelter	2,620,432
Fund 404 Total:	7,626,214

New Juvenile Hall:

Construction of a 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 began in April 2017. Phase 1 of the project is estimated to be complete by June 2020, behind schedule. Phase 2 is estimated to be completed one year following occupation of Phase 1. The project has expended all its contingency funding and we continue to receive change orders. Project overrun for FY 2020-21 is currently estimated as \$4.5 million (soft costs and hard costs), a portion of this has been requested as an augmentation. Monthly updates are provided to the CIC and BC.

Total FY 2020-21 Budget: \$2,963,161
Est. Project Completion Date: 06/30/2021
Total Project Budget: \$62,886,350
O&M Impacts: TBD

Carmel River Floodplain Restoration (CRFREE):

Restoration of the former Odello farm fields south of the Carmel River and east of Highway 1, including levee removal, floodplain and habitat restoration, construction of an approximately 350' 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. FY 2020-21 is to complete the final design.

Total FY 2020-21 Budget: \$1,059,139
Est. Project Completion Date: 6/30/2023
Total Project Budget: \$25,755,885
O&M Impacts: NONE

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 2020-21 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 2020-21 Budget: \$60,731
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$944,164
O&M Impacts: NONE

855 E Laurel Homeless Shelter:

Project is located on the same County parcel with the County Public Works Yard. The building site is an empty lot approximately 3 acres and immediately adjacent to existing County improvements. The goals of the project are to place a new emergency shelter to serve up to 100 homeless individuals with new beds, facilities and support services under one roof. The FY 2020-21 budget will complete the project.

Total FY 2020-21 Budget: \$2,623,183
Est. Project Completion Date: 06/30/2021
Total Project Budget: \$7,193,147
O&M Impacts: TBD

Jail Housing Addition – Lift Station:

This project installs a backup system or bypass to the Jail Housing Addition lift station, pending the final architect design recommendations. Prior to the Jail Housing Addition project, there was a bypass sewer line connecting the Jail to the Natividad Medical Center (NMC) sewer system. This connection delayed sewer system backup and gave Facilities time to resolve issues or begin backup pumping. The original construction plans for the Jail Housing Addition capped this connection to NMC, effectively increasing the risk of sewage backup into the Jail if the lift station failed. The increase in inmate population as a result of the Jail Housing Addition will also impact the rate at which the system could potentially overflow.

Total FY 2020-21 Budget: \$806,117
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$806,117
O&M Impacts: TBD

Jail Housing Addition – Water Softener System:

The Project scope originally called for only hot water to be conditioned to protect the boilers. During the Construction phase, the Contractor discovered that the submitted and approved hot water softener unit would not fit the planned location. A change order was approved to modify the original design to a Rayne Water system and include both hot and cold water, similar to other County facilities. This larger water softener system also required considerably more space than the original unit, requiring an external enclosure to house the equipment to be located outside the main project structure.

Total FY 2020-21 Budget: \$120,917
Est. Project Completion Date: 6/30/2021
Total Project Budget: \$120,917
O&M Impacts: TBD

Natividad Medical Center (NMC)

Five-Year Plan

FY 2016-17 through FY 2020-21

The Natividad Medical Center (NMC) Capital Improvement Program Four-Year Plan (CIP) is an important tool used to ensure a systematic, organized approach to planning and implementing the County's capital projects. A key component

of the process is the sound development of capital financing plans and policies. The CIP compiles the estimated costs of each project, which includes any new equipment purchases associated with the project, and the full value of anticipated expenditures. It is this information that is crucial for the development of each fiscal year's capital budget plan. Internally, capital projects are reviewed and approved by the NMC Finance Committee (acting as NMC's Capital Improvement Committee), and submitted for approval by NMC's Board of Trustees. Upon internal approval, the capital projects are presented to the Capital Improvement Committee (CIC), Budget Committee (BC) and Board of Supervisors (BOS) for review, support and in the case of the BOS, for approval.

The operating budget complements the capital budget by identifying and incorporating the funds associated with the construction of capital infrastructure and purchase of capital equipment to capture the full fiscal impact of a capital project.

Fund 451: Natividad Medical Center (NMC)

Since FY 2016-17, NMC utilizes Fund 404-Facilities Master Plan Implementation to hold funds for Board-approved capital projects greater than \$100,000. As capital projects' expenditures are incurred, the capital project funds are transferred to NMC's Fund 451. This budgetary control avoids commingling of operational and capital funds and ensures approved capital projects' funding is available to complete the projects.

Radiology Modernization:

The Diagnostic Imaging Department is located in building 500, first floor, and requires a complete remodel and modernization. This includes the replacement of obsolescent medical equipment, such as Computer Tomography (CT) and Magnetic Resonance Imaging (MRI). NMC replaced aging X-Ray equipment with new digitally enhanced basic radiographic equipment (Phase 1). Phase 2 includes adding two new CT scanners, a new MRI, and new Angiography Equipment. 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 total project cost, which includes design, construction, and equipment equals \$24,621,331. The project is forecasted to occur over a 24-36 month period with actual construction phased into several phases to maintain services during the remodel. The project is estimated to be completed by January 2021. This project is approved by the Office of Statewide Health Planning and Development (OSHPD).

Total FY 2020-21 Cost: \$14,216,891
Est. Project Completion Date: January 2021
Total Project Cost: \$24,621,331
O&M: None

Nursecall System Replacement:

The Fisher Berkley nurse call system was put into service in 1998. The system is a traditional system with a centralized annunciator panel with audible alarms and visual displays at the nurse's stations. The nurse call system is at end of life and

replacement parts have been discontinued. NMC intends to phase the removal of the current wired system and to provide and install a new nurse call system. NMC will need to install a phased temporary wireless system that is fully operational prior to the replacement of the old system. When the new nurse Call system is installed it will have the capability of using two-way devices that are text capable to receive alerts from the nurse call system along with computer workstations in each unit. Currently the designers are proceeding with construction documents for approval by the Office of Statewide Health Planning and Development (OSHPD).

Total FY 2020-21 Cost: \$2,689,599
Est. Project Completion Date: December 2021
Total Project Cost: \$3,001,000
O&M: None

Pharmacy Remodel:

The Pharmacy Department is located on the first floor of building 580. The 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. To prevent contamination, it is necessary that medications are developed by trained staff using proper procedures in facilities designed to prevent contamination. The current IV compounding facility in the Pharmacy Department will not meet new regulations set by the California State Board of Pharmacy for IV compounding. This project will update the facility to meet new laws and regulations by providing a new compounding room with a new non-hazardous anteroom and a hazardous medication storage room. The Pharmacy project was approved by the Board of Supervisors on March 1, 2016 in the amount of \$1,200,000. The Pharmacy remodel project is being reviewed by OSHPD. Project is expected to be completed by June 2021.

Total FY 2020-21 Cost: \$1,104,149
Est. Project Completion Date: June 2021
Total Project Cost: \$1,200,000
O&M: None

Laboratory Remodel:

The Laboratory at Natividad Medical Center is located on the first floor of building 580 and is where collection and testing of specimens are done in order 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 and, the Chemistry analyzers are to be replaced and supplemented with deionized water which would result in decreased operational costs, faster turnaround time and smaller sample size. NMC is requesting \$600,000 (\$75,000 for Design, and \$525,000 for Construction) be allocated to the Laboratory Remodel capital project budget.

Total FY 2020-21 Cost: \$573,479
Est. Project Completion Date: June 2021
Total Project Cost: \$600,000
O&M: None

Parking lots and Roadwork:

Throughout the campus of NMC the roadways need improvement, from resurfacing and restriping of the parking lots, to providing additional parking spaces and resurfacing the main roadway. Bus stop locations need improvements due to the increased traffic. NMC needs to improve the sub grade and provide adequate foundation for the weight of the Monterey-Salinas Transit (MST) buses. The paint that designates pedestrian travel, stop signs, handicapped parking stalls, and curb paint has faded and will 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 2020-21 Cost: \$343,231

Est. Project Completion Date: June 2021

Total Project Cost: \$840,000

O&M: None

Operating Cost Impact

The County of Monterey and Natividad Medical Center (NMC) recognize ongoing operating and maintenance costs are an integral part of planning for a capital project. While additional operating and maintenance costs have not been a consideration in past CIP development, the County and NMC have begun to assess and include this as a key factor in all future CIP development processes. The CIP has addressed this issue by including a heading to identify operations and maintenance costs as part of a project's Capital Project Fact Sheet.

Annual Work Program for Road Fund

California Code of Regulations Section 994 - Road Construction and Maintenance Activity, and Streets and Highways Code Division 3, Chapter 1, Section 2007 require that a Road Fund Budget be submitted to the Board of Supervisors in the form and manner prescribed by the State Controller at the same time as other county departments submit their recommended budgets. In accordance with CCC Section 994, the below tables contains the Resource Management Agency - Public Works Annual Work Program for the Road Fund (Fund 002, Units 8195 & 8443) for Fiscal Year 2020-21.

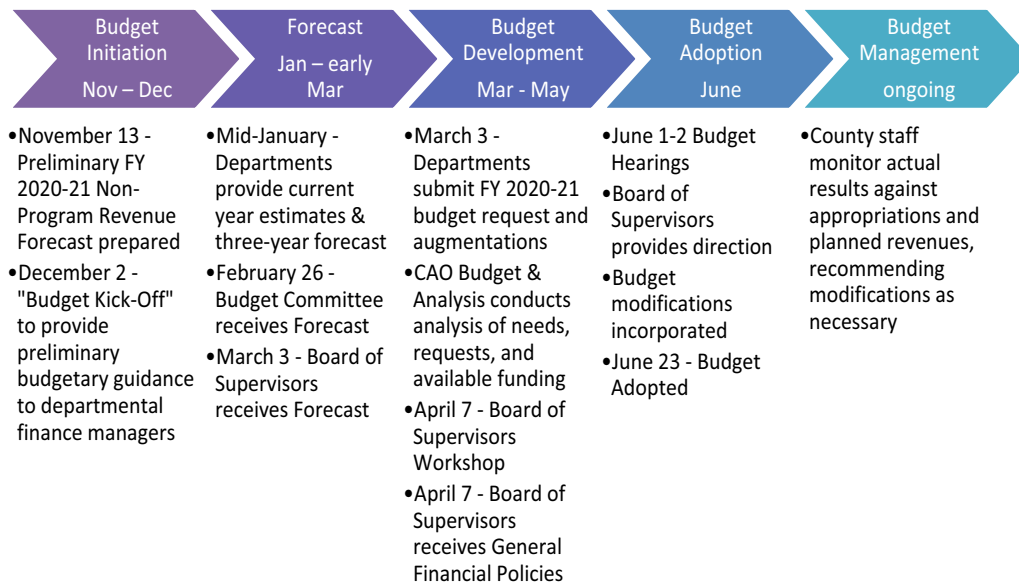
PROJECT NO.	ACTIVITY/PROJECT	Unit 8195 Construction	Unit 8443 Maintenance	FY21 Total
	ADMINISTRATION, GENERAL ENGINEERING, AND EQUIPMENT			
0400	Public Works - Maintenance Administration	620	430,649	431,269
0500	Public Works - Roads Administration	656,617	276,536	933,153
0700	General Engineering, Traffic Engineering	379,338	2,015	381,353
Total	Total Administration, General Engineering and Equipment	1,036,575	709,200	1,745,775
	NON-ROAD REIMBURSABLE WORK			
8100	County Service Area Support		20,815	20,815
8200	Non-Road Maintenance Work		721	721
8300	County Sanitation District Support	-	225,222	225,222
8440	Development Services	149,093	-	149,093
8652	Litter Control		215,815	215,815
8655	Adopt a Roadway Program (Litter)		5,363	5,363
PWOTH	Support from Other Divisions	630,202	623,733	1,253,935
Total	Total Non-Road Reimbursable Work	779,295	1,091,669	1,870,964
	ROAD & BRIDGE MAINTENANCE			
5000	Traffic Signals		98,471	98,471
5003	Engineering related to Bridge Maintenance	131,423	-	131,423
5100	Road Maintenance District 1 - San Miguel		1,498,608	1,498,608
5200	Road Maintenance District 2 - Monterey		1,772,466	1,772,466
5300	Road Maintenance District 3 - Greenfield	-	1,058,040	1,058,040
5400	Road Maintenance District 4 - San Ardo		1,133,040	1,133,040
5500	Pavement Management Seal Coat		2,000,000	2,000,000
5600	Bridge Maintenance	-	996,191	996,191
5800	Maintenance - Traffic		1,141,643	1,141,643
6000	Maintenance-Emergency		709,194	709,194
Total	Total Maintenance	131,423	10,407,654	10,539,077
	ROAD PROJECTS			
1142	Jolon Road Bridge Rail Replacement <i>Complete Construction Phase.</i>	16,895		16,895
1145	Countywide Roadway Safety Signage <i>Complete Design Phase and initiate Construction Phase.</i>	2,889,988		2,889,988
1146	Laureles Grade Rd/Carmel Valley Rd Roundabout <i>Continue Preliminary Design Phases of project.</i>	420,000		420,000
1147	Roggie Road San Juan Grande Intersection Improvement <i>Initiate the Preliminary Design Phase of project.</i>	200,000		200,000
1148	Pedestrian Beacons <i>Complete Design Phase and initiate Construction Phase.</i>	212,625		212,625
1149	Guardrail Replacement <i>Complete Design Phase and initiate Construction Phase.</i>	493,000		493,000
1162	River Road Overlay <i>Complete Construction Phase.</i>	4,700,000		4,700,000
1166	Elkhorn/Werner/Salinas - Safety Improvements Phase 1 <i>Complete Construction Phase.</i>	288,225		288,225
1168	River Road Overlay Limekiln Rd to Gonzales Rd <i>Complete Construction Phase.</i>	5,000,000	1,600,000	6,600,000
1575	Gloria Road, Iverson Road & Johnson Canyon Road Rehabilitation <i>Complete Design Phase and initiate Construction Phase.</i>	9,857,500	-	9,857,500
1577	City of Salinas City Limits to Hartnell Road-Alisal Road Rehabilitation <i>Complete 675-Ft section of project to be constructed in coordination with City of Salinas</i>	563,000		563,000
2202	Nacimiento Lake Drive Bridge #449 <i>Initiate Construction Phase</i>	6,719,093		6,719,093
3600	Davis Road Bridge #208 and Four Lane Road <i>Complete Design Phase and initiate Construction Engineering Phase.</i>	1,303,154		1,303,154
3851	Robinson Canyon Road Bridge Scour Repair	852,166		852,166

	<i>Complete Design Phase and initiate Construction Phase.</i>			
3852	Bradley Road Bridge Scour Repair <i>Complete Design Phase and initiate Construction Phase.</i>	1,976,000		1,976,000
3853	Gonzales River Road Bridge Superstructure Replacement <i>Complete Preliminary Design Phases of project.</i>	19,616		19,616
3854	Hartnell Road Bridge Replacement <i>Initiate Construction Phase</i>	2,309,654		2,309,654
3855	Johnson Road Bridge <i>Continue Preliminary Design Phases of project.</i>	10,000		10,000
3856	Countywide Striping Phase II <i>Complete Construction Phase.</i>	600,000		600,000
611089	Echo Valley Road Repair <i>Complete Preliminary Design Phases of project.</i>	427,500		427,500
621082	Toro Road Repair <i>Complete Design Phase and initiate Construction Phase.</i>	552,500		552,500
621095C	Viejo Road Slope Repiar <i>Complete Design Phase and initiate Construction Phase.</i>	556,500		556,500
752200	Carmel Valley Road MP 13.6 <i>Initiate the Preliminary Design Phase of project.</i>	1,601,600		1,601,600
8690	Highway 1: Climbing Lane Between Carmel Valley Road to Rio Road <i>Finalize Plant Establishment</i>	118,090		118,090
PW2020-9	Palo Colorado MP 4.0 tp MP 7.8 Emergency <i>Continue Preliminary Design Phases of project.</i>	475,000		475,000
Total	Total Road Projects	42,162,106	1,600,000	43,762,106
	NON-ROAD PROJECTS			
1150	Blackie Road Safety Improvement Environmental Mitigation <i>Complete Mitigation Phase</i>	240,000		240,000
1163	Vegetation Removal <i>Complete vegetation and removal</i>		150,000	150,000
1723	Las Lomas Drainage <i>Complete Construction Phase.</i>	2,570,500		2,570,500
510081	Monterey Dunes Repoad Repair <i>Initiate the Preliminary Design Phase of project.</i>		30,000.00	30,000
590002	NPDES Street Sweeping <i>National Pollution Discharge Elimination System that is required by the State of California to keep roadways clean of debris</i>		180,000	180,000
8667	Las Lomas Drive Bike and Pedestrian <i>Complete Design Phase and initiate Construction Phase.</i>	1,565,646		1,565,646
8668	Monterey Bay Sanctuary Scenic Trail <i>Initiate Construction Phase</i>	4,665,000		4,665,000
887500	Proactive Drainage Maintenance & Flood Prevention <i>Proactively permitting and completing necessary maintenance work along flood prone drainage areas</i>		452,800	452,800
PW2019-23	Lauri Drive Sidewalk Improvement <i>Assist City of Salinas in project work on County property. Provide pedestrian facilities.</i>		204,000.00	204,000
PW2021-3	G-12 Pajaro to Prunedale Corridor Study - Segment 1 <i>Initiate the Preliminary Design Phase of project.</i>	37,625		37,625
PW2021-8	G-12 Pajaro to Prunedale Corridor Study - Segment 6 <i>Initiate the Preliminary Design Phase of project.</i>	81,250		81,250
PW2021-1	Community Street Repair (Various Locations) <i>Initiate Construction Phase</i>	500,000	500,000.00	1,000,000
Total	Total Non-Road Projects	9,660,021	1,516,800	11,176,821
Total	Total FY 2020-21 Work Program, Road Fund - Fund 002	53,769,420	15,325,324	69,094,744

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 3, 2020 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 1-2, with adoption on June 23. 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

Budget Development Schedule FY 2020-21

PLEASE NOTE: This schedule is subject to change.

Date	Task/Issue	Lead
SEPTEMBER	20 CAO-Budget & Analysis initiates review of FY 2019-20 year-end results for preparation of Budget End of Year Report (BEYR).	CAO B&A
	20 CAO-Budget & Analysis distribute the FY 2020-21 Budget Development Schedule to all departments (SharePoint).	CAO B&A
	24 CAO-Budget & Analysis distribute the FY 2020-21 Request for Change to Organization Structure form (SharePoint).	CAO B&A
	25 Budget Committee Meeting - (1:30 p.m. - Monterey Room)	CAO B&A
	27 Information Technology and customer departments begin discussions for FY 2020-21 technology and telecom service needs and related charges.	ITD
OCTOBER	4 Deadline: Departments submit narratives for BEYR.*	CAO B&A
	18 Deadline: HR & Payroll to provide MOU details for approved changes (if any) e.g. pay differentials, salary increases, etc.	Central HR/ACO Payroll
	21 Charging departments (ERP, Fleet, Mail Svcs., Facilities, Risk, Benefits, Health, etc.) begin review of FY 2019-20 year-end and FY 2020-21 services/costs, including Indirect Costs (COWCAP).	ITD, RMA, A/C-ERP, Gen'l Acctg.
	25 Deadline: Departments submit FY 2020-21 Request for Change to Organization Structure form(s) to CAO Analysts.	Requesting Depts
	30 Budget Committee Meeting - (1:30 p.m. - Monterey Room)	CAO B&A
NOVEMBER	30 Review of HRM report, MC-HRM-POSN-0039 Authorized Position, correction/cleanup as needed to match authorized position with employee and FTE counts; match BOS Adopted/Current Year BOS Approved Position Updates.	HR & Finance - All Depts
	1 Deadline: Risk Mgmt. distributes FY 2019-20 (update) & FY 2020-21 cost allocations/assumptions for Gen'l Liab., Work Comp, Other Insurance (for PB programming & Three-Year Forecast).	Risk Mgmt
	1 Deadline: HR-Benefits distributes FY 2019-20 (update) & FY 2020-21 cost allocation changes/assumptions for PERS Retirement, Med/Dental, etc. (for PB programming & Three-Year Forecast).	Central HR - Benefits
	1 Deadline: Health distributes FY 2020-21 Wellness Program cost changes/assumptions for non general fund budget units.	Health - Wellness
	8 CAO-Budget & Analysis publishes approved FY 2020-21 Request to Change to Organization Structure (SharePoint).	CAO B&A
	13 CAO-Budget & Analysis prepares preliminary FY 2020-21 Non-Program Revenues Forecast.	CAO B&A
	15 Confirmation of PB security assignment by all departments.	CAO B&A & A/C-ERP
	22 Special Budget Committee meeting - receives Budget End of Year Report (BEYR).	CAO B&A
	27 Review of HRM report, MC-HRM-POSN-0039 Authorized Positions, correction/cleanup as needed to match authorized position with employee and FTE counts; match BOS Adopted/Current Year BOS Approved Position Updates.	HR & Finance - All Depts
	27 Departments submit and review new & reallocated positions in HRM before 1st HRM to PB Load.	HR & Finance - All Depts
DECEMBER	2 FY 2020-21 Budget Development kick-off meeting (9:00 a.m. - Monterey Room)	All Depts
	2 CAO-Budget & Analysis distributes financial assumptions for development of the FY 2019-20 Three-Year Forecast.	CAO B&A
	2 CAO-Budget & Analysis issues preliminary budget baseline funding approach/General Fund Contribution (GFC).	CAO B&A
	4-6 PB training for PB functionality, Year-End Estimate, and Three-year Forecast data entry.	CAO B&A
	6 1st PB HRM to PB Load & FIN to PB Load.	A/C - ERP, HR
	10 Board of Supervisors Meeting - receives Budget End of Year Report (BEYR).	CAO B&A
JANUARY 2020	16 PB Open for Year-End Estimates & Three-Year Forecast data entry.	CAO B&A
	2 Review of HRM report, MC-HRM-POSN-0039 Authorized Position, correction/cleanup as needed to match authorized position with employee and FTE counts; match BOS Adopted/Current Year BOS Approved Position Updates.	HR & Finance - All Depts
	2 Deadline: Service departments issue FY 2019-20 Year-end Estimate (if applicable) and FY 2020-21 charges to customer departments (I.T., telecom, records retention, vehicle mtc, fleet mgmt, courier/mail svcs., ERP, etc.).	Info Tech, RMA, Auditor
	3&6 PB Year-End Estimate/Three-Year Forecast Labs.	CAO B&A
	6 Deadline: Depts submit HRM PSMT (position changes) to Central HR.	HR Analysts - All Depts
	6 Deadline: Depts finalize Year-End Estimate and Three-Year Forecast data entry in PB.	All Depts
	6 Depts to have all new and reallocated positions finalized before 2nd HRM to PB Load.	HR & Finance - All Depts
	6 B&A Analysts begin review/analysis of Year-End estimates, Three-Year Forecast, fund balance, mid-year cost adjustments, etc.	CAO B&A
	10 Departments review FY 2020-21 Proposed State Budget.	All Depts
	10 Deadline: Other Fund departments submit year-end estimated fund balance, cancellations & provisions to obligated fund balance.	Fund Mgrs, FMs
	13 Deadline: Depts submit narrative to CAO B&A regarding proposed State Budget Impacts.	All Depts
	13 CAO B&A issues memo advising departments of "BLACKOUT" dates and related Board Report language.	CAO B&A
	15 State Budget Impacts Board Report to begin workflow through Legistar for BoS mtg.	CAO B&A
	24 Deadline: CAO Analysts finalize Year-End Estimates and Three-Year Forecast data entry in PB.	CAO B&A
	27 Deadline: Auditor-Controller's Office publishes FY 2020-21 COWCAP plan draft.	
	27 2nd HRM to PB Load, PB closed for baseline preparation.	A/C-ERP, HR
	29 Budget Committee Meeting - receives State Budget Impacts report.	CAO B&A
	31 Open PB for Baseline Budget data entry.	A/C-ERP, HR

* Departments should submit narratives for their General Fund operations and, if applicable, for the following major funds: NMC, Road Fund, Library Fund, Behavioral Health Fund, Local Revenue Fund 2011, Health & Welfare Realignment Fund, and Parks & Lake Resorts operations, Emergency Communications.

**Budget Development Schedule
FY 2020-21**

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead
Jan.	31	Deadline: Depts. submit narratives for Three-Year Forecast.*	CAO B&A
	31	Deadline: Departments submit pictures to CAO B&A for the FY 2020-21 Recommended Budget Book.	All Depts
	31	Deadline: Departments submit Requests to Classify (RTC) forms for FY 2020-21 new or reallocated positions to Central HR for approval.	HR Analysts - Applicable Depts
FEBRUARY	3	Departments 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	Board of Supervisors Meeting - receives State Budget Impacts report.	CAO B&A
	5-7	PB training for Budget Development 'Baseline' and Budget Augmentations.	CAO B&A
	11	Deadline: LDPC (HRM Labor Distribution Profile Codes) Requests to Add/Delete/Update due to ERP for FY 2020-21.	HR & Finance - All Depts
	12	FY 2019-20 Three-Year Forecast & General Financial Policies begins Legistar workflow for BC & BoS mtg.	CAO B&A
	14	Deadline: Submit all HR-reviewed/approved RTCs for new or revised positions to CAO Budget & Analysis.	Dept HR, Central HR
	14	Deadline: Departments submit Performance Measures for Recommended Budget Book to CAO Budget & Analysis.	All Depts
	24	Complete input of all Board approved positions for the current year (from the 2nd HRM load thru March 31, 2020) in HRM.	Central HR/Dept HR Analysts/CAO
	26-28	PB Budget Development 'Baseline' and Budget Augmentations Labs.	CAO B&A
	26	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 2020.	HR & Finance - All Depts
	26	Deadline: CAO B&A review Request to Classify (RTC) forms/follow up as needed.	CAO B&A, HR, Depts
	26	BLACKOUT: Last day for position changes (new/reallocations) until adoption of FY 2020-21 Budget.	CAO B&A, HR, All Depts.
	26	Budget Committee Meeting - receives 3-Year Forecast.	CAO B&A
	26-28	Depts. review requested positions; update info as needed; confirm current position info (position code/count).	DHs/ FMs & HR
MARCH	3	Deadline: Departments finalize FY 2020-21 requested budget and budget augmentation data entry in PB. Confirm positions; include related approved RTCs as attachments.	All Depts/FMs
	3	Board of Supervisors Meeting - receives 3-Year Forecast.	CAO B&A
	4	PB Requested Budget/Stage 1 closed.	A/C - ERP, CAO B&A
	13	CAO Analysts complete preliminary data entry in PB for FY 2020-21 Recommended Budget.	CAO B&A
	13	Recommendation from Budget Director to CAO on available Fund Balance and budget augmentations.	CAO B&A
	17	Deadline: 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
	25	Budget Committee Meeting - (1:30 p.m. - Monterey Room).	CAO B&A
	27	Recommended Budget Book - Budget Narratives Training and Lab.	CAO B&A
	27	Department Heads Budget Workshop - receives General Financial Policies - via Zoom - 9:00 a.m. - 4:00 p.m.	CAO B&A
	30	Board Report on Status on the Development of FY 2020-21 Recommended Budget begins Legistar workflow (for Special Budget Workshop of the Board on 4/7 - date subject to change).	CAO B&A
APRIL	3	Deadline: Departments update CAO Analysts on significant changes to year-end estimate based on third quarter actuals.	Applicable Depts
	7	CAO Analysts make final adjustments to PB FY 2019-20 Year-end Estimate, if material, based on third quarter estimates.	CAO B&A
	7	Special Meeting of the Board of Supervisors - Budget Workshop on the Status on the Development of the Recommended Budget - Board Chambers - 9:00 a.m. - 4:00 p.m. (or 1:30 p.m. - 4:00 p.m.).	CAO B&A
	9	Preliminary confirmation to departments regarding FY 2020-21 recommended budget augmentation requests.	CAO
	9	Individual DH meetings w/CAO if appealing FY 2020-21 recommendations.	CAO - DHs
	13	Deadline: Departments finalize Requested Budget narratives, including recommended budget augmentation requests.	All Depts
	13	Communicate Layoff Positions to Budget Analyst and Central HR.	HR & Finance - All Depts
	13	Inform Central HR if extension is needed for filled Allocation on Loan Positions.	HR & Finance - All Depts
APRIL	13	CAO Analysts revise Recommended Budget and Recommended Budget Book narratives, third-quarter year-end estimate changes, and BoS approved budget modifications.	CAO B&A
	13	Verify balanced FY 2020-21 Recommended Budget.	CAO B&A
	13	Create PB to HRM "Draft" position worksheet for departments to review/confirm.	A/C - ERP
	4/15-5/5	Departments review "draft" position worksheet and confirm all positions, transfers, reorgs, reallocations, deletions, etc.	HR & Finance - All Depts
	17	CAO and Auditor-Controller review Year-end Estimated Fund Balance, Cancellations, & Reserves.	CAO B&A
	29	Budget Committee Meeting (1:30 p.m. - Monterey Room).	CAO B&A
MAY	8	Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book.	CAO B&A & Auditor
	6	Deadline: Dept. HR and finance sign off "Draft" PB to HRM position spreadsheet to Auditor's Office.	HR/Finance/All Depts
	6	Deadline: All Advantage HRM transactions to reflect positions in PB have been workflowed through CAO B&A and HR.	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, Emergency Communications.

**Budget Development Schedule
FY 2020-21**

PLEASE NOTE: This schedule is subject to change.

	Date	Task/Issue	Lead
May	8	Prepare Notice to Taxpayers to publish by 5/13 (10 days before Public Hearings).	CAO B&A
	11	FY 2020-21 Recommended Budget goes to print.	CAO B&A
	13	FY 2020-21 Recommended Budget Summary Report(s) due in Legistar workflow (for BC).	CAO B&A
	15	Begin preparing "Adopted Budget" Board Reports for all agencies in Legistar, to be finalized immediately following Budget Hearings.	CAO B&A
	15	FY 2020-21 Recommended Budget available for review by public & departments.	CAO B&A
	22	BoS - FY 2020-21 Recommended Budget Agenda(s) posted (for 6/1-2 hearings).	CAO B&A
	27	Budget Committee Meeting - receives FY 2020-21 Recommended Budget Summary.	CAO B&A
JUNE	1 & 2	FY 2020-21 Recommended Budget Hearings (6/1 & 2, if needed).	CAO B&A
	3	Deadline: Submit detailed worksheet to Central HR and A/C-ERP for any position changes directed by Board at Budget Hearings.	CAO B&A
	3-4	Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings.	CAO B&A
	3-4	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
	4	Create PB to HRM "Final" position spreadsheet for departmental review/verification.	A/C - ERP, Central HR
	3-5	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
	3-5	Final "Adopted Budget" changes data entry in PB for all accounting details by department, all position changes in SBFS, verify through FSQs and Advantage reports PB Stage 3.	CAO B&A
	3-12	Finalize and workflow 9+/- individual Board Reports in Legistar for adoption of FY 2020-21 Budgets for all Board of Supervisors governed agencies and special districts (for 6/23 BoS mtg.)	CAO B&A
	23	Board of Supervisors Meeting - Adoption of FY 2020-21 Budget.	CAO B&A
	24	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
	24	Load PB to HRM "Final" position spreadsheet to HRM as draft documents.	A/C - ERP
	24	Load ESMT to HRM as draft documents.	A/C - ERP
	22-25	PB approved FY 2020-21 budget data moved to FIN Advantage.	A/C - ERP
	24-26	Position (PSMT) - Position Authorization (PAMT) - Employee (ESMT) documents finalized.	A/C - ERP
	23-26	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
	24	Budget Committee Meeting - (1:30 p.m. - Monterey Room).	CAO B&A
JULY	6	Departments compare FY 2020-21 Adopted Budget to HRM report (MC-HRM-POSN-0039) authorized positions to verify position and FTE counts.	HR & Finance - All Depts
	6	Departments verify positions finalize manual entries to HRM with Central HR coordination when discrepancies found in authorized positions & FTE counts and employees.	HR & Finance - All Depts, Central HR



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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.
- 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.

Section 8 – Permitted Structural Features

- A. Maturity of the debt issued cannot exceed that permitted by law.
- B. Maturity of the debt shall not exceed the estimated useful life of the project being
- H. Derivative products such as interest rate swaps and hedges, while permissible, impose

additional risks. Use of derivatives must first be analyzed by the County's MA, reviewed by the DAC, and approved by the Board.

- I. If necessary for federal tax law purposes, a reimbursement resolution should be approved by the Board for qualifying capital projects that require expenditures prior to the issuance of the debt to enable those expenditures to be reimbursed in the debt issue sizing.

Section 9 – Specific Permitted Features by Type of Debt

9.1 General Obligation

General obligation bonds pursuant to State law require a two-thirds majority of those voting in a local election to authorize a bond issue for a specific purpose. They may be issued to acquire, construct, and improve real property, but cannot be used to purchase equipment or for operations and maintenance. Both competitive and negotiated sales are permissible. The bonds cannot be sold at a discount from par and the interest rate cannot be higher than the statutory limit of twelve percent (12%) nor that approved by the voters. The maximum aggregate outstanding amount of general obligation bonds may not exceed 1.25% of the assessed valuation of all real and personal property in the County, except that for water conservation and flood control projects and construction of certain County roads, the maximum may increase to 3.75%. The maximum maturity cannot exceed forty (40) years, and in no event shall it exceed the useful life of the project being financed. Annual debt service shall be approximately level. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A debt service reserve is not required. A credit enhancement may be employed if it reduces the overall net cost of the issue.

9.2 Revenue Obligations

Enterprise Revenue bonds are to be used to acquire or construct a specific project and are to be repaid solely from the revenue, or net revenue, produced by such enterprise. Bondholders are only entitled to repayment from such revenue or net revenue and have no recourse to the general fund. The net revenue coverage ratio (gross revenue less operations and maintenance cost) goal of 1.25 times annual debt service is desired. A debt service reserve

equal to the highest annual debt service (limited by Tax Code to 10% of proceeds) may be dictated by the market. There is no stated maximum maturity, but in no event shall it exceed the useful life of the project being financed. Annual debt service should be approximately level unless rate increases have been implemented. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A credit enhancement may be employed if it reduces the overall net cost of the issue. Estimated costs of issuance may be included in sizing the issue. Capitalized interest from the dated date of the bonds to six months after the anticipated completion of the project or until revenues are sufficient to pay debt service may be included in the issue sizing, as determined by the MA and/or Debt Advisory Committee (DAC).

9.3 Fixed and Variable Rate Debt

To maintain a predictable debt service burden, the County will give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is floating or variable rate debt. It may be appropriate to issue short-term or long-term variable rate debt to diversify the County's debt portfolio, reduce interest costs, provide interim funding for capital projects, or improve the match of assets to liabilities.

Fixed rate debt should be considered as a primary structural tool for project financings, so that annual debt service requirements are not subject to interest rate exposure and will not vary as interest rates change. However, other forms of rate structures may be used if they result in favorable financial outcomes.

Budgetary safeguards should be in place before incurring variable rate debt, and such debt should never amount to more than twenty percent (20%) of all outstanding debt. Before incurring variable rate debt, careful consideration should be given to current market conditions and trends, including the costs and availability of Liquidity Facilities. The County's cost for administering variable rate debt should be considered when comparing fixed and variable rate debt.

Variable rate debt may be used if interest rates are high and market expectations are that rates will decline. While variable rate debt permits the County to obtain lower rates than fixed rate debt, the County is subject to interest rate

risk. The frequency with which the interest rate on the debt is reset has a direct effect on the amount of interest to be paid. Variable rate debt should only be used if the County can be converted to fixed rate debt. The County will consider the use of interest rate caps on any variable rate issue.

The use of synthetic interest rate swaps may be employed if their use is determined advisable by the County's MA, reviewed by the DAC, and approved by the Board.

9.4 Lease-backed Debt

COPs provide long-term financing through a lease or installment sale agreement that does not constitute indebtedness under the State constitutional debt limitation and are not subject to other statutory restrictions applicable to bonds, including interest rate limitation, election requirements, competitive sale requirements, or semiannual or fixed rate interest payment restrictions. COP debt was aggregated with General Obligation debt by Board of Supervisor resolution on August 16, 2005 to maximize aggregate County debt 1.25% of countywide assessed value. Rental interruption, earthquake, and other insurance should be provided. COPs shall require specific noticing for public hearings to be held for any such financing.

Lease revenue bonds are like COPs because they are both based on a lease agreement and are not subject to the constitutional debt limitation. The financed project may be revenue producing or non-revenue producing. The issuer (lessor) must lease to another public entity and receive lease payments in return that are sufficient to meet the debt service on the issue. Title must revert to the issuer after the bonds are paid in full. Lease revenue bonds cannot bear an interest rate above the legal maximum.

9.5 Special Obligation Debt

Assessment district debt may be levied to provide infrastructure improvements to defined communities of interest. Sizing of the issue may include engineering costs, legal and financing costs, and a debt service reserve. The ratio of land value to assessment lien must be at least 4 to 1 on a per parcel basis. As there is generally no obligation of the issuer to make up any delinquencies or defaults, it is necessary to provide a covenant to foreclose. Balloting for the assessment protest procedures must be in compliance with Proposition 218.

Tax allocation bonds may be issued by redevelopment agencies to revitalize blighted and economically depressed areas of the County and to promote economic growth. They

may be structured as tax-exempt bonds or federally taxable bonds. If tax increment is the sole source of repayment, it must meet a reasonable coverage test for annual debt service. The bonds must be sold by competitive sale and cannot bear an interest rate above the legal maximum. However, the bonds can be sold to the JPA at negotiated sale. Refunding bonds can be negotiated, as can housing bonds. The issue must include capitalized interest to cover the period before sufficient incremental taxes will be realized. A professional analysis of projected tax increment is required for any tax allocation bond. The County must pursue all appropriate pass-through agreements prior to debt issuance. The County may contract with a professional firm to prepare an economic feasibility determination in support of debt issuance.

9.6 Conduit Issues

Industrial development bonds may be issued under the California Industrial Development Financing Act to assist private companies in financing certain projects. Bonds issued under the Act are repaid solely by private enterprise, and no taxes or other public moneys are obligated. The maximum term is forty (40) years, the interest rate cannot exceed 12%, and they may be sold at either competitive or negotiated sale.

There are a number of federal tax law limitations and restrictions applicable to industrial development bonds.

The County may act as a conduit issuer for entities qualifying under statute for tax exempt financing when the County is expressly held harmless as documented in the bond covenants.

The County may utilize the California Statewide Communities Development Authority (CSCDA) short-term Tax and Revenue Anticipation Note (TRAN) program and affiliated long-term 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 one other valuation method such as a market approach using sales that are at the same stage of land development. If more than one approach is utilized, there shall be an analysis and reconciliation of approaches to value that are sufficient to support the appraiser's opinion of value.
4. A description of comparable sales, including a description of all relevant physical, legal and economic factors such as parties to the transaction, source and method of financing, and verification by a party involved in the transaction.
5. A statement of the value of the real property.
6. The effective date of valuation, date of appraisal, signature and certification of the appraiser.

- C. **Conflict of Interest.** No appraiser or review appraiser shall have any interest direct or indirect in the real property being appraised for the Agency that would in any way conflict with the preparation or review of the appraisal. Compensation for making the appraisal shall not be based on the amount of valuation.
- D. **Community Facilities District Appraisal Premises.** The valuation of proposed special tax districts should be based on three premises:

1. Raw Land Value. (Premise #1). The total land within the project is valued “as is”:
 - a. Without any existing infrastructure.
 - b. Without proposed infrastructure being financed.
 - c. With existing parcel configuration.
 - d. Considering planned densities allowed by the specific plan of the project.

This is a typical type of land valuation.

2. Project Build-out Value. (Premise #2). The total land within the project is valued under projected conditions:
 - a. With proposed infrastructure being financed completed.
 - b. At the planned densities allowed by the specific plan.
 - c. Land development is at the stage of being marketed to merchant builders or tentative tract maps ready to be filed.

This is a projected value based on project plans predicated on market conditions continuing as projected.

3. Bulk Land Value. (Premise #3). The total land within the project is valued under projected conditions:
 - a. With proposed infrastructure being financed completed.
 - b. With existing parcel configuration.
 - c. Considering planned densities allowed by the specific plan of the project.

This premise should consider a discounted or “quick sale” valuation considering time, costs, and the possibility of a per unit value based on the total size of the project.

said property owner or owners, pay interest thereon through redemption, bond call premiums and an associated costs and penalties when the property owner or owners are deemed to be in default under the terms of the required contractual agreement between the property owner or owners and the County for payment of annual assessed special taxes.

- C. The terms of the agreement with the bank providing the Letter of Credit shall require the bank to provide sixty (60) days notice of termination or expiration for any cause to the County, and permit, if fifteen (15) days prior to expiration no replacement or renewal Letter of Credit is in place that will be in effect upon the expiration date, the County to draw upon the Letter of Credit and call and redeem the allocable bonds, pay interest thereon through redemption, call premiums and any associated costs and penalties.
- D. The Letter of Credit is to be in an amount equal to 110% of the gross principal amount of the bonds allocable to the said property owner or owners plus an amount sufficient to pay the maximum accrued interest and bond premium, if any, through call and redemption of the allocable bonds in event of default in payment of special tax by said property owner or owners. The Letter of Credit shall be in force and renewed continuously for a period beginning on the date before the delivery of the bonds and continuing until such time as the said property owner or owners annual tax liability falls below ten percent (10%) of the gross annual special tax being levied within the boundaries of the proposed District. The amount of the Letter of Credit may be reduced on an annual basis, commencing on the anniversary date of the day prior to delivery of the bonds as the aforementioned property owner or owners sell portions of their property.
- E. The Letter of Credit must be issued by a financial institution acceptable to the County, the long term unsecured obligations of which are rated at least “single-A” or better by a NRSRO.
- F. “Property owner or owners” as used here shall mean owners at the time of commencement of the CFD, owners owned or controlled by said owner or any related owners and any successor property owner.

Policy on Credit Enhancement

- A. With regard to formation of a Community Facilities District pursuant to the Mello-Roos community Facilities Act of 1982, as amended, if a property owner or owners would be responsible for ten percent (10%) or more of the total annual special tax to be levied within the proposed boundaries of the District, then said property owner or owners will be required to provide a Letter of Credit naming the County of Monterey as beneficiary.
- B. The Letter of Credit will be drawn down by the County to call and redeem all bonds allocable to

Construction Contracts for Community Facilities Within Mello-Roos Districts

payment of 10% or more of the total annual special tax to be levied for any fiscal year.

With regard to the construction of public facilities that are to be financed from the proceeds of bonds sold pursuant to the Mello-Roos Community Facilities Act of 1982, as amended, (commencing with Section 53311 et seq. of the Government Code) (the "Act") the following policies are to be applied:

- A. The appropriate County department will be specified as the District's representative to administer the construction of each of the facilities to be owned and maintained by the County.
- B. The facilities to be owned and maintained by the County are to be constructed and/or acquired, by the District.
- C. Consistent with this policy, the County finds, pursuant to Section 53329.5(c) of the Act, that it will not serve the public interest to allow the property owners to elect to perform the construction of the facilities after the publication of the notice of the award of the contract and declaration to this effect is to be included in each resolution of intention submitted to the Board of Supervisors pursuant to Section 53321.

Required Basic Contractual Terms

Prior to delivery of the bonds, property owner or owners agree for timely payment of all annual assessed special taxes to the property owner or owners or its successors. An agreement will specify that a required Letter of Credit will be liquidated and applied to payment of the bonds via bond call provisions specified in the bond indenture in the event of default by the property owner or owners or its successors.

A default condition is defined as any installment (Section 2605 et seq. Revenue and Taxation Code) of property taxes where a lien for Mello-Roos assessments attaches to some installment and where such installment remains unpaid as of 5:00 p.m. on the delinquent date established for a tax installment (normally December 10 and April 10).

The agreement shall remain in full force and effect, and will be binding upon the property owner or owners or its successors in fee title as long as the property owner or owners (as defined by County Policy on Credit Enhancement) or its successors are responsible for

Glossary of Terms

ACCOUNT

An account is a classification of activity. Example: “Office Expense” is an account in the overall category “Services and Supplies.”

ADOPTED BUDGET

The approved plan for funding sources and uses (estimated revenues, unreserved fund balance and appropriations) for a fiscal year. Also referenced as “Final Budget.”

APPROPRIATION

An appropriation is the Board of Supervisors’ authorization to make expenditures and to incur obligations for specific purposes. An appropriation expires at fiscal year-end.

ASSESSED VALUATION

A value established for real estate or other property by the County Assessor or the State Board of Equalization as a basis for levying taxes.

ASSIGNED FUNDS

Amounts constrained by the government’s *intent* to be used for a specific purpose, but are neither restricted nor committed. Intent is expressed by the governing body itself, or a body (a budget or finance committee) or official to which the governing body has delegated the authority to assign amounts. Assignment is not required to be the government’s highest level of decision-making authority and the nature of the action to remove or modify assignments are not as strict.

AUTHORIZED POSITIONS

Personnel positions approved by the Board of Supervisors which may or may not be funded (see Budgeted Positions).

AVAILABLE FINANCING

All the means of financing a budget, primarily fund balance and estimated revenues including proceeds of property taxes. Does not include encumbered reserves, reserves or designations.

BALANCED BUDGET

Statutorily Balanced: When total estimated financing sources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending fund balance). Spending in a given year does not exceed total current revenues plus any Fund Balance carryover from the prior year.

Structurally Balanced: The budget matches total ongoing expenditures to the annual estimated

revenues. In a structurally balanced budget, beginning fund balance may “not” be used as a financing source for ongoing expenditures.

BUDGET

A budget is a document listing appropriations and estimated revenues for a fiscal year.

BUDGET UNIT

A budget unit is the smallest entity for which the Board of Supervisors approves an appropriation. A department may have one or more budget units. Each budget unit has a number of accounts.

BUDGETED POSITIONS

The number of full-time equivalent (FTE) personnel positions funded in a budget. Budgeted positions should not be confused with “authorized” positions, which are positions that may or may not be funded.

CAPITAL ASSET

A capital asset is a tangible or intangible item with a life beyond one year, such as land, buildings, furniture, and equipment, with a unit cost in excess of \$5,000.

CAPITAL PROJECTS

Capital projects are proposed acquisitions, additions, and improvements to capital assets, e.g., buildings, building improvements, and land purchases subject to the County’s Capitalization Policy.

CERTIFICATES OF PARTICIPATION

A form of financing by government entities which allows an individual to buy a share of the lease revenue of an agreement made by these entities.

CJIS/SUSTAIN

Integration of the Criminal Justice Information System with the State Court’s System (SUSTAIN).

COMMITTED FUNDS

Constraints on use of these funds are imposed by formal action of the government’s highest level of decision-making authority. Constraints can only be removed or changed by taking the same type of action it employed to commit those amounts, i.e. legislation, resolution, or ordinance.

CONTINGENCIES

Contingencies are an amount set-aside in the budget for unforeseen expenditure requirements. The Contingencies must be appropriated by the Board and is subject to a 4/5ths vote.

COBRA

Consolidated Budget Reconciliation Act of 1985. Refers specifically to Title X of the Act, which included provisions to provide members of company health plans who have lost their coverage due to a "qualifying event" to continue coverage at the employee's expense for a period of time.

COST PLAN

Cost Allocation Plan is known as OMB Circular A-87. This is a document that identifies, accumulates, and distributes allowable direct and indirect costs under grants and contracts and identifies the allocation methods used for distribution.

DEBT SERVICE

Debt Service is an obligation to pay principal and interest on all bonds and other debt instruments issued by the County according to a pre-determined payment schedule.

EMPLOYEE BENEFITS

Amounts paid to or on behalf of employees but not included in the salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, Workers' Compensation payments, and Unemployment Insurance payments.

ENCUMBRANCE

An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances.

ENTERPRISE FUND

A fund established to account for certain functions which are primarily or partially supported by user charges. Natividad Medical Center is an Enterprise Fund.

EXPENDITURE

A payment made for goods delivered or services rendered during a fiscal year whether paid or unpaid at fiscal year-end. An expenditure occurs in a governmental fund.

FINAL BUDGET

The approved plan for appropriations and estimated revenues for a fiscal year. Also referenced as "Adopted Budget."

FISCAL YEAR

The twelve-month period on which financial

accounting is based. The fiscal year for Monterey County is July 1st through June 30th.

FUNCTION

A group of activities aimed at achieving an objective. For example, "Public Protection" is a function.

FUND

A fund is a fiscal and accounting entity; e.g., General Fund, Library Fund.

FUND BALANCE

Fund balance is an amount derived by the formula: "fund balance = assets – liabilities." All or a portion of this balance may be available to finance a succeeding year's budget.

GANN LIMIT

Annual appropriation limits established in accordance with Article XIII B of the California Constitution. Paul Gann, president of California Taxpayers Association, was instrumental in placing the amendment on the November 1978 ballot.

GASB

Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States.

GENERAL FUND

The fund that supports general County services.

GENERAL FUND CONTRIBUTION

Local non-program revenues such as property taxes, sales and use tax, and transient occupancy tax which the Board of Supervisors appropriates through the annual budget process to supplement departments' program-specific revenues.

GRANT

A payment or series of payments from one governmental unit to another for a specific purpose and time period, e.g., child abuse vertical protection program.

IMPREST FUNDS

A sum of money to be used as petty cash.

INTRA FUND TRANSFER

An intra fund transfer is a non-reciprocal transfer of resources by one department to another in the same fund.

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 expenditures 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	CEQA	California Environmental Quality Act
AAB	Assessment Appeals Board	CERBT	California Employers' Retiree Benefit Trust
AB	Assembly Bill	CFD	Community Facilities District
ACA	Affordable Care Act	CFP	County Facility Payment
ACAO	Assistant County Administrative Officer	CHDP	Child Health Disability Prevention
ADA	Americans with Disabilities Act	CHPS	Consumer Health Protection Services
AFDC	Aid to Families with Dependent Children	CIC	Capital Improvement Committee
ALAE	Allocated Loss Adjustment Expense	CIMIS	California Irrigation Management Information System
AOC	Administration Office of the Courts	CIP	Capital Improvement Projects
ARC	Annual Required Contribution	CJIS	Criminal Justice Information System
APS	Adult Protective Services		Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN)
AVA	Actuarial Value of Assets	CJIS/SUSTAIN	Childhood Lead Poisoning Prevention Program
BEYR	Budget End of Year Report		Case Management System
BOS	Board of Supervisors	CLPPP	Creating New Choices
CACEO	California Association of Clerks and Elections Officials	CMS	Clerk of the Board
CAD	Computer Aided Dispatch	CNC	Corrections Operations Bureau
CAFR	Comprehensive Annual Financial Report	COB	Consolidated Omnibus Budget Reconciliation Act
CALA	Community Action Linking Adolescents	COB	Certificates of Participation
CalFresh	Federally known as the Supplemental Nutrition Assistance Program	COBRA	Countywide Cost Allocation Plan
CalPERS	California Public Employees Retirement System	COP	County Service Area
CAO	County Administrative Office	COWCAP	California State Association of Counties
CAO	County Administrative Officer	CSA	Community Services Block Grant
CAP	Community Action Partnership	CSAC	Certified Unified Program Agency
CAHA	Central California Alliance for Health	CSBG	Current Year
CCCP	Criminal Court Collections Program	CUPA	Current Year Estimate
CCR	Continuum of Care Reform	CY	District Attorney
CCS	California Children's Services	CYE	Department of Child Support Services
CCTA	California Coastal Trail Association	DA	Department of Juvenile Justice
CDBG	Community Development Block Grants	DCSS	Department of Justice
CDCR	California Department of Corrections and Rehabilitation	DJJ	Development Set-Aside
CDFA	California Department of Food and Agriculture	DOJ	Department of Social Services
CDS	County Disposal Site	DSA	Drinking Water Protection Services
		DSS	Employee Assistance Program
		DWPS	
		EAP	

EDD	Economic Development Department	HVAC	Heating, Ventilation, and Air Conditioning
EHR	Environmental Health Review Services	IGLA	Intergovernmental and Legislative Affairs
EMS	Emergency Medical Services	IHSS	In-Home Support Services
EOC	Emergency Operations Center	ILP	Independent Living Program
ERP	Enterprise Resource Planning	IP	Internet Protocol
FC	Foster Care	IRS	Internal Revenue Service
FEMA	Federal Emergency Management Agency	ISF	Internal Service Fund
FLSA	Fair Labor Standards Act	ITD	Information Technology Department
FOR A	Fort Ord Reuse Authority	JBCT	Jail Based Competency Treatment
RPPC	Fair Political Practices Commission	JSORT	Juvenile Sex Offender Response Team
FQHC	Federally Qualified Health Center	LAE	Loss Adjustment Expenses
FQHC-LA	Federally Qualified Health Center Look-Alike	LAFCO	Local Agency Formation Commission
FSA	Flexible Spending Account	LBAM	Light Brown Apple Moth
FTE	Full Time Equivalent	LEA	CalRecycle's Local Enforcement Agency
FY	Fiscal Year	LMS	Learning Management System
GAAP	Generally Accepted Accounting Principles	LOD	Learning and Organizational Development
GFC	General Fund Contribution	MCAP	Municipal Climate Action Plan
GFOA	Government Finance Officers Association	MCBC	Monterey County Business Council
GI Bill	Servicemen's Readjustment Act of 1944	MCCVB	Monterey County Convention and Visitors Bureau
GIS	Geographic Information Systems	MCFC	Monterey County Film Commission
GL	General Liability	MCFL	Monterey County Free Libraries
GRM	Graduated Responses and Incentives Matrix	MCLE	Mandatory Continuing Legal Education
HCAHPS	Hospital Consumer Assessment of Healthcare Providers and Systems	MCOE	Monterey County Office of Education
HEAP	Homeless Emergency Aid Program	MFF	Mobile Field Force
HHAP	Homeless, Housing, Assistance, and Prevention Program	MOE	Maintenance of Effort
HICAP	Health Insurance Counseling and Advocacy Program	MOU	Memorandum of Understanding
HMMS	Hazardous Materials Management Services	MPI	Master Patient Index
HNT	Hostage Negotiators	MVA	Market Value of Assets
HR	Human Resources	MVAO	Military and Veterans' Affairs Offices
HRD	Human Resources Department	NACO	National Association of Counties
HRM	Advantage Human Resources Management	NCRIC	Northern California Regional Intelligence Center
HRSA	Health Resources and Services Administration	NCQA	National Committee for Quality Assurance

NFP	Nurse Family Partnership	SSRC	Silver Star Resource Center
NGEN	Next Generation Public Safety Radio System Project	SUD	Substance Use Disorder
NMC	Natividad Medical Center	SWAT	Special Weapons and Tactical Team
NPDES	National Pollutant Discharge Elimination System	SWMS	Solid Waste Management Services
OCESA	Office of Community Engagement and Strategic Advocacy	TAMC	Transportation Agency for Monterey County
OES	Office of Emergency Services	TANF	Temporary Assistance for Needy Families
OET	Office of Employment and Training	TBD	To be determined
OMB	Office of Management and Budget	THPP	Transitional Housing Placement Program
OPEB	Other Post-Employment Benefits	TMDL	Total Maximum Daily Loads
PC	Penal Code	TOT	Transient Occupancy Tax
PCSD	Pajaro County Sanitation District	TPA	Third Party Administrator
PD	Public Defender	TTC	Treasurer-Tax Collector
PDO	Public Defender's Office	UC	University of California
PEPRA	Public Employee's Pension Reform Act	UCSF	University of California, San Francisco
PIC	Public Improvement Corporation	ULAE	Unallocated Loss Adjustment Expense
PMO	Project Management Office	UPS	Uninterruptable Power Supply
PRIME	Public Hospital Redesign and Incentives	USDA	United States Department of Agriculture
PSAP	Public Safety Answering Point	VA	Veterans' Affairs
PTO	Paid Time Off	VAMP	Vehicle Asset Management Program
RFP	Request for Proposal	VHF	Very High Frequency
RLF	Revolving Loan Fund	VLF	Vehicle License Fees
RMA	Resource Management Agency	VRP	Vehicle Replacement Program
ROPS	Recognized Obligation Payment Schedule	WAM	Weighted Average Maturity
RRRS	Recycling and Resource Recovery Services	WAN/LAN	Wide Area/Local Area Networks
SAFE	Sexual Assault Felony Enforcement	WAP	Work Alternative Program
SAR	Search and Rescue Team	WDB	Workforce Development Board
SART	Sexual Assault Response Team	WC	Workers' Compensation
SB	Senate Bill	WIA	Workforce Investment Act
SCRAMP	Sports Car Racing Association of the Monterey Peninsula	WIOA	Workforce Innovation and Opportunity Act
SIR	Self-Insured Retention	WIB	Workforce Investment Board
SOD	Sudden Oak Death	WIC	Women, Infants and Children
SRPS	Scenic Road Protective Structure	WPC	Whole Person Care
SSI	Supplemental Security Income	YC	Youth Center
SSI/SSP	Supplemental Security Income/ State Supplementary Program		



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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 SUBDIVISIONS: 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 OAK 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.

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.

453 – LAGUNA SECA RECREATIONAL AREA: This Enterprise Fund is for the Laguna Seca Recreational Area 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.